

SCHEDULE F: WORKFORCE PLAN

AGENCY OVERVIEW

The Texas Ethics Commission (TEC) was created effective January 1, 1992, by a voter-approved constitutional amendment. This amendment added Section 24a to Article III of the Texas Constitution establishing an eight-member commission with four members appointed by the Governor, and two each by the Lieutenant Governor and the Speaker of the Texas House of Representatives. Appointees are selected from lists submitted by the Texas Senate and the Texas House of Representatives.

AGENCY MISSION

The TEC's mission is to promote public confidence in government.

BUSINESS FUNCTIONS

The TEC has both constitutional and statutory duties. Constitutionally, the TEC is authorized to recommend the salary of members of the Legislature and the Lieutenant Governor, subject to approval by the voters; and sets the per diem for members of the Legislature and the Lieutenant Governor. Statutorily, TEC is responsible for administering and enforcing the laws concerning campaign finance and political advertising, lobby activity, personal financial disclosure by state officers, the standards of conduct and conflicts of interest of state officers and employees, and several other laws regulating the reporting requirements of other state and local officials and entities.

In FY 2026, TEC was authorized 31.4 FTEs but requires for 31.8 FTEs. The TEC's mission is carried out through the following five divisions.

- Disclosure Filings (Strategy A.1.1)
- Office of the General Counsel (Strategy A.1.2)
- Enforcement (Strategy A.1.3)
- Central Administration (Strategy B.1.1)
- Computer Services (Strategy B.1.2)

ANTICIPATED CHANGES TO THE MISSION, STRATEGIES AND GOALS OVER THE NEXT FIVE YEARS

The TEC's mission and goals remain steady with no anticipation of changes to its strategies or goals over the next five years. However, TEC continues to implement procedures to improve its filing system by automating manual processes involved in processing filings and posting them on the website and improving the public's ability to review and analyze the data in the public disclosure filings.

ADDITIONAL CONSIDERATIONS

Challenges to Providing Competitive Salaries

The Ethics Commission considers its staff to be its most valuable resource and is committed to recruiting and retaining highly qualified employees for the State of Texas. To address turnover and support retention efforts, the agency has implemented measures such as one-time merit awards for employees who exceed performance standards, as well as flexible work schedule options.

During the Eighty-Ninth Legislative Session, the Legislature approved targeted appropriations of \$51,300 in fiscal year 2026 to provide a 6% salary adjustment for qualified attorneys, along with \$20,697 in fiscal year 2026 for salary adjustments to two exempt positions to address pay disparities. These increases were expressly limited to those categories.

No cost-of-living adjustments were authorized for other staff. Employees not classified as attorneys were excluded from salary increases during the Eighty-Ninth Legislative Session.

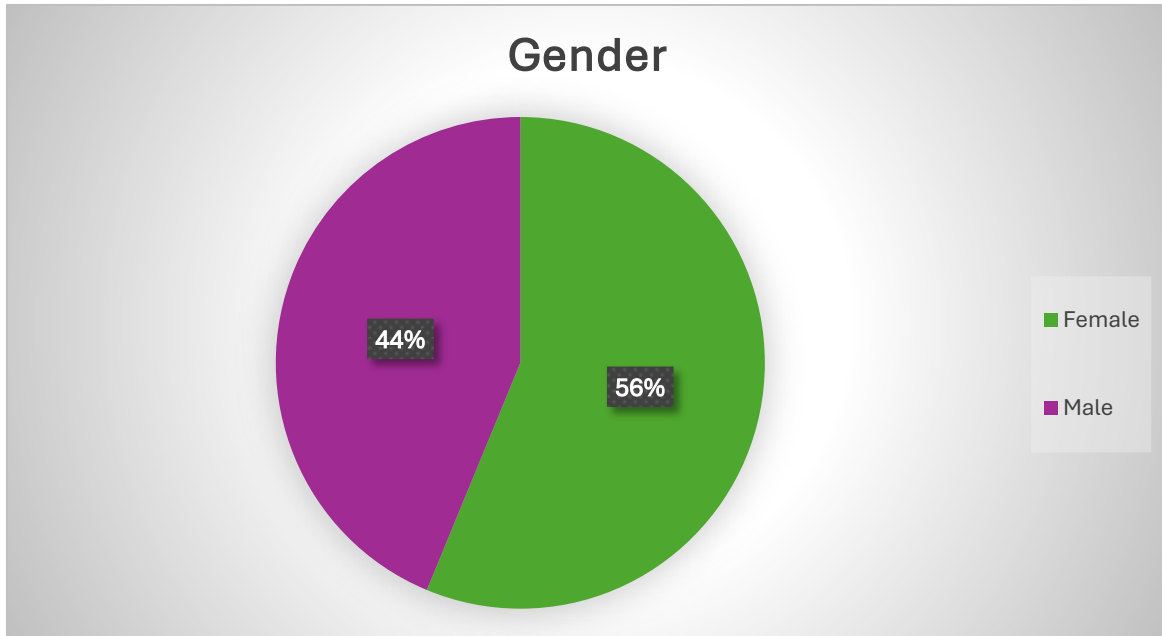
CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

CRITICAL WORKFORCE COMPETENCIES

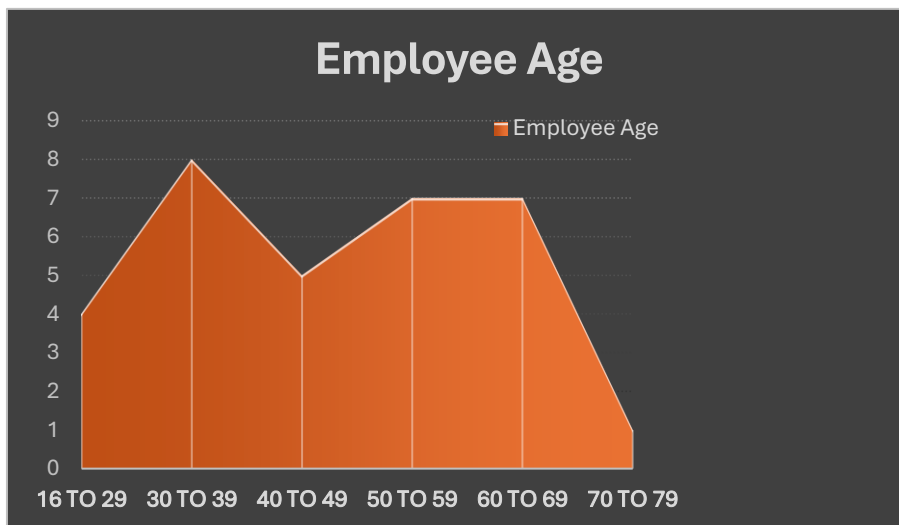
There are several critical skills that are important to the TEC's ability to fulfill its constitutional and statutory duties. Without these skills, the TEC could not comply with its goals and mission. The skills needed include: critical thinking, ability to interpret legislation; communication, organization, ability to write guidelines and procedures, legal research, problem solving, ability to develop long-term and short-term goals, strategic planning, risk management, financial management, ability to develop and monitor complex contracts, leadership development, willingness to learn, analyze security of information systems and data, implement security measures for computer or information systems, computer programming, develop diagrams or flow charts of system operations, and quality assurance skills.

WORKFORCE DEMOGRAPHICS

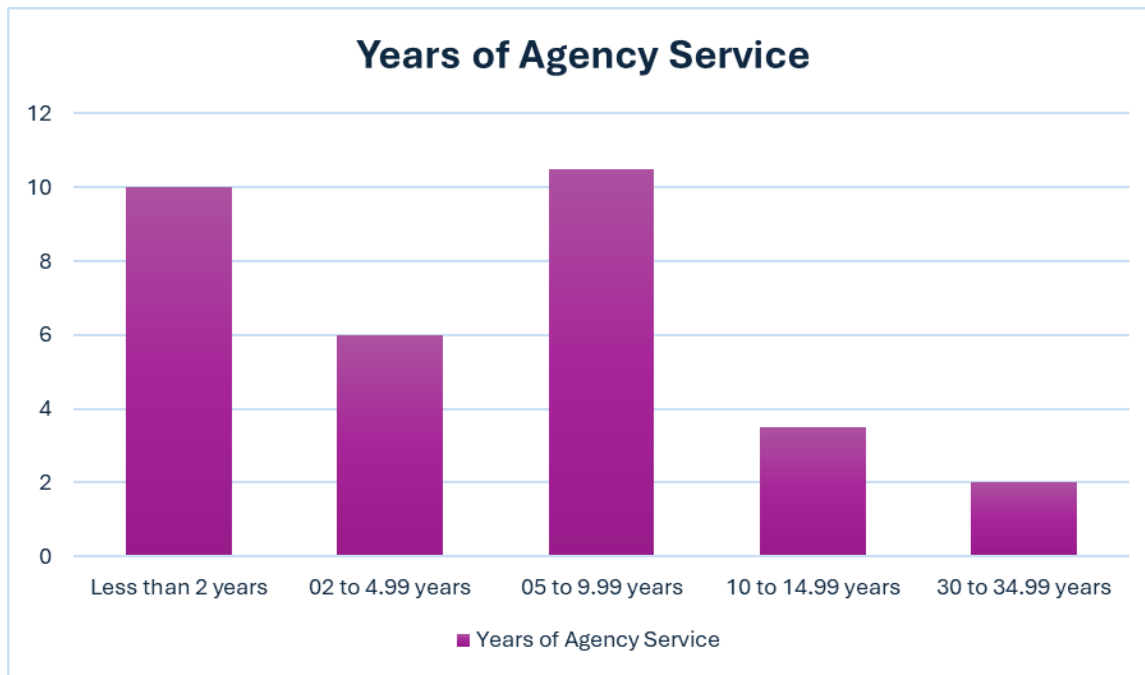
The following chart profiles TEC's total workforce. As of April 30, 2026, TEC's total headcount is 32 employees. This includes 31 full-time and one part-time employee. TEC's workforce is comprised of 56.25 percent female and 43.75 percent male. The ethnic group composition is 50 percent White, 28.12 percent Hispanic, 9.37 percent African American, 6.25 percent Two or More Ethnic Groups and 6.25 percent Asian. The average age of our employees is 46, with 62.5 percent of our employees over the age of 40. The average length of service is 6.32 years, with approximately 50 percent of our employees having less than five years of agency service, indicating the need for continuing strong training programs to ensure our employees are well-trained to serve the State of Texas.



Source: SAO Electronic Classification Analysis System (E-Class)-Fiscal Year 2026 employees by Gender with modifications and the Centralized Accounting and Payroll/Personnel System (CAPPS).



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Source: SAO Electronic Classification Analysis System (E-Class)-Fiscal Year 2026 Number of employees by Length of Agency Service, with modifications and the Centralized Accounting and Payroll/Personnel System (CAPPS).

EMPLOYEE ETHNICITY BY EEO JOB CATEGORY

The following table compares the percentage of African American, Hispanic, and female Commission employees as of April 30, 2026, to the State Agencies Workforce Composition (FY 2025 is the most current on the Workforce Commission’s website).

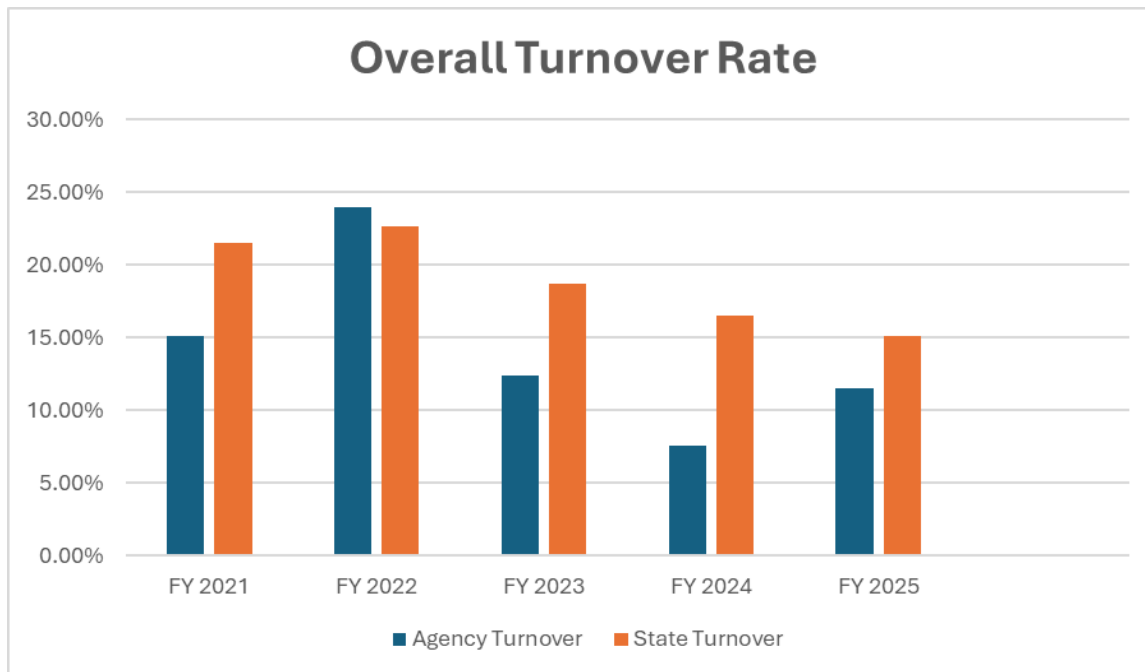
Job Category	African American		Hispanic American		Females	
	TEC %	State %	TEC%	State %	TEC %	State %
Officials, Administration (A)	0%	13%	30.7%	16.6%	30.7%	58.7%
Administrative Support (C)	0%	17.8%	0%	34.1%	100%	80.6%
Service and Maintenance (M)	0%	22.8%	0%	37.9%	0%	45.7%
Professional (P)	0 %	11.5%	31.8%	18.2%	27.270 %	59.1%
Para-Professional(Q)	22.22%	34.9%	55.55%	30.1%	22.22%	70.6%
Protective Services (R)	0%	40%	0%	24.7%	0%	49.0%
Skilled Craft (S)	0%	8.5%	0%	28.0%	0%	7.1%
Technicians (T)	22.22%	17.5%	22.22%	28.1%	0%	58.7%
total						

Sources for State %: TWC EEO & Minority Hiring Practices Report FY 2023-2024 and Source: SAO Electronic Classification Analysis System (E-Class)-Fiscal Year 2026 number of employees by EEO Category, Ethnicity, And Gender% calculated based on # of FTE in that category and the Centralized Accounting and Policy/Personnel System (CAPPS).

AGENCY TURNOVER

TEC is a small agency where the loss of a single employee could have a profound effect. Therefore, TEC works to retain employees—and if they leave are assured that their institutional knowledge does not leave with them. To that end the TEC has emphasized succession planning by keeping job descriptions and written processes up-to-date and training potential successors.

The following charts show the TEC’s turnover rate compared to the state percentages (employees who transferred to another state agency are included in the chart below), as well as a breakdown of the turnover data according to the length of agency service and age of the separating employees. Over the past five years (from September 1, 2021, to August 31, 2025), the TEC turnover rate has averaged 14.12 percent, which is below the statewide five-year average of 18.9 percent.



Source: SAO Classified Employee Turnover for FY 2021-2025 reports.

As of April 30, 2026, the TEC's overall agency turnover rate is 12.5 percent of the current fiscal year 2026.

Turnover by Length of Service

The TEC's greatest area of turnover has been with employees who have 10-15 years of experience. This group accounted for an average of 20.38 percent of the turnover over the past five years. Reasons cited for departure include low pay, limited room for advancement, and retirement. The chart below is calculated by identifying the overall number of employees by length of agency service and comparing that to the number who termed, retired or who transferred to another state agency.

	FY 2021 TEC %	FY 2021 State %	FY 2022 TEC %	FY 2022 State %	FY 2023 TEC %	FY 2023 State %	FY 2024 TEC %	FY 2024 State %	FY 2025 TEC %	FY 2025 State %
Less than 2 Years	10.3%	53%	17.4%	48.6%	23.5%	39.8%	12.5%	38.9%	33.3%	34.1%
02 to 4.99 Years	12.1%	17%	48%	22.4%	0%	16.8%	0%	12.2%	0.00%	13.1%
05 to 9.99 Years	0.00%	10.2%	0.00%	12.8%	0.00%	10.1%	0.00%	7.9%	10.5%	8.0%
10 to 14.99 Years	28.6%	9.9%	0%	11.9%	40%	9.7%	0.00%	8.2%	33.3%	8.3%
15 to 19.99 Years	80%	10.9%	0%	11.8%	0%	9.3%	400%	7.7%	0.00%	8.6%
20 to 24.99 Years	0.00%	14.9%	0.00%	13.7%	0.00%	11.8%	0.00%	10.4%	0.00%	13.9%
25 to 29.99 Years	0%	23.7%	0%	25%	0.00%	20.4%	0.00%	16.5%	0.00%	20.2%

Source: SAO Electronic Classification Analysis System (E-Class) - Includes interagency transfers and SAO Annual Report of Classified Employee Turnover for Fiscal Year 2021-2026
Turnover rate is not the sum of percentages but based on number of separations and average agency headcount.

During Fiscal Years 2021 through 2026, the TEC experienced the departure of 24 full-time employees (FTEs). Of those departures, seven were for personal reasons, two were involuntary separations, four resigned to pursue opportunities in the private sector, four employees retired and seven employees transferred to other state agencies. All seven employees who transferred to other state agencies received salary increases upon accepting their new positions.

As a small agency with a limited annual budget, the TEC faces ongoing challenges in maintaining competitive compensation levels and providing meaningful salary increases. These challenges are significant given that 34.37 percent of TEC employees are attorneys whose position requires active professional licensure, continuing legal education and extensive specialized training. Although TEC has historically been successful in recruiting qualified

attorneys, retaining and attracting legal talent has become increasingly difficult due to compensation gap between state employment and the private sector.

According to the Texas Labor Market Information report the median wage for Attorneys in Travis county is \$133,224. That is \$23,736.50 higher than the average attorney (\$109,487.50) salary at TEC. Additionally, the median salary for experienced attorneys in Travis County (\$216,596) exceeds the average TEC attorney salaries (\$109,487.50) by approximately \$90,000, and is \$50,000 higher than the TEC's Executive Director (\$163,221), who serves as the agency's most senior and experienced attorney.

The TEC also has difficulty recruiting and retaining skilled computer programmers. The average state employee makes \$104,000 as a computer programmer while the average in private sector is \$115,000. The average salary for TEC's three programmers is \$91,333.

Retirement Eligibility and Employee Attrition Rate over the Next Five Years

With a maturing and highly experienced workforce, 15.1 percent (4.8) of the TEC's current employees (31.8) are eligible for retirement at the end of Fiscal Year 2026. Of that group, approximately 41.66 percent (2) are management or lead staff. Another 12.57 percent (4) of the TEC's employees will be eligible for retirement within the next five years. This represents 27.67 percent of the filled full-time employee workforce (31.8), with many of these employees occupying key positions within the agency and possible payments of over \$167,376.60 in lump sum entitlements. For this reason, it is important for the TEC to ensure that the agency's knowledge and expertise is not lost. Based on past turnover trends, the projected attrition rate will be a loss of six employees per fiscal year, of which at least one will be retirees.

WORKFORCE SKILLS CRITICAL TO AGENCY MISSION AND GOALS

The TEC is fortunate to have a staff that ranges broadly in training and experience. It is critical in a small agency to have a staff that is diverse in skills because often employees are asked to perform more than one job function. For instance, one employee is the agency's Chief Financial Officer, head of Human Resources, and director of the TEC central administrations. As the TEC continues to develop its electronic filing technology the need for skilled clerical and paraprofessional workers shifts to workers with hard technical skills. The TEC needs employees skilled in database management, SQL, data visualization, and computer programming to maintain, and improve the electronic filing system and the vast amount of data it collects. The TEC hopes to leverage emerging AI technology to move more web development and computer programming in-house. But regardless of whether the anticipated efficiencies gain from AI come to fruition, the TEC needs employees well versed in the latest technology to continue to deliver value for the state.

The TEC also administers a complicated area of law that requires skilled attorneys and program specialists who can translate the arcane into plain English through advisory opinions, rules, guides and training seminars.

The following are critical skills that are important to the TEC's ability to operate and, without which, the TEC could not provide basic working functions to accomplish its strategic mission and goals.

- Customer service skills, including clear communication and patience;
- Legal research and analysis;
- Litigation skills, including written and oral advocacy and drafting discovery requests;
- Knowledge of the laws administered and enforced by the Commission;
- Reviewing and analyzing campaign finance, lobby, and other reports filed with the TEC;
- Organization skills required to administer and enforce statewide filing requirements;
- Developing and maintaining databases;
- Data-analysis and visualization;
- Administering and maintaining a network infrastructure;
- Developing and maintaining a website; and
- Developing and maintaining Java based computer programs.

FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)

CRITICAL FUNCTIONS REQUIRED TO ACHIEVE THE STRATEGIC PLAN

The following functions are critical to achieving TEC's strategic plan:

- Receiving and maintaining data required to be filed with the Commission, both electronically and in hard copy, and assisting persons in accessing that data;
- Responding quickly, accurately, and impartially to formal requests for advisory opinions and informal requests for legal guidance;
- Enforce the laws administered by the Commission by responding quickly and impartially to sworn complaints, performing random audits; and assessing statutory penalties for late-filed reports and impartially adjudicating their appeals; and
- Educate the public, state employees, and those subject to the laws administered and enforced by the Commission.

EXPECTED WORKFORCE CHANGES

The TEC must prepare for the departure of at least two of its directors, who have reached retirement eligibility. These individuals are critical employees at the agency, responsible for overseeing the human resources, payroll, finances and operation and maintenance of TEC's electronic filing system and public website. They have been at TEC for 31 and 15 years, during which time they have procured, managed and built many of TEC's computer systems. One has managed TEC's relationship with its software vendors and developed many of TEC's internal protocols for maintaining its databases and notifying filers of pending deadlines and unpaid penalties. Their knowledge and skills will be extremely difficult for the agency to replace. When these employees retire or otherwise leave the TEC, the agency would likely need at least four new employees to cover the wide variety of responsibilities that it has come to rely on these employees to accomplish by themselves.

In addition to these potential key departures, the agency can expect, based on previous averages, to lose at least 6.8 additional employees during the next five years. Losing attorneys is particularly problematic for the TEC because of the unique and highly specialized area of law that the agency administers and enforces.

FUTURE WORKFORCE SKILLS NEEDED

Expert in data analysis and visualization

The TEC's mission, at its heart, is to inform the public about how political campaigns in Texas are financed, the activities and expenditures of lobbyists, and the financial interests of state officers and candidates. It receives and makes public large quantities of data about the political contributions and expenditures of candidates and political committees, the activities of lobbyists, and the financial interests of public officials. However, it does not currently employ an expert in data analysis and visualization that could identify new and helpful ways to communicate that data to the general public. The TEC needs to add a WordPress Designer/Engineer as well as a subject matter expert in Tableau or similar data visualization tool in order to effectively process and relay this data. As an agency that is fundamentally built around educating the public with data, the TEC believes it should add such a professional to its staff.

Web design and software programming

The TEC needs to ensure that its workforce has the skills to keep pace with rapidly changing technology. The TEC has long-term need for software engineers to maintain and improve its existing electronic filing systems (EFS) and manage technology contracts for future improvements and systems. The need for a subject matter expert on the EFS application, designing workflow and business process changes, performing value analysis for new features, defining acceptance criteria, participating in the enhancement writing/prioritizing sessions, testing functionality developed by outside vendors, fielding calls from filers, and providing feedback on UI/UIX design are some tasks the TEC will need skilled technical people to accomplish. TEC will also be looking to add an AWS System Admin/Architect to improve the following skill areas. Strengthening security and compliance in the AWS environment, improving reliability and performance through better architecture and monitoring, reduce cloud costs by optimizing resources and configurations, modernizing the application using cloud-native services where appropriate, and providing guidance, documentation, and training to support long term sustainability. Lastly TEC is looking to increase networking skills so that it can identify bottlenecks, prevent outages, and optimize performance. TEC would also not only like to strengthen cybersecurity through proper firewall configuration, access controls, and ongoing monitoring but also streamline connectivity between offices, cloud services, and remote staff. Better skilled programmers and network specialists are needed to support troubleshooting and provide faster resolution of connectivity, VPN, or infrastructure issues and plan and maintain long-term network architecture to keep systems scalable and up to date.

Attorney and Legal Staff

As the state population grows, so does TEC's regulated community of local and state candidates and officials, lobbyists, and government employees. The TEC seeks to retain and recruit skilled attorneys and staff to account for the increased volume of requests, inquiries, and complaints.

Administrative Staff

Finally, as the hiring pool gets competitive, the need to maintain and fill critical administrative roles such as an experienced contract manager, becomes imperative. TEC looks to add these critical roles.

Anticipated Increase/Decrease in the Number of Employees Needed

The agency currently is authorized 31.4 FTEs, but at current work load it must operate at 31.8 full time employees. Increasing the FTE cap authorized by the State would have a positive impact on TEC's ability to achieve its mission and statutory obligations.

STRATEGY DEVELOPMENT

Specific Goals to Address Workforce Competency Gap/Surplus

The largest gap in workforce numbers or skills the TEC faces for the next five years is retaining, recruiting, and having funding for an adequate number of employees with technical skills.

Based on the analysis of current workforce demographics, there are several issues that the TEC will continue to focus on in order to keep a competent and knowledgeable workforce that is able to accomplish its strategic mission and goals:

- When new employees are hired, the TEC strives to ensure that they are trained quickly and thoroughly so that our employees are well prepared to serve Texas;
- The TEC will seek appropriate funding to recruit and retain employees to the extent possible;
- Strengthen recruitment efforts by expanding job posting outreach to universities, professional associations, industry organizations and other targeted employment platforms to attract a broader and more qualified applicant pool;
- The TEC will continue to follow the state recruitment plan to maximize the number of qualified applicants for available positions within all job categories; and
- The TEC continues to develop in-house procedural manuals to quickly train new hires and allow cross training within.

The TEC will work to decrease its turnover rate lower than the State average by continuing to conduct exit interviews, offer the State Online Exit Survey to voluntarily separating employees, conduct employee satisfaction surveys, and assess the results to identify retention issues. As the agency foresees losing more employees to retirement over the next few years, the TEC will

continue to document working processes and procedures and cross-train employees to ensure that organizational knowledge is retained.