

SCHEDULE D

Agency Workforce Plan

Overview

The Texas Legislature created the Texas Commission on Law Enforcement in 1965 to ensure that Texas is served by highly trained and ethical law enforcement, county corrections and telecommunications personnel by providing hiring and training standards to state law enforcement agencies. The Commission is responsible for issuing licenses and maintaining proficiency certificates for all peace officers, county jailers, armed public security officers, school marshals and telecommunications, as well as monitoring the statutory compliance of all appointed and non-appointed licensees. The Commission is responsible for taking enforcement action (revocation or suspension) against licensees convicted of, or placed on community supervision for criminal offenses, as well as those who fail to comply with training and licensing requirements. Beyond setting licensing standards, the Commission has a wide range of responsibilities; including developing, implementing, and maintaining basic and advanced training program curricula for education and training of officers, county jailers, and telecommunications; school marshals; prosecuting officer violations; creating and maintaining licensing exams; honoring and memorializing peace officer service; providing field assistance across Texas; and providing intergovernmental assistance.

The challenges to these responsibilities are the increasing size of the licensee population, corresponding with an increase in the size and diversity of the population of Texas as a whole. According to the U.S. Census Bureau, Texas' population growth was significant and a sizable growth in the number of licensees over the next five years is reasonable. This growth in the licensed population, coupled with the difference between rural and metropolitan areas, creates a difficult task for an agency to create, monitor, and maintain minimum standards that fit the very different regions of Texas. Flexibility and adaptability will be key to meeting these challenges.

Mission

The mission of the Texas Commission on Law Enforcement, as a regulatory State agency, is to establish and enforce standards to ensure that the people of Texas are served by highly trained and ethical law enforcement, corrections, and telecommunications personnel.

Goal 1 License and Develop Standards

To create new incentives and opportunities for the law enforcement career-oriented individuals to grow in their professional competency.

Goal 2 Regulation

To develop and implement programs designed to contribute to the reduction of per capita incidence of officer misconduct.

Goal 3 Indirect Administration

Administration of agency operations.

Objectives and Strategies

The Commission has three main goals and five strategies:

Goal 1 Licensing and Standards Development

Objective 1 Licensing and Examinations:

Contribute to continuing reduction in the threat of crime in Texas by ensuring the competency of law enforcement professionals.

Strategy 1-1-1 Licensing: Issue licenses and certificates to individuals who demonstrate required competencies.

Strategy 1-1-2 Standards Development: Set standards for training academies and manage development, delivery, and quality of law enforcement training and education.

Goal 2 Regulation

Objective 1 Enforcement/Regulation: Reduce the per capita incidence of officer misconduct in Texas within the provisions of statutes and rules that govern the agency.

Strategy 2-1-1 Enforcement: Revoke licenses, suspend licenses, reprimand licensees, or cancel licenses for violation of statutes or agency rules.

Strategy 2-1-2 Technical Assistance: Provide technical assistance to the law enforcement community.

Goal 3- Indirect Administration

Objective 1 Indirect Administration: Provide efficient and effective indirect administration at the greatest value to the state.

Strategy 3-1-1 Indirect Administration: Perform ancillary supportive administrative and executive services to efficiently assist in achieving the agency's mission.

Core Business Functions

Under the direction of an executive director appointed by the Commission, the staff of the Texas Commission on Law Enforcement implements and enforces the legislative mandates of Chapter 1701 of the Occupations Code and the Commission's adopted rules. The Commission is authorized 93 full-time employee (FTE) positions.

The office of the Executive Director develops and implements agency policies as required by statute, and plans, directs, and coordinates the programs and resources of the agency.

Major Programs and their General Duties:

Licensing Program [Strategy 1-1-1]

- Assisting officers and departments in the review and maintenance of their licenses
- Licensing law enforcement academies, contractual providers, and academic providers
- Issuing and maintaining licenses and proficiency certificates for peace officers, jailers, telecommunicators, and school marshals
- Developing, maintaining, and administering licensing examinations
- Approving and verifying mandated continuing education requirements
- Providing distance education to law enforcement agencies

Standards Development Program [Strategy 1-1-2]

- Develop, monitor, and facilitate the implementation of professional licensing standards
- Approving, and maintaining curriculum and training
- Conducting programs research and reporting results
- Analyzing compliance trends

Enforcement Program [Strategy 2-1-1]

- Conducting audits of law enforcement agencies

- Conducting audits of agency programs delivered by law enforcement academies, contractual providers, and academic providers
- Serving as a liaison for state agencies and educational entities assisting in the agency mission
- Mediate disciplinary actions
- Investigating rule and law violations
- Taking enforcement actions against licensees, agencies, and training providers
- Forwarding complaints to agencies that come to the Commission but do not fall within Occupations Code 1701

Technical Assistance Program [Strategy 2-1-2]

- Providing field assistance to agencies regulated by TCOLE
- Approving agencies
- Evaluating and assisting academies, training providers and programs
- Conducting audits of law enforcement agencies
- Conducting audits of TCOLE programs delivered by law enforcement academies, contractual providers, and academic providers
- Serving as a liaison for state agencies and educational entities assisting in the TCOLE mission
- Planning and hosting the annual Training Coordinators' Conference
- Providing a state flag to the families of deceased peace officers (line-of-duty and honorably retired)

Indirect Administration Program [Strategy 3-1-1]

- Serving as a liaison for state agencies and educational entities assisting in the agency's mission
- Budgeting and planning
- Handling open records requests from citizens, administrators, and agencies
- Maintain racial profiling data
- Government relations
- Texas Peace Officers' Memorial duties and requirements
- Maintain information resources material, financial data, purchasing, and human resources services for agency employees
- Facilities management
- Risk management
- Providing memorial and achievement award activities

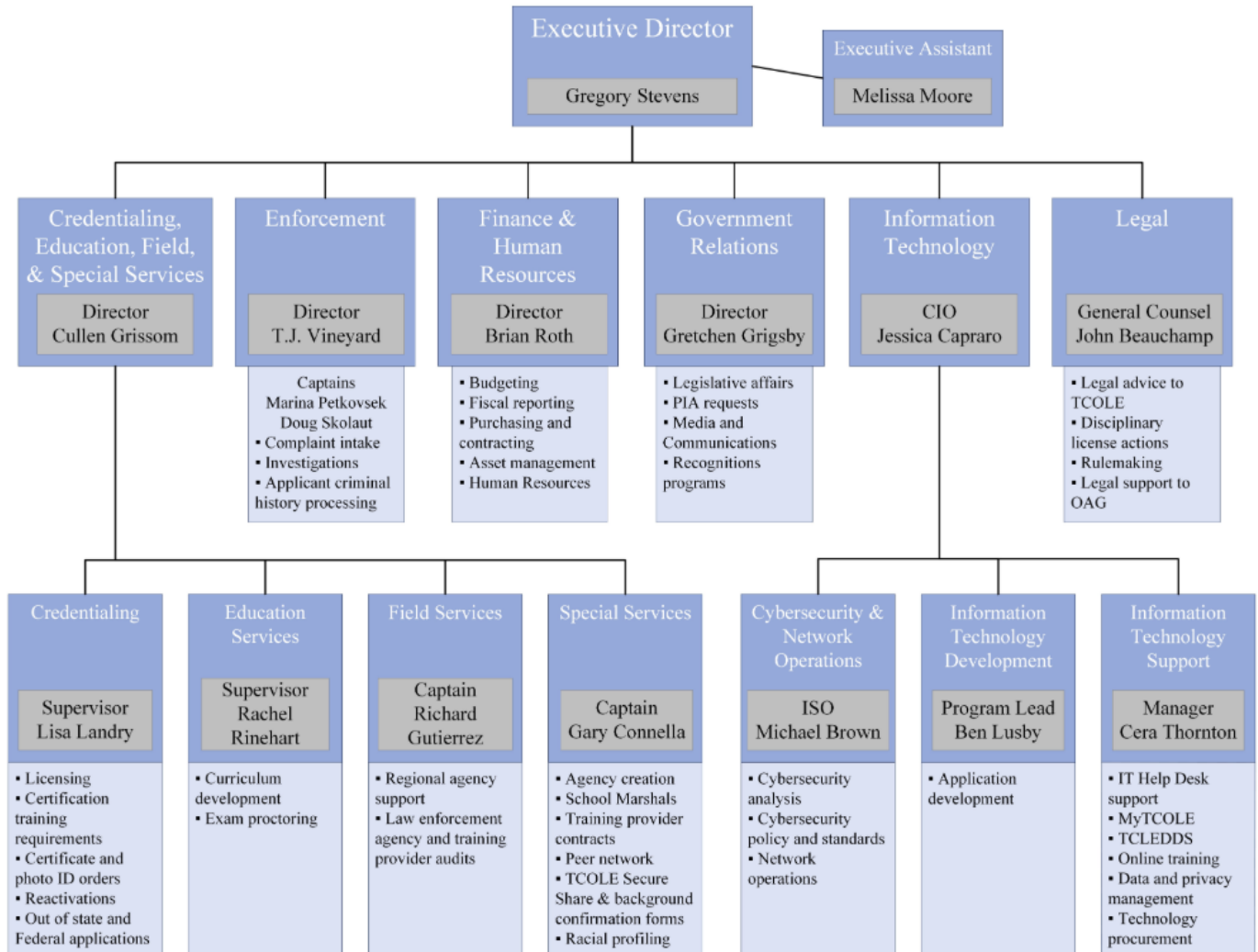
Anticipated Changes to the Mission, Strategies, and Goals over the next Five Years

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

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

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

Current Organizational Structure



Supply Analysis

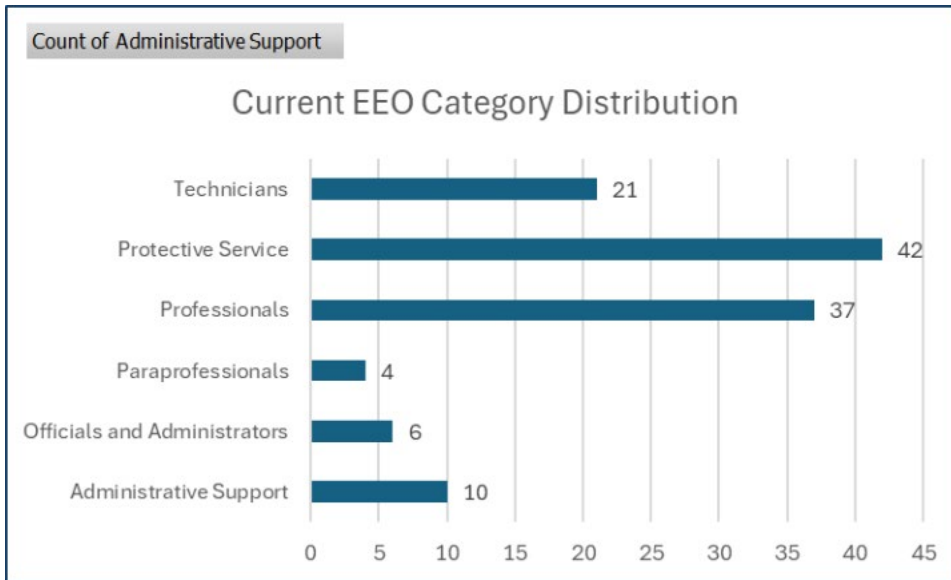
Current Workforce Profile (Supply Analysis)

Current Staff as of
05/19/2026

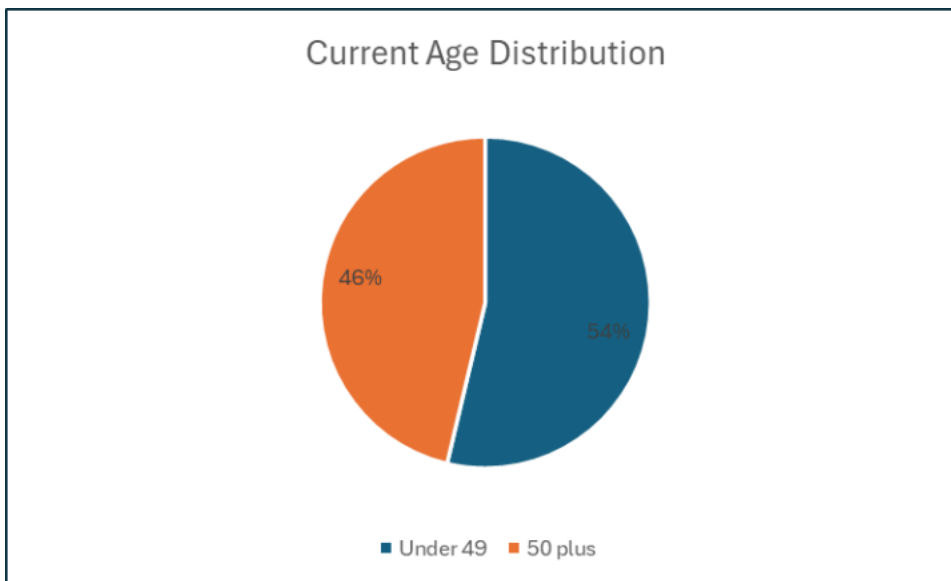
Headcount	121
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	Count	Percentage of Workforce
<u>EEO Category</u>		
Administrative Support Officials and Administrators	11	9%
Paraprofessionals	6	5%
Professionals	4	3%
Protective Service	37	31%
Technicians	42	35%
	21	17%
<u>Ethnicity</u>		
American Indian/Alaska Native	1	1%
Asian	4	3%
Black/African American	2	2%
Hispanic	32	26%
Two or More Ethnic Groups	5	4%
White	77	64%
<u>Gender</u>		
Female	62	51%
Male	59	49%
<u>Age</u>		
16 to 29	21	17%
30 to 39	22	18%
40 to 49	22	18%
50 to 59	37	31%
60 to 69	17	14%
70 or Older	2	2%
<u>Military</u>		
Not a Veteran	104	86%
Not indicated	5	4%
Veteran - No Preference	1	1%
Veteran - Preference	11	9%

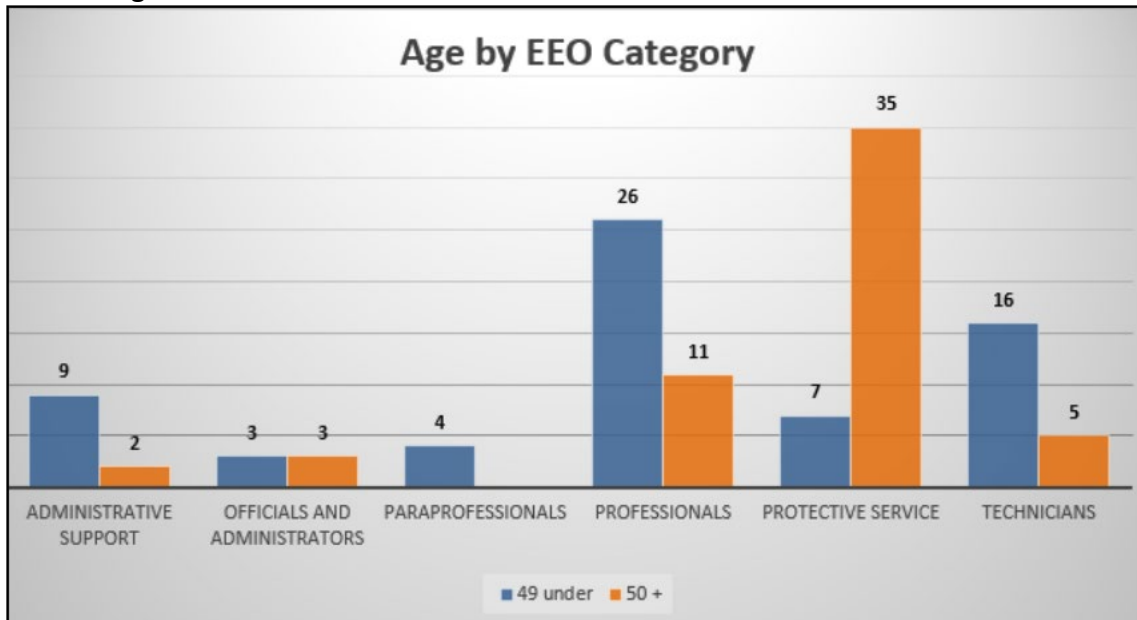
Current EEO Category Distribution



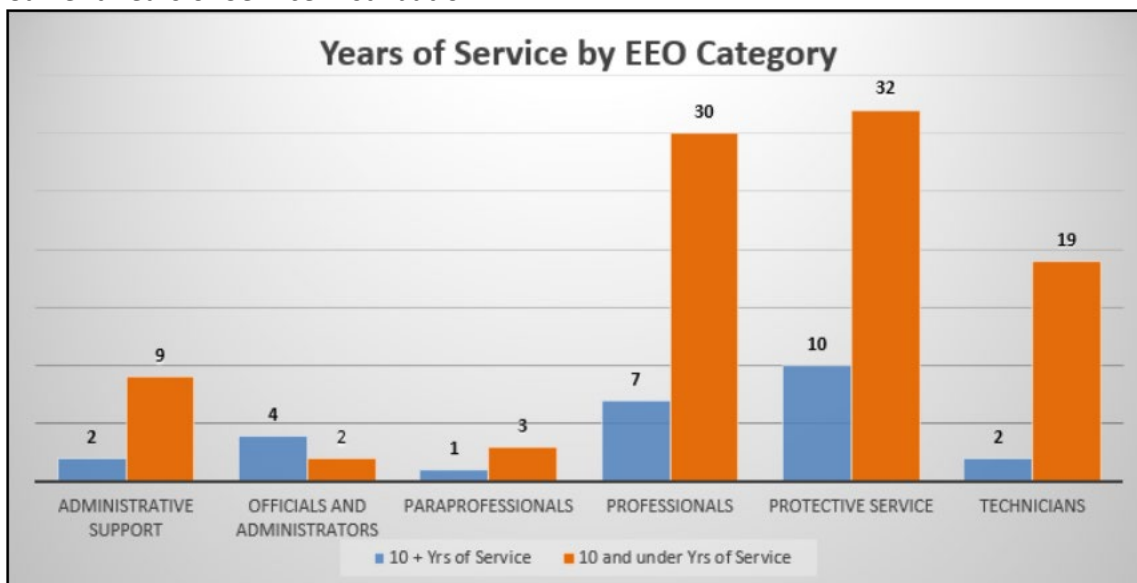
Current Age Distribution



Current Age Distribution



Current Years of Service Distribution



Demand Analysis

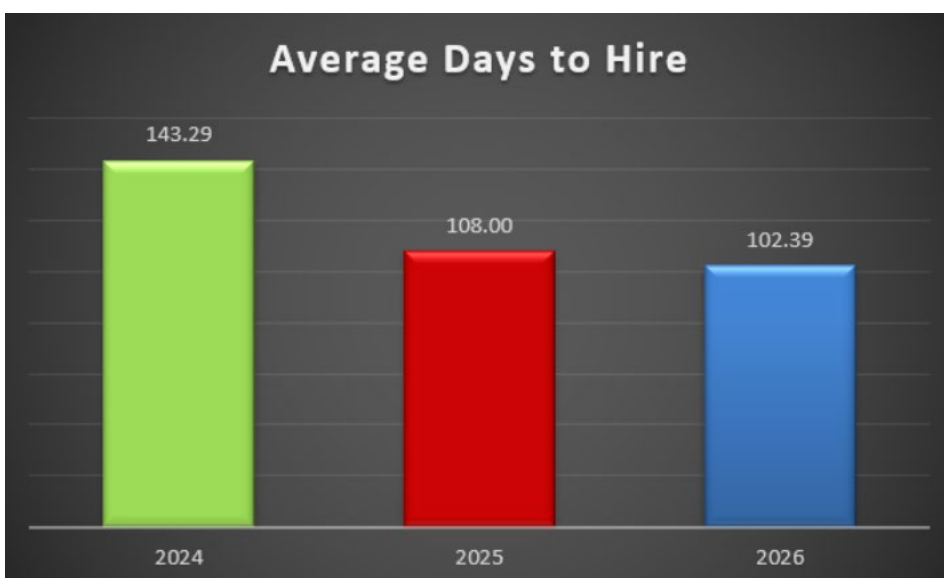
TCOLE serves continually expanding population of licensees. More recently the population of law enforcement agencies, academies, and training providers has also been increasing rapidly. TCOLE services and maintains standards for all populations. There are currently over 2,784 law enforcement agencies, academies and training providers in the State of Texas.

The agency currently serves over 117,847 appointed licensees, which does not include inactive licenses. Active license status does not diminish the life-long relationship that TCOLE has with the licensees and agencies they serve. Many individuals begin communications with TCOLE long before they become licensed, throughout their career, into retirement, and families of deceased police officers receive flags from TCOLE.

TCOLE gained 44 FTE from the 89th Legislature and is actively recruiting. TCOLE is requesting additional FTE for the upcoming 90th Legislative Session with a projection of adding 18 FTE, increasing to 154.6 in the next 5 years. The agency does plan to fill many of these new positions, but due to market may end up with fewer actual FTEs with higher salaries. Regular turnover is projected to be 9% of with Retirements projected to be 8% through 2031.

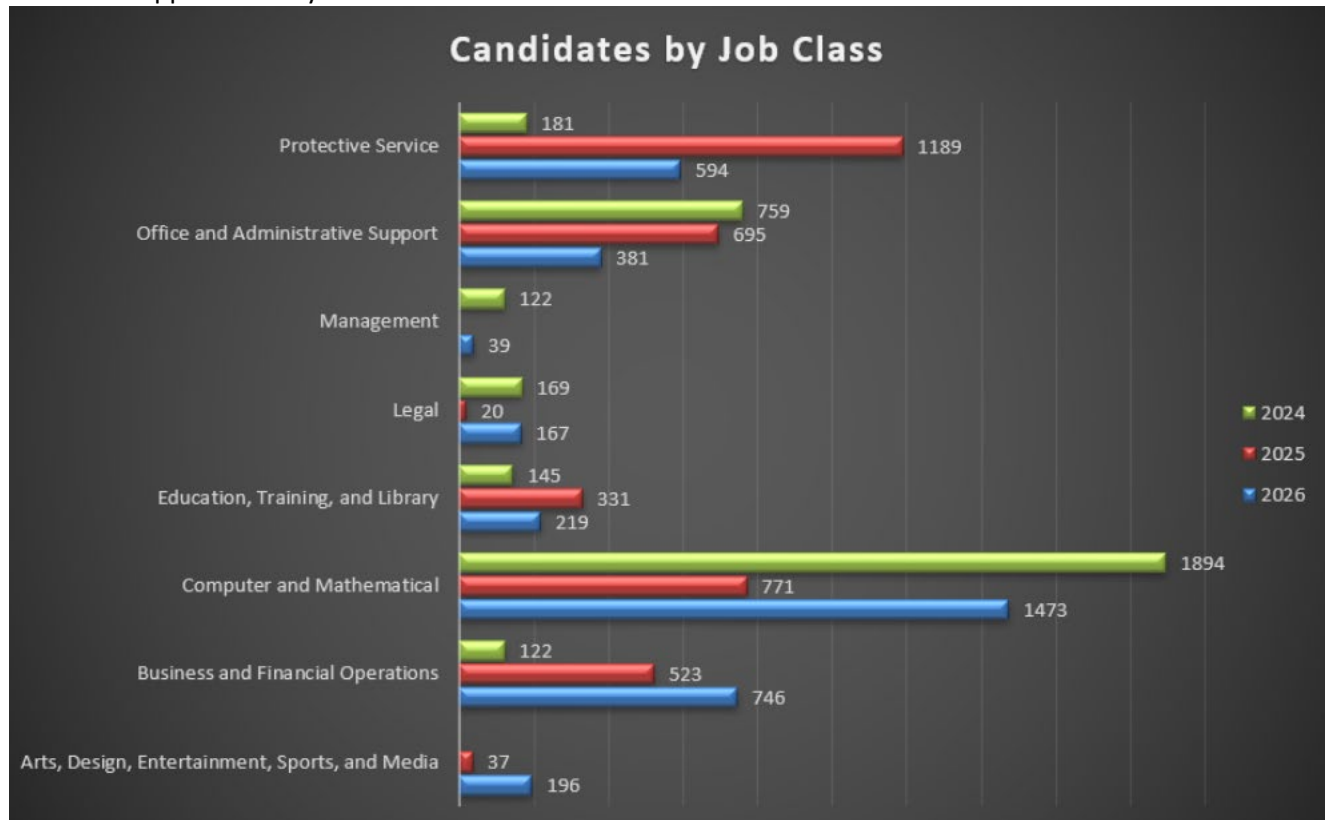


In 2017, TCOLE implemented CAPPS Recruit Career Section as part of our implementation of all the CAPPS modules. Included in this module package are full integration with WorkInTexas.com, CAPPS HR/Payroll and reporting capabilities which give the agency insight into applicant sourcing. TCOLE has hired 122 employees since implementing Recruit Career module and currently has 16 open positions. Below are the average days to hire for the last 3 years.



Projections of retirements and terminations, as well as the 41% increase between the 88th and 89th legislative sessions authorized FTE to 136.6. This creates new challenges for the agency. Varying factors impede TCOLE's efficiency to quickly move from position open to hiring a candidate. Application quantities have varied considerably in the last 5 years. Time to hire has decreased from 143 days in 2024 to 102 days in Fiscal Year 2026. Other factors include statewide hiring freezes, delays in interviewing, delays in background investigations and emergency projects which demand hiring manager's attention.

Candidate Applications by Job Class and Year



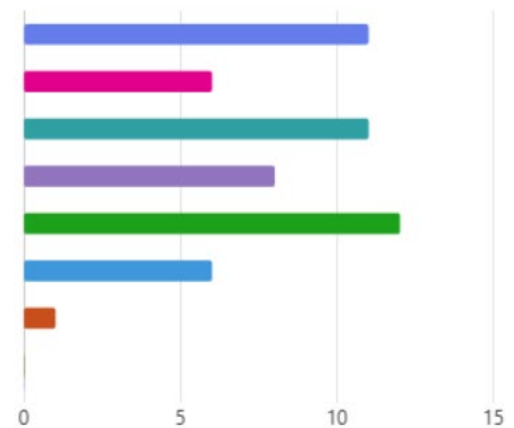
Skills Analysis

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

Skill Category Ranking

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

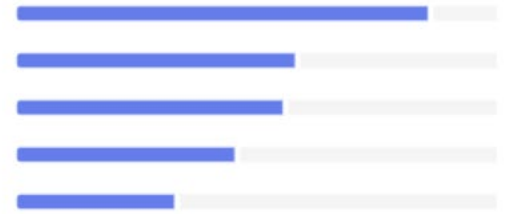
● Problem Solving	11
● Information Management	6
● Technical Knowledge	11
● Project Management	8
● Communication	12
● Leadership	6
● Administrative Support	1
● Although important, none are critical	0



#1 Ranked Skill Category – Communication

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

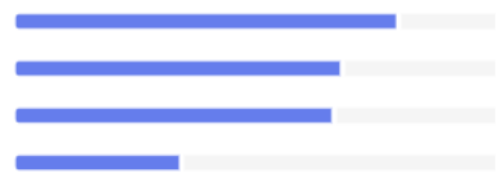
- 1 Teamwork
- 2 Verbal - public speaking and presentation
- 3 Written - composition and writing
- 4 Interpersonal sensitivity
- 5 Public relations



#2 Ranked Skill Category (tied) – Problem Solving

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

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



#2 Ranked Skill Category (tied) – Technical Knowledge

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



#3 Ranked Skill Category – Project Management

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



#4 Ranked Skill Category (tied) – Information Management

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



#4 Ranked Skill Category (tied) – Leadership

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



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

Gap Analysis

Additional FTEs received from the 89th Legislative Session dramatically changed several divisions. Expanding FTE reduces the impact of retirements and terminations. Expansion structuring rather than restructuring are our current focus. However, currently TCOLE has 11% of FTE vacant and is actively recruiting.

Session	Positions Added	Positions Filled	Pending Hire	Not Filled
88th SUNSET (FY24-25)	16	15		1
88th (FY24-25)	10	8		2
88th	26	23	0	3
89th	44	28	7	9
89th	44	28	7	9

Projected retirements and terminations of agency employees take with them many years of service to TCOLE and accumulated agency knowledge. Projected Turnover Rate by year ranges from 7% to 9%, much lower than other agencies in our GAA Article (Article V – Public Safety). Article V turnover rate in 2024 was 19.2% excluding interagency transfers.



Managers identified skills that were critical and influential in the agency effectiveness. The top skills categories were Communication, Technical Knowledge, Problem Solving and Program Management. Managers highly rated four specific skills that drive the daily work of most employees: Teamwork, Technical Knowledge in Agency Policies, Technical Knowledge in State Laws and Regulations, Critical Thinking, Planning and Software Proficiency.

Hiring efforts can focus on evaluating candidates for Software Proficiency, Critical Thinking, Planning and to some extent State Laws and Regulations. Technical knowledge in Agency policies can only be achieved through extensive experience as an employee at TCOLE. It is well known and expected that new employees have that gap in knowledge. Teamwork effectiveness also comes with experience working with a team employees are assigned to.

Agency knowledge remains the area at most risk for gaps when there are larger volumes of experienced and knowledgeable employees who retire or leave TCOLE. The risk is apparent when their experiences are not shared and implemented across their team.

Years of Service by Strategy

	Licensing	Standards Development	Enforcement	Technical Assistance	Administration	Grand Total
2026 Current Years of Service	131	22	98	116	90	457
2031 Projected Years of Service	247.5	51.5	148	166	93.5	706.5

Strategy Development

Additional FTEs received from the 89th Legislative Session significantly changed several divisions in both size and scope. This expansion created opportunities for the agency to strategically evaluate organizational structure, refine position responsibilities, and develop operational plans tailored to the needs of individual divisions. In support of this growth, management has prioritized team development through expanded employee training opportunities, including technology skill enhancement, professional development, leadership growth, and personal wellness initiatives.

Recruiting efforts have also become a key focus to support agency growth and long-term workforce sustainability. Emphasis has been placed on attracting qualified candidates who align with the agency's mission, while also

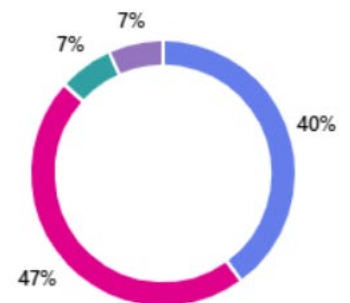
identifying opportunities to strengthen workforce planning, onboarding, and succession readiness across divisions. Retention efforts continue informally and are frequently integrated into employee engagement, training, and development activities, often resulting in expanded responsibilities and career growth opportunities for staff.

Increasing workloads associated with serving and supporting regulated populations continue to stretch employee skill levels across the agency. Annual increases in communications, certifications, training standards, electronic records management, technical capacity, inspections, and investigations are expected to continue. Additionally, training cycles and unit end dates significantly impact communication demands between TCOLE and its regulated community. Strategic implementation of legislative requirements and rule updates across all agency staff remains a priority and strengthens the agency's effectiveness in serving stakeholders at the highest level.

Management has also prioritized continuity of services through cross-training initiatives, external training opportunities, and the establishment of backup coverage for critical positions throughout TCOLE. Continued progress toward maintaining a high standard of service for the regulated community depends on investing in employee development, operational readiness, collaboration, and effective workforce planning.

3. Workload coverage for my direct reports consists of:

● Cross-training for all my direct reports with each other	6
● Cross-training for some direct reports	7
● I provide workload coverage	1
● No workload coverage	1



4. Training for my direct reports consists of:

● Annual training	4
● Continuing education by outside organization	5
● Only upon implementation of new system or process	6
● No training	0

