

AGENCY WORKFORCE PLAN

AGENCY OVERVIEW

The Texas Department of Licensing and Regulation (TDLR) is the state's primary occupational licensing agency with responsibility for a broad range of professions, businesses, facilities, and equipment in Texas. TDLR's chief goals are to protect the health and safety of all Texans and ensure they are served by qualified and competent professionals. The agency strives to provide predictable, common-sense guidance to licensees and customers while remaining flexible and pragmatic in its approach to regulation. TDLR's philosophy is that smaller, smarter government best serves the people of Texas and allows businesses to flourish here, providing opportunities for all Texans.

TDLR's VISION

To be the best at creating 'next' practices that deliver low-cost licensing and regulatory services and an exceptional customer experience.

TDLR's MISSION

To earn the trust of Texans every day by providing innovative regulatory solutions for licensees and those they serve.

TDLR's PHILOSOPHY

To achieve smaller, smarter government, TDLR:

- Honors the public by being fair, transparent, and efficient.
- Values customers and coworkers by seeking and using their input.
- Fosters innovation and change by challenging the status quo.
- Recruits, empowers, and rewards high-performing employees.
- Transforms programs and improves services for customers.

AGENCY ORGANIZATIONAL STRUCTURE

The agency is aligned into these two key areas:

Administrative Operations

Executive
General Counsel
Information Technology and Security
Office of Controller
Human Resources
Contracts, Procurement and Facilities Administration
Strategic Communications
Media Relations
Governmental Relations
Administrative Oversight

Business Operations

Licensing
Compliance
Field Inspections
Enforcement
Education and Examination
Customer Service
Anti-Human Trafficking
Lottery Operations
Charitable Bingo
Consumer Protection

CURRENT WORKFORCE PROFILE

TDLR is authorized for 927.2 full-time equivalent (FTE) positions, a 57% increase from the prior biennium due to the legislative transfer of the Texas Lottery and Charitable Bingo Operations to the agency effective September 1, 2025. Currently 85% work in TDLR's Austin offices, while 15% work in locations throughout the state.

CRITICAL WORKFORCE SKILLS

TDLR maintains a workforce committed to excellence in carrying out the agency's mission, goals, and objectives through the following critical skill sets:

Leadership and Management

- Visionary and strategic thinking
- Strategic planning
- Change management
- Team building
- Problem solving and solutions driven
- Human resources management
- Performance management and staff development
- Innovative thinking

Customer Service

- Resolution-based customer service
- Internal and external teamwork and collaboration
- Legislative and stakeholder outreach

Communication

- Multi-lingual skills
- Cultural competency and awareness
- Public speaking and presentation
- Clear and concise writing
- Media relations and outreach

Technical Knowledge and Skills

- State and federal laws, rules, and regulations
- State government systems and procedures
- Policy analysis and development
- Financial management, analysis, budgeting, and accounting
- Contract management and procurement
- State government and general auditing
- Licensing and regulation processes
- Compliance and enforcement requirements
- Education and examination procedures
- Anti-Human trafficking awareness
- Product development, advertising and promotions
- Responsible gambling awareness
- Administrative law, rulemaking, negotiation, and litigation

- Investigations and inspections
- Information technology, software applications, and database management
- Performance management, team building and staff development
- Project management and process improvement
- Communication and governmental relations
- Business continuity planning

Agency Demographics

Employee Representation

GENDER	AFRICAN AMERICAN	HISPANIC	WHITE	ASIAN	AMERICAN INDIAN/ ALASKAN NATIVE	TWO OR MORE RACES	TOTAL
FEMALES	10.1%	21.7%	21.7%	4.3%	0.5%	1.5%	59.8%
MALES	3.8%	11.8%	20.6%	2.9%	0.4%	0.7%	40.2%
TOTAL	13.9%	33.5%	42.3%	7.2%	0.9%	2.2%	100%

Source: SAO Electronic Classification Analysis System (E-Class) FY26, Q2

At the end of the second quarter of Fiscal Year 2026, the agency's workforce composition was: 34% Hispanic, 7% Asian, 14% African American, 1% American Indian or Alaskan Native, 42% percent White, and 2% Two or More Races. During the same time the agency's staff was approximately 60% female and 40% male.

Employee Job Category Representation

JOB CATEGORY	TDLR Workforce
OFFICIALS AND ADMINISTRATORS	5.97%
ADMINISTRATIVE SUPPORT	21.96%
PROFESSIONALS	46.30%
TECHNICIANS	18.02%
PARAPROFESSIONALS	7.76%

Source: SAO Electronic Classification Analysis System (E-Class) FY26, Q2

TDLR's employees are spread throughout five job categories. Ninety-four percent of the agency's employees serve in the administrative support, professionals, technicians and paraprofessionals categories. The greatest number of the agency's employees, 46.30%, serve in the professionals category.

Length of State Service

0 - 2 Years	13%
2 – 5 Years	16%
5 – 10 Years	16%
10- 15 Years	15%
15 – 20 Years	14%
20 – 25 Years	12%
25 + Years	14%

Source: SAO Electronic Classification Analysis System (E-Class) FY26, Q2

TDLR's workforce is highly experienced with 55% of its workforce having over ten years of state service. This is in comparison to the statewide workforce, with only 38% having more than ten years of service. While this tenure within the agency is to be lauded, it is also indicative of a workforce with a high percentage of employees who have reached or are approaching retirement eligibility.

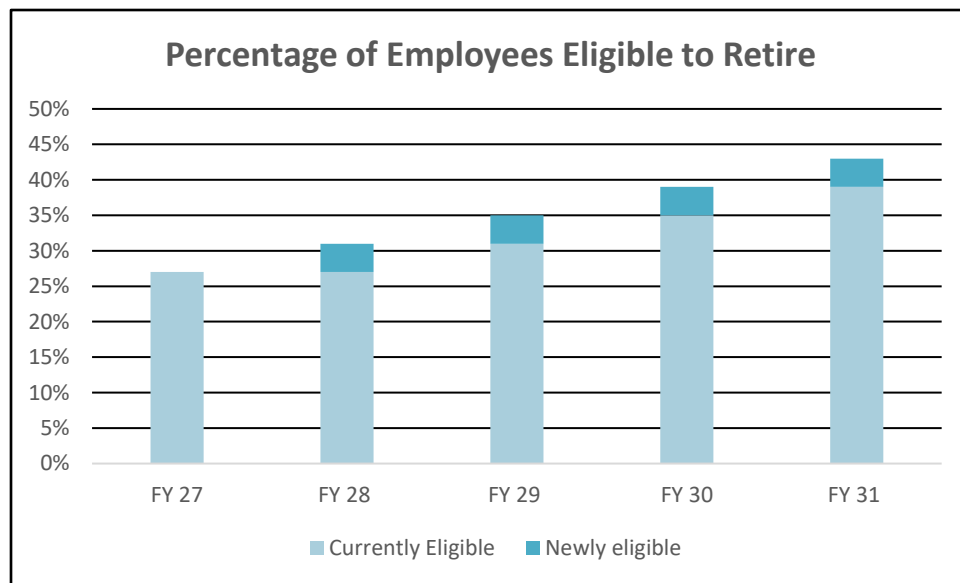
Age of Employees

29 AND UNDER	6%
BETWEEN 30 AND 39	14%
BETWEEN 40 AND 49	26%
BETWEEN 50 AND 59	33%
BETWEEN 60 AND 69	19%
70 AND OVER	2%

Source: SAO Electronic Classification Analysis System (E-Class) FY26, Q2

Eighty percent (80%) of TDLR's workforce is over the age of 40, compared to 62% of the statewide workforce. As age is a consideration when calculating retirement eligibility, this is another indicator that a considerable amount of TDLR employees are eligible for or approaching retirement eligibility.

Retirement Eligible Employees



Centralized Accounting and Payroll/Personnel System (CAPPS) March 31, 2026

At the end of FY 27, 27% of TDLR's workforce will be eligible to retire. Each year after that through August 2031, an additional 4% reach retirement eligibility. This equates to 43% of the workforce being eligible to retire in the next 5 years.

FUTURE WORKFORCE PROFILE

TDLR anticipates possible increases in workloads due to population growth and emerging trends in regulated industries. It will be imperative that staff possess the ability to identify, quickly learn, and adapt to emerging trends while maintaining their existing knowledge base. In addition, legislation may continue to result in an increased workload if additional programs are transitioned to the agency. Recognizing the expectations of the agency and recruiting individuals who are forward thinking and flexible is crucial as possible changes are anticipated in the future.

The agency will require a workforce that includes:

- License and Permit Specialists with technological proficiency to seamlessly transition to automated processes under a centralized licensing system, and analytical skills to process and review license applications.
- Attorneys with tactical legal skills, particularly adept in rulemaking and regulatory compliance.
- Investigators and legal assistants qualified to quickly resolve a high volume and variety of complaints.
- Inspectors with strong communication, technological, bilingual, and critical thinking skills to meet the complexity of inspections and educate licensees from multiple industries.
- Business operations professionals with expertise and experience in procurement and contract compliance and management.

- Lottery professionals with scratch ticket development, drawings operation, and claims administration skills.
- Directors and managers with leadership, team building, and performance management skills.
- Customer service staff with strong written and oral communication, bilingual, and problem-solving abilities to match the volume and complexity of inquiries.
- Information Technology professionals with knowledge in information security, technology support, web development, accessibility, and software applications.
- Subject matter experts whose unique professional skills and industry knowledge ensure an understanding of state regulatory requirements.
- Employees with technological proficiency across multiple software programs that can increase productivity through efficient use of technological resources.
- Employees with bilingual and multilingual skills to engage the increasingly diverse licensee population.

GAP ANALYSIS

Over the next five years, the agency anticipates a shortage of critical workforce skills due to competitive compensation challenges with other state agencies and the private sector. Additionally, a potential gap in institutional and program knowledge as well as technical experience due to retirements is anticipated.

The agency has identified the following challenges for its future workforce:

- Loss of critical skills and core competencies stemming from staff turnover.
- Loss of institutional knowledge and expertise of staff eligible for retirement.
- Demand for critically skilled and technologically adept employees.

STRATEGY DEVELOPMENT

TDLR is committed to cultivating a skilled workforce. The agency expects continued challenges maintaining subject matter experts in mission-critical positions due to turnover. TDLR will focus on two primary areas: employee recruitment and employee retention to address the anticipated workforce gaps.

Employee Recruitment

Recruitment strategies include attending job fairs, participating in a summer internship program, and posting jobs in WorkinTexas.com and the Texas State Agency Business Administrators Association (TSABAA) website. These resources are available at minimal costs. TDLR is at a significant competitive disadvantage in advertising and filling job vacancies because it does not have access to CAPPs Recruit, the most widely used recruiting and job posting platform in state government. Therefore, TDLR vacancies are not available to applicants who search for state jobs in CAPPs Recruit. In addition, the agency must rely on a manual applicant tracking process and an application/resume delivery process that are more time-consuming.

The agency has submitted a request to the Comptroller of Public Accounts (CPA) to implement CAPPs Recruit. It is anticipated the CPA will not be accepting additional agencies to their schedule until later in

Fiscal Year 2027. Due to this timeframe, TDLR is exploring using funds for short term options to supplement recruitment efforts and remain competitive and operational until the CAPPS Recruit state funded system is available.

Employee Retention

TDLR maintains programs to retain qualified employees, through employee assistance programs, staff development and engagement, and work-life balance programs and initiatives.

Specifically, the agency supports the following retention strategies:

Employee Support, Development and Flexibility

- Employee Assistance Program (EAP) benefits with counseling, training, and other services
- Legal Protection Plan with individual and family optional services
- Health and wellness activities
- TDLR Toastmasters International chapter membership for public speaking and leadership skills development
- Tuition reimbursement program for completion of college courses
- Job posting and career advancement opportunities
- Professional development through LinkedIn Learning
- Alternative work schedules and hybrid telework arrangements
- Business casual attire in appropriate work environments

Employee Engagement and Initiatives

- All-staff meetings led by executive leadership providing employees with up-to-date information on agency news and initiatives and Q & A opportunities
- Employee Recognition Team activities planned and organized by agency employees
- Employee Resource Groups tailored according to employee interests enhancing employee relationships and agency culture
- TDLR Veterans Association providing support to agency veterans and their families
- Annual Veterans Day luncheon and recognition program
- State Employee Charitable Campaign Committee (SECC) promotes agency activities while supporting Texas charities

Employee Recognition

- Employee recognition notices in weekly agency newsletter
- Human Resources announcements for new hire introductions and employee achievements
- State service acknowledgements

Conclusion

The Texas Department of Licensing and Regulation recognizes the importance of workforce planning to achieve performance expectations in the future. Agency management is prepared to adjust to changes as timely as possible to ensure the required staff and skill sets are available to meet to the agency's needs.