Schedule F: Agency Workforce Plan

SECTION 1: OVERVIEW

The mission of TABC is to serve the people of Texas and protect the public health and safety through consistent, fair, and timely administration of the Alcoholic Beverage Code (the Code).

TABC regulates all phases of the alcoholic beverage industry in Texas, including sales, taxation, importation, manufacturing, transportation, and advertising of alcoholic beverages. Of the 625 full-time equivalent (FTE) positions, approximately one-third, or 200, are commissioned peace officers (CPOs), known as TABC agents. Agents inspect businesses licensed or permitted by the agency and investigate alleged violations of the Alcoholic Beverage Code and other state laws. (TABC refers to entities which hold a license or permit to manufacture, distribute, or sell alcoholic beverages as "licensed businesses" when speaking generally.) Agents and auditors also provide a day-to-day public safety presence at more than 66,000 licensed businesses across the state. License and Permit Specialists (LPSs) work to ensure applicants for licenses and permits are properly vetted and have no disqualifying properties, such as prohibited ownership interest in another tier of the industry, criminal history, or indebtedness to the state for taxes. TABC auditors ensure compliance with regulatory and tax requirements authorized by the Code. Compliance analysts review and approve alcoholic beverage registrations for products sold in Texas. Regulatory Compliance Officers (RCOs) ensure persons importing alcoholic beverages and cigarettes at ports of entry along the Texas-Mexico border comply with importation laws and pay required taxes. RCOs are also responsible for stemming the illegal importation of hazardous alcoholic beverages through the ports of entry to ensure public health.

TABC's operations typically result in the collection of approximately $300 million annually in taxes and fees, which aids in financing the state's public schools, local governments, and health and human services programs.

The Code directs TABC to:

1. Protect the public safety by educating license and permit holders and investigating alleged public safety offenses in licensed locations.
2. Grant, deny, suspend, or cancel licenses and permits in all phases of the alcoholic beverage industry.
3. Supervise, inspect, and regulate the manufacturing, importation, exportation, transportation, sale, storage, distribution, and possession of alcoholic beverages.
4. Assess and collect fees and taxes.
5. Investigate potential violations of the Code and assist in the prosecution of violators.
6. Seize illicit beverages.
7. Adopt standards of quality and register alcoholic beverages to be sold in Texas.
8. Pass rules to assist TABC in all the aforementioned actions.

ORGANIZATIONAL STRUCTURE

The policymaking body of TABC is a five-member governing board appointed by the Governor with the advice and consent of the Senate. Commissioners hold office for staggered terms of six years, with the term of one or two members expiring every two years. Each member must be a Texas resident and must have resided in the state for at least five years preceding the appointment. Commissioners serve without salary.

The commission consists of Chairman Robert A. Eckels of Houston, Commissioner Deborah Gray Marino of San Antonio, Commissioner M. Scott Adkins of El Paso, Commissioner Hasan K. Mack of Austin, and Commissioner Chad M. Craycraft of Dallas.

Thomas W. Graham was appointed by the commission as TABC Executive Director in July 2022. The Executive Director directs the daily operations of TABC in a line-item exempt position and is responsible for employing staff to ensure that the policies established by the commission and the laws enacted by the legislature are implemented in an efficient and cost-effective manner.

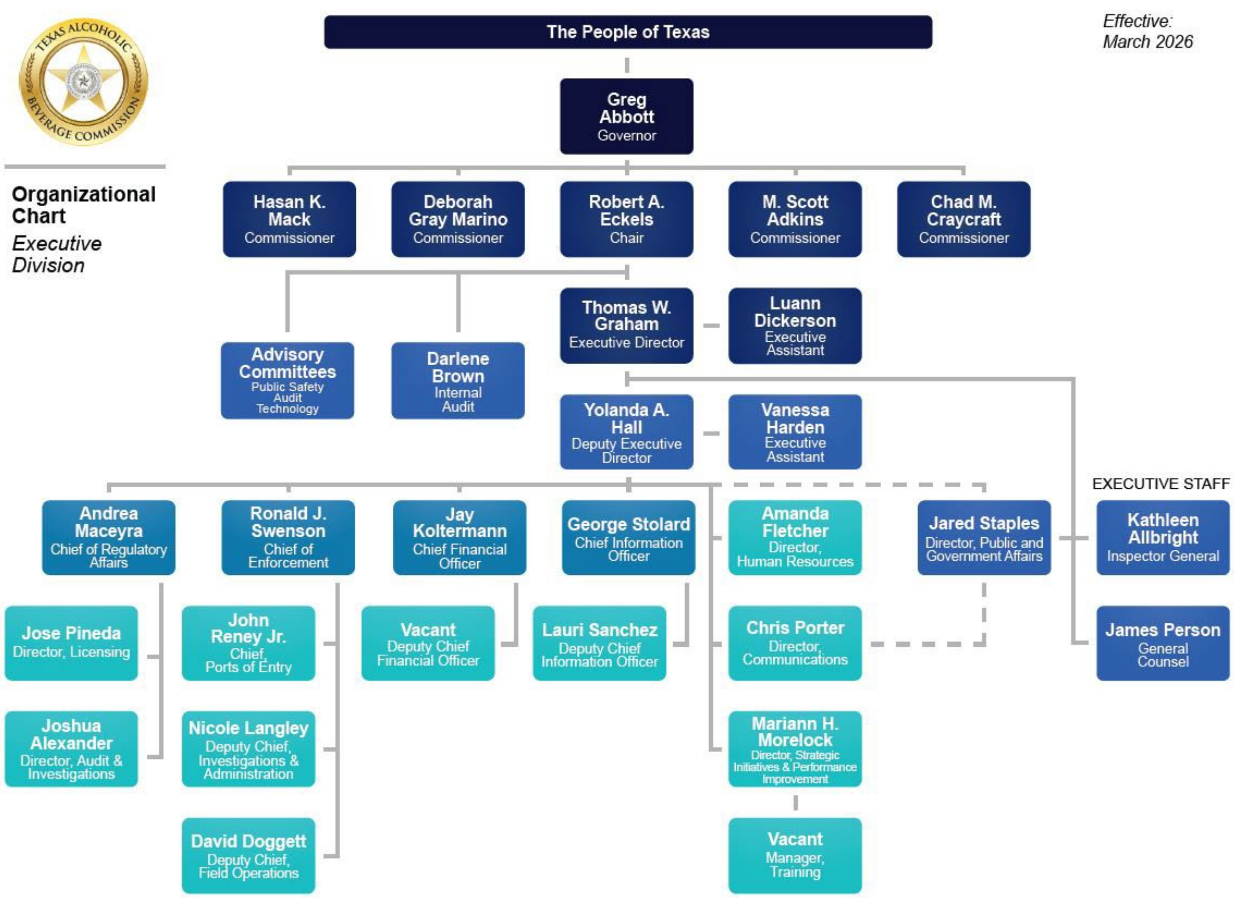
The executive management team consists of the:

- Deputy Executive Director
- General Counsel
- Chief of Enforcement
- Chief of Regulatory Affairs
- Inspector General

- Director of Public and Government Affairs

An independent audit firm performs internal audit functions for TABC, reporting directly to the commissioners. TABC's organizational structure is illustrated in Figure 1.

Figure 1. Organizational Chart



CORE BUSINESS FUNCTIONS

1. REGULATORY AFFAIRS DIVISION

The Regulatory Affairs Division assesses and collects approximately $300 million annually for the State of Texas. This division makes up 22 percent of the TABC workforce and includes Licensing, Excise Tax, Marketing Practices, and Audit personnel who are responsible for interfacing directly with tens of thousands of Texans doing business in the alcoholic beverage industry or applying for a TABC license or permit.

Licensing Department

The Licensing Department investigates and processes applications for all phases of the industry, including the manufacture, sale, purchase, transportation, storage, and distribution of alcoholic beverages. This department makes up 10 percent of the TABC workforce with employees stationed across Texas. Customer service is a priority for this department, as they are often the first point of contact between TABC and the public. Licensing staff must ensure that each applicant qualifies to hold a TABC license or permit and adheres to all applicable regulatory requirements. Licenses and permits are issued for a period of two years. On average, the Licensing Department approves more than 45,000 licenses and permits annually for businesses in Texas and abroad.

Audit and Investigations Department

The Audit and Investigations Department comprises 11 percent of the TABC workforce. Most employees are classified as auditors who conduct investigations, financial reviews, and regulatory inspections of licensed premises, in addition to subsequent audits (both routine and as part of larger investigations) which take place throughout the life of the permit. Auditing staff regularly assists the Law Enforcement Department with its investigations.

Auditors also provide training to permit holders and their employees by request and in response to violations by the permit holder. Presentations are also given to civic organizations to promote a better understanding of the law and TABC's role and responsibilities. In addition, TABC is authorized to test any alcoholic beverage to prevent fraud and ensure public safety. TABC has a chemist and laboratory to conduct such examinations.

Product Registration, Excise Tax, and Marketing Practices

The Product Registration Bureau, Excise Tax Bureau, and Marketing Practices Office are charged with carrying out the agency's specialized authorities. Each are relatively small, with 13 total positions located at TABC's Austin headquarters. Tax staff receive, process, and audit monthly excise tax reports to ensure appropriate taxes have been paid and that other reporting requirements are met in accordance with the Code. Product registration staff are responsible for monitoring the advertising of alcoholic beverage products as well as the registration of those products. Marketing Practices promotes the alcoholic beverage industry's voluntary compliance with marketing practices regulations. This includes adopting and amending the official guidance of the agency, known as Marketing Practices Advisories, by soliciting feedback and making necessary changes.

2. ENFORCEMENT DIVISION

Texas has the largest alcohol law enforcement group in the nation and is recognized as a national leader of alcohol enforcement. TABC provides innovative programs to combat not only public safety issues but regulatory issues within the industry. The Enforcement Division is charged with executing the agency's law enforcement and investigations operations in support of public safety. The Ports of Entry Department also falls under the Enforcement Division with a focus on enforcing personal importation laws and collecting taxes and fees. Enforcement is TABC's largest division, totaling 56 percent of the workforce.

Law Enforcement Department

With a robust and growing alcoholic beverage industry, Enforcement constantly adapts as needed by reprioritizing, restructuring, and reorganizing. The Enforcement Division employs the majority of TABC's commissioned peace officers (CPOs) assigned to the Law Enforcement Department, which includes agents serving in the Operations and Investigations Bureaus. A third Administration Bureau captures the rest of the functions of the Enforcement Department.

Operations Bureau

Agents within the Operations Bureau perform both enforcement and compliance functions, which involve criminal and administrative enforcement of the state's alcoholic beverage laws. Agents inspect premises licensed by TABC and investigate alleged violations of the Code. Agents also provide training to permit holders and their employees by request and as a remedial measure in response to violations by permit holders. In addition, agents collaborate with and give presentations to other law enforcement agencies, municipalities, and government offices across the state to promote a better understanding of the law and the roles and responsibilities of TABC.

Investigations Bureau

The Investigations Bureau contains three separate units: the Special Investigations Unit (SIU), the Criminal Intelligence Unit (CIU), and the Financial Crimes Unit (FCU). The SIU, through undercover operations, identifies and investigates habitual patterns of at-risk behavior of people and entities with TABC-issued licenses or permits. The SIU exercises administrative and criminal powers to disrupt and dismantle organized criminal activity on licensed premises. This unit continues to see increased operations thanks to its skill in long-term investigations with a focus on organized criminal activity.

The FCU focuses on the detection, investigation, and prevention of finance-related crimes by people and entities with a TABC-issued license or permit. Investigations may focus on money laundering, prohibited tier relationships, tax fraud, business and corporate fraud, and other organized financial crimes. This unit is also responsible for gathering digital forensics and criminal intelligence and serves as a crucial tool for identifying human trafficking operations and related crimes. There are also two grant-funded FTEs who facilitate victim services.

CIU focuses on criminal intelligence research and analysis in support of both the Investigations and Operations Bureaus.

Administration Bureau

The Administration Bureau has oversight of the warehouse, honor guard, Special Response Team (SRT), performance measures, purchase requests and equipment ordering, case management system oversight and education, enforcement policies, agency CJIS management, agency Continuity of Operation Plan (COOP), the Target Responsibility for Alcohol-Connected Emergencies (TRACE) Unit and a Training and Recruiting Agent as a leadership development rotational assignment.

The TRACE Unit conducts investigations of alcohol-related incidents involving serious bodily injury or death when there is a reasonable expectation that evidence can be obtained as to the source of the alcohol. TRACE collaborates with local and state law enforcement agencies in these investigations. The most common investigations involve two types of incidents: Motor vehicle crashes and aggravated breaches of the peace.

Ports of Entry Department

The Ports of Entry Department makes up 17 percent of the TABC workforce. The department is responsible for overseeing more than 90 RCOs who are responsible for enforcing personal importation laws and collecting taxes and fees on alcoholic beverages and cigarettes brought into Texas from other countries. Cigarette taxes are collected on behalf of the Texas Comptroller of Public Accounts. In addition to tax collection, RCOs are critical in protecting public health and safety by stopping illicit products, some of which may be harmful for human consumption, from entering the Texas market. RCOs are strategically stationed at all major bridges along the Texas-Mexico border.

3. SUPPORT SERVICES

TABC’s indirect administration and support staff amount to about 22 percent of the workforce. Support divisions overseen by the Deputy Executive Director include Business Services, Human Resources, Innovation and Technology, Communications, and Strategic Initiatives and Performance Improvement (SIPI). Support divisions overseen by the Executive Director include General Counsel, Office of Inspector General and Public and Government Affairs. Employees in these divisions provide the support services necessary to ensure that the right people and resources are in place to accomplish TABC’s mission and ensure that licensed businesses adhere to the regulatory requirements of the Code.

Business Services

The Business Services Division is responsible for all fiscal operations of the agency, including revenue processing, accounts payable, payroll, time and leave accounting, research and planning, as well as preparation and oversight of TABC's legislative appropriations requests and annual financial report. The division is also responsible for contracting, purchasing, asset management, facilities leasing, fleet management, and mail center operations.

Human Resources

The Human Resources Division manages employment-related policies and programs, including recruitment, selection, benefits and compensation, classification, employee relations, and risk management. Human Resources also manages the equal employment opportunity programs.

Innovation and Technology

The Innovation and Technology Division (ITD) is responsible for developing and maintaining the core technology applications for the agency. ITD includes enterprise data solutions and establishes and supports the technology infrastructure to facilitate agency operations. ITD is charged with researching and analyzing new technologies to solve business problems and increase efficiencies across the agency. ITD is also responsible for ensuring the confidentiality, integrity, and availability of the agency's information assets. They are responsible for developing and implementing security policies, procedures, and controls to protect against cyber threats, comply with regulations, and mitigate risks to sensitive data and critical systems. Additionally, they oversee security awareness training, incident response, and continuous monitoring to safeguard the agency's digital infrastructure and maintain public trust in its operations.

Communications

The Communications Division provides robust, engaging, and informative internal and external communications to TABC's wide-ranging audience — including industry members, agency staff, legislators, news media, and the general public. The department's personnel provide agencywide support with editorial services, video production, graphic design, web development, and social media. The Director of Communications acts as the agency's spokesperson and handles all media relations while managing the day-to-day operations of the department.

Strategic Initiatives and Performance Improvement

The Strategic Initiatives and Performance Improvement (SIPI) Division oversees and coordinates implementation of legislation, performance measures, strategic planning, policies and procedures, rule reviews, data governance efforts, external audit reviews, and management responses. SIPI evaluates structures, processes, and programs for efficiency and effectiveness. In FY2026, the Training Department was integrated into SIPI through a reorganization.

Training

The Training Department is charged with staff development for all TABC employees. The department provides required training in compliance with Texas Commission on

Law Enforcement (TCOLE) standards for commissioned peace officers, state-mandated training for all employees, and additional training to develop and enhance the skills of TABC employees. The department is also responsible for administering the TABC Law Enforcement Academy Advisory Board. The board is responsible for advising on curriculum development for the TABC Law Enforcement Academy, which provides training to TABC's authorized force of 220 Texas peace officers. The department also supports seller server training schools to ensure compliance with TABC standards and the Code.

Office of General Counsel

The Office of General Counsel provides legal counsel and leads prosecution efforts for violations of the Code. Legal staff represent TABC in administrative hearings, draft rules, and advise agency leadership on rule and policy making. The Office of General Counsel manages the agency's records management program and provides legal counsel on ethics and litigation for the agency.

Office of Inspector General

The Office of Inspector General (OIG) is responsible for ensuring fair and impartial investigations of alleged employee misconduct. In addition to investigating employee misconduct, the OIG conducts reviews aimed at assessing the efficiency and effectiveness of policies, procedures, directives, and processes. These evaluations may lead to recommendations for improvement to leadership.

Public and Government Affairs Division

The Public and Government Affairs division is responsible for managing industry relations, holding meetings, making presentations, and communicating key feedback from industry members and TABC stakeholders. This division is also the agency's liaison between agency leadership and the Texas Legislature and local governments.

SECTION II: CURRENT WORKFORCE PROFILE

EMPLOYEE DEMOGRAPHICS FISCAL YEAR 2024

TABC has 625 authorized FTE positions for the FY 2026-2027 biennium. Due to turnover, the agency's actual FTEs fluctuate. To illustrate, TABC's workforce as of February 28, 2026, had a total headcount of 542. This included four part-time employees and 538 full-time employees equaling 541.30 FTEs. TABC augments its workforce with contractors in the ITD division. The five commissioners and contractors are excluded from this headcount and resulting demographics data.

Gender and Age

As seen in Figure 2, the TABC workforce comprises 60 percent males and 40 percent females. Figure 3 shows the ages of TABC employees grouped in categories; 79 percent of the workforce is between the ages of 30 and 59. Age and gender statistics have remained stable with only a few percentages of variance since 2017.

Figure 2. Gender Profile, FY 2024

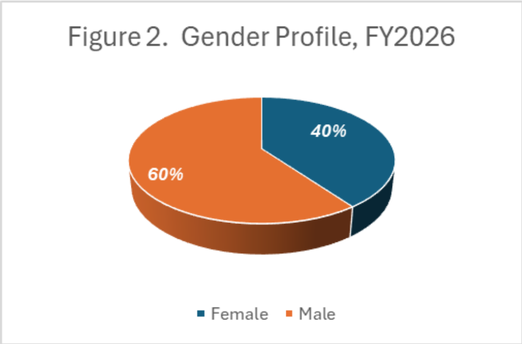
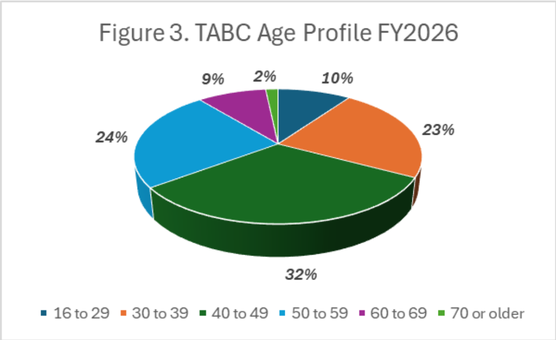
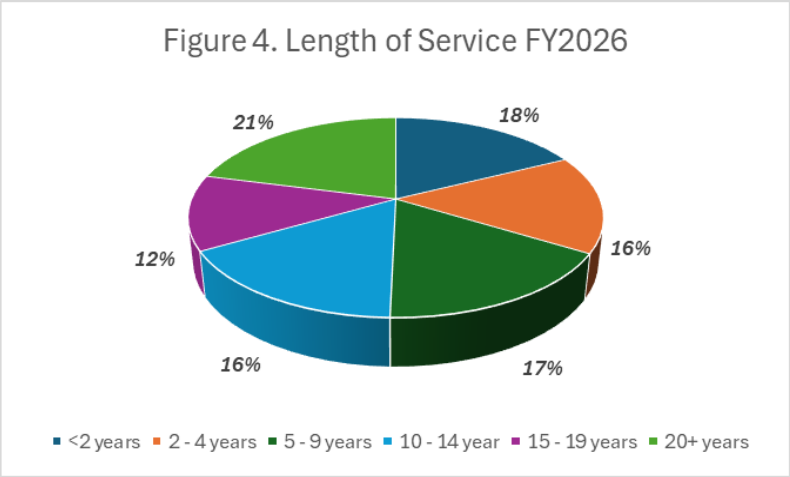


Figure 3. TABC Age Profile, FY 2024



Length of Service

Figure 4 represents the workforce by length of service with TABC. The percentage of employees with 10-14 years of service has remained roughly the same while the percentage of new hires with less than two years of service has decreased by 5 percent, the percentage of employees with 5-9 years of service has decreased 8 percent and employees with 15-19 years of service has decreased by 5 percent over the past two years. In contrast, the percentage of employees with 2-4 years of service has doubled from 8 percent to 16 percent and most notably the number of employees with more than 20 years has increased from 11 to 21 percent over the past two years. This makes the 20+ years group who are potentially eligible for retirement the largest



part of the TABC workforce. This differs from two years ago when new hires and employees with 5-9 years of service were the majority.

Ethnicity

Figure 5 represents the workforce categorized by ethnicity. In FY 2026, 49 percent of the agency's workforce is Hispanic, an increase of one percent in the last two years. Asians and American Indians accounted for two percent, a one percent decrease in the last two years. The percentage of white and African American ethnic groups has remained the same since FY2024.

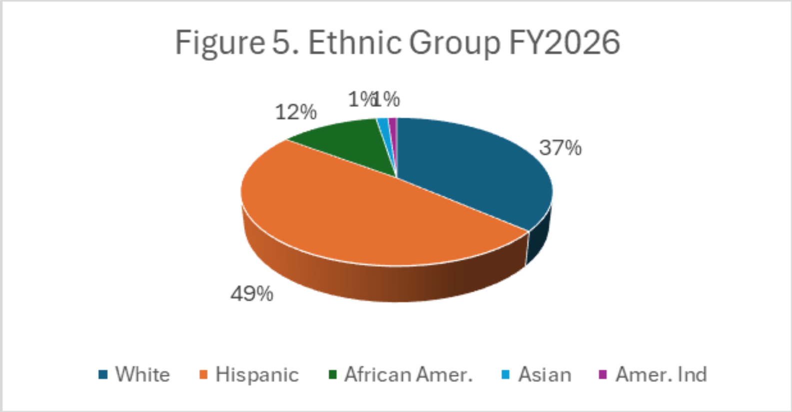
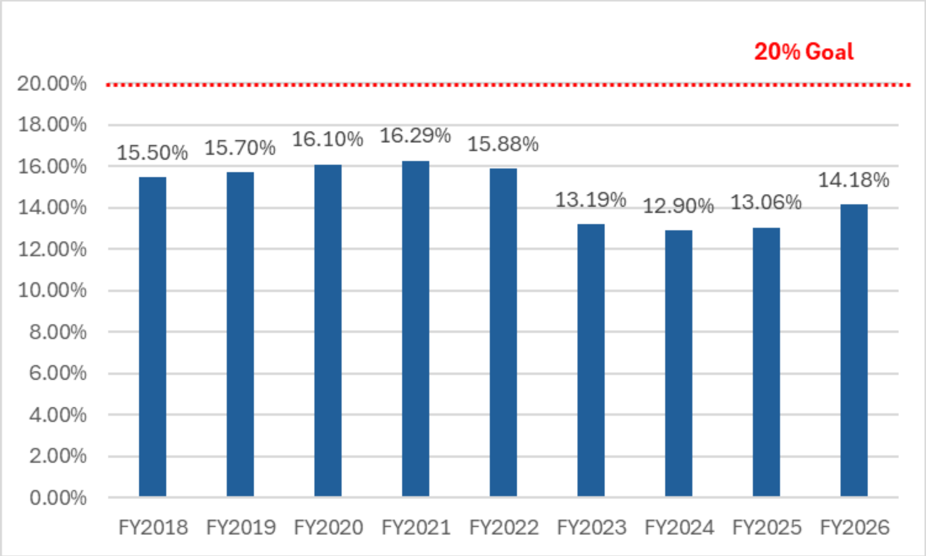


Figure 4. Veteran Employment



Veteran Representation

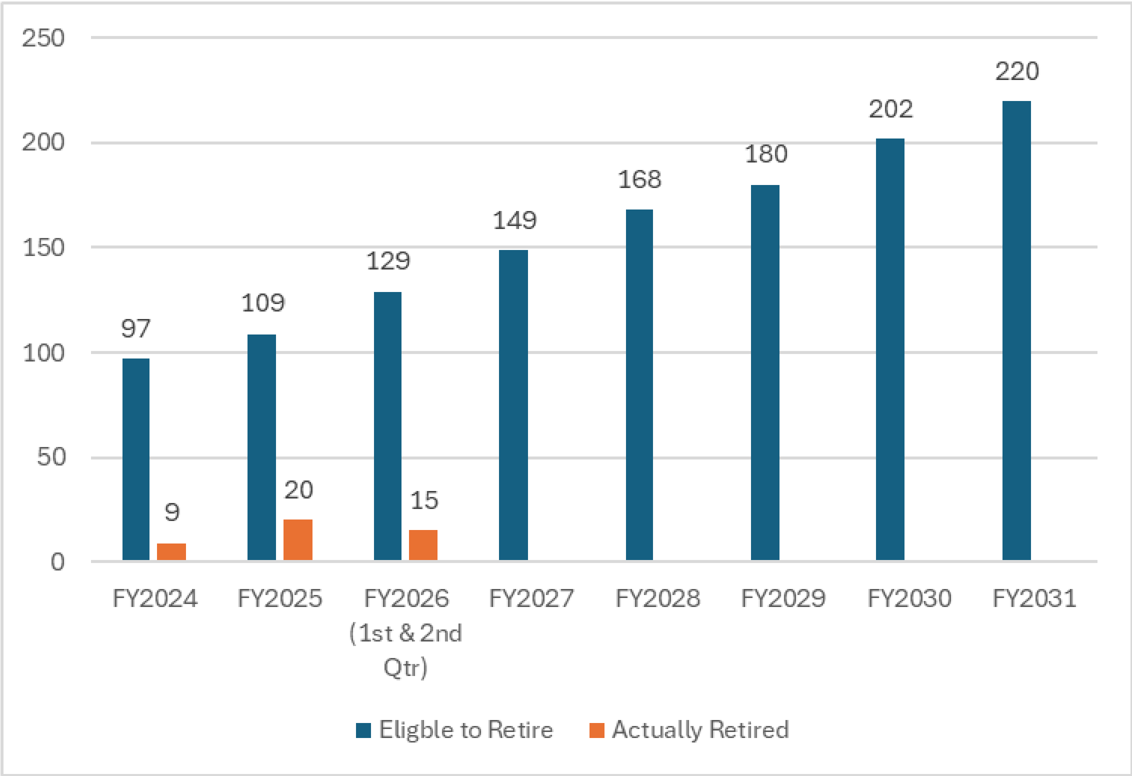
Section 657.004 of the Texas Government Code sets a goal for state agencies of employing veterans in full-time positions equal to at least 20 percent of the total workforce. As of the end of the second quarter of FY 2026, TABC employed 81 veterans, equaling 14.18% percent of the workforce. The statewide average percentage of veterans employed is approximately 6%. As illustrated in Figure 6, TABC's number of veterans is more than double the statewide average, although the agency still falls below the 20 percent goal set by the Legislature. TABC was awarded the "We Hire Vets" badge by the Texas Workforce Commission (TWC) in August 2025 in recognition of having veterans comprise more than 10 percent of the agency's workforce. To assist in the recruiting and hiring of veterans, TABC has a designated military liaison in Human Resources who partners with the Texas Veterans Commission's employment liaison to identify and participate in veteran hiring initiatives.

Retirees

Human Resources estimates that by FY 2031, 220 employees or about 40 percent of TABC's workforce will be eligible to retire. Figure 7 shows the forecast for the number of current TABC employees who are projected to be eligible for retirement over the next five years in addition to the actual retirements since FY2024 to current. In addition, as of February 28, 2026, the agency employed 10 return-to-work retirees who offer exceptional state and organizational knowledge and have subsequently resumed state service.

Until FY 2024, TABC saw a downward trend of retirements, however that shifted significantly by FY 2025. In FY 2024, 97 employees were eligible to retire and 9 actually retired. In FY 2025 the agency saw the highest number of retirements in years, with 20 employees retiring. By the end of the second quarter in FY 2026, TABC has already had 15 employees retire.

Figure 5. Projected Retirement Eligibility



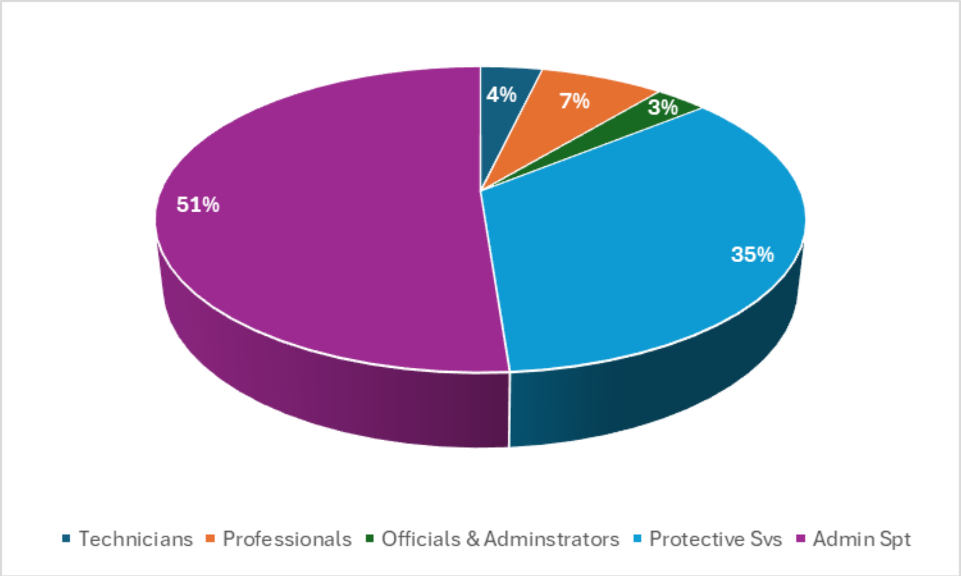
Licensing, Enforcement, Ports of Entry, Innovation & Technology, and the Office of General Counsel are projected to have the greatest loss of employees due to retirements. A large number of senior leaders in the Enforcement Division could retire in the next five years. Historically, TABC employees have continued to work well beyond their immediate retirement eligibility year. Recall the group of employees with 20+ years of service is now the largest percentage of the workforce. TABC expects the number of actual retirements to continue to increase, although as noted in the Survey of Employee Engagement results from February 2026, 15% of respondents indicated they will be eligible for retirement within the next two years, however only 4% of respondents said they intend to leave TABC soon. Refer to the Survey of Employee Engagement results at the end of this section for more information.

The agency is preparing for these retirements by identifying critical positions and preparing high performers and potential leaders for growth opportunities as they arise. Leaders recognize the need to ensure that critical knowledge and procedures are documented to avoid significant loss of historical and organizational knowledge.

POSITIONS BY EQUAL EMPLOYMENT OPPORTUNITY (EEO) JOB CATEGORY

Figure 8 illustrates positions within TABC by EEO job category as of February 2026.

Figure 6. Positions by EEO Job Category



Officials/administrators make up 3 percent of the workforce, including the Executive Director, Deputy Executive Director, General Counsel, as well as all other positions within the Director classification.

Approximately one-third of TABC's workforce is categorized as Protective Services, including the majority of the certified peace officers classified as Agent, Investigator, Sergeant, and Lieutenant.

The Professionals category is made up of Enforcement majors, attorneys, criminal intelligence and compliance analysts, purchasers, and one chemist position. Information technology positions make up the entire Technician category.

More than half of the positions at TABC are currently classified as Administrative Support, including most of the positions in support services divisions and in the Ports of Entry Department. Examples of classifications of these positions include accountant, human resources specialist, manager, management analyst, information specialist, auditor, licensing and permit specialist, program specialist, training specialist, administrative and executive assistant, and regulatory compliance officer.

Figure 9 shows TABC's workforce according to ethnicity and gender by EEO category compared to all state agencies. Note that someone who identifies with two or more races is captured in the "Other" category. Analysis indicates that TABC has underrepresentation of females and minorities in positions in the Professionals, Technical, and Protective Services EEO job categories.

Figure 7. EEO Category by Ethnicity and Gender, FY 2026

Texas Alcoholic Beverage Commission

EEO Category	African American	Hispanic	White	Other	Female	Male
Officials/Administrators	13%	20%	60%	8%	34%	68%
Professionals	15%	20%	65%	0%	35%	55%
Technician	18%	18%	52%	12%	18%	82%
Administrative Support	14%	55%	28%	3%	59%	41%
Protective Services	5%	52%	39%	4%	16%	84%

All state agencies

EEO Category	African American	Hispanic	White	Other	Female	Male
Officials/Administrators	13%	22%	59%	6%	56%	44%
Professionals	17%	26%	47%	105%	62%	48%
Technician	20%	36%	38%	6%	53%	47%
Administrative Support	20%	35%	38%	7%	83%	17%

Professionals and Technician positions require specialized education and skills and combined only make up 8 percent of TABC's workforce. Considering that one-third of TABC's workforce falls in the Protective Services EEO category, this group is at the highest risk of potential underutilization for females and minorities. Ensuring TABC has diversity in the Enforcement division is essential to maintaining effective undercover operations and carrying out TABC's mission and priorities. With the growing number of minority-owned businesses in the alcoholic beverage industry, TABC must continue to improve its recruiting efforts to mirror its workforce with the population it serves.

Figure 8. Protective Services EEO Job Category

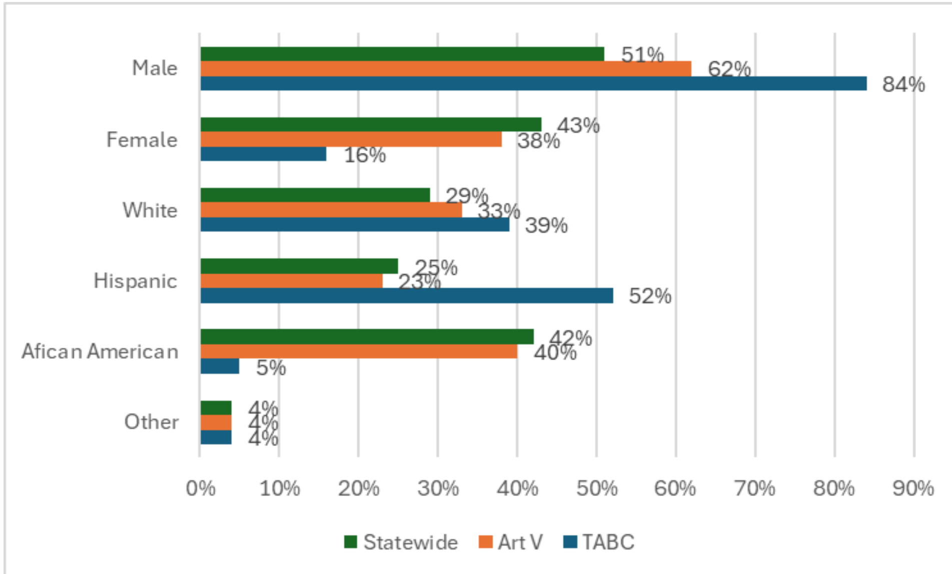
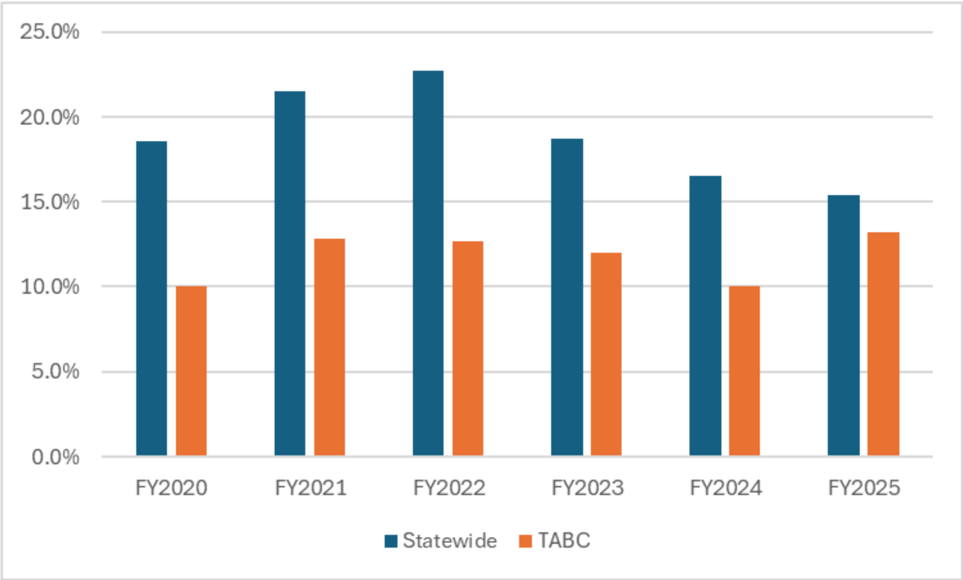


Figure 10 shows TABC's workforce by ethnicity and gender specific to the Protective Services EEO job category compared to all Public Safety and Criminal Justice (Article V) agencies and all agencies combined statewide. TABC employs almost double the percentage of Hispanic employees in Protective Services, while the amount of African American employees constitutes a significantly lower percentage of that category. The fact that TABC employs more than 50 percent fewer females in Protective Services compared to Article V agencies and even lower compared to the statewide percentage is an area needing particular attention.

TURNOVER

As illustrated in Figure 11, TABC's turnover rates remain lower than statewide turnover rates. The top reasons employees have reported leaving TABC include better pay and benefits including telework opportunities, issues with management, and retirement. In FY 2025, TABC experienced its highest turnover rate in the last several years. While statewide turnover rates have reduced since their peak in FY 2022, TABC is moving closer to the statewide average.

Figure 9. Turnover Comparison



FTEs and VACANCIES

The alcoholic beverage industry continues to grow at a rapid pace, and TABC will need to continue to grow in order to keep up with industry demands. The agency's appropriations cap of FTEs increased from 635 to 671 for the FY 2020-2021 biennium, the highest authorized number over the last decade. The agency dedicated 29 of these new FTEs to combating human trafficking and organized crime within the Enforcement Department. However, the agency's appropriations cap of FTEs decreased from 671 to 640 for the FY 2022-2023 biennium. TABC experienced a further decrease for the FY 2024-2025 biennium, as the 88th Legislature lowered the FTE cap from 640 to 620, resulting in the lowest authorized number over the last decade. The 89th Legislature increased TABC's FTEs by five for the FY 2026-2027 biennium, specifically authorizing five new FTEs to the Innovation and Technology division. As TABC's employee base number fluctuates, recruiting strategies and hiring managers must focus on sourcing quality candidates.

The number of filled positions decreased significantly over the FY 2020-2021 biennium in part due to the self-imposed internal hiring freeze while the agency continued to experience turnover. For example, as of April 30, 2022, TABC employed 532 FTEs with more than 100 vacancies. After the internal hiring freeze was lifted in FY 2022, TABC started to make progress filling vacancies. By the last quarter in FY 2023, TABC's new hire rate finally exceeded the turnover rate. By February 2026, 541.30 of the 625 FTEs were filled, leaving 83.7 FTEs, or 13.4% percent vacant.

SECTION III: FUTURE WORKFORCE PROFILE

LEGISLATIVE CHANGES

TABC is focusing on building its future workforce to better meet its mission. The alcoholic beverage industry has demonstrated remarkable growth and diversification in recent years while the scope of TABC's public safety responsibilities are expanding. The Governor issued Executive Order No. GA-56 in September 2025, relating to protecting minors from consumable hemp products and clarifying regulations pertaining to such products. GA-56 authorized TABC and the Department of State Health Services (DSHS) to adopt rules and collaborate to ensure compliance. Currently, TABC's scope is limited to enforcing age-gating requirements of consumable hemp products. This is essentially a new industry to regulate, and as such employees must gain new knowledge, skills and abilities and consult with or recruit subject matter expertise. TABC intends to meet the regulatory and enforcement needs of Texas to help ensure this growth continues in a responsible way and without undue hindrance. TABC expects to be better able to meet these challenges with a workforce that is both more diverse and more adept with contemporary information technology.

TECHNOLOGY CHANGES

AIMS is the online hub for businesses to complete common TABC activities, such as applying for, renewing, and managing licenses or permits; product registration (formerly called label approval); filing excise tax reports; and more. In the past biennium, the AIMS project focused on industry enhancements such as compliance reporting, payment cart, and updates to principal party functionality. Additional internal functions such as Enforcement updates and Legal case management were also implemented. FY 2027 will mark the completion of the buildout of AIMS which began in FY 2020. ITD is ready to begin monitoring the steady state of AIMS as it transitions from closing out the project to managing it as an agencywide program. This coincides with the overall enterprise readiness strategy to strengthen ITD's ability to support agencywide programs.

FY 2025 marked the end of the Enterprise Data Solution (EDS) project. EDS is the agency's data warehouse for business analytics and reporting. The EDS project will continue to support legacy data and AIMS data simultaneously.

TABC is developing and incorporating more information technology (IT) applications into its toolkit and working with the private sector to expand business operations.

GEOGRAPHIC CHANGES

TABC leases most of its facilities, partnering with other local, state, and federal governmental entities for shared office space. To be mindful of taxpayer money, TABC seizes opportunities to consolidate offices to conserve resources. Small outpost offices continue to merge with larger regional offices. Leadership is reassessing the physical presence of office locations, particularly in areas with larger numbers of licensed and permitted locations and along the southern border. In FY 2025, a Corpus Christi office was reopened, and plans are in place to open an office in McAllen in summer of 2026.

CRITICAL FUNCTIONS

The following critical functions have been identified in determining the agency's workforce needs:

- Conducting enforcement and compliance activities such as investigations, inspections, monitoring of human trafficking and organized crime, and public education programs.
- Processing and reviewing applications for all tiers of the alcoholic beverage industry including determining each applicant's eligibility to be issued permits, certificates, and approvals through stronger collaboration across the workforce.
- Maintaining complete and accurate information on all permit holders and providing this information in a timely manner to agency personnel, members of the industry, other law enforcement and state agencies, and the general public.
- Maintaining current tax security and performance bonds to avoid the potential loss of revenue due to nonpayment of taxes.
- Processing all financial transactions in an efficient and timely manner and preparing necessary reports for management and as statutorily required.
- Managing appropriations, budgets, and grant programs effectively.
- Attracting and retaining qualified and skilled applicants and employees.
- Developing and cross-training employees for growth and leadership opportunities.
- Continuing to explore and implement cost-effective changes using the most current technology platforms.

GAP ANALYSIS

An examination of the challenges in recruitment and retention of skilled employees revealed growing competition from the private sector and other state and local governmental agencies that offer more competitive salaries and expanded telework arrangements. With larger technology-focused and other global companies moving into Texas job markets, TABC is facing direct competition for highly qualified candidates who may find better financial incentives working in the private sector, particularly for information technology and attorney positions. Many private sector employers can offer higher salaries and more lucrative benefits. This, combined with a perceived lack of career advancement and development opportunities in the public sector, discourages many qualified and educated employees from making long-term commitments to the agency. Due to funding restraints, it can be difficult to offer the competitive pay needed to keep high-quality staff. TABC continues to seek additional legislative appropriations for salaries and wages to mitigate some of these concerns while also being creative in recruitment by highlighting non-fiscal benefits such as the fulfillment of public service, public service loan forgiveness, industry stability, flexible schedules, and teleworking arrangements.

ITD is leading a formal change management program and involving employees in the business process analysis, configuration, testing, and implementation of various new and upgraded systems. ITD and SIPI have also collaborated to formalize and enhance the TABC Data Governance Program, which promotes a data-centric approach that supports agency-wide initiatives to ensure data used for operations, analytics, reporting, and decision making is clearly defined, accurate, and of high quality. However, the agency must strengthen its skillset regarding data literacy, analysis, and data mining to prepare for maximizing technology innovations and the future state of machine and artificial intelligence.

Implementing the technology transformation initiative is ongoing and continues to cause significant changes to the way many employees perform their jobs. These system and process changes allow TABC to shift job tasks from heavy data entry to more automation, system analysis, and customer service centric. Changes will also elevate the complexity of the analysis and investigation skills required of employees in the Licensing Department. Other departments, such as Audit and Investigations, will require process changes resulting in more data analysis versus data entry skills of employees.

Although TABC has improved the knowledge base of its workforce to better adapt to these new technologies, leaders anticipate the need for further training and recruitment of employees who are technically proficient and can leverage information technology. While TABC maintains a skilled workforce, the critical skillsets and demands upon employees are evolving alongside changes and improvements in technology. Recognizing that employees will need training to operate the new systems, TABC is developing training programs for its current workforce as technology is acquired and deployed while also strengthening recruitment efforts to attract candidates who demonstrate technical and analytical competencies. Building and improving on processes for quality assurance and integrity of data in agency systems and ensuring new functionality and appropriate timing for transition from legacy systems are essential for continuity of operations.

The ITD, Training, Human Resources, and leadership teams are implementing training initiatives to develop employee skills for additional transitions in technology and to gain knowledge and subject-matter expertise. However, Human Resources anticipates a skills gap in technical and analytical competencies with the new systems and subject-matter expertise. Even though TABC has made progress in hiring candidates with strong information technology skills in key positions, supply has yet to catch up to demand and growth in the division. ITD supplements staff with contractors and management continues to have difficulty attracting and retaining skilled employees. The worldwide coronavirus pandemic forced many employees to become more technologically savvy and adept in video conferencing and online document collaboration, in turn enabling employees to be more technically proficient, but also increasing the demand for information technology support by the entire workforce.

The Enforcement Department has also identified a shortfall of agents to properly investigate complaints and conduct investigations. Although the agency has improved procedures to triage and prioritize locations based on their public safety risks, recruitment and retention of agents to minimize the agent vacancy levels is a priority for leadership.

As technology systems continue to transform and change the way TABC captures data and streamline processes to meet Legislative Budget Board (LBB) performance measures, leadership continues to evaluate the methodology for determining agent workload and future FTE needs. Historically, information from the agency’s ARTS and AIMS databases has been used to project the workload for agents using the number of licensed locations and number of investigations conducted by region. Enforcement continues to evaluate workload and implement process improvements to meet goals outlined in LBB performance measures and keep up with population/industry growth.

A general lack of knowledge of the Code has always been a concern for new hires in many areas of the agency. Due to the complexity of the Code, competency usually does not come until year four with the agency. Therefore, it's essential to enhance the new employee onboarding program and in-service training for employees, especially those in the Regulatory Affairs and Enforcement divisions.

TABC is seeing the desired skillset of Enforcement employees evolve to focus more on undercover operations and criminal analysis to effectively combat organized criminal activity, including human trafficking. Maintaining employee diversity remains a priority to ensure successful undercover operations. In addition to diversity, Enforcement needs to recruit and hire more experienced certified peace officers.

Based on an exceptional item request to the 89th Legislature, TABC was appropriated funds that allowed leadership to make changes to the Salary Actions policy to apply up to four years of prior peace officer experience to be considered when determining starting pay. Instead of giving all new Agents entry-level starting pay of $65,851 annually, beginning in FY 2026 TABC hired experienced agents at a starting pay of $80,274 annually. This significant increase in starting pay for Agent positions, combined with the 89th Legislature doubling the amount of additional pay stipends Agents are eligible to receive, resulted in onboarding the largest New Agent School in February 2026 that TABC has seen in several years.

This change in new Agent pay achieved the goal of reducing barriers to recruitment and competitive pay. TABC continues to seek opportunities to remain competitive and attract qualified candidates which is vital to accomplishing the agency's public safety mission.

SECTION IV: STRATEGIC DEVELOPMENT

EMPLOYEE TRAINING AND EDUCATION

The Human Resources Division and Training Department provide employees with fundamental training, growth opportunities, and resources that allow them to perform their essential job functions and prepare them for advancement opportunities. The Survey of Employee Engagement conducted in February 2026 revealed that the employee development construct is an area of concern for TABC. The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. A lower score suggests that some employees feel stymied in their education and growth in job competence. Historically, changes to career ladders and the state classification plan have impacted employee perceptions about job growth while funding and travel limitations have been a hindrance to training opportunities. TABC is committed to improving employee development and TABC leaders continue to identify, provide, and encourage employee participation in training opportunities and continuing education courses required to maintain job-related licenses and certifications. Employees are encouraged to network with others in their profession and engage in professional organizations to stay informed of best practices and changing legal requirements.

TABC seeks to enhance the fundamental career readiness competencies as well as interpersonal and leadership skills of all employees. Leadership has identified the following competencies as most critical to employee success at TABC: communication, critical and strategic thinking, leadership, professionalism, teamwork, technology, collaboration, cultivation of innovation, customer-service focus, emotional intelligence, results-oriented, and solution-based.

Exceptional customer service is a leadership priority and critical soft skill that every employee must demonstrate, particularly in the Licensing, Ports of Entry, Training, and Human Resources areas. Employees and leaders need the flexibility to successfully adapt to an ever-changing work environment while making sound business decisions. TABC continues to ensure that leadership training is available to management teams and employees who have demonstrated leadership potential. TABC continues to enhance training offered to all employees to develop personal and professional skills and competencies and technical skills (e.g. report writing), as well as provide training focused on safety and mental health topics such as suicide awareness, alcohol and substance abuse awareness, active shooter response, and CPR.

TABC continues to provide annual in-service training programs for the Audit and Investigations, Licensing, Ports of Entry, and Law Enforcement departments. The in-service training curriculum is designed to address unique department needs by reinforcing core competencies and processes while emphasizing interpersonal skills. Training staff maintain a Learning Management System that serves as a library for on-demand, computer-based training and houses both mandatory and elective training content for all employees. The agency's Employee Assistance Program (EAP) vendor offers extensive personal and professional development resources to employees and managers.

TABC values higher education and there may be an opportunity to provide financial support to employees who want to further their education by re-establishing the Tuition Reimbursement Program. This program has not been utilized since FY 2019 due to funding limitations; however, TABC leadership intends to reevaluate funding options as the program could benefit retention and recruitment efforts.

TABC also ensures certified peace officers who hold a TABC commission meet their training requirements to maintain their commission based on TCOLE standards. Certified peace officers are provided salary supplements through stipends for holding varying degrees of higher education, TCOLE certificate levels, and dual-language skill abilities.

TABC's Training Advisory Board is established pursuant to Chapter 1701 of the Texas Occupations Code. This board is comprised of three TABC members, two public members, and at least four ex-officio non-voting members from the Training Department. The goal and responsibility as a TCOLE training provider is to conduct research, create curricula, coordinate, and facilitate effective training that will help develop TABC personnel and external law enforcement partners so that they may provide the best level of service to the citizens of Texas. Examples of training offered are the New Agent School and Undercover Schools for CPOs. In FY 2026, the Oklahoma Alcoholic Beverage Law Enforcement Commission sent agents to train in the Undercover School.

In order to continue meeting the needs of a complex and growing alcoholic beverage industry, TABC leverages the Training Department and broadens the scope of resources available to develop and retain a highly skilled workforce. In FY 2023 an E-Learning Developer position was established to support accessibility, scalability, and customization of training courses. Training efforts focus on improving communication and collaboration among employees at all levels throughout the organization, while leveraging technology to increase reach and maximize the return on investment.

EMPLOYEE RECOGNITION PROGRAMS

In recent years, TABC has implemented enhancements to its Employee Recognition Programs designed to express appreciation for employees' service to the state of Texas by recognizing service year milestones, outstanding performance, and leadership exhibited thought their career with the agency and honor the contributions and accomplishments of employees deemed worthy of recognition of valor and meritorious service.

Since 2021, the agency has inducted retired or deceased employees who represent the best of the agency's values to its Hall of Honor program. In 2023, Human Resources expanded the Employee Recognition Program beyond Service Awards to include a Peer-to-Peer Recognition Program and Employee of the Year Awards. Service awards are intended to recognize loyalty and dedication and are given to current employees to celebrate every five years of cumulative service. In FY 2025, TABC further expanded the service award program to recognize cumulative service with the state of Texas instead of just TABC service. The Peer-to-Peer Recognition Program is a way for an employee to publicly recognize another when they observe or experience a co-worker providing excellent customer service or collaborative support that is above and beyond what would normally be expected. The Employee of the Year Awards are designed to recognize employees for exceptional work, outstanding performance, and contributions toward TABC's mission and vision.

TABC recognizes that employee recognition programs can have significant value to and impact on organizational culture by boosting morale, enhancing retention, and improving motivation and performance. Employee recognition programs are intended to help foster a culture of appreciation and encourage innovation and creativity. Overall, employee recognition programs play a crucial role in shaping the organizational culture of excellence by promoting positivity, engagement, and a sense of belonging among employees. Leaders are evaluated on their ability and effectiveness in empowering employees to perform their job duties successfully and better themselves professionally, in recognizing the hard work and dedication of the team, and in making employees feel valued for their accomplishments and skill. TABC will continue to evaluate ways to recognize and award top performers and teams.

LEADERSHIP DEVELOPMENT

The Survey of Employee Engagement conducted in February 2026 revealed that the supervision construct is an area of strength for TABC. The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. A high score suggests that employees view their supervisors as fair, helpful, and critical to the flow of their work. However, 12% of respondents feel there aren't enough opportunities to give supervisor feedback. TABC leadership is considering utilizing 360-degree leadership evaluations so supervisors can get feedback from their own supervisors, their peers, and direct reports.

TABC leadership evaluates opportunities to offer training and development through its Leadership Development Rotational Assignment (LDRA) Program established in 2022. Leaders are expected to identify opportunities that allow employees seeking new challenges and advancement to cross-train and work on stretch or developmental assignments. Employees are encouraged to network and seek mentorship and advice from leaders to help identify career goals and career development plans. Examples of LDRA opportunities include membership on the CARES Council and Critical Incident Review Unit and the Training and Recruitment Agent position in Enforcement. Training and development opportunities are selected and developed to emphasize building a culture of excellence.

TABC currently has a Basic Leadership Course that is a requirement for new supervisors and plans to expand the program to include intermediate and executive-level leadership courses. TABC supports employee participation in the Governor's Management Development Program, the Governor's Executive Development Program, and other local in-person and online training programs. Additionally, in FY 2026 TABC implemented a Mentorship Pilot Program with individuals handpicked by executive leadership. Management will continue to identify high performers with leadership potential and adequately train and prepare them to take on critical organizational and leadership roles.

WORKFORCE CONTUNITY PLANNING

The internal auditors conducted a Staffing Advisory in FY 2026 in coordination with HR and executive leadership which highlighted the importance of establishing a formal workforce continuity plan. This advisory identified critical leadership positions and competencies valued by executive leadership and provided guidance for establishing a workforce continuity plan. HR is evaluating best practices to establish a sustainable system for maintaining a workforce continuity plan that will assist leadership with identifying highly engaged individuals with great potential to prepare them for opportunities and build the bench for critical positions.

As highlighted previously, the agency may face the loss of significant institutional knowledge as more employees reach retirement eligibility over the next five years. TABC is fortunate to have many long-term employees with a great deal of institutional knowledge, much of which will be lost without effective workforce continuity planning, proper documentation, and improved employee developmental programs. TABC leaders recognize the need for workforce continuity planning to retain organizational knowledge in preparation for retirements. Institutional knowledge and lessons learned can be lost as employees retire or leave the agency. Documenting current and past practices, including the basis for decisions regarding policy and procedural changes, and cross training are a high priority.

HIRING AND RECRUITMENT

TABC maintains a Recruitment Plan and continues to explore ways to improve recruitment and retention of experienced and qualified candidates, particularly for positions in Enforcement.

The Recruitment Team was established in August 2024 to synchronize current resources to improve recruiting efforts statewide. Led by the Recruitment and Classification Specialist in HR, the team includes HR staff, Deputy Chiefs and Majors and the Training and Recruitment Agent from Enforcement, Deputy Directors from Regulatory Affairs and the Director of Communications. TABC is enhancing overall communication and branding efforts using the public website and social media outlets that support recruitment plan goals. Specific recruitment efforts will vary by job vacancy and TABC's current needs and resources. Human Resources collaborates with division management prior to posting job vacancies to ensure unique needs are considered and the best recruiting strategies are executed.

Recruitment is a leadership responsibility, however every TABC employee is a recruiter, and leadership believes that happy employees recruit by speaking highly of TABC. If employees are willing to recommend TABC as an employer to their friends and family, the agency is achieving its goal of establishing an environment that prioritizes people first. To encourage employee recruitment, beginning in November 2025 TABC established the Recruiting Referral Incentive Program. This program awards recruiting employees with eight hours of administrative leave once a referred applicant has been employed for six months. To date, 14 employees have received the reward for their outstanding job in recruiting.

INTERNSHIP PROGRAM

TABC leverages the mutual benefit of interns to supplement staffing needs and accomplish special assignments while allowing college or university students to gain a better understanding and appreciation for public service. Some employees currently serving in leadership and critical roles throughout TABC (including the agency's Executive Director) were first introduced to the organization through internship opportunities, demonstrating the potential return on investment an effective internship program can have.

In FY 2025, Human Resources established a formal internship program and Internship Program Coordinator with an overall goal is to establish a talent pipeline for TABC to identify and recruit promising candidates early in their careers. In FY 2026, TABC initiated a SkillBridge partnership with the Department of Defense to enhance the agency's internship program with qualified veteran candidates. SkillBridge is a program that allows transitioning active-duty service members to work with approved organizations for the last 180 days of their military service term. This pipeline will provide another avenue to recruit employees on a trial basis with the potential to convert them to FTEs under the military direct hire program. TABC will initially focus on the Enforcement division to fill vacant agent positions along with other hard-to-fill positions.

NEW EMPLOYEE ONBOARDING

Effective onboarding processes are essential for fostering a strong organizational culture. Setting clear expectations, integrating new hires into the team, and immersing them into the TABC culture will improve relationships and help with retention, engagement, and performance. TABC has implemented surveys to gather new hire perceptions and experiences and a TABC Essentials Training Course was established in 2024 that is routinely offered for new hires to further improve the onboarding process. In FY 2026 HR is focusing on developing manager training and process improvements to enhance the hiring and onboarding processes. By investing resources to improve onboarding, TABC expects to achieve outcomes that align with having a more engaged, motivated, and equipped workforce that contributes to TABC's success.

CULTURE

The leadership team is devoted to fostering an employee-centric culture that ensures staff have the resources needed to perform their essential job functions. In FY 2025, the TABC CARES Council was established to support leadership in fostering an environment that prioritizes people first and promoting a culture of excellence. As shown in the logo above, CARES stands for Culture Ambassadors Reinventing Excellence and Service. The council focuses on initiatives that improve the employee experience, job satisfaction, and overall engagement. By strengthening and supporting a highly skilled, effective, accountable, and motivated workforce, TABC will achieve a culture of excellence.

The agency is committed to improving work/life balance; strengthening communication and transparency; being deliberate, strategic and innovative; and remaining focused on industry-friendly compliance approaches and heightened public safety enforcement efforts.

SURVEY OF EMPLOYEE ENGAGEMENT (SEE), FY 2026 SUMMARY

The last Survey of Employee Engagement was administered in February 2026. The summary survey results begin on the following page.

Employee Engagement

69.2%

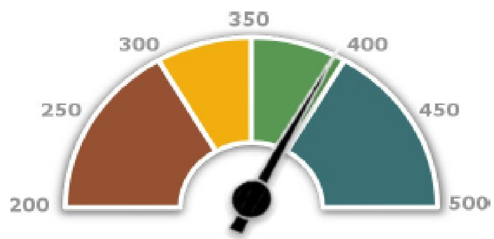
Down 4.4%

Response Rate

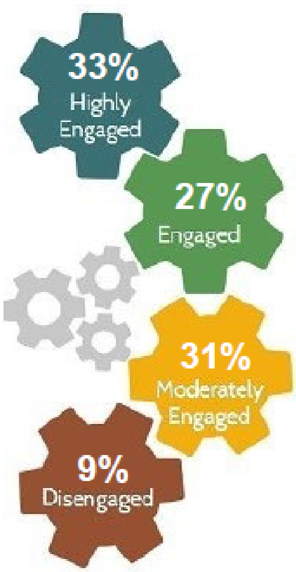
The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 530 employees invited to take the survey, 367 responded for a response rate of 69.2%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 69.2%, your response rate is considered high. High rates mean that employees have an investment in the organization and are willing to contribute towards making improvements within the workplace. With this level of engagement, employees have high expectations from leadership to act upon the survey results.

Overall Score

The overall score is a broad indicator for comparison purposes with other entities. Scores above 350 are desirable, and when scores dip below 300, there should be cause for concern. Scores above 400 are the product of a highly engaged workforce. **Your Overall Score from last time was 385.**



Overall Score: 394



Levels of Employee Engagement

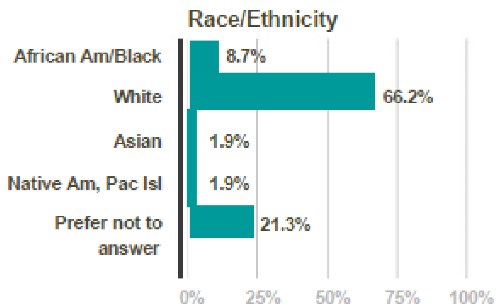
Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 33% of employees are Highly Engaged, 27% are Engaged, 31% are Moderately Engaged, and 9% are Disengaged.

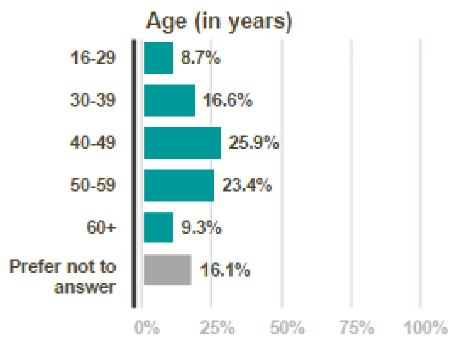
Highly Engaged employees are willing to go above and beyond in their employment. Engaged employees are more present in the workplace and show an effort to help out. Moderately Engaged employees are physically present, but put minimal effort towards accomplishing the job. Disengaged employees are disinterested in their jobs and may be actively working against their coworkers.

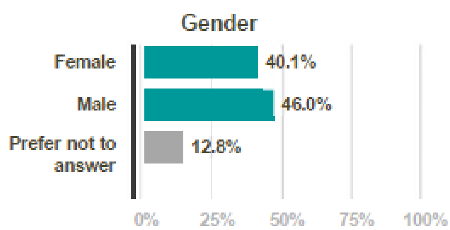
For comparison purposes, according to nationwide polling data, about 30% of employees are Highly Engaged or Engaged, 50% are Moderately Engaged, and 20% are Disengaged. While these numbers may seem intimidating, they offer a starting point for discussions on how to further engage employees. Focus on building trust, encouraging the expression of ideas, and providing employees with the resources, guidance, and training they need to do their best work.

People

Reviewing workforce demographics helps provide a clearer picture of who responded to the survey, the organization's composition, and the range of perspectives within it. For example, if we know 25% of the workforce is in the age range of 16-29 years, but the responses only show 2%, 16-29 year olds are under-represented in the results of the survey. Factors such as years of service, retirement eligibility, gender, background, and age can offer useful context for understanding the workforce.







FOCUS FORWARD ›››

4% INTEND TO LEAVE

Understand why people are leaving your organization by examining retention factors such as working conditions, market competitiveness, or upcoming retirement.

15% CAN RETIRE

This percentage of respondents indicated that they are or will be eligible for retirement within two years.

Constructs

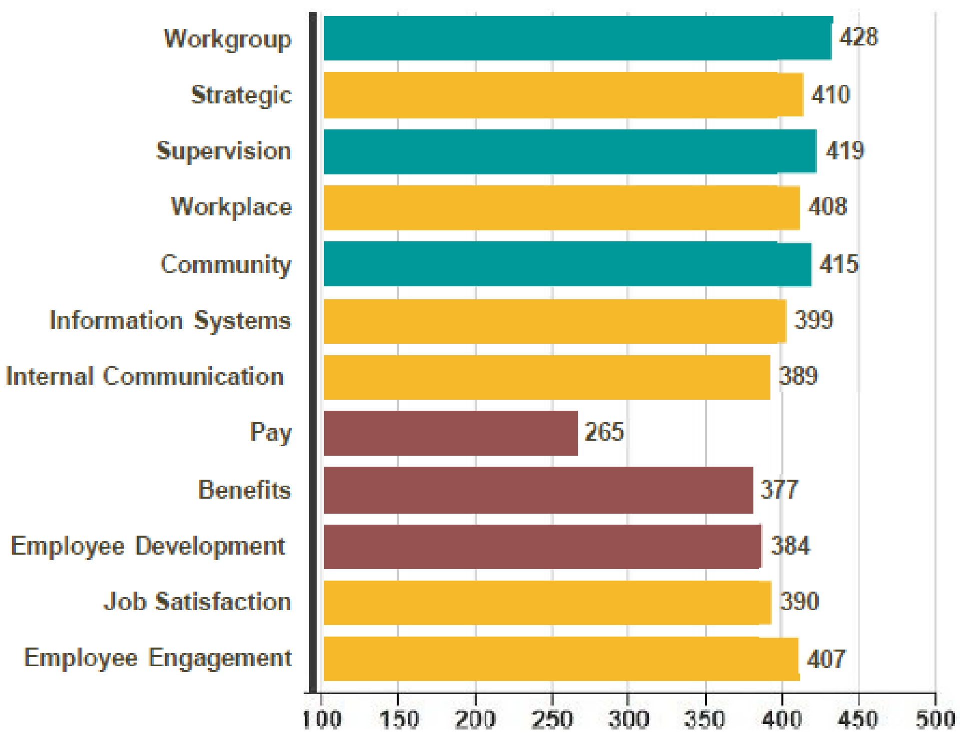
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

Each construct is displayed below with its corresponding score. Constructs have been coded below to highlight the organization's areas of strength and concern. The three highest are green, the three lowest are red, and all others are yellow. Scores typically range from 300 to 400, and 350 is a tipping point between positive and negative perceptions. The lowest score for a construct is 100, while the highest is 500.

FOCUS FORWARD ›››

Every organization faces different challenges depending on working conditions, resources, and job characteristics. On the next page, we highlight the constructs that are relative strengths and concerns for your organization. While it is important to examine areas of concern, this is also an opportunity to recognize and celebrate areas that employees have judged to be strengths. All organizations start in a different place, and there is always room for improvement within each area.

Construct Scores



Constructs Over Time

One of the benefits of continuing to participate in the survey is that over time data shows how employees' views have changed as a result of implementing efforts suggested by previous survey results.

Positive changes indicate that employees perceive the issue as having improved since the previous survey.

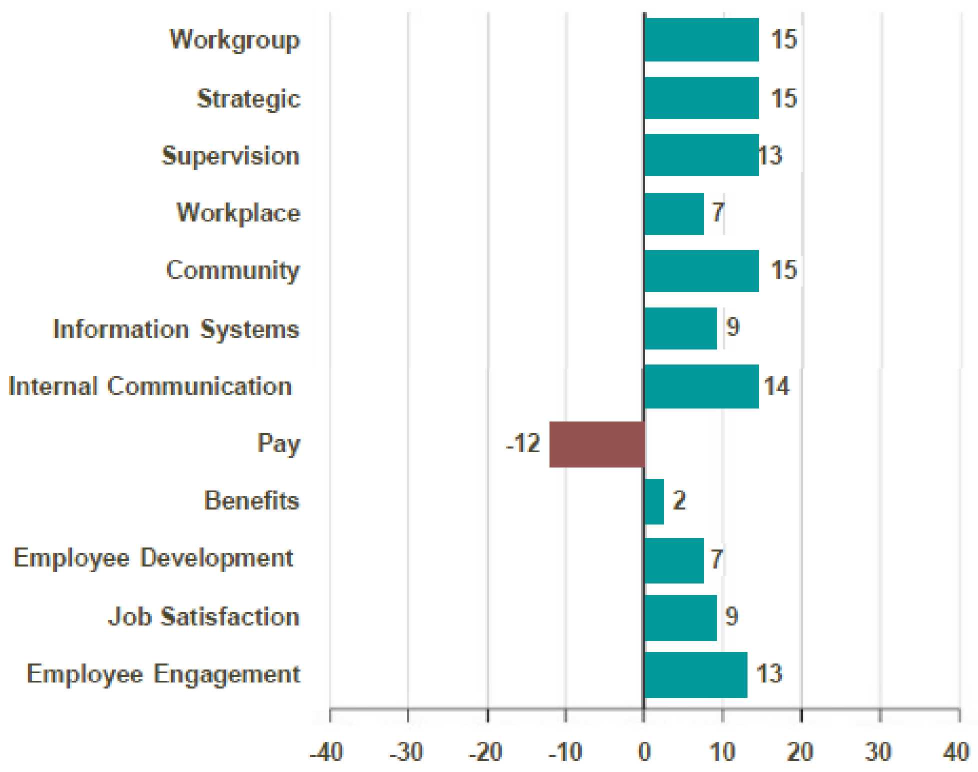
Negative changes indicate that the employees perceive that the issue has worsened since the previous survey. Negative changes of greater than 40 points and having 8 or more negative construct changes should be a source of concern for the organization and should be discussed with employees and organizational leadership.

Has Change Occurred?

Variation in scores from year to year is normal, even when nothing has changed. Analyzing trend data requires a bringing patterns into focus, digging deeper into data, and asking questions about issues surrounding the workplace.

Pay close attention to changes of more than 15 points in either direction. Were there any new policies or organizational changes that might have affected the scores? Were these areas a point of focus for your change initiatives?

Constructs Scores Over Time



Areas of Strength and Concern

Areas of Strength

Workgroup **Score: 428**
The workgroup construct captures employees' perceptions of the people they work with on a daily basis and their effectiveness. Higher scores suggest that employees view their workgroup as effective, cohesive and open to the opinions of all members.

Supervision **Score: 419**
The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. Higher scores suggest that employees view their supervisors as fair, helpful and critical to the flow of work.

Community **Score: 415**
The community construct captures employees' perceptions of the relationships between employees in the workplace, including the level of trust, mutual respect, and support among colleagues. This construct measures how connected and valued employees feel within their teams and the strength of their professional relationships. Higher scores suggest that employees feel respected, cared for, and have established trust with their colleagues.

Areas of Concern

Pay **Score: 265**
The pay construct captures employees' perceptions about how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. Lower scores suggest that pay is a central concern or reason for discontent and is not comparable to similar organizations.

Benefits **Score: 377**
The benefits construct captures employees' perceptions about how the benefits package compares to packages at similar organizations and how flexible it is. Lower scores suggest that employees perceive benefits as less than needed or unfair in comparison to similar jobs in the community.

Employee Development **Score: 384**
The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. Lower scores suggest that employees feel stymied in their education and growth in job competence.

Climate

The climate in which employees work does, to a large extent, determine the efficiency and effectiveness of an organization. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions. Below are the percentages of employees who marked disagree or strongly disagree for each of the 6 climate items.

17.6%

believe the **information from this survey** will go unused.

Conducting the survey creates momentum and interest in organizational improvement, so it's critical that leadership acts upon the data and keeps employees informed of changes as they occur.

15.6%

feel there aren't enough opportunities to give **supervisor feedback**.

Leadership skills should be evaluated and sharpened on a regular basis. Consider implementing 360 Degree Leadership Evaluations so supervisors can get feedback from their boss, peers, and direct reports.

12.6%

feel that **upper management** should communicate better.

Upper management should make efforts to be visible and accessible, as well as utilize intranet/internet sites, email, and social media as appropriate to keep employees informed.

4.6%

feel they are **not treated fairly** in the workplace.

Favoritism can negatively affect morale and cause resentment among employees. When possible, ensure responsibilities and opportunities are being shared evenly and appropriately.

4.1%

feel **workplace harassment** is not adequately addressed.

While no amount of harassment is desirable within an organization, percentages above 5% would benefit from a serious look at workplace culture and the policies for dealing with harassment.

3.0%

feel there are **issues with ethics** in the workplace.

An ethical climate is the foundation of building trust within an organization. Reinforce the importance of ethical behavior to employees, and ensure there are appropriate channels to handle ethical violations.