

Public Utility Commission of Texas Workforce Plan

Agency Overview

The Public Utility Commission of Texas (PUCT) is the regulatory agency responsible for overseeing the state's electric, telecommunications, and water and wastewater utility industries to ensure services are safe, reliable, and provided at reasonable rates. The agency promotes a competitive market environment while protecting public interest and supporting the long-term reliability of utility infrastructure across Texas.

The PUCT exercises regulatory authority through a combination of rulemaking, adjudicative proceedings, and oversight of utility operations and market participants. This includes oversight of the state's electric grid and wholesale market through its regulatory authority over the Electric Reliability Council of Texas (ERCOT), which manages the flow of electric power to millions of Texans. The agency works to balance the interest of consumers, utilities, and the overall reliability of utility infrastructure across the state.

In addition to its core regulatory responsibilities, the PUCT continues to implement legislative directives and administer major programs, including the Texas Energy Fund, which supports the development and reliability of electric infrastructure in Texas. These responsibilities require a highly skilled workforce capable of addressing complex legal, technical, financial, and policy challenges.

Mission

The mission of the PUCT is to protect customers, foster competition, and promote high quality infrastructure.

Organizational Structure

The PUCT is led by five full-time commissioners who are appointed by the Governor and confirmed by the Texas Senate for six-year terms. The Governor designates one commissioner to serve as chairman. The commissioners select an executive director to manage the agency's staff and daily operations.

The workforce includes professionals with experience in engineering, economics, law, finance, security and risk management, and public and government affairs as well as administrative staff.

Agency Operations and Core Business Functions

The PUCT fulfills its mission through a combination of regulatory oversight, technical analysis, policy development, and administrative support. The agency operates under the direction of the Executive Director and executive management, which includes the Deputy Executive Director, Chief Operating Officer, External Affairs Chief, and Commission Counsel. Division directors are responsible for overseeing the functions and operations of their respective divisions and supporting departments.

Executive management provides strategic direction and oversight across agency operations, while divisions are organized to align with the agency's regulatory, technical, and administrative responsibilities. Divisions work collaboratively to evaluate utility operations, enforce compliance, and support informed decision-making by the Commission.

The agency's core business functions are carried out through its divisions and program areas, each of which supports the Commission's regulatory, technical, and operations responsibilities.

Commissioners' Offices and Internal Audit

The Commissioners establish policy and make decisions through rulemaking and contested case proceedings. Internal Audit provides independent assurance and consulting services to improve operations, ensure compliance, and support risk management.

Executive Director Division Program Areas

Program areas reporting to the Executive Director provide regulatory oversight, legal guidance, and technical expertise to support the Commission's mission.

Critical Infrastructure Security and Risk Management (CISRM)

Collaborates with utilities to support cyber and physical security best practices, provides emergency management coordination, and connects utilities with state and federal resources to enhance system security and resilience.

Energy Efficiency

Oversees energy efficiency programs for investor-owned utilities inside and outside of ERCOT, focusing on reducing energy consumption, managing costs, and supporting demand response and distributed energy resources.

Office of Policy and Docket Management (OPDM)

Supports Commission decision-making through docket management, administrative law judge proceedings, and advisory support to commissioners.

Legal Division

Provides legal analysis, litigation support, and policy guidance to ensure regulatory actions are legally sound and compliant with state and federal law.

Infrastructure Division

Provides engineering and technical expertise related to utility infrastructure, including system reliability, infrastructure planning, and service quality.

Rate Regulation Division

Reviews and analyzes utility rate filings to ensure rates are just and reasonable through financial review and tariff and rate analysis.

Deputy Executive Director Program Areas

Program areas under the Deputy Executive Director focus on market oversight, compliance, and implementation of legislative initiatives.

Market Analysis

Monitors electric markets within ERCOT and supports participation in regional and federal market activities to ensure efficiency, reliability, and compliance.

Compliance and Enforcement

Investigates and litigates potential violations of statutes and Commission rules to ensure regulatory compliance and protect consumers.

Rules and Projects

Supports rulemaking activities and special regulatory initiatives.

Texas Energy Fund

Administers grant and loan programs that support the construction, maintenance, modernization, and operation of electric generating facilities across Texas. Established by the Texas Legislature, the program enhances grid reliability by providing funding for infrastructure development and ensuring the state's growing energy demands are met. The program requires financial, technical, and compliance oversight to ensure responsible stewardship of public funds.

Agency Operations

Agency Operations is the administrative backbone to the PUCT and has several departments that play an integral role in the everyday operations of the agency. Under the direction of the Chief Operating Officer, the division provides administrative and operational support. Departments within Agency Operations include Agency Counsel, Facilities Management, Financial Resources, Human Resources, Information Technology, and Learning and Development.

External Affairs

External Affairs serves as the agency's voice and primary connection to the public, stakeholders, and policymakers. Under the direction of the External Affairs Chief, the division manages communications, public engagement, and governmental relations in support of the agency's missions. Departments within External Affairs include Communications, the Office of Public Engagement, Governmental Relations, and Utility Outreach, which collectively support transparency, stakeholder engagement, coordination with the Texas Legislature, and outreach with regulated utilities. It also includes the Consumer Protection Division, which assists Texans with utility-related inquiries and complaints and oversees licensing of utility providers.

These organizational areas require a workforce with specialized expertise in legal, engineering, financial, and technical and administrative disciplines. To effectively carry out these responsibilities, the agency relies on a highly skilled and specialized workforce capable of supporting complex regulatory, technical, and operational functions.

Workforce Profile

Workforce Size and Composition

The agency experienced workforce growth between fiscal years, reflecting expanded responsibilities:

Fiscal Year	Average Headcount
2024	244.25
2025	267.75

The workforce is primarily composed of attorneys, engineers, analysts, and program specialists, supported by administrative personnel.

Workforce Demographics

The PUCT workforce reflects diversity across gender and ethnicity and is concentrated in professional roles.

Gender Composition

Fiscal Year	Female	Male
2024	55.8%	44.2%
2025	57%	43%

Female representation has increased slightly, but the agency maintains a relatively balanced gender distribution across the workforce.

Ethnicity Composition

Ethnicity	FY 2024	FY 2025
White	53%	51%
Hispanic	29%	31.1%
African American	9.9%	10%
Asian	6%	6%
Two or More Races/Other	2.1%	5.25%

The agency maintains a diverse workforce, with slight growth in Hispanic and mixed race representation and stable representation across other groups.

EEO Category Distribution

EEO Category	FY 2024	FY 2025
Professional	65.9%	67.9%
Paraprofessional	12.9%	11.9%
Administrative Support	11.3%	9.1%
Officials & Administrators	7%	7.8%
Technical	3%	3.2%

The workforce remains heavily concentrated in professional roles, reflecting the agency's reliance on specialized expertise in legal, engineering, and analytical disciplines.

Workforce Experience

The average workforce age remained stable at approximately 44 years across fiscal years, indicating a primarily mid-career workforce. This profile suggests a portion of the workforce may reach retirement eligibility in the coming years, reinforcing the need for proactive succession planning. This is further supported by average state service of approximately 11.7 years and average agency tenure of approximately 5.7 years, reflecting a workforce with significant state experience and a strong foundation of institutional knowledge. In combination with relatively low turnover rates, this indicates strong workforce stability but also underscores the importance of proactive succession planning to manage future transitions.

Turnover Trends

- FY 2024 turnover: 9.4%
- FY 2025 turnover: 7.8%
- Turnover excluding transfers remains low (6 – 6.66%)

This reflects improving workforce stability while maintaining mobility within state government.

Workforce Trends and Analysis

The PUCT has experienced steady growth alongside declining turnover rates, indicating increased workforce stability. The agency continues to rely heavily on specialized roles. At the same time, a mid-career workforce profile and a portion of employees approaching retirement eligibility highlight the importance of proactive succession planning and knowledge transfer efforts.

The agency's workload, particularly in contested cases, continues to steadily grow, and the workforce will need to continue to grow to support it. In addition, growth in the workforce over the past few years is driving a need for complementary growth in administrative support staff.

The agency's hiring trends have varied by discipline. Over the past two years, the PUC has been successful in recruiting experienced engineering staff for key roles. In contrast, the agency has struggled to recruit skilled, experienced attorneys. The PUCT has had greater success in filling roles with entry-level attorneys, and developing their subject-matter expertise in utility matters. Demand for attorneys with utility expertise is high in the private sector, and the PUCT continues to see significant turnover in attorneys with utility knowledge and experience. The trend of having to replace seasoned attorneys with entry-level staff means that onboarding and on-the-job training and development is critical within the contested case divisions, and the agency continues to spend significant resources on recruiting and hiring. Continued efforts to retain experienced staff are vital.

GAP and Risk Analysis

The PUCT faces several workforce gaps and risks that may impact its ability to meet current and future operational demands. The agency operates in a highly competitive labor market, particularly for specialized roles, where private sector employers often offer higher compensation and additional incentives.

Critical recruitment gaps exist in key positions such as attorneys, engineers, financial analysts, and accountants, where competition with private sector employers and extended time-to-fill create operational risk and may affect the agency's ability to meet increasing regulatory and programmatic demands.

Limited advancement opportunities within existing classification structures may also contribute to retention challenges, particularly for high-performing employees seeking career progression. Additionally, the potential loss of instructional knowledge due to retirements presents a risk to continuity of operations, especially in highly technical and leadership roles.

The agency must also manage increasing workload demands associated with expanded programs and regulatory responsibilities, including oversight of the Texas Energy Fund and new responsibilities resulting from recent legislative actions, which have expanded the agency's scope and complexity of work.

Key Workforce Risks

- Loss of specialized talent due to private sector competition
- Prolonged vacancies in critical roles impacting operational efficiency
- Knowledge loss associated with retirements and workforce transitions
- Limited internal advancement pathways affecting retention
- Increased workload pressures driven by expanded program responsibilities

Addressing these workforce gaps and risks is critical to maintaining a stable, skilled, and effective workforce.

Strategy Development

Strategic development for the PUCT focuses on addressing identified workforce gaps and risks while aligning the agency's workforce with its expanding responsibilities and evolving regulatory environment. As workload demands continue to grow due to legislative actions, program expansion, and increasing market complexity, the agency is prioritizing targeted and sustainable workforce strategies.

To address critical recruitment gaps in specialized roles, the PUCT will strengthen recruitment efforts through expanded outreach and talent pipeline development. This includes building partnerships with universities and professional organizations, enhancing internship and fellowship opportunities, and implementing targeted recruitment strategies for hard-to-fill positions such as attorneys, engineers, financial analysts, and accountants.

To improve retention, the agency will continue evaluating compensation strategies and enhancing career progression opportunities. This includes developing career pathways, supporting internal mobility, and expanding leadership development opportunities.

To mitigate knowledge loss due to retirements and workforce transitions, the PUCT will strengthen succession planning efforts. This includes identifying critical roles, implementing knowledge

transfer practices, and fostering leadership readiness through mentorship and development initiatives.

To ensure employees are equipped to meet increasing operational demands, the PUCT will continue investing in workforce development by enhancing training programs and expanding opportunities for skill development in areas such as regulatory analysis, technical expertise, and emerging industry trends. These efforts will support adaptability in a rapidly evolving utility landscape.

Strategic collaboration with educational institutions, industry partners, and other regulatory entities will further support workforce readiness and innovation.

Collectively, these strategies will strengthen recruitment, improve retention, support workforce continuity, and ensure the PUCT maintains a highly skilled workforce capable of meeting increased operational demands and fulfilling its regulatory mission.

Workforce Outcomes

These efforts are expected to:

- Improve time-to-fill for critical positions
 - Sustain low turnover rates
 - Increase internal advancement opportunities across the agency.
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Conclusion

The PUCT is committed to maintaining a skilled, adaptable, and resilient workforce capable of supporting its mission in an increasingly complex regulatory environment. Workforce data reflects continued growth, improving retention, and strong foundation of professional expertise, while also reinforcing the need to remain competitive in recruiting and retaining talent.

Through focused strategies in recruitment, retention, succession planning, and workforce development, the agency is well-positioned to address workforce challenges and sustain long-term organizational effectiveness. These efforts will ensure the agency remains responsive, resilient, and capable of meeting increasing regulatory demands while continuing to protect consumers, foster competition, and promote high-quality infrastructure for the State of Texas.