

Schedule F -TBPG Workforce Plan for Fiscal Years 2027-2031

TBPG Overview

The Texas Board of Professional Geoscientists regulates the non-exempt public practice of geoscience. Core staff activities include:

- Reviewing applications for licensure/issuing new licenses to qualified applicants;
- Facilitating the TBPG Appointed Board's review of waiver requests (of license requirements) for appropriate action;
- Processing license, registration, and certification renewal applications;
- Investigating complaints against unlicensed individuals and firms and the TBPG's licensees, registrants, and certification holders and facilitating the TBPG Appointed Board's review of proposed disciplinary action for appropriate action;
- Facilitating the TBPG Appointed Board's activities related to its review of individual issues (complaint case reviews and application and waiver request reviews);
- Providing information to the public regarding the regulation of the non-exempt public practice of geoscience by the TBPG;
- Providing customer service to licensees, registrants, and certification holders and the public related to TBPG's programs, requirements and compliance requirements;
- Completing administrative tasks related to the operation of the TBPG as a state agency (fiscal processes, human resources processes, interacting with and providing reports to "oversight" state agencies and Legislative entities);
- Implementation of/ensuring compliance with existing and newly passed federal and state law;

The TBPG notes the following issues that need to be tracked more closely over the next biennium:

- Efficiency and effectiveness of internal licensing processes. Continue to map and review current processes to identify/reduce system bottlenecks and eliminate unnecessary redundancies/requirements in processes to improve workflow.
- Identify opportunities to streamline/improve online business options to reduce paperwork and make it easier for customers to interact with the agency (i.e., continuous review of website information and features, enhancement of licensing portal to ensure ease of navigation, and continued simplification and integration of online agency forms.
- Continued development and updating of agency position manuals to guide new and existing team members with day-to-day licensing and compliance functions/tasks and ensure operational consistency.

A great deal of TBPG staff time has been and will continue to be spent on daily operations (performing administrative, financial, licensing and enforcement functions). TBPG continues to

examine existing systems and processes and refine work systems as the needs of the TBPG, and demands for licensure, increase over time.

Current Workforce Profile (Supply Analysis)

There are many important functions that must be performed by the TBPG. Over time, the TBPG Executive Director must make adjustments to the TBPG's use of positions, key duties assigned and performance expectations and updating of staff performance objectives. This strategy maximizes the utilization of staff resources appropriated to the agency. At this time, the agency has particularly highly skilled staff in place in key positions with administrative support for daily processing tasks. This ensures that the agency can manage all of its fiduciary responsibilities.

A. Critical Workforce Skills

There are several critical skills that are important to the agency's ability to operate. TBPG has dedicated its focus on workforce planning issues that will address the most critical areas in the agency. These issues include placing greater emphasis on employees with knowledge, skills and abilities in management and leadership, flexible budgeting, development of work systems and policy, licensing, and related customer service; enforcement, and implementing outreach programs/communications systems. Key knowledge, skills and experience include:

- Leadership and management skills
- High level verbal and written communications skills
- Utilization and improvement of licensing and enforcement databases
- Revenue/budget tracking and reporting of performance measures
- Understanding of geoscience principles and ability to interpret/understand and evaluate science-based techniques and reporting
- Investigative reporting and analysis; adjudicating complaints involving violations
- Administrative licensing functions (applications reviews, coordination of renewal and compliance notices, customer service/support, purchasing, etc.) and developing new programs
- Interpreting and understanding of legal statutes, rules and developing appropriate related policy guides
- Human resource guidelines and procedures
- Database management

B. Workforce Demographics

The TBPG is authorized 7.5 full time employees. As of February 2026, there were 6 employees on staff to execute the functions of TBPG.

The TBPG's workforce is comprised of 66% (4) females and 34% (2) males. 66% (4) of the employees are over the age of 50. The percentage of employees with more than five years of agency experience is 17%.

Workforce Breakdown (SAO Report 26-703, Feb 2026)

Figure 1: Gender, Age, Tenure

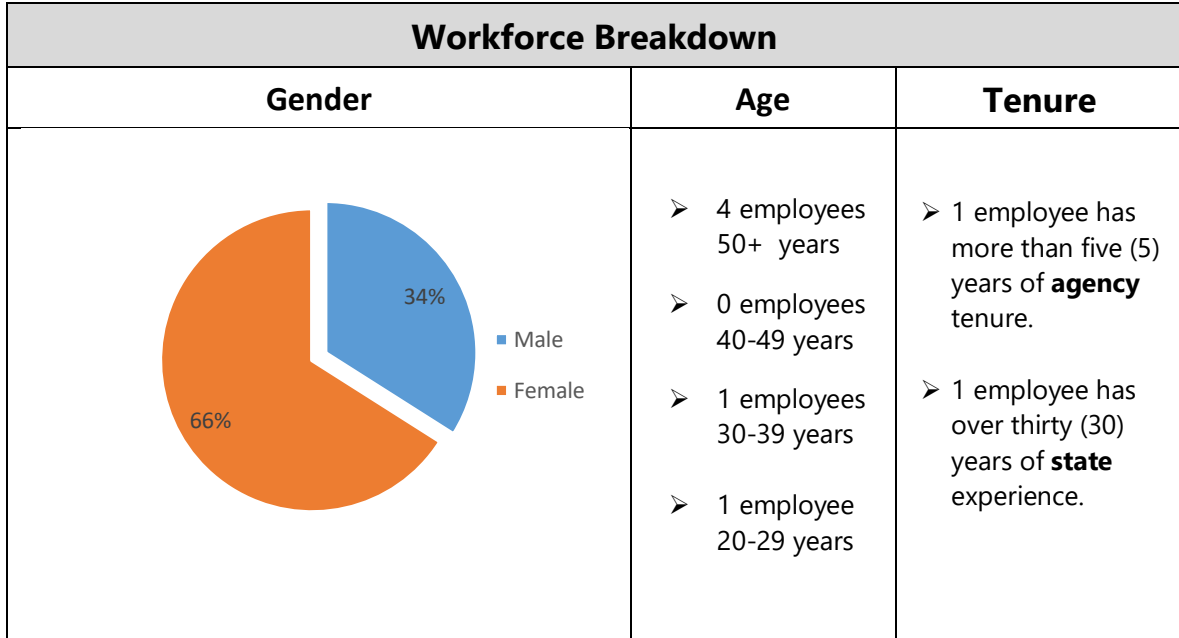
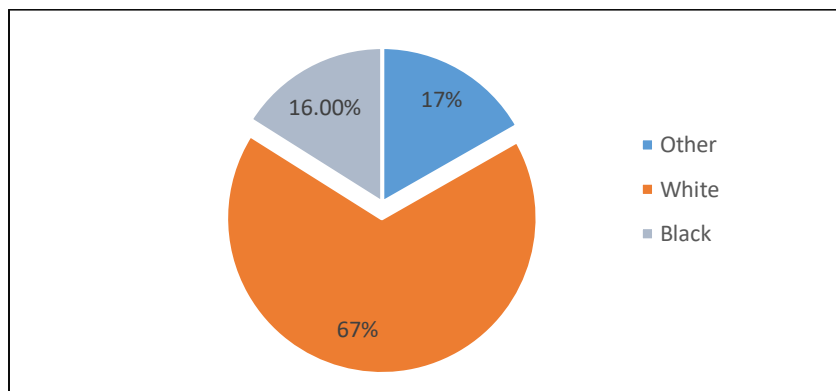


Figure 2: Ethnicity



C. Employee Turnover (SAO Report 26-703, Feb 2026)

Given TBPG's size of 7.5 FTEs, unexpected turnover can have a serious temporary impact on the organization. The TBPG turnover rate for FY25 is 16.0% (1 employee)

D. Retirement Eligibility

During fiscal years 2025-2026, no agency employees were eligible to retire. One employee is retired from state government (from another state agency) and returned to state government with TBPG. TBPG recognizes the importance of attracting and retaining tenured employees to capture experience and knowledge.

Future Workforce Profile (Demand Analysis)

Agency leadership continues to revise work processes, reorganize business units, and evaluate vacancies within the organization to meet the workload demands. Additionally, cross-training of team members to ensure business continuity during various staffing conditions has been successful and ensured minimal disruption to output.

Critical Functions: TBPG's most critical functions are identified below:

- Maintaining an effective licensing and enforcement database;
- Providing licensing operations/services (processing examination requests, new license applications and renewals, assisting candidates for licensure, verifying licensure, administering examinations, responding to licensee requests, etc.);
- Proving compliance and enforcement duties (compliance audits, complaint referrals, investigations, filing violation notices, negotiating complaint resolution);
- Providing outreach and education training to direct/indirect customers including state agencies;
- Budget and performance tracking and reporting;
- File, data and website management to continuously move to a digital footprint.

Anticipated Workforce Changes: The changes implemented by TBPG Management must continue into the next biennia. Those implemented changes include:

- Increased use of current technology to improve business operations and communication;
- Streamlining of workflow processes to address operational bottlenecks;
- Cross-training of employees in functional areas to ensure business continuity;

Anticipated Increase/Decrease in Number of Employees Needed to Do the Work:

The TBPG's current level of FTEs appears to be sufficient to complete its mission at this time but we are seeing a slight increase in licensing numbers due to economic growth in areas that rely on the services of licensed geoscientists (public projects and oil/gas activity). In the short term, we prepared for this uptick in applications by cross training existing team members to assist with broad agency functions during peak periods and streamlining administrative procedures. Reductions or vacancies within current FTE levels impact the agency's ability to provide continuous exceptional service because, with a small team, all team members work directly on critical functions. Our Executive Director manages all team members and activities including the operational analysis, development and implementation of agency goals, strategies, policies, processes, and procedures. Our other (7) TBPG FTE's/team members, including one to be added in FY27, are utilized as follows:

- One Agency Financial Officer: responsible for Accounting, Purchasing, and Human Resources related functions;
- One Compliance and Outreach Manager: fulfills compliance, investigative, enforcement, and outreach related functions;
- One (currently vacant) Operations Coordinator: responsible for leading all compliance and licensing administrative functions, agency reporting, strategic performance, and assisting with financial related functions.
- One Licensing Administrative Team Lead: responsible for license application, renewal, and examination activities and assisting with agency operations related functions including reporting tasks and database reviews;
- Three Administrative Program Licensing Specialists: responsible for providing administrative support across our compliance, enforcement, and licensing operations.
- One Website Program Specialist (.5 FTE): responsible for maintaining our agency website and on-line presence, assisting with online compliance monitoring, and generating online related reporting.

Future Workforce Skills Needed

To administer the Texas Geoscience Practice Act effectively, the TBPG relies on a competent and knowledgeable staff. In addition to the critical competencies listed previously, these are additional staff competencies essential for the TBPG's continued success:

- Process analysis and improvement
- Project management
- Strategic planning
- Leadership and Communication
- Human resource knowledge
- Geoscience related technical education and experience