

**Texas Funeral Service Commission
2027-2031 Strategic Plan**

Schedule F – TFSC Workforce Plan

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TFSC Overview

The Texas Funeral Service Commission is the state agency responsible for oversight of funeral directing, embalming, crematory operations, funeral establishments, and whole-body donation programs in Texas. The Commission's primary functions are licensing, compliance monitoring, and enforcement, carried out under the authority of the Cemetery and Crematory Services, Funeral Directing, and Embalming Act and the Commission's administrative rules.

The Commission administers the licensure process for individuals and establishments, including reviewing initial and renewal applications and coordinating the Texas Mortuary Law Examination. Through routine inspections and audits, the agency ensures that regulated entities maintain compliance with statutory and regulatory requirements. Inspections occur on a recurring basis and are designed to verify adherence to professional, operational, and public health standards.

In addition to licensing and inspections, the Commission investigates complaints involving licensees and regulated entities. Matters are resolved through formal review processes, which may result in dismissal or disciplinary action. Enforcement measures range from administrative penalties and reprimands to suspension or revocation of licensure, depending on the severity and nature of violations.

The Commission also exercises regulatory oversight of whole-body donation programs operating within the state. This includes ensuring that donor consent is properly obtained and documented, that donated remains are handled with dignity and used strictly for authorized medical or scientific purposes, and that final disposition is conducted in accordance with legal and ethical standards.

The funeral service and anatomical donation industries occupy a uniquely sensitive position, serving individuals and families during periods of grief, vulnerability, and decision-making under emotional strain. Accordingly, licensees are expected to uphold the highest standards of professional conduct, ethical integrity, and legal compliance. This includes maintaining transparency in services, safeguarding public health, and treating decedents and their families with dignity and respect at all times.

Regulatory personnel and agency staff are held to similarly rigorous expectations. Effective oversight requires sound judgment, impartiality, and the ability to manage complex and often emotionally charged situations. Competencies in organization, critical thinking, communication, and professionalism are essential to ensuring that regulatory functions are executed consistently and fairly.

Collectively, the standards imposed on licensees, regulated entities, and Commission staff reflect the broader public interest in maintaining trust, accountability, and integrity within an industry that directly impacts public health, consumer protection, and human dignity.

TFSC Mission / Strategies / Goals

“The mission of the Texas Funeral Service Commission is to protect the public from deceptive practices in the funeral and death care industry through a process of impartial enforcement, inspection, licensing, and education in order to guarantee that every citizen’s final disposition is conducted professionally and ethically.”

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Goal: Competent Licensees

Objective: To ensure that licensees meet the highest standards of professional and ethical conduct.

Strategies:

- Operate licensing program to ensure initial and renewal applications are processed efficiently
- Decrease administrative processes through online renewals
- Ensure licensure qualifications and standards for professional practice are properly evaluated, accurately applied, and vigorously enforced

Goal: Enforce Standards

Objective: To ensure the protection of the public from licensed individuals and establishments.

Strategies:

- Complete inspections of all licensed funeral establishments at least once every two years
- Conduct initial authorization inspections of all new anatomical facilities within 60 calendar days of receipt of a completed application
- Acknowledge receipt of all complaints in writing within 10 business days.
- Complete preliminary review of all complaints—to determine jurisdiction and whether the complaint states a potential violation—within 30 calendar days of receipt.

The agency does not anticipate substantive modifications to its core mission or long-range strategic objectives during the coming five-year period. Nevertheless, the agency expects that its rules, policies, procedures, and workforce composition may require revision in response to evolving external conditions, including advancements in technology and broader societal developments.

Factors Anticipated to Influence the Commission Change:

The following are expected to contribute to potential changes within the Commission over the next five years:

- Workforce attrition that may occur if compensation and benefits are not maintained at levels competitive with similarly situated regulatory entities or do not adequately reflect increases in the cost of living.
- Additional statutory or administrative requirements, including reporting obligations, imposed by the Legislature or other state officials;
- Ongoing efforts by the Commission and agency leadership to evaluate and refine agency operations, rulemaking processes, and communication practices to improve the effectiveness and efficiency of service delivery;
- Continued developments and innovations in information technology; and
- Increasing demand from the public for more timely services and enhanced access to agency programs and functions.

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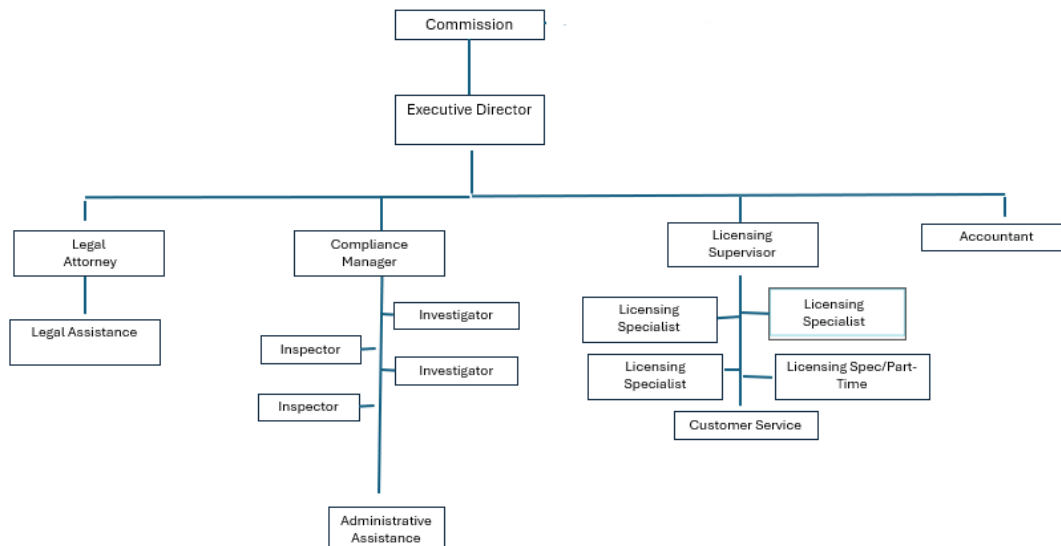
TFSC Current Workforce Profile

The TFSC has 12 classified employees. The agency projects a turnover rate of 9 percent (1 employee) per year over the next five years.

Gender	
Female	7
Male	5
Race/Ethnicity	
Hispanic	3
White	4
Black	5
Age	
0-30	2
31-50	7
51+	3
Agency Tenure	
Less than 2 yrs	6
2 yrs or more but less than 5 yrs	3
5 yrs or more but less than 15 yrs	3
15 yrs or more but less than 20 yrs	0
20 yrs or more	0
Other	
Veteran	1

During FY26, the agency is anticipating hiring four new employees to support the TFSC operational goal of enforcing the standards. During FY25, the agency hired one investigator.

Organizational Structure



As of April 2026

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TFSC Future Workforce Profile

The Commission will prioritize building a resilient and adaptable workforce capable of supporting its mission and long-term goals. Staff will be expected to develop strong multi-tasking capabilities, supported by intentional cross-training across job functions to ensure continuity of critical operations in the event of employee turnover. This approach reduces single points of failure and strengthens institutional knowledge across the agency.

In parallel, all employees must maintain proficiency in standard office technology, including computers, common software applications, and office equipment, to ensure efficient daily operations. Equally important, all staff are expected to demonstrate strong customer service skills, as regular interaction with stakeholders and the public is integral to the Commission's role.

To sustain these capabilities and retain a skilled workforce, the Commission also recognizes the importance of maintaining a compensation structure that supports regular salary growth, reinforces employee value, and supports long-term retention, as well as continuing education to sustain and develop a skilled workforce.

Gap Analysis

To bridge the gap between our current workforce and future requirements, the agency has formulated three core strategic goals to address the gaps identified within the framework of its workforce plan. These goals are based on a comprehensive analysis of the agency and its workforce, taking into account the various factors influencing operations and staffing needs.

A comparison of the Commission's workforce supply and demand reveals minor gaps that can be addressed through additional training in new skills and higher salaries for staff. Providing quality service to consumers and licensees depends on the ability to respond promptly and professionally to public inquiries, complaints, licensing issues, and information requests. All staff positions require additional writing skills to communicate more effectively and professionally with licensees and consumers.

The agency's current workforce is qualified and competent to undertake the Commission's two primary tasks—licensing and enforcement. The agency currently has systems in place to train new or existing staff on these tasks. However, the agency faces a time gap between the notice of a vacancy and the filling of the position. A period of at least a month and a half is required to replace an employee when only two weeks' notice is given, and regardless of a new employee's qualifications, additional training is required.

The Commission's ability to sustain continuity and maintain positive outcomes depends on retaining its trained staff. With each instance of staff turnover, time and resources must be allocated to training new employees, reducing overall efficiency. Relatively low staff salaries continue to contribute to turnover and remain a primary concern for the Commission.

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Gap	Current employees lack needed skills
Goal	Develop a competent, well-trained workforce to address the skills gap and ensure the agency's operational success.
<i>Rationale</i>	The training and development of current employees is critical to the agency's success. TFSC must continue to analyze existing staff to determine which employees demonstrate the potential to develop new competencies. Through management and leadership development, external training opportunities are available for all staff levels.
<i>Action Steps</i>	● Regularly assess and update training initiatives to align with evolving organizational needs ● Expanding Internal/External Training opportunities ● Rely on other small agencies for expertise ● Establish development paths for lower-level staff to transition into roles with higher-level skill requirements. ● Provide mentorship, coaching, and resources to support staff in their career advancement.

Gap	TFSC struggles to attract and retain suitable employees for the available positions.
Goal	To become an employer of choice, where the agency is recognized for its ability to attract, develop, and retain top talent.
<i>Rationale</i>	Recognizing the significance of acquiring and developing a skilled workforce is crucial for the agency's success. In acknowledging the competitive nature of the labor market, the agency must prioritize strategies to attract and retain high-quality employees. This entails promoting staff health and well-being, establishing structured staff development programs, and fostering a culture that encourages innovation and excellence.
<i>Action Steps</i>	● Create comprehensive succession plans for all positions to ensure seamless transitions and knowledge retention. ● Identify key positions and potential successors, grooming internal talent for future leadership roles. ● Regularly review and update succession plans to adapt to changing organizational needs and personnel dynamics.

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Gap	Certain job positions within the agency are unable to telecommute, potentially hindering operational flexibility and continuity.
Goal	To effectively utilize telecommuting as an important piece of the agency's continuity of operations plan, ensuring seamless service delivery to Texans during emergencies or unforeseen circumstances.
<i>Rationale</i>	Telecommuting plays a crucial role in maintaining operational continuity, particularly during emergencies. By effectively leveraging telecommuting, the agency can ensure uninterrupted service provision to Texans, even in adverse situations. Utilizing AI can expedite decision-making and improve response times to inquiries in both normal and emergency situations.
<i>Action Steps</i>	● Update telecommuting policies and procedures to accommodate identified positions, ensuring clarity and consistency in telecommuting arrangements. ● Provide necessary training and support to employees transitioning to telecommuting roles, emphasizing cybersecurity best practices and compliance requirements. ● Continue efforts to transition towards a paperless work environment, facilitating seamless telecommuting and enhancing operational efficiency ● Utilize the support of the Health Professions Council to identify and maintain AI embedded within commonly used commercial products.