



Schedule F: Agency Workforce Plan

Current Workforce Profile (Supply Analysis)

A. Critical Workforce Skills/Functions

To fulfill TAHC's mission, employees require diverse knowledge and skills, including:

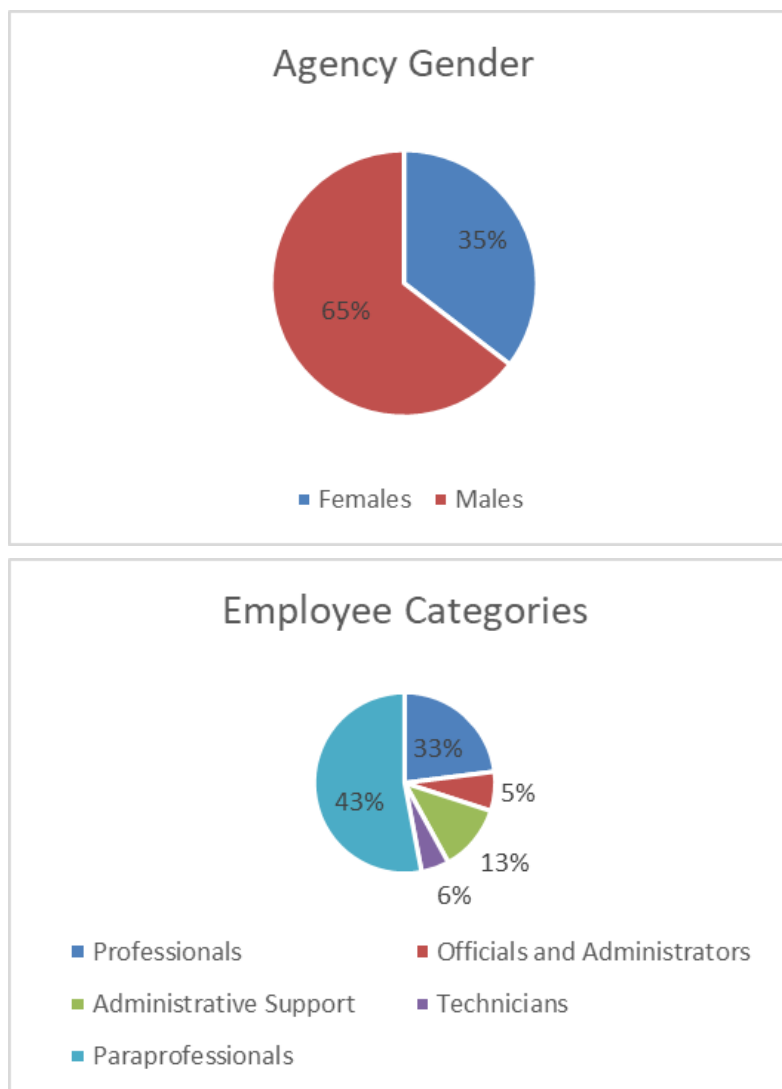
- Veterinary medical knowledge
- One Health knowledge
- Knowledge of epidemiology principles, risk analysis, and risk management skills
- Expertise in new and emerging domestic and foreign animal disease identification, control, and prevention
- Safe and effective techniques for tissue and blood sample collection
- Livestock evaluation and safe handling
- Use and maintenance of personal protective equipment to safeguard against highly infectious emerging and zoonotic diseases as well as the chemical and pharmaceutical agents used for treatment and prevention
- Emergency management planning and response (local and state level)
- Development and delivery of public information presentations
- Development of public information news releases, pamphlets, and brochures
- Collaboration, negotiation, public relations, and customer service skills
- Supervisory and general management skills
- Budgeting, contract management, fee collection, and documentation
- Strategic planning and business plan development and implementation skills
- Technical writing skills to develop employee manuals, policies and procedures, forms, templates, procurement documents, and grants
- Employment law, recruitment, compensation and benefits, and human resources/employee relations skills
- Project management skills
- GIS development / GPS mapping skills
- General computer knowledge and data entry skills
- Information technology skills to include cybersecurity knowledge, cloud services and mobility solutions, software development, database administration, systems administration analysis, webmaster duties, business analysis, network engineering, electronic data management, and hardware and software maintenance skills
- Knowledge and training in logistics and supply, fleet, and asset management
- Knowledge and experience in records retention
- Knowledge and experience in safety and health rules, regulations, and standards
- Knowledge and experience in regulatory compliance, legal requirements, and administrative procedures
- Strong analytical, investigatory, problem solving, conflict management, and communication skills
- Knowledge and training in cross-department competencies
- Comprehensive audio, video, and editing skills
- Interagency and stakeholder relations skills including knowledge of the legislative process



B. Workforce Demographics

The agency is authorized for 228.2 full time equivalent (FTE) positions for the 2026-2027 biennium. In fiscal year 2025, TAHC was authorized 225.2 FTEs and employed 205.5 staff, including one exempt position, 204 full time classified positions, and one part-time classified position.

According to the State Auditor's Office Electronic Classification Analyst System, the workforce is 35% female and 65% male. Employee roles are 33% professionals, 5% officials and administrators, 13% administrative support, 6% technicians, and 43% paraprofessionals. Additionally, 49% of employees are age 40 or older, and 14.6% have at least 10 years of service with the agency.





The following table compares the percentages of African American, Hispanic American, and female TAHC employees in fiscal year 2025 with statewide data.

Job Category	African American		Hispanic American		Female	
	TAHC	State	TAHC	State	TAHC	State
Professionals	6%	16.7%	20%	26%	33.6%	61.8%
Officials and Administrators	0%	12.7%	20.5%	21.7%	56.8%	56%
Administrative Support	5.5%	19.6%	25%	35.2%	96.3%	81.7%
Technicians	16.3%	19.4%	16.3%	35.9%	24.5%	53%
Paraprofessionals	1.4%	34.5%	48.6%	30.5%	16.5%	70.8%

The following chart illustrates the agency's average annual salary from fiscal year 2021 to fiscal year 2025 based on information from the State Auditor's Electronic Classification Analyst System. Improvements reflect alignment for the employee's average salary in comparison to other state agencies which is currently \$65,762 per year statewide.



C. Employee Turnover

State Auditor's Office turnover statistics include voluntary and involuntary separations, retirements, and interagency transfers. In fiscal year 2025, TAHC had 25 separations: 14 voluntary, 3 interagency transfers, 2 retirements, and 6 resignations in lieu of termination. The agency's turnover rate was 12.2%, below the statewide rate of 17.4%.

Following a fiscal year 2023 reorganization, turnover has declined significantly, and staffing reached a high of 215 positions filled as of May 2026. TAHC will continue investing in training, education, and mentorship to further improve retention.



In spring 2026, TAHC used the UT Institute of Organizational Excellence's Survey of Employee Engagement (SEE), with a 74% response rate and an overall score of 414—an 18-point increase since 2024—indicating a highly engaged workforce. Strengths included workgroup (team), workplace (environment), and supervision.

Pay remains a key concern, with a score of 295 indicating dissatisfaction and a need for more competitive compensation. Employee development scored 406 (highly engaged) but remains a focus area. In response, TAHC established a formal training department to expand development opportunities and promote internal advancement to retain talent.

D. Retirement Eligibility

TAHC will continue to face the challenge of losing experienced staff to retirement, a trend expected to persist from 2026 to 2036. Approximately 38% of employees are projected to be eligible to retire during this period, requiring the agency to prioritize knowledge and skills transfer to maintain service continuity.

Future Workforce Profile (Demand Analysis)

TAHC must continue addressing competitive salary challenges to recruit and retain employees essential to its mission, particularly livestock inspectors and veterinarians. While the agency is working to improve salary equity for its employees, compensation remains below comparable roles in other agencies and the private sector.

Succession planning is also a key challenge as experienced staff retire, particularly given limited redundancies and a small workforce. The agency is expanding on-the-job and external training through its new training department to prepare staff for these roles.

Declining federal funding, coupled with increased disease outbreaks and growth in livestock and poultry sectors—including emerging threats, such as New World Screwworm—may require additional state resources. TAHC will continue supporting producers through disease surveillance, regulatory enforcement, and market access efforts, while prioritizing One Health issues such as zoonotic and vector-borne diseases, food safety, and shared health risks. Ensuring adequate resources and staffing remains critical to protect public and animal health and sustaining the state's livestock and poultry industries.

A. Critical Functions

- TAHC must attract and retain large animal veterinarians with expertise in livestock medicine, epidemiology, and public health—fields facing a nationwide shortage. Competitive pay is essential to offset more lucrative private-sector opportunities and the demands of irregular hours and emergency response.
- As Texas is a leader in the animal agriculture industry, the agency's focus must not only be responsive to known disease threats but must be looking ahead and preparing Texas to be resilient and prepared to respond to foreign animal diseases, global disease risks, and emerging pests. Demand for animal emergency management planners will continue to grow to support local and industry preparedness.
- TAHC continuously reviews and updates career ladders in accordance with statutory



requirements.

- It is imperative that the agency keeps up to date with technological changes for animal disease tracking. Therefore, the agency must be able to recruit, hire, and retain staff who have the knowledge and expertise to understand, trouble-shoot, and update these technologies including disease tracing, GIS/GPS programs, cloud services, and mobile solutions.
- Expert managerial skills and abilities are needed to continue strong leadership within the agency and to oversee and coordinate complex programs. The agency is working to ensure that core management training modules are developed, and managerial training opportunities are provided. In-house training is currently provided and resources for additional external training will be provided.
- Staff must be trained in emergency response frameworks such as the National Incident Management System and Incident Command Structure to respond effectively to animal health emergencies.
- Recruiting and retaining investigators with expertise in animal health regulations is essential for effective program enforcement.

B. Expected Workforce Changes

- Duties for inspectors, investigators, and veterinarians are evolving with rapid adoption of technologies such as GPS, GIS, mobile computing, and RFID. While these tools improve efficiency, they require new skills and will continue to reshape job responsibilities.
- TAHC will need additional veterinarian and veterinary-epidemiologist staff to effectively manage animal diseases and prepare for foreign animal diseases, global disease risks, emerging pests, and growing emergency response needs. As disease and pest complexity grow, demand for these specialists will increase.
- Field staff must effectively communicate with producers and market owners and educate them on regulatory requirements, making strong communication and public speaking skills essential.
- Retirements of experienced staff will create knowledge gaps; TAHC is addressing this through on-the-job training, targeted recruitment, and internal and external training programs.
- Increased use of electronic records will drive the need for advanced data management systems and staff trained to support them.

C. Anticipated Increases in Number of Employees Needed

- Growth and ongoing changes in Texas' livestock and poultry industries are increasing responsibilities for inspectors, veterinarians, epidemiologists, compliance staff, and support personnel, potentially requiring additional staff.
- Because of the continued complexities involved in recognizing, categorizing and effectively planning for eradication efforts of new and emerging animal diseases, more veterinary and epidemiological staff will be required to face future demands.
- Efforts to control cattle fever ticks and prepare to respond to New World Screwworm along the Texas-Mexico border continue to strain agency staff and resources.
- Expanding technological demands may require additional FTEs to support project management, information systems, database maintenance, data integration, and data quality assurance.
- Growing legal and regulatory complexity may necessitate additional staff to support legal and



compliance functions.

- Increasing global trade and animal movement may require more staff to manage disease introduction risks and response efforts.

D. Future Workforce Skills Needed

- Veterinary medical knowledge
- One Health knowledge
- Knowledge of epidemiology principles, risk analysis, and risk management skills
- Expertise in new and emerging domestic and foreign animal disease identification and control
- Safe and effective techniques for tissue and blood sample collection
- Livestock evaluation and safe handling
- Use and maintenance of personal protective equipment to safeguard against highly infectious, introduced, or emerging diseases and agents used for treatment
- Emergency management planning and response (local and state level)
- Development and delivery of public information presentations
- Development of public information news releases, pamphlets, and brochures
- Collaboration, negotiation, public relations, and customer service skills
- Supervisory and general management skills
- Budgeting, contract management, fee collection, and documentation
- Strategic planning and business plan development and implementation skills
- Technical writing skills to develop employee manuals, policies and procedures, forms, templates, procurement documents, and grants
- Employment law, recruitment, compensation and benefits, and human resource/employee relations skills
- Project management skills
- GIS development / GPS mapping skills
- General computer knowledge and data entry skills
- Information technology skills to include cybersecurity knowledge, cloud services and mobility solutions, software development, database administration, systems administration analysis, webmaster duties, business analysis, network engineering, electronic data management, and hardware and software maintenance skills
- Knowledge and training in logistics and supply, fleet and asset management
- Knowledge and experience in records retention
- Knowledge and experience in safety and health rules, regulations, and standards
- Knowledge and experience in regulatory compliance, legal compliance, and administrative procedures
- Strong analytical, investigatory, problem solving, conflict management, and communication skills
- Knowledge and training in cross-department competencies
- Comprehensive audio, video and editing skills
- Interagency and stakeholder relations skills including knowledge of the legislative process



Gap Analysis

A. Anticipated Shortage of Employees

Veterinarians, epidemiologists, and livestock inspectors may be needed in greater numbers as TAHC's role in dealing with new and emerging animal diseases evolves and needed skill sets change, such as with New World Screwworms. The agency's involvement in emergency response continues to grow beyond the current FTE allocations in that area. To meet regulatory and statutory requirements, supervisory and administrative support staff will need to be hired as the labor force is increased.

Additionally, TAHC will need additional employees with highly developed information technology skills to modernize the data systems and provide specialized training to TAHC employees to best utilize new tools as technology advances. There are many technological tools that would aid in efficiency, but TAHC does not have adequate staff to implement those tools.

TAHC's ability to offer competitive pay will be critical to recruit and retain the staff needed to compete with other agencies and the private sector.

B. Critical Skills Shortage

- The agency faces ongoing challenges recruiting and retaining qualified veterinarians, epidemiologists, and livestock inspectors, and is exploring innovative strategies to address this. These roles require continuous skill development to manage emerging diseases, communicate with producers and industry groups, and engage diverse audiences.
- The agency will need to work to ensure that training opportunities are provided to all staff to address new technological developments to ensure the workforce maintains the skillset needed to work with increasingly sophisticated databases, software, GIS/GPS equipment, security infrastructure, cloud technology, and data networks.
- Management staff will need to enhance strategic planning skills and to develop skills in business process planning, information management, and execution.
- Existing staff should be trained, and new staff should be hired to provide critical project management and information resource skills for the agency.
- All staff train and practice the use of an incident command structure so the agency will be ready and capable of fulfilling its required emergency management roles and responsibilities.

Strategy Development

TAHC will work toward achieving the following goals intended to address workforce competency gaps and the overall anticipated shortage of staff.

A. Organizational Structure

Goal: Ensure that employees are allocated appropriately to cover workload demands.

Action Steps:

- Analyze current allocations and geographic distribution of employees.
- Develop strategic allocations or distribution of employees based on analysis and projection of future mission priorities.



- Maintain a cost-effective management-to-staff ratio to ensure maximum productivity and accountability of employees.

B. Recruitment and Retention Strategies

Goal: Identify key recruitment resources and develop and implement succession plans to most effectively accomplish the agency's mission.

Action Steps:

- Identify factors that prevent the agency from successfully competing with other employers and develop strategies to address those factors.
- Analyze reasons for employee turnover and identify trends.
- Continue to participate in the Survey of Employee Engagement; analyze results and develop strategies to address areas needing improvement.
- Update human resources policies and procedures to address the findings of these analyses.
- Develop tools and identify strategies that place emphasis on work-life balance for employees.
- Provide supervisory and management skills training.
- Identify positions for which succession planning is critical; implement training plans to ensure knowledge, skills and abilities are developed.
- Continue to review position classifications, job duties/tasks, and salaries to strive for salary parity with other state and federal agencies and the private sector.
- Continue to implement alternate work schedules, flexible leave, and performance leave to strengthen employee morale and retention.
- Continue to offer the employee wellness program and encourage staff to participate.

C. Career Development and In-Service Training Programs

Goal: Ensure that staff is equipped with necessary and appropriate skills and knowledge to most effectively accomplish the agency's mission.

Action Steps:

- Provide training opportunities for veterinarians to achieve required continuing education units for veterinary licensing, to achieve designated epidemiologist status in a number of diseases, and to update knowledge and skills in new and emerging animal diseases.
- Support and encourage staff attendance at job-relevant conferences and training programs.
- Establish specific job requirements for necessary skills development.
- Based on identified skill requirements, allow employees to utilize on-line training tools and/or research training sources that are cost-effective.
- Conduct in-house management conferences to focus on leadership skills development and application.
- Encourage employees who seek new challenges by assigning special projects and encouraging cross-training.
- Ensure that TAHC managers participate in both internal and external seminars to enhance and further develop managerial skills.
- Update and/or establish career ladders for eligible staff.



Workforce Plan Evaluation and Revision

TAHC's Workforce Plan will be implemented with the Strategic Plan. It will be reevaluated biennially to determine if adjustments need to be made due to changes in disease diagnoses, changes in technology, or workload shifts.

The Human Resources Department will work in collaboration with executive staff and division directors to ensure that agency workforce is adequately trained and up to date on technological advances that may change the way we do business to ensure that planned or unexpected turnover and/or retirements do not affect the agency with a gap in knowledge and skills.



Current Organizational Chart – Fiscal Year 2026

