

Workforce Plan, Fiscal Years 2027–2031

This document is also provided separately to the State Auditor's Office.

Key Factors Facing the Agency

TCEQ's mission is to protect human health and the environment by ensuring clean air for Texans to breathe, an adequate supply of clean water for the benefit of Texas citizens and businesses, and proper and safe disposal of various forms of pollutants, consistent with sustainable economic development. TCEQ is also committed to providing prompt and efficient service to all the citizens of Texas. To fulfill our mission, the agency's workforce must be supported through the full employee lifecycle which includes focusing resources on effective recruitment, professional development, engagement, and retention programs.

During the next five years, key factors affecting the agency's workforce include an increase in staff eligible to retire; retention of qualified, experienced employees; and turnover in key or difficult to fill positions. The agency must continuously assess, adapt, and strategically align resources to address workforce needs and differentiate itself in the competitive job market.

The ability to compete for highly skilled applicants, particularly in STEM and high-demand occupations, will continue to prove critical in our efforts to maintain a qualified workforce necessary for the agency to carry out its mission.

TCEQ recognizes the need to adapt readily to any changes required by new state and federal mandates. TCEQ will continue to seek solutions and address these challenges with continuous improvement initiatives, including program changes, process redesign, and technological advancements.

Retirement and Turnover

The departure of employees due to retirement and other reasons is a critical issue facing TCEQ. Within the next five years, 30.4% of TCEQ's workforce will be eligible to retire, with 17.0% eligible to retire by the end of fiscal year 2026. TCEQ is experiencing increases in retirements year over year: 26.7% of all separations in fiscal year 2025, up from 22.5% in fiscal year 2024, and up substantially from just 16.5% in fiscal year 2023.

Retirements in several of TCEQ's highly specialized, core mission classifications attribute to a critical loss of organizational experience and institutional knowledge. Staff with 20-30+ years of experience have recently retired and this poses a significant need for continued succession planning and professional development for key positions and leadership roles. For example, TCEQ employs 15 of the 16 Toxicologists in Texas state agencies. With just two retirements from our Toxicologist group, TCEQ lost 19 years and 33 years of experience. Engineers are also critical to TCEQ's mission, and we maintain 125 Engineer positions. Between fiscal years 2022 and 2025, 19 Engineers (15% of total positions) retired from TCEQ with an average tenure of 20.5 years of experience. TCEQ also employs the largest number of Natural Resources Specialists in the state, and of those who retired between fiscal years 2022 and 2025, they averaged over 23 years of experience.

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Table F.1 demonstrates the projected increases in the number of employees eligible to retire from fiscal year 2026 through fiscal year 2031. TCEQ estimates that approximately 916 employees (30.4%) will become eligible to retire by the end of fiscal year 2031. Retirement of the agency's workforce at this level could significantly affect the agency's ability to deliver programs and accomplish its mission.

Table F.1. Projection of TCEQ Employees Eligible for Retirement, FYs 2026–2031

Fiscal Year	Projected Retirements	% of Total Agency Headcount (3015)
2026	511	16.9
2027	595	19.7
2028	672	22.3
2029	765	25.4
2030	843	28.0
2031	916	30.4

Data Source: Centralized Accounting and Payroll/Personnel System, as of 2/12/2026.

TCEQ's overall turnover rate of 10.9% in fiscal year 2025 was below the state average of 15.4% (see Figure F.1, TCEQ Employee Turnover Rate, FY 2020–2025). TCEQ's average salary has increased, which is attributable to the agency's recruitment and retention efforts, and the investment in staff salary increases through both the legislature's statewide salary increases and granting of TCEQ's requests for additional salary funding during the 88th and 89th legislative sessions (see Figure F.2, TCEQ Average Salary, FY 2020–2025).

However, approximately 50% of TCEQ's workforce has less than five years of tenure with TCEQ; this highlights the need to focus on developing employees for emerging roles across the agency, including those that require information technology and data analytics skill sets (see Figure F.3, TCEQ Employee Average Tenure by Employee Count, FY 2025).

Staff with professional licenses and certifications are highly marketable outside of the agency, and

TCEQ continues to see untenably high turnover in essential classifications at rates that exceed the statewide averages, including:

- Natural Resources Specialist (TCEQ 14.1% vs. statewide 10.9%),
- Engineer (TCEQ 14.7% vs. statewide 11.3%),
- Engineering Specialist (TCEQ 19.4% vs. statewide 9.1%),
- Attorney (TCEQ 18.8% vs. statewide 11.6%),
- Health Physicist (TCEQ 44.4% vs. statewide 16.7%).

Ensuring that agency salaries are competitive with other state agencies and local governments using similar skill sets continues to be a goal and priority focus for TCEQ. Although TCEQ has received additional funds to increase staff salaries in recent legislative sessions, 23.7% of TCEQ positions are below the midpoint or market rate of the state salary schedule.

Accordingly, retention of qualified staff is an ongoing effort and is critical to the agency's ability to meet demands. Agency offices identified employee development and knowledge management as the primary strategy to address skill gaps due to voluntary separations and retirements, with engagement and retention efforts ranking second.

New and Changing Requirements and Initiatives, Increased Customer Demand

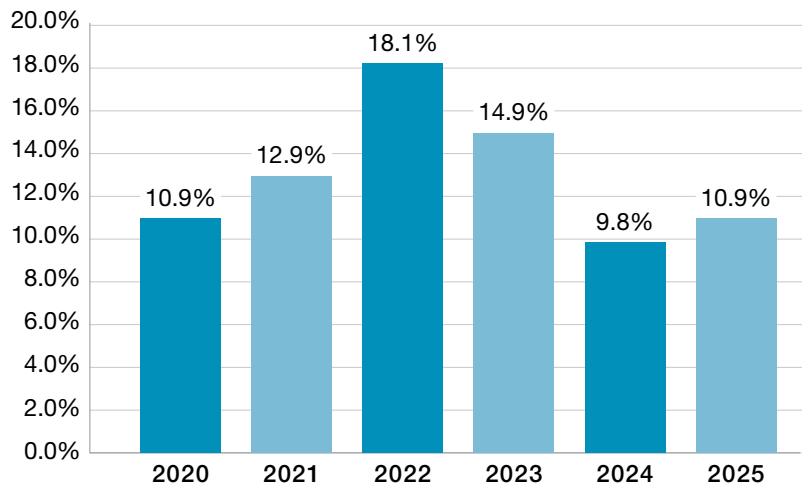
New federal and state requirements, internal initiatives, and increased customer demands have an agency-wide impact. Offices may be required to change, modify, or add programs, processes, and procedures to adapt to new and changing requirements. Also, to provide more timely data, the agency's use of technology to report and receive information is expanding.

Among other expected program changes, mandates, and initiatives are the following:

- **Staffing competitiveness.** State salary and benefits constraints limit TCEQ's ability to remain competitive with other employment

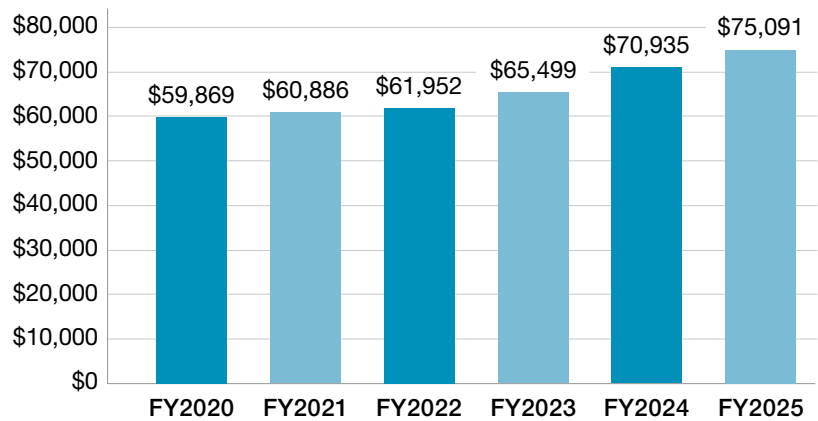
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**Figure F.1. TCEQ Employee
Turnover Rate, FYs 2020–2025**



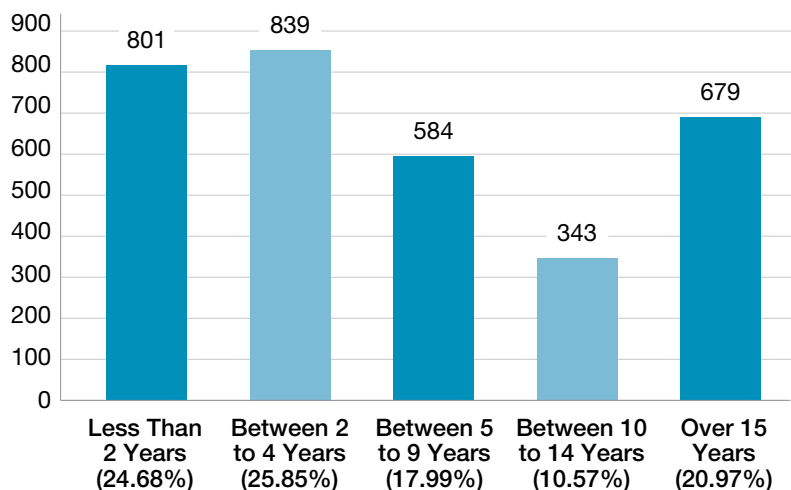
Data Source: Centralized Accounting and Payroll/
Personnel System and Texas Uniform Statewide
Accounting System, as of 8/31/25.

**Figure F.2. TCEQ Average Salary,
FYs 2020–2025**



Data Source: Centralized Accounting and Payroll/
Personnel System, as of 8/31/25.

**Figure F.3. TCEQ Employee
Average Tenure by Employee
Count, FY 2025**



Data Source: Centralized Accounting and Payroll/
Personnel System, as of 8/31/25.

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sectors, including state and local governments. TCEQ's retention of experienced staff in our mission-critical classifications is challenged by higher and more competitive salaries and benefit packages offered by other state agencies and local city and county governments, in addition to those offered in the private sector.

TCEQ has taken several measures to address this competition, including raising minimum salaries and supplementing salaries with recruitment bonus programs and one-time merits for extraordinary performance. However, 23.7% of TCEQ positions are below the midpoint of the state salary schedule.

- **Employee-related initiatives.** The agency continues to focus on cultivating strong leaders at TCEQ and reinforcing the agency's culture. The agency has had several noteworthy successes including scaling up the TCEQ Mentoring and Leadership Programs and employee engagement and wellness programs. TCEQ also provides mentor workshops, publication of monthly activities and resources, and well-being series webinars. In addition, the agency hosts employee-focused, in-person events including the Holiday Bazaar, Chili Cook Off, and the annual Veterans Day recognition ceremony.
- **Digital Content and Accessibility Requirements.** The agency continues to increase the amount of digital content—training, public education, and other informational material—on TCEQ websites. TCEQ is committed to maintaining and improving online access, accessibility, and navigation (both internal and external) through increasing and varied access points (such as mobile devices, collaboration tools, and social media) and situations (such as disasters). However, this commitment requires significant staff and financial resources. Further, agency responsibilities under Section 508 require more time and expertise when creating documents, webpages, educational instruction, and other digital content. The public wants the agency to use plain language

in its guidance and informational materials, as well as providing these materials in alternative languages and in accessible format for people with disabilities. TCEQ aims to keep pace with the demand.

- **Public Information Requests, Access to Public Records, and Public Participation.**

The agency has seen an increase in the number of public information requests (PIR), legislative requests, and media requests. This increase is impacting the agency's ability to process and fulfill public information requests while meeting day-to-day program needs—particularly with the volume of redaction necessary for confidential information. To handle this increase, the agency needs to modify existing databases, enhance reporting capabilities, and launch new initiatives allowing greater public access to agency records, including use of the Texas Open Data Portal as an alternative for filing public information requests. The design, testing, and implementation of these initiatives require large commitments in funding and staff resources. Also, additional staff expertise and resources are devoted towards ensuring that the agency's public participation process is in accordance with Title VI of the Civil Rights Act of 1964.

- **Continuous Improvement Program Initiatives.** Continuous Improvement Program (CIP) initiatives are being deployed across the agency to enhance agency processes and reduce backlogs. CIP projects require extensive coordination with program areas on logistics and training/staff development.
- **Disaster and Emergency Response Planning.** TCEQ has emerging responsibilities associated with disaster-and emergency-response assistance, coordination, and information collection, including updating GIS map layers for wastewater treatment plant infrastructures. In addition, the agency has to keep up with public demand for information during events. The public has created a demand for fast disclosure and transparency of monitoring data

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during high-profile emergency-response events such as fires and explosions. The agency continues to refine processes and procedures with respect to disaster response.

Agency response to disasters, both natural and man-made, is under heavy scrutiny. The agency must continue public education efforts to reemphasize that TCEQ is not a first responder in emergency events.

- **Population Growth and Increased Regulatory Oversight.** Texas is experiencing tremendous growth. This growth leads to an increased regulatory universe in the form of water and wastewater infrastructure, waste generation, and air emissions. As a result, TCEQ is experiencing an increase in the number and complexity of issues associated with heavy-growth areas. This creates challenges in providing adequate responses to citizen complaints; investigations to determine compliance with applicable air, waste, and water regulations; and education of regulated entities.

In addition, the complexity of the proposed solutions to challenges associated with rapid growth requires more staff time and more experienced staff. For example, the growing population trends and limited additional water resources in Texas have resulted in public water systems considering innovative or alternative treatment technologies. The thorough and comprehensive review of these complex, innovative, and alternative treatment technologies requires highly experienced engineers and scientists to both protect public health and support economic growth. These technologies require significant research and time, taxing senior-level staff possessing high levels of technical expertise who may be needed for multiple projects.

- **Facility Reviews—TCEQ’s Park 35 Campus and Regional Offices.** Growth in the federal and state programs with additional staff and supporting equipment have put pressure on TCEQ’s physical locations, nearly all of which

are at maximum capacity. Many of TCEQ’s 16 regional offices and satellite offices are in aging facilities and cannot be renovated to meet TCEQ’s immediate or future needs. By fiscal year 2031, TCEQ is projecting to relocate several regional offices to optimize staff workspaces and properly house and secure mission-essential equipment for routine investigations and for emergency and disaster event response. TCEQ projects substantial increases in both overall lease rates, relocation costs, and installing required security improvements.

At TCEQ’s Park 35 Campus, the Texas Facilities Commission completed deferred maintenance on the five state-owned buildings, and TCEQ has initiated renewal of the commercially leased building on the campus. TCEQ is now reevaluating all of those physical spaces to optimize collaboration, innovation, and knowledge sharing for the nearly 2000 staff who work in and around Austin.

- **CAPPS State of Texas Accounting and Reporting Resource (STARR).** CAPPS STARR project is planned to modernize the state’s critical financial functionality by replacing the Uniform Statewide Accounting System (USAS), Texas Identification Number System (TINS) and State Property Accounting System (SPA) legacy systems with a cloud-based solution. The new CAPPS STARR system will include core USAS/TINS/SPA functions used by all state agencies with anticipated launch on Sept. 1, 2027. Replacing the state’s critical financial infrastructure will require significant staff resources and training. The complexity of the software and process redesign requires staff to invest time in understanding the system’s functionalities and data reporting features. TCEQ is highly reliant on contractors for research and resolution of complex issues in the CAPPS system. The growth of knowledge and skills across all CAPPS modules is vital to the success of TCEQ’s operations.
- **Updates to Federal Guidance in Relation to Staff Knowledge.** TCEQ staff must

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continually educate themselves on changes in federal guidance related to the Environmental Protection Agency (EPA) and other agencies with ties to TCEQ. TCEQ staff are constantly working to understand these changes and, subsequently, be able to audit these subjects. Staff must be experts in policy analysis and development, regulation analysis and development; and knowledgeable of state law and regulation, and litigation to evaluate permits and discuss them with members of the public, the legislature, and in contested case hearings.

- **Expanding Federal and State Requirements and Initiatives.** TCEQ provides extensive guidance, technical assistance, and templates to help permittees and stakeholders understand changing, more complex rules. The agency utilizes a significant amount of staff resources to provide this guidance and assistance as federal, state and internal requirements expand.

Information Technology

TCEQ must prepare for future information technology (IT) needs to maintain and enhance the agency's level of service, respond to increasing customer demands and expectations, and implement legislative changes. These needs include:

- **Critical Technology Upgrade.** The agency is committed to major projects that will require expansive software and database skills. A primary focus is the Critical Technology Upgrade (CTU) project which upgrades legacy applications core to the agency's mission to a contemporary platform. Additionally, migrating these tools to supportable frameworks mitigates the operational risks associated with the turnover of tenured staff and contracted resources, ensuring that new personnel can readily maintain the updated infrastructure using modern, widely adopted industry skillsets.
- **DIR/DCS Technology Requirements.** As a mandated Data Center Services (DCS)

customer, the agency is required to maintain a posture of no more than one release prior to the current version of software. Additionally, the agency faces increased costs if server hardware is not "refreshed" at the designated interval. When software is upgraded or hardware is refreshed, application developers must test application code and remediate it as needed. While this practice is recommended for security reasons, it increases the maintenance overhead for application-development staff.

- **Information Security.** Legislation increasingly addresses policies and practices regarding information security, such as mandates for information technology risk assessments and elevated vulnerability testing for applications that process personally identifiable or confidential information. The agency also faces challenges due to the expanding number of mobile devices used to share data and connect to the agency network, and the need to onboard and retain staff in a field with high demand and escalating pay expectations. Adoption of cloud services and reliance on third-party providers enables the agency to modernize and keep pace, but has also introduced a new set of challenges.
- **Increasing Technological Demands.** The agency is tasked with improving online access and navigation to more information through additional access points and a constantly evolving user base. Both internal and external stakeholders expect that their changing access needs will be met, such as through mobile devices, collaboration tools, and social media. The agency has also implemented recent Sunset initiatives including making more agency data available to the public in an easily understandable format. This involves continued site restructuring and the use of analytics, metadata, and usability studies to adequately support emerging web design and organization trends.
- **Increased Need for Digital Content.** TCEQ is increasing the amount of digital content

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for use on TCEQ websites—training, public education, and other informational content. This content must be produced in HD (high definition) as SD (standard definition) fades away. The agency will need to spend more time on meeting accessibility requirements for video content as the agency’s video production increases.

- **IT Components for New Regulatory Programs.** The agency must develop and support IT components with the addition of new regulatory programs. In addition, the agency is providing more data and expanding the use of technology for reporting information and receiving authorizations. The agency’s program areas will need to develop proficiency in analysis and design to facilitate implementation. The challenge will be to ensure that staff are capable of building and using these tools effectively and efficiently.
- **Database Management.** The agency will require large commitments in funding and manpower resources to modify, maintain, expand, and automate existing databases; increase reporting and storage capabilities; as well as implement new initiatives to allow greater public access to agency records.
- **Environmental Compliance Technology.** In response to an increased demand for real-time data, the agency will need to train additional staff on applicable technology in the areas of environmental and compliance monitoring.
- **Online Access and Navigation.** Maintaining and improving online access and navigation (both internal and external) allows for quick dissemination of information to large groups, both in “real time” and customized, through increasing and varied access points, such as mobile devices, collaboration tools, and social media. This involves redesigning the agency’s website to improve public access and reduce the amount of time users spend trying to find what they need.
- **Data Management.** The agency’s capabilities in electronic reporting, data handling, and

data management, including continued maintenance and enhancement of the Texas Integrated Data Exchange Node (TIDEN) and Texas Open Data Portal data offerings, need improvement and more transparency. Further, as artificial intelligence adoption continues to grow, so does its access to agency data products; and, the agency will need additional protections to inventory, classify, monitor and protect data assets.

- **Skilled IT Staff.** Keeping the skill levels of employees current with constantly changing technology, including advocating for increased skill sets, remains a challenge. As more businesses move to the state, particularly near the central office in Austin, the agency will face more competition to attract, hire, and retain IT talent. With IT needs rising at the agency, along with expectations of artificial intelligence, automation, and electronic data management, additional staff with advanced skills are needed. With 44% of IT staff eligible to retire in the next five years, this will become an increasing challenge for the agency in the near future.
- **Artificial Intelligence.** As the agency evaluates and adopts artificial intelligence tools, there will be greater focus on data loss prevention and appropriate use. Specialized skills are needed in Data Loss Prevention (DLP) tools to prevent sensitive files from being leaked or misused. Additionally, the agency must integrate human-in-the-loop practices into their monitoring workflows, ensuring that experts review and verify AI outputs to catch errors before work products are available to the public.
- **Cybersecurity Strategy and Response.** The dynamic threat environment continues to increase the need for more complex cybersecurity tools and expert resources to monitor, analyze, and respond to potential threats, as well as continuously improve the agency’s information security posture. Staff are responsible for both maintaining existing technology and delivering new technology. At present, the agency is building partnerships

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with third-party providers to meet the demand for continuous monitoring and management.

- **Implementing IT Goals.** Highly skilled IT staff are needed to implement the four primary IT goals in the Information Strategic Plan:
 - Improve internal and external access to information.
 - Promote effective and efficient service delivery.
 - Enable strategic management of information.

- Support a high-performing, next-generation workforce.

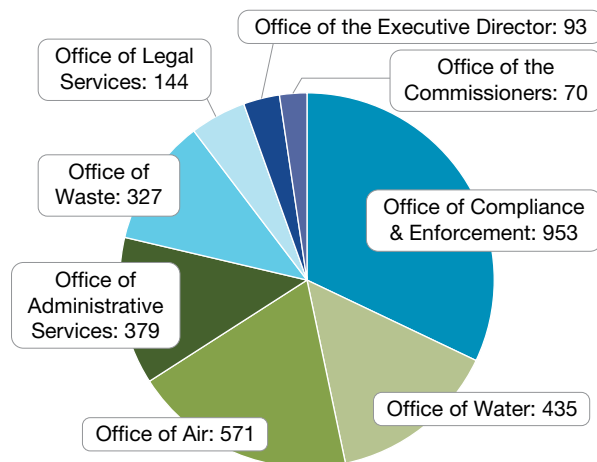
To maintain competencies and improve efficiencies, the agency will continue to monitor funding, examine program efficiencies, manage staff workloads, and evaluate the need for projects.

Current Workforce Profile (Supply Analysis)

In fiscal year 2025, TCEQ employed a cumulative total of 3,257 employees, which reflects 317 new hires and 322 separated employees. As of Feb. 28, 2026, TCEQ has almost doubled the total number of new hires compared to separations—200 new hires compared to 119 separations, which speaks to TCEQ’s highly effective recruitment and hiring strategies.

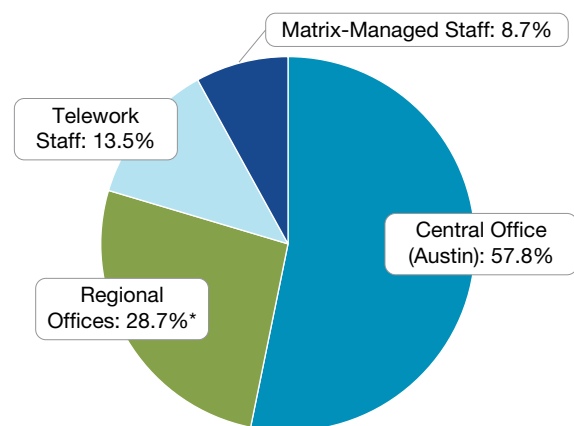
The following chart (Figure F.4) summarizes the agency workforce by office. The totals indicate an actual head count of employees, not full-time equivalents (FTEs), and do not include contractors or temporary staff.

Figure F.4. TCEQ Employees by Office, FY 2025



Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/25.
Note: Data includes separations.

Figure F.5. TCEQ Employees by Location, FY 2025



Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/25.
*Includes matrix-managed staff

Location of Employees

As of Aug. 31, 2025, 853 employees—or 28.7% of the total workforce—were located throughout the 16 regional offices (see Figure F.5). To facilitate delivery of the agency’s services and to increase efficiencies, 259 of these employees (8.7% of the total workforce) were matrix-managed staff who work in regional offices but are supervised from the central office. Consistent with TCEQ’s Telework Plan, only 13.5% of the workforce is approved for a full telework schedule.

Workforce Demographics

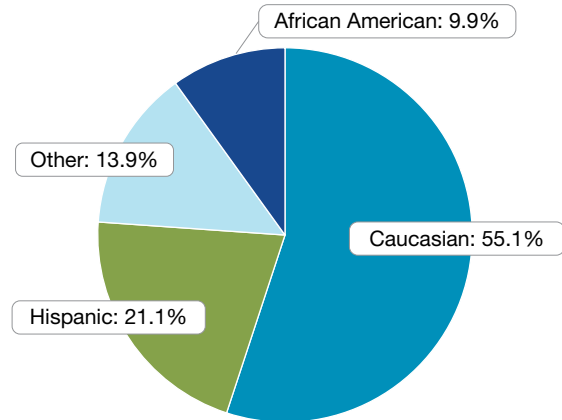
Figures F.6 and F.7 illustrate the agency’s workforce demographics during fiscal year 2025.

The TCEQ Workforce Compared to the Available Texas Civilian Labor Force

The TCEQ workforce comprises four employee job categories, as established by the Equal Employment Opportunity Commission (EEOC). These categories are: Official/Administrator, Professional, Technical, and Administrative Support.

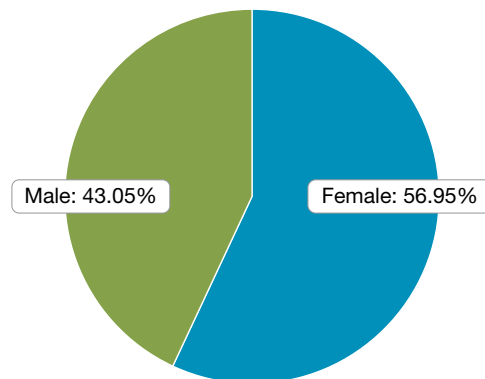
Table F.2 compares the agency workforce as of Aug. 31, 2025, to the available statewide civilian labor force as reported in the Texas Workforce Commission’s Civil Rights Division, Texas Statewide Workforce Composition Workforce Analysis Tool, FY 2025.

Figure F.6. TCEQ Employees by Ethnicity, FY 2025



Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/25.

Figure F.7. TCEQ Employees by Gender, FY 2025



Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/25.

Table F.2. TCEQ Workforce Compared to Available Statewide Labor Force by EEO Job Category, FY 2025

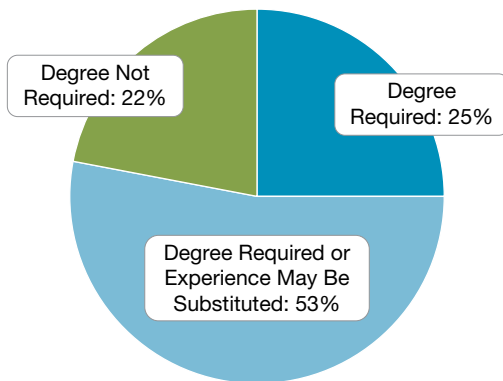
EEO Job Category	African American SLF	African American TCEQ	Caucasian SLF	Caucasian TCEQ	Female SLF	Female TCEQ	Hispanic SLF	Hispanic TCEQ	Male SLF	Male TCEQ	Other Ethnicity SLF	Other Ethnicity TCEQ
Administrative Support	15.2%	23.1%	39.6%	41.7%	74.1%	79.7%	38.3%	24.4%	25.9%	20.3%	6.9%	10.8%
Officials and Administrators	8.6%	6.5%	56.7%	68.0%	40.2%	55.0%	25.2%	18.0%	59.8%	45.0%	9.5%	7.5%
Professionals	10.6%	6.8%	52.0%	57.3%	53.0%	52.6%	23.0%	20.0%	47.0%	47.4%	14.4%	15.9%
Technicians	11.7%	9.6%	40.1%	40.0%	63.5%	28.9%	38.5%	32.6%	36.5%	71.1%	9.7%	17.8%

Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/25. Texas Workforce Commission Civil Rights Division, Texas Statewide Workforce Composition Workforce Analysis Tool, FY 2025.

Workforce Qualifications

TCEQ employs a highly qualified workforce in a variety of program areas, performing complex and varied duties. Strong employee competencies are critical to meet program objectives and goals. Of the agency's job classifications, 25% require a degree (see Figure F.8). Another 53% require a degree where related experience may substitute for this requirement. The remaining positions do not require a degree—they constitute 22% of the agency's workforce.

Figure F.8. Education Requirements of TCEQ Employees, FY 2025

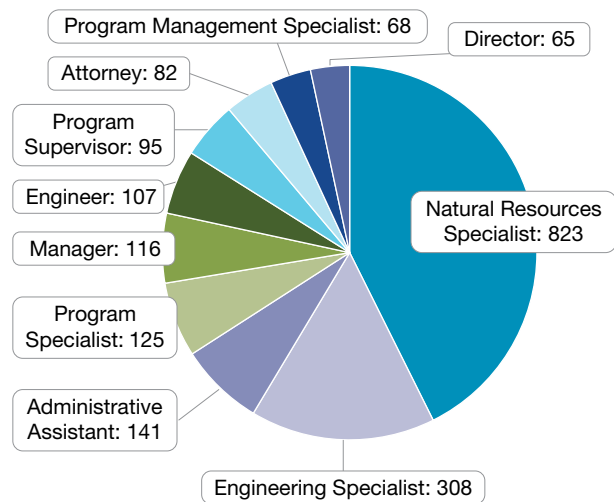


Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/25.

Workforce Profile by Job Classification

Over 77.4% of the agency's employees are categorized as Officials/Administrators and Professionals. The work done by TCEQ employees is complex and varied, requiring the use of 302 job classifications and sub-specifications. Figure F.9 represents the top ten job classification series by employee population in fiscal year 2025.

Figure F.9. Top Ten Job Classification Series by Employee Population, FY 2025



Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/25.

Future Workforce Profile (Demand Analysis)

TCEQ carries out its mission through complex activities that require employees to demonstrate a high level of proficiency in a variety of critical skills, also referred to as competencies. Table F.3 is a listing of sets of critical "competencies" that have been identified as the skill sets necessary to accomplish the agency's mission.

Offices identified *Information Technology* as the top skill category where skills gaps exist. There is a significant need to focus on skills related to emerging

technologies and technology solutions, based on the data received from Offices. Overall, 90% of the responses specifically identified the need to purchase new technology solutions (53%) and increase the use of existing technology on TCEQ's approved software list (38%). As such, tools and skills focused on information technology, data querying, analysis and illustration are needed to manage large amounts of data the agency receives and produces for critical business processes and decision making.

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Table F.3. Critical Workforce Competencies within TCEQ Offices

Communication and Collaboration	Financial Management	Information Technology	Management/ Leadership	Problem Solving	Project Management	Technical and Institutional Knowledge (may be unique to a certain program area)
Customer service Active listening Marketing and outreach Public relations Telework collaboration and communication Teamwork Translating technical information into layperson's terms Verbal—public speaking and presentation Written—composition and editing	Asset Management Contract management Financial administration General procurement Grant management	Accessibility Computer-assisted tools, applications, and software Database management Query and report development Graphic design Web development and maintenance	Building effective teams Managing change Delegation Facilitation Hybrid workplace leadership Interpersonal skills Managerial courage Mentoring Performance management Strategic planning	Analysis Critical thinking Decision making Innovation	Coordination Managing multiple priorities Planning and organizing Quality analysis and process improvement	Agency policies, procedures, and programs Audit skills Litigation skills Local, state, and federal laws, rules, and regulations Policy analysis and development Regulation analysis and development Research Specialized technical knowledge and analysis Statistical analysis

Data Source: Human Resources and Staff Services Division, TCEQ, March 2026.

The agency continues to emphasize and support workforce and succession planning. This process involves building a viable talent pool that contributes to the current and future success of the agency, including the need for experienced employees to mentor and impart knowledge to their potential successors. Such initiatives will enable the agency to identify the skills, knowledge, and abilities needed to maintain our organizational excellence and to strengthen the skills of staff.

The agency strives to compete in the marketplace for science and engineering skill sets. The predominant occupations used at TCEQ—such as environmental engineer, engineering specialist,

natural resources specialist, toxicologist, hydrologist, aquatic scientist, chemist, and geoscientist—require STEM (science, technology, engineering, and math) degrees, specialized training and skill sets, certifications, and licenses to be successful in their roles at TCEQ.

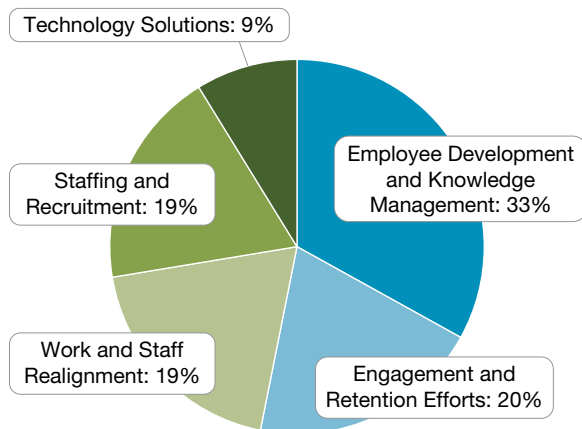
The ability to recruit and retain information technology staff will also be essential as the demand for automation, data analysis and visualization, and emerging technologies increases along with providing access to digital content and the enhancement of websites and access to electronic information and interfaces.

Strategy Development

TCEQ anticipates implementing key strategies to address expected skill gaps. Figure F.10 displays the strategies that were identified by agency offices.

Employee Development and Knowledge Management will be the primary focus to ensure that TCEQ aligns appropriate staff with the necessary skill sets to fulfill the agency’s core functions. The use of strategies as indicated below reflects the fact that there is a critical need to develop current staff skills, while also developing future workforce skills.

Figure F.10. TCEQ Strategies to Address Workforce Gaps



Data Source: Office Workforce Plan, TCEQ, March 2026.

Employee Development and Knowledge Management

It is evident that professional development, mentoring, and the pursuit of staff licenses and certifications will be critical to maintaining institutional knowledge and technical expertise, and enhancing critical workforce competencies. To that end, TCEQ provides high-quality learning and development opportunities focused on critical skills, competencies, and technical requirements for all employees.

TCEQ has also partnered with the Texas A&M Engineering Extension Service (TEEX) to provide job-specific training as the volume and complexity of TCEQ work has increased. This training provides the specialized, hands-on instruction these roles require, and additional investment in this partnership ensures our workforce remains fully prepared, consistent in practice, and aligned with the agency’s mission.

In addition, TCEQ has put in place mechanisms to closely track the rapid emergence of artificial intelligence and position the organization to stay ahead of its impact. Plans include building foundational literacy, role-specific skills, and responsible-use practices that employees need, so AI becomes a force multiplier for performance, service quality, and innovation. Our focus is on translating AI from a disruptive trend into a practical, well-governed capability that strengthens the workforce and prepares the organization for the next decade of work.

An agency-wide Learning and Development needs assessment identified a deficiency in intermediate- and mastery-level leadership and management courses. Data indicated that 95% of course offerings contained entry-level learning outcomes. The TCEQ Leadership Development Program introduced new courses, with more planned, to address emerging leaders, strategic planning, change management, and succession planning.

In fiscal year 25, TCEQ’s Emerging Leader Program was piloted and launched for nonmanagerial and entry-level supervisors. By deploying two cohorts per year, 75% of the target group is expected to be equipped with foundational leadership skills over the next five years. The emphasis on leadership development supplements existing growth opportunities in managerial competencies. For example, several TCEQ mid-level managers attend the Senior Management Program at the University of Texas Governor’s Center for Management Development each year.

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Park 35 Campus

TCEQ maintains three programs focused on mentoring and professional development: the TCEQ Engineering Focus Group, the Geoscience Focus Group, and the TCEQ Mentoring Program. The TCEQ Engineering Focus Group was formed to strengthen staff expertise and to retain and promote engineers and engineers-in-training (EITs) in support of the agency's mission-critical functions. Similarly, the TCEQ Geoscience Focus Group was formed to strengthen staff expertise and to retain and promote geoscience-related career paths and geoscientist-in-training (GITs) in support of the agency's mission-critical functions. The TCEQ Mentoring Program assists employees from varied backgrounds and experiences who are seeking professional guidance as they navigate their careers.

The shift toward on-demand virtual learning will continue, as evidenced by the increasing interest in

LinkedIn Learning courses. These efforts help ensure a future-ready workforce while benefiting from the effectiveness and efficiencies of virtual platforms.

Recruitment and Staffing

TCEQ's recruitment programs have expanded to align with specific workforce needs and are focused on key skill sets, qualifications, and degree programs that are essential to TCEQ's mission. Additionally, the agency increased veteran recruitment and hiring efforts. Offices identified *enhancing recruitment efforts* as their top strategy to address the increasing staff resource demands. In addition to recruitment strategies, offices have addressed increased demand by realigning and streamlining business processes, while maintaining a consistent level of regulatory oversight and customer service. However, challenges associated

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with increased demand and expanding programs are outpacing staff resources.

TCEQ has a dedicated Veteran Employment Liaison position within the Human Resources and Staff Services Division to focus on veteran and military eligible hiring, and doubled the percentage of newly hired staff who are veterans from just 5% in fiscal year 2020 to 10% in fiscal year 2024 and 9.2% in fiscal year 2025. The agency’s current percentage of veterans in the workforce is 6.8% with veteran applicants at 7.8%. TCEQ actively participates in Veteran Recruiting events and programs to create a pipeline of military eligible candidates for TCEQ vacancies, including the U.S. Department of Defense SkillBridge Program and the Military Spouse Career Accelerator Pilot. Of notable mention, TCEQ received the Employer of the Year award from the Texas Veterans Commission for our outstanding veteran recruitment efforts.

TCEQ’s recruitment program is committed to building a quality workforce. Recruitment events are regularly planned to target qualified candidates, and TCEQ recruiters attend 50-60 events per year.

TCEQ will continue to analyze hiring practices and harness continuous improvement efforts. The upgraded processes include standardizing

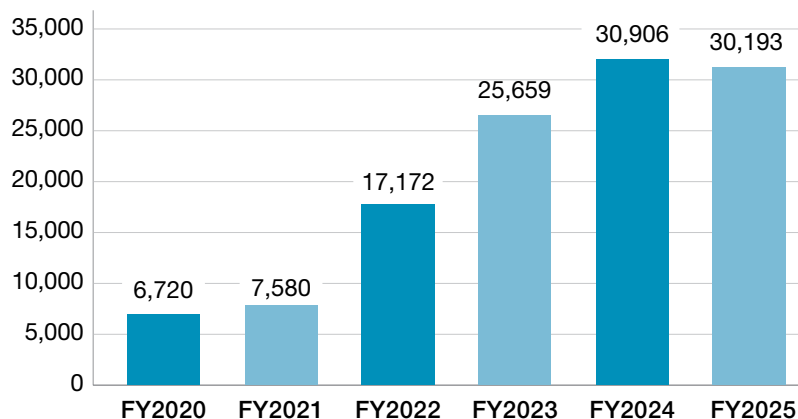
job descriptions, enhancing the TCEQ employer brand, using targeted language in job postings, and employing creative advertising. This approach has shown a marked increase in the quantity and quality of applications and hires (see Figure F.11, TCEQ Total Applications Received, FY 2020–2025).

The Express Interview Program is a collaborative process between hiring supervisors and HRSS to identify multiple vacant positions, streamline the interview process, and hire qualified applicants within a few days.

The Transitions Hiring Program provides a robust applicant pool and expedited hiring for entry-level positions requiring a degree. Recruiters actively recruit at colleges, universities, and professional events throughout the state. Hiring supervisors have access to a pool of graduating or recently graduated college students for professional entry-level positions.

Furthermore, TCEQ’s Engineer, Geoscience and Attorney Hiring Programs provide a continuous applicant pool of licensed professionals to vacant positions that fit their expertise and fulfill TCEQ’s business needs. To further enhance recruitment efforts for engineers, TCEQ awards recruitment bonuses to newly hired engineers and health physicists.

Figure F.11. TCEQ Total Applications Received, FYs 2020–2025



Data Source: Centralized Accounting and Payroll/ Personnel Recruit System, as of 8/31/25.

Engagement and Retention Efforts

Retention of qualified staff in highly technical, STEM-based positions remains a challenge in a highly competitive job market. Offices plan to retain individuals who possess essential competencies by providing opportunities for career growth and development and promoting participation in wellness and employee engagement activities. TCEQ provides professional development opportunities for employees to focus on critical skills, competencies, and technical requirements needed by the agency. It is vital to develop employees to offset turnover in key positions with technical expertise, institutional knowledge, and leadership experience.

Other retention strategies include tenure and outstanding performance recognition awards and employee recognition events. In addition, TCEQ administers employee programs to promote the health and well-being of employees, and to promote a sense of community throughout TCEQ. The agency's partnership with the Employees Retirement System of Texas, as well as TCEQ's Employee Assistance Program, provides on-demand access to a variety of mental and physical health and wellness resources available at no cost to employees.

Work and Staff Allocation Changes

TCEQ leadership teams review workforce needs and available skill sets to ensure that adequate staff are assigned to meet the business needs of the agency. Offices indicate that the strategies most utilized in this area are aligning job descriptions with current business needs, reorganization of teams, and succession planning to plan for and reduce the risk associated with loss of specialized skill sets in key positions. Additionally, TCEQ's offices plan to implement continuous improvement initiatives to enhance efficiency.

Technology Solutions

Technological advancements at TCEQ play a pivotal role in achieving our agency's strategic objectives and goals. By leveraging innovative technologies and AI, we can enhance operational efficiency, improve decision-making processes, and enable innovation across all levels of the organization. Strategic investment and embracing emerging technologies such as AI, data analytics, and automation will ensure that TCEQ delivers optimal outcomes that align with our agency's mission and vision. TCEQ's offices plan to invest in new technology solutions.