

Workforce Plan



TEXAS COMMISSION ON LAW ENFORCEMENT OFFICER STANDARDS AND EDUCATION



Agency Overview

The Texas Legislature created the Texas Commission on Law Enforcement Officer Standards and Education in 1965 to ensure that Texas is served by highly trained and ethical law enforcement and city/county corrections personnel by providing hiring and training standards to state law enforcement agencies. The Commission is responsible for issuing licenses and maintaining proficiency certificates for all peace officers, county jailers, armed public security officers, and telecommunicators, as well as monitoring the statutory compliance of all appointed and non-appointed licensees. The Commission is responsible for taking enforcement action (revocation or suspension) against licensees convicted of, or placed on community supervision for criminal offenses, as well as those who fail to comply with training and licensing requirements. Beyond setting licensing standards, the Commission has a wide range of responsibilities; including developing, implementing, and maintaining basic and advanced training program curricula for education and training of officers, county jailers, and telecommunicators; prosecuting officer violations; creating and maintaining licensing exams; honoring and memorializing peace officer service; providing field assistance across Texas; and providing intergovernmental assistance.

The challenges to these responsibilities are the increasing size of the licensee population and the diversity of Texas. The U.S. Census Bureau estimates that the need for law enforcement, corrections personnel, and telecommunicators will increase by 11% by the year 2016. Texas is growing more rapidly than the rest of the United States, and a 15% to 20% growth in the number of licensees in the next seven years is plausible and more accurate. This growth in the licensed population, coupled with the difference between rural and metropolitan areas, creates a difficult task for an agency to create, monitor, and maintain minimum standards that fit the very different regions of Texas. Flexibility and adaptability will be key to meeting these challenges.

The Commission office is located in Austin, Texas, at U.S. Highway 290 East and Interstate Highway 35, with an authorized staff of 46 FTEs.

Agency Mission

The mission of the Texas Commission on Law Enforcement Officer Standards and Education is to establish and enforce standards to ensure that the people of Texas are served by highly trained and ethical law enforcement and corrections personnel.

Strategic Goals and Objectives

The Commission has three main goals and five strategies:

Goal 1 License and Approve Courses

To create new incentives and opportunities for law enforcement career oriented individuals to demonstrate required competence and to grow in their profession.

Objective 1 Licensing and Examinations: Contribute to a continuing reduction in the threat of crime in Texas by ensuring the competency of new and existing law enforcement professionals.

Strategy 1-1-1 Licensing: Issue licenses and certificates to individuals who demonstrate required competencies.

Strategy 1-1-2 Course Development: Manage development, delivery and quality of law enforcement training and education.

Goal 2 Regulation

To develop and implement programs to contribute to the reduction of licensee misconduct.

Objective 1 Enforcement/Regulation: Reduce the per capita incidence of licensee misconduct in Texas within the provisions of statutes and rules that govern TCLEOSE.

Strategy 2-1-1 Enforcement: Revoke licenses, suspend licenses, or reprimand licenses for violations of statute or TCLEOSE rules.

Strategy 2-1-2 Technical Assistance: Provide technical service through field assistance to provide timely and effective personal consultation and to reduce the need for regulatory sanctions.

Goal 3- Indirect Administration

Objective 1 Indirect Administration: Provide efficient and effective indirect administration at the greatest value to the state.

Strategy 3-1-1 Indirect Administration: Perform ancillary supportive administrative and executive services to efficiently assist in achieving the mission of TCLEOSE.

Core Business Functions

Under the direction of an executive director appointed by the Commission, the staff of the Texas Commission on Law Enforcement Officer Standards and Education implements and enforces the legislative mandates of Chapter 1701 of the Occupations Code and the Commission's adopted rules. The Commission is authorized 46 full-time employee (FTE) positions in three divisions: Education, Training and Credentialing; Enforcement and Legal Services; and Fiscal and Staff Services. One additional FTE is needed to perform legislatively required statewide racial profiling data repository functions.

The office of the Executive Director develops and implements agency policies as required by statute, plans, directs, and also coordinates the programs and resources of the agency.

Major Programs and their General Duties:

Licensing Program [Strategy 1-1-1]

- Assisting officers and departments in the review and maintenance of their licenses
- Licensing law enforcement academies, contractual providers, and academic providers
- Issuing and maintaining licenses and proficiency certificates for peace officers, jailers, and telecommunicators

- Developing, maintaining, and administering licensing examinations
- Approving and verifying mandated continuing education requirements
- Providing distance education to law enforcement agencies

Course Development Program [Strategy 1-1-2]

- Developing, approving, and maintaining curriculum and training
- Conducting programs research and reporting results
- Analyzing compliance trends
- Providing distance education to law enforcement agencies
- Maintaining internet web service

Enforcement Program [Strategy 2-1-1]

- Conducting audits of law enforcement agencies
- Conducting audits of TCLEOSE programs delivered by law enforcement academies, contractual providers, and academic providers
- Serving as a liaison for state agencies and educational entities assisting in the TCLEOSE mission
- Mediate disciplinary actions
- Investigating rule and law violations
- Taking enforcement actions against licensees
- Forwarding complaints to agencies that come to the Commission but do not fall within Occupations Code 1701
- Providing distance education to law enforcement agencies

Technical Assistance Program [Strategy 2-1-2]

- Providing field assistance to agencies regulated by TCLEOSE
- Approve agencies
- Evaluating and assisting academies, training providers and programs
- Providing distance education to law enforcement agencies
- Conducting audits of law enforcement agencies
- Conducting audits of the TCLEOSE programs delivered by law enforcement academies, contractual providers, and academic providers
- Serving as a liaison for state agencies and educational entities assisting in the TCLEOSE mission
- Training Coordinators' Conference
- Providing a state flag to the families of deceased peace officers (line-of-duty and honorably retired)

Indirect Administration Program [Strategy 3-1-1]

- Serving as a liaison for state agencies and educational entities assisting in the TCLEOSE mission
- Budgeting and planning
- Handling open records requests from citizens, administrators, and agencies
- Maintain racial profiling data
- Maintain the Texas Peace Officers' Memorial
- Maintain information resources material, financial data, purchasing, and human resources services for TCLEOSE employees

- Facilities management
- Risk management
- Providing memorial and achievement award activities

Anticipated Changes to the Mission, Strategies, and Goals over the next Five Years

Legislation passed in the 81st legislature necessitates the addition of one FTE, bringing the number of authorized employees to 47. This additional FTE will administer the statewide racial profiling data repository. Some additional goals in the area of selection and retention of law enforcement personnel are anticipated as more officers move throughout the state and between states. Customers are requesting more background information on officers and jailers, and more and more cities and counties are examining officers and licensees for character flaws that are often only discovered by thorough background investigations. The Commission expects employee turnover rate over the next five years to roughly equal the average turnover rate for all state agencies.

The Commission also expects a greater and greater reliance upon distance learning education as travel and absence from the home become more expensive and undesirable. This will burden not only existing technology but also necessitate additional development of new and expanded training courses. E-learning and individual pace learning will be examined for effectiveness in certain basic training courses.

A major demand upon the Commission will be the anticipated retirements of many Viet Nam age police officers and the recruitment, selection, testing, and training demands this will place on academies, police agencies and upon the Commission.

Agency administrators are asking for greater onsite assistance and consultation that will help them satisfy the Commission rules and will also give them situation specific solutions to the problems encountered with recruitment, selection, training, and retention.

Personnel planning in law enforcement is becoming increasingly difficult as technology demands greater intellect, and human resources become more limited. Returning military personnel are anticipated to fill the many vacancies throughout the state. Returning veterans bring experience to departments and many create e-learning requirements for training and continuing education.

Preliminary research indicates that there may be a relationship between education and reduced incidence of criminal misconduct by officers. If this relationship can be verified, many agencies may consider additional education requirements or incentives for the limited purpose of avoiding criminal misconduct occurrences.

Current Workforce Profile

Workforce Demographics (as of May 1, 2010)

Gender:	Male	45.2%
	Female	54.8%
Age:	60+	16.7%
	50-59	40.5%
	40-49	28.6%
	30-39	14.3%
	Under 30	0.0%
Race:	African-American	11.9%
	Hispanic	7.1%
	Caucasian	81.0%

Approximate Average State Employment Tenure: 10 years

Fiscal Year 2009 Employee Turnover: 14.1%

FY 2009 Statewide Employee Turnover: 14.4%

Approximate Percentage of Employees Eligible to Retire within Five Years: 29%

The following table compares the percentage of African American, Hispanic American, and female employees (as of May 1, 2010) to percentages calculated from the Texas Workforce Commission Civil Rights Division Minority Hiring Practices Report 2008. The agency continues to work toward increasing diversity in its workforce.

Job Categories	State Civilian Workforce		
	African American	Hispanic American	Female
Officials, Administration	9.1%	12.8%	49.3%
Professional	11.3%	14.9%	55.2%
Technical	15.3%	20.7%	52.1%
Para-Professional	20.0%	29.7%	77.9%
Administrative Support	19.4%	27.5%	88.2%
Skilled Craft	7.9%	24.4%	4.5%
Service & Maintenance	33.1%	30.2%	55.3%

Job Categories	TCLEOSE Workforce							
	African American		Hispanic American\		Female		Other Male	
	Total	Percent	Total	Percent	Total	Percent	Total	Percent
Officials, Administration	0	0.0%	0	0.0%	0	0.0%	3	100.0%
Professional	0	0.0%	0	0.0%	4	50.0%	4	50.0%
Technical	0	0.0%	0	0.0%	1	33.3%	2	66.6%
Para-Professional	3	17.6%	1	5.9%	8	47.1%	8	47.1%
Administrative Support	2	18.2%	2	18.2%	10	90.9%	1	9.1%
Skilled Craft	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Service & Maintenance	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	5	11.9%	3	7.1%	23	54.8%	18	42.9%

Job Categories	TCLEOSE Total Employees
Officials, Administration	3
Professional	8
Technical	3
Para-Professional	17
Administrative Support	11
Skilled Craft	0
Service & Maintenance	0
Total	42

Survey of Employee Engagement

TCLEOSE has participated in the University of Texas Survey of Employee Engagement. The agency uses the survey to analyze its organizational effectiveness and develop strategies to address identified weaknesses. The Commission had a response rate of 93% for this survey. The latest FY 2010 survey shows positive growth in all areas compared to the previous survey.

		Constructs	Scores	
			<i>Current</i>	<i>Previous</i>
Dimensions	Work Group	Supervision	392	353
		Team	377	342
		Quality	394	393
	Accommodations	Pay	274	264
		Physical Environment	430	387
		Benefits	421	379
	Organization	Strategic	424	407
		Diversity	376	364
	Information	Information System*	388	N/A
		Internal Communication	352	321
		External Communication	412	389
	Personal	Employee Engagement*	407	N/A
		Employment Development	428	383
		Job Satisfaction	410	385

* This construct is new and was not measured in the previous survey

Employee Turnover

The agency's employee turnover rate has been consistently lower than the state average over the last six years. The following table shows the agency's turnover rate since FY 2004, compared to the state average for the same time period. TCLEOSE data excludes transfers.

<i>Fiscal Year</i>	<i>State</i>	<i>TCLEOSE</i>
2009	14.4%	14.1%
2008	17.3%	7.1%
2007	17.4%	4.8%
2006	15.8%	14.8%
2005	16.9%	11.6%
2004	15.1%	11.4%

The Commission expects its turnover rate to mirror the overall state turnover rate during the next five years due to national demographic and economic factors.

Progressive organizations provide learning opportunities for their employees. Learning organizations respond more quickly and effectively to the ever-increasing demand for flexibility and adaptability to time-sensitive customer needs. Learning organizations also see people grow and with professional growth comes increased self-confidence, self-esteem, and self-assuredness. The result is turnover in an organization with limited promotional possibilities. Organizations that stress self-improvement benefit from this professional development and should not be criticized when people leave seeking to achieve their personal ambitions.

Not all turnover is bad for the individual. Many times it is a positive retention figure in that the individual accomplished something for themselves and for their family that was not possible at their present organization. This positive turnover benefits the organization by providing more opportunities for those who remain.

Turnover in an organization is only bad when people leave for the same or lesser jobs. People who improve themselves or retire should not be considered as "turnover" and lumped into a term that has come to have a negative connotation.

Critical Workforce Skills

The Commission has many knowledgeable and qualified employees. Critical skills are resiliency, good faceless verbal skills, analytical ability, and logical decision making.

Future needs require documentation of historical facts and changes that would otherwise be lost when long term employees retire. Efforts have begun to make sure this historical knowledge is documented.

Future Workforce Profile (Demand Analysis)

Expected Workforce Changes

The Texas Commission on Law Enforcement Officer Standards and Education will experience the workforce changes occurring across the country. With an aging population and a more technologically based economy, we will see a smaller pool of applicants for the Commission and for law enforcement in general. The pool available for our customers is becoming critical as retirements far exceed job seekers. Persons entering public service in the 21st Century will need to possess many more skills; however, character should be first, with skill development second. Many agencies are having difficulty recruiting individuals with the requisite character at present salary levels. Attracting people of character and integrity will be the challenge of the future for law enforcement.

Future Workforce Skills Needed

To meet future increased demands, the agency will need additional personnel. Near-maximum efficiencies have been made with present employees. It is anticipated that there will be a 15% to 20% increase in licensees by 2016. A large number of Viet Nam era retirees will necessitate higher than average need to fill retirement vacancies.

With anticipated growth of Texas cities and counties, along with increasing demand for police officers, jailers and telecommunicators, demands for licensing and training will only increase. Field service agent assistance is designed to reduce the need for invasive regulatory action into licenses while reducing the need for legal action. Increased training and credentialing demands will far outweigh any savings from a reduction in regulatory responsibilities.

Future employees will need to possess the same critical skills needed as our present employees have acquired, and will continue to obtain.

Anticipated Increase in Number of Employees Needed

Although the Commission is authorized to have 46 FTEs, the 5% reduction requires that the agency maintain a vacancy rate of 1.2 FTEs over the 2010-2011 biennium.

The need for the Commission is to have the existing authorized compliment of people fully funded. Once 46 positions are funded, our anticipated need for FY2012-FY2013 is one additional employee to administer a racial profiling data repository in accordance with legislation passed in the 81st legislature.

Critical Functions that must be Performed to Achieve the Strategic Plan

The functions of test design and administration, distance learning, curriculum development, examination validation, web management, license and certificate issuance, racial profiling data collection, records management, public information response, standardized reporting, compliance auditing, legal research, disciplinary actions and hearings, achievement awards, flag presentations, and technology infrastructure are all critical to the achievement of the strategic plan.

Gap Analysis

A major gap identified by our customers during our strategic planning, process and also through numerous personal contacts by Commissioners, the Executive Director and staff is the ongoing need to more effectively communicate with all the regulated agencies, academies and training providers. Although the Commission utilizes quarterly newsletters, a comprehensive website, advisory councils and numerous other methods of communication, we have an ongoing need to make greater strides in effective communications.

Solving this problem would facilitate greater transparency of government. We will continue to seek more effective means with our present communications strategies and pursue additional efforts to enhance the communications between ourselves and our customers.

Strategic Development

To meet the needs of the ever-increasing customer demands, the agency has accomplished the following:

- we have recruited and trained seven field service agents who are being well-received and effective in the performance of their tasks
- we have embodied the concept of career development in our everyday management and supervision
- we have and continue to emphasize the need to hire character and train competence
- we have again redesigned the organizational structure to promote efficiency
- we have re-engineered many of the paper flow processes and we have come up to real-time in our turnaround of documents
- we have successfully migrated to a new and more comprehensive data network
- we have revamped our performance measure calculations and have rededicated ourselves to performance monitoring
- we have revisited our rulemaking process and have enhanced communication of prospective rules and administrative changes

During the next two years, we will:

- promote better communications and information sharing by maximizing present communication methods, developing new means for communication and enhancing the field service assistance communications
- update and distribute best practices for our customers to help in their self-improvement efforts
- enhance the availability of online training through partnerships with other providers
- develop more paperless reporting in an effort to avoid future personnel costs as we experience greater demand in licensees