

# TCEQ Workforce Plan, Fiscal Years 2013–2017

*This document is an excerpt from SFR-035/13, the TCEQ’s Strategic Plan, Fiscal Years 2013–2017.*

*Note: Figure E.1 and Table E.4 include data for the Chief Engineer’s Office (CEO). The CEO was dissolved and its components reallocated, effective June 1, 2012.*

## Key Factors Facing the Agency

During the next five years, the TCEQ expects challenges as it fulfills its mission and goals. Key economic and environmental factors affecting the agency’s workforce include turnover; retention of qualified, experienced employees; and an aging workforce. Recent economic conditions and high unemployment have kept the TCEQ’s turnover rate relatively low. Typically, during these climates, working for governmental agencies is seen as more attractive and applicant pools increase. However, turnover has increased slightly as it appears that the economy is slowly recovering.

The ability to compete for highly skilled applicants, particularly in hard-to-fill occupations, will prove critical in our efforts to maintain a diverse and qualified workforce necessary for the agency to carry out its mission. The attractive benefits and retirement package afforded state employees will likely be altered to address current funding shortfalls. Although it is unclear at this point what changes may be made, it is likely that any changes will affect our ability to recruit applicants and retain staff.

The TCEQ does not expect significant changes in its mission, strategies, or goals over the next five years, but it does recognize the need to adapt readily to any changes required by legislation. Any new state and federal requirements will be demanding in light of budget and FTE reductions and will likely point to a need to rely more heavily on program changes, process redesign, and technological advancements.

## Retirement and Attrition

The departure of employees due to retirement and other reasons is, and will continue to be, a critical issue facing the TCEQ. Within the next five years, 38 percent of the TCEQ’s workforce will be eligible to retire, with almost 19 percent eligible to retire by the end of fiscal 2012.

Likewise, turnover is increasing. Although well below the state average in this regard, the TCEQ experienced more than a 2 percent increase in turnover in fiscal 2011—with voluntary separations, other than retirement, making up 63 percent of total turnover. This potential loss of organizational experience and institutional knowledge poses a significant need for continued careful succession planning for key positions and leadership roles.

An ongoing focus on organizational development and training will also be required. Training and mentoring emerged as the primary strategy identified by agency offices to address skill gaps due to retirements, with hiring methods ranking second.

Table E.1 demonstrates the projected increases in the number of employees eligible to retire from fiscal 2012 through fiscal 2017. The TCEQ estimates that approximately 1,008 employees (38.2 percent) will become eligible to retire by the end of fiscal 2017.

**Table E.1. Projection of TCEQ Employees Eligible for Retirement, FYs 2012–2017**

Fiscal Year	Projected Retirements	Percent of Total Agency Headcount (2,641)
2012	491	18.6
2013	604	22.9
2014	719	27.2
2015	801	30.3
2016	897	34.0
2017	1,008	38.2

*Data Source:* Human Resources Information System, as of 1/30/12.

Retirement of the agency's workforce at this level could significantly affect the agency's ability to deliver programs and accomplish its mission.

## **New and Changing Requirements and Initiatives**

New federal and state requirements, as well as internal initiatives, will continue to have an agency-wide impact. Offices may be required to change and modify, eliminate, or add programs, processes, and procedures. Also, as a means to provide more timely data, the agency's use of the Web to report and receive information is expanding.

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

- Increased workload due to changing National Ambient Air Quality Standards (NAAQS) for the six criteria pollutants, growing federal and state requirements, and constant changes in the air quality field due to new regulations and technologies bring new and unique technical and policy issues for resolution.
- State implementation plan (SIP) revision requirements are increasing with newly defined mandates. SIP revision development is becoming more complex and the technical requirements are expanding. Developing and coordinating SIP revisions requires intimate knowledge of agency procedures and federal regulations as well as computing and analytical abilities.
- Workloads for the Tax Relief for Pollution-Control Property and the Emissions Banking and Trading programs will also increase with expanded federal and state regulations for environmental protection.
- Proposed revisions of the ozone and sulfur dioxide (SO<sub>2</sub>) standards will have a direct impact on workload, as each of these new nonattainment areas, and potentially all SO<sub>2</sub> maintenance areas, will require SIP development.
- Texas will likely be designated nonattainment for pollutants other than ozone within the 2013 through 2017 time frame. In addition, it is anticipated that with revised ozone NAAQS will come further ozone nonattainment area designations, with each requiring SIP revision development.
- The Implementation Grants Section will continue to increase its workload due to the additional 1,000 to 1,500 contracts that enter into the monitoring portion of the program each biennium. These contracts are in addition to the over 8,000 contracts that are currently being monitored.
- Responding to citizen complaints, investigating compliance with applicable air and water regulations, and educating regulated entities continues to be a challenge.
- Additional resources will be needed for ongoing deployment of air-monitoring stations as required by federal or state guidelines or in response to citizen concerns and the protection of human health. Long-term special monitoring projects have increased, increasing the workload for staff involved in reviewing monitoring plans and data, data retrieval, public postings, and station deployment.
- An increased reliance on federal funding for programs, which may require a more comprehensive quality-assurance program, will increase the workload for quality-assurance specialists.
- The agency continues to refine processes and procedures for disaster response, including hurricane preparedness activities. The TCEQ is assisting public water systems in the preparation of emergency plans that will allow them to provide safe drinking water during the recovery phase following a natural disaster.
- House Bill 2694 of the 82nd Legislature (2011, Regular Session; the TCEQ Sunset Bill) affected the Office of Public Interest Counsel (OPIC). Texas Water Code 5.274(b) provides that the counsel may obtain and use outside technical support to carry out its functions under this code, which would greatly enhance the effectiveness of OPIC. However, the office has not been able to hire this technical support due to budgetary constraints; additional funding would be required.

- The agency is handling increased news-media contacts, due to the changing nature of online media outlets. Most news organizations maintain web sites that are updated 24 hours a day, which means around-the-clock media contacts with the agency.
- The TCEQ continues to promote waste reduction and recycling programs, with ongoing implementation of the computer-recycling program, and development and implementation of the new television-recycling program.
- Agency staff strives to effectively communicate technical and complex environmental quality and natural resource issues of the agency to the state's leadership, elected officials, and stakeholders.
- Developing effective working relationships with new members of the state legislature during a time of significant turnover in officeholders is vital to the TCEQ and its executive management, as is providing timely and accurate analysis of legislation affecting the agency.
- Massive growth and technological advancement in the oil and gas industry continues to result in substantial workload increases. Air authorizations have increased by over 170 percent within the last five years. An estimated 14,000-plus regulated entities will need to authorize their maintenance, start-up, and shutdown (MSS) activities by January 2013. Streamlining activities have been implemented to address this anticipated increase in workload.
- Should drought conditions persist or reoccur, there will be a significant impact to applicable agency programs.

## Information Technology

To maintain and enhance the agency's level of service, respond to increasing customer demands and expectations, and implement legislative changes, the TCEQ must prepare for a number of issues in the area of information technology (IT). They include:

- Modifying existing database and reporting capabilities as well as new initiatives to allow

greater public access to agency records will require large commitments in funding and manpower resources.

- Developing a web-based application for reporting performance measures will increase efficiencies.
- As SD (standard definition) becomes obsolete, the agency will have to produce content in HD (high definition) and provide greater amounts of digital content for use on the TCEQ websites for training, public education, and other information resources.
- In response to an increased demand for real-time data, additional staff will require training on applicable technology in the areas of environmental and compliance monitoring.
- Maintaining and improving online access and navigation (internally and externally) will allow the agency to provide information through increasing and varied access points, such as mobile devices and social media.
- The Petroleum Storage Tank (PST) Permitting and Registration Information System (PARIS) database will go into production in 2013 and will require extensive training and procedural updates.
- Skills are needed to implement the three primary IT initiatives in the Information Strategic Plan:
  - Content Management System. Develop an agency-wide electronic-document management system for efficient internal and external retrieval.
  - Information Gateway. Improve the availability and retrieval of agency information on the Web through a single starting point.
  - Enterprise GIS. Build an agency enterprise GIS system with an external interface for customers to search for information spatially.

Budgetary constraints affect all aspects of work within the agency. Training resources are not sufficient to maintain an adaptive workforce in the quickly evolving information-technology environment.

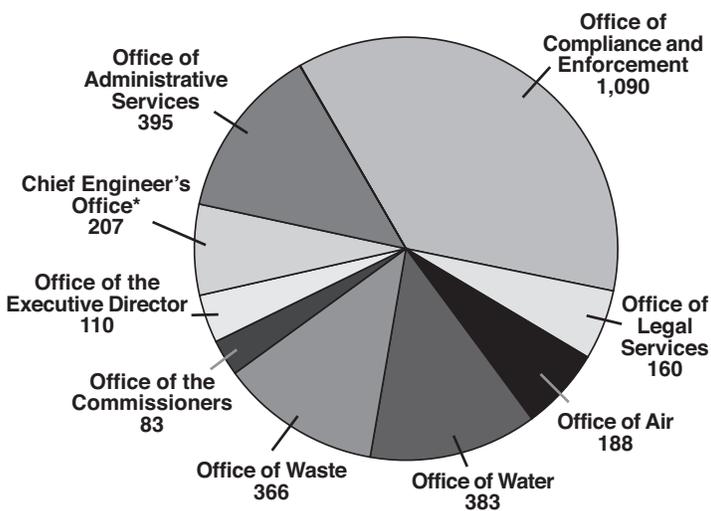
Another area of concern is travel funding, as it relates to specialized training, as well as the operational costs related to the gathering, managing, and reporting of data in the field.

Decreasing budgets have also resulted in fewer funds available for grant awards and existing contracts, which results in fewer staff to absorb the associated work, further taxing current staff resources. Finally, ensuring that agency salaries are competitive with other organizations using similar skill sets continues to be a challenge.

## Current Workforce Profile (Supply Analysis)

In fiscal 2011, the TCEQ employed a cumulative total of 2,982 employees, which includes 302 separated employees. The following chart (Figure E.1) summarizes the agency workforce by office (the offices are now largely organized by media). The totals indicate an actual head count of employees, not full-time equivalents (FTEs), and do not include contractors or temporary personnel.

**Figure E.1.**  
**TCEQ Workforce by Office, FY 2011**



\*See note re the CEO at the beginning of this appendix.

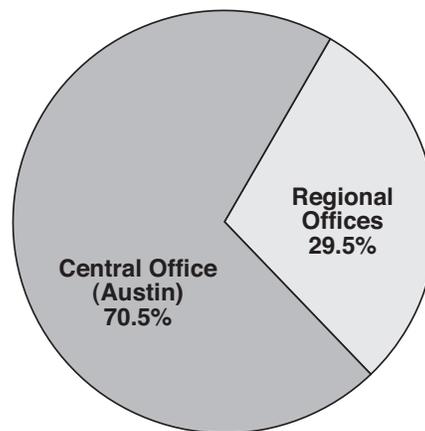
Note: Data includes separations.

Data Source: Human Resources Information System, as of 8/31/11.

## Location of Employees

As of Aug. 31, 2011, 790 employees—or 29.5 percent of the total workforce—were located throughout the 16 regional offices (see Figure E.2). In an effort to facilitate delivery of the agency's services at the point of contact and to increase efficiencies, 113 (14.3%) of the regional employees were matrix-managed staff who worked in regional offices, but were supervised from Central Office.

**Figure E.2.**  
**Location of TCEQ Employees, FY 2011**



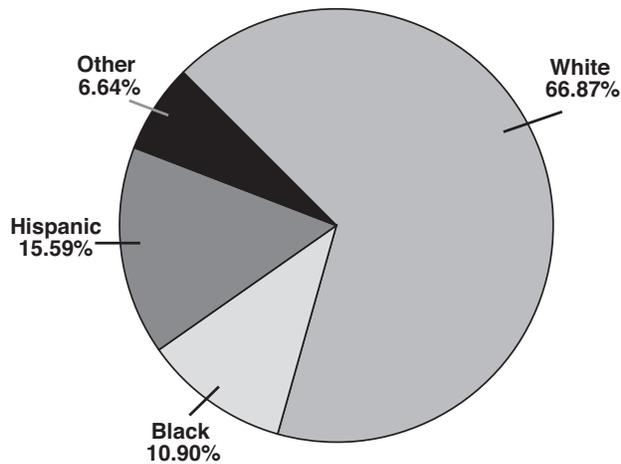
Data Source: Human Resources Information System, as of 8/31/11.

## Workforce Demographics

Figures E.3 and E.4 illustrates the agency's workforce during fiscal 2011. Blacks and Hispanics constituted 26.5 percent of the agency's workforce, with other ethnic groups representing well over 6 percent. The available Texas labor force for Blacks is 11.28 percent; for Hispanics, it's 35.36 percent. This reveals an under-utilization of over 20 percent.

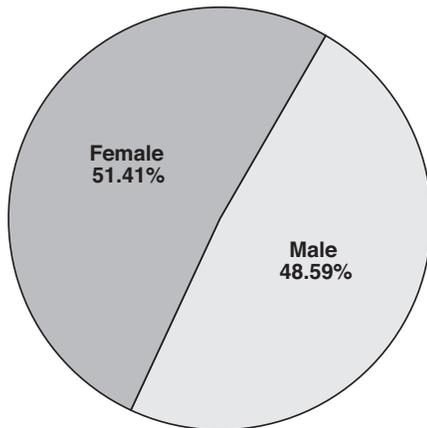
In fiscal 2011, the TCEQ workforce was 48.59 percent male and 51.41 percent female. These percentages indicate very little change from the last reporting period of fiscal 2009 (males, 48.41%; females, 51.59%). The available Texas labor force for males is 54.59 percent; for females, it's 45.41 percent. This is a 6 percent under- and over-utilization, respectively, in these categories.

**Figure E.3.  
Ethnicity of TCEQ Workforce, FY 2011**



Data Source: Human Resources Information System, as of 8/31/11.

**Figure E.4.  
Gender of TCEQ Workforce, FY 2011**



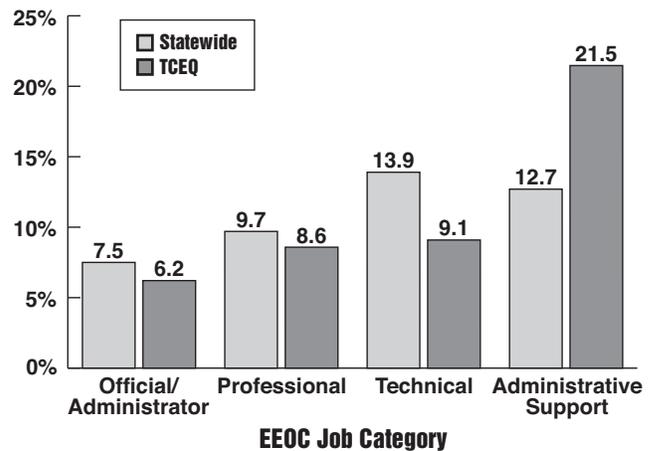
Data Source: Human Resources Information System, as of 8/31/11.

## 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 E.2 and figures E.5, E.6, and E.7 compare the agency workforce as of Aug. 31, 2011, to the available statewide civilian labor force as reported in the *Equal Employment Opportunity and Minority Hiring Practices Report*, a publication of the Civil Rights Division of the Texas Workforce Commission (January 2011). This table reflects the percentages of Blacks, Hispanics, and females within the available statewide labor force (SLF) and the TCEQ workforce.

**Figure E.5.  
TCEQ Black Workforce Compared to Available Statewide Black Labor Force, FY 2011**



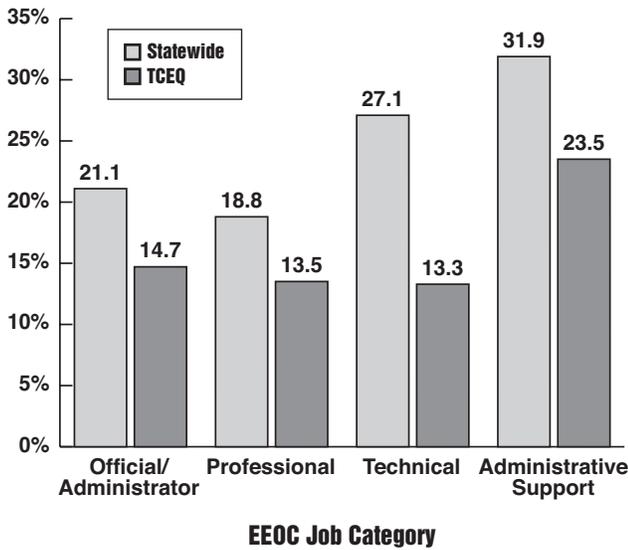
Data Source: Human Resources Information System, as of 8/31/11.

**Table E.2. TCEQ Workforce Compared to Available Statewide Labor Force, 8/31/11**

EEOC Job Category	Black		Hispanic		Female	
	SLF	TCEQ	SLF	TCEQ	SLF	TCEQ
Official/Administrator	7.5%	6.21%	21.1%	14.71%	37.5%	42.16%
Professional	9.7%	8.58%	18.8%	13.51%	53.3%	44.09%
Technical	13.9%	9.09%	27.1%	13.29%	53.9%	37.06%
Administrative support	12.7%	21.47%	31.9%	23.51%	67.1%	83.99%

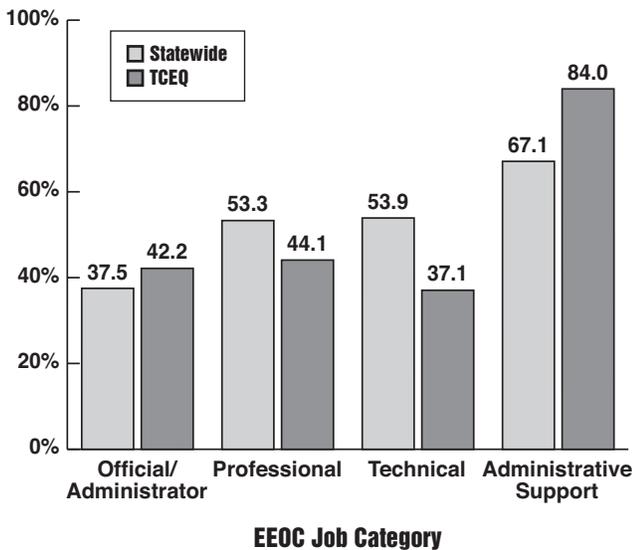
Data Source: Human Resources Information System, as of 8/31/11.

**Figure E.6.**  
**TCEQ Hispanic Workforce Compared to Available Statewide Hispanic Labor Force, FY 2011**



Data Source: Human Resources Information System, as of 8/31/11.

**Figure E.7.**  
**TCEQ Female Workforce Compared to Available Statewide Female Labor Force, FY 2011**



Data Source: Human Resources Information System, as of 8/31/11.

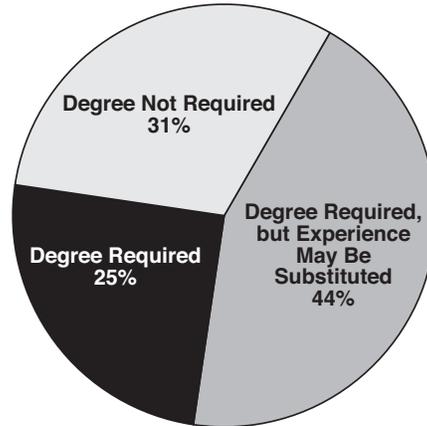
Although minorities and females are generally well represented at the TCEQ, the agency's ability to mirror the available statewide labor force remains difficult. During fiscal years 2010 and 2011, the agency slowed hiring to avoid a reduction in force.

### Workforce Qualifications

The TCEQ employs a highly qualified workforce in a variety of program areas, performing complex and diverse duties. Strong employee competencies are critical to meet program objectives and goals.

Over 25 percent of the TCEQ's job classifications require a bachelor's degree (see Figure E.8). Another 44 percent require a degree; however, related experience may substitute for this requirement. The remaining positions not requiring a degree constitute over 31 percent of the agency's workforce.

**Figure E.8.**  
**Education Requirements of TCEQ Employees, FY 2011**

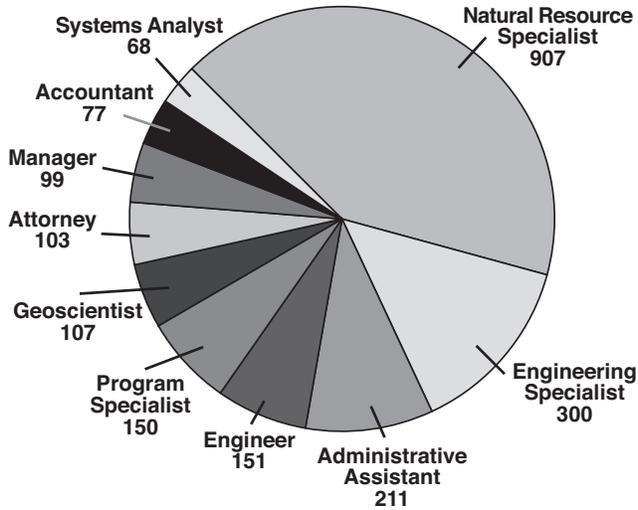


Data Source: Human Resources Information System, as of 8/31/11.

### Workforce Profile by Job Classification

Although over 75 percent of the agency's employees are categorized as Officials/Administrators and Professionals, the work fulfilled by TCEQ employees is diverse, requiring the use of over 300 job classifications and sub-specifications. Figure E.9 represents the ten most frequently used job classification series in fiscal 2011.

**Figure E.9.**  
**Population at the TCEQ by Job Classification**  
**Series, FY 2011**



Data Source: Human Resources Information System, as of 8/31/11.

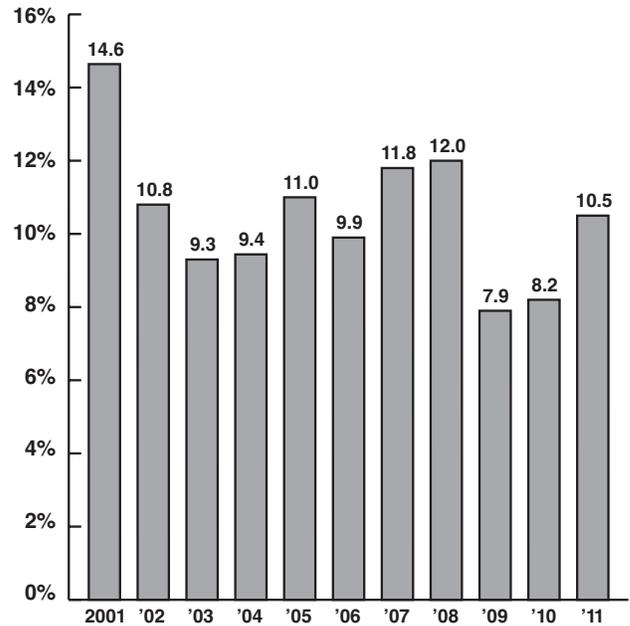
By the end of the fourth quarter of fiscal 2011, the TCEQ supplemented its workforce with 100 contracted staff to provide vital program support, manage workloads, and perform various information technology functions as a means of meeting agency goals and objectives.

### Employee Turnover

Although the agency's turnover has fluctuated over the past 10 years (see Figure E.10), it consistently remains below statewide turnover. For example, in fiscal 2011, the statewide turnover rate was 16.8 percent in comparison to the TCEQ's turnover rate of 10.5 percent. While this rate is higher than the fiscal 2010 turnover rate of 8.2 percent, the agency continues to enjoy a lower turnover than the reported statewide turnover. This can be attributed to the agency's retention efforts, as well as to the current economic climate.

While the TCEQ has been very fortunate to retain a highly qualified workforce, possible changes to the state's retirement and benefits plan, as well as a recovering economy, may affect future retirement decisions, as well as our ability to recruit.

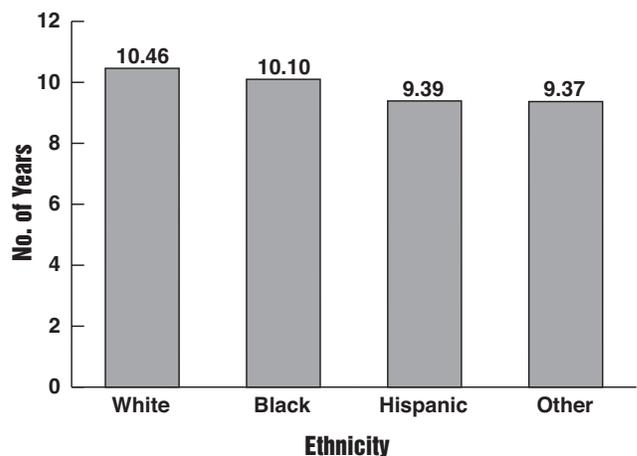
**Figure E.10.**  
**TCEQ Employee Turnover Rate, FYs 2001–2011**



Data Source: Human Resources Information System, as of 8/31/11.

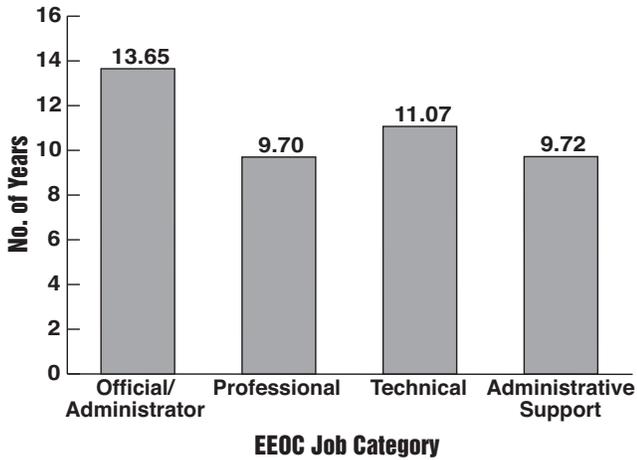
See Figures E.11 and E.12 for additional information about the tenure of the TCEQ workforce, which remains relatively stable.

**Figure E.11.**  
**TCEQ Employee Tenure by Race, FY 2011**



Data Source: Human Resources Information System, as of 8/31/11.

**Figure E.12.**  
**TCEQ Employee Tenure by EEOC Job Category,**  
**FY 2011**



Data Source: Human Resources Information System, as of 8/31/11.

## Future Workforce Profile (Demand Analysis)

The TCEQ carries out its mission through broad and diverse activities. These activities require that employees demonstrate a high level of proficiency in a variety of critical skills. Table E.3 is a listing of sets of critical “skill clusters” that have been identified as the skill sets necessary to accomplish the agency’s mission.

**Table E.3. Critical Workforce Skill Clusters within the TCEQ Offices**

<b>Problem Solving</b>
Analysis
Critical thinking
Decision making
Innovation
<b>Information Management</b>
Database development, management, and integration
Software proficiency
Web development and maintenance
Computer-assisted tools
Graphic design
Electronic reporting

### Technical Knowledge

*(may be unique to a certain program area)*

Agency policies, procedures, and programs  
 Local, state, and federal laws, rules, and regulations  
 Specialized technical knowledge  
 Policy analysis and development  
 Statistical analysis  
 Regulation analysis and development  
 Technical analysis  
 Research  
 Litigation  
 Auditing  
 Inventory management

### Project Management

Organizing  
 Planning  
 Managing multiple priorities  
 Quality analysis and process improvement  
 Coordination

### Communication

Written – composition and editing  
 Verbal – public speaking and presentation  
 Interpersonal sensitivity  
 Translating technical information into layperson’s terms  
 Teamwork  
 Marketing and public relations  
 Customer service

### Management/Leadership

Interpersonal skills  
 Performance management  
 Strategic planning  
 Conducting training  
 Mentoring  
 Meeting planning/facilitation  
 Contract management  
 Grant management  
 Financial management  
 Delegation

### Administrative/Support

Word processing  
 Tracking and record keeping  
 Mail processing

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 up-and-coming staff.

The agency strives to compete in the marketplace for certain disciplines, such as science and engineering. The predominant occupations used at the TCEQ—such as, for example, environmental engineer, scientist, and geoscientist—require STEM (science, technology, engineering, and math) degrees; however, the number of degrees to be awarded in these fields is expected to fall short. These occupations are projected to have a faster-than-average job growth, as identified by the U.S. Bureau of Labor Statistics, at a rate of 29 percent. The same can be said for environmental attorneys. According to the Bureau of Labor Statistics, the demand

for workers in this profession is expected to grow about as fast as the average employment growth (13%) and competition will be keen.

The ability to recruit people with information-technology skills will also be essential. Network and computer-systems analysts are projected to have the fastest job growth, at 53 percent, with network administrator, software engineer, and database administrator maintaining a high profile as fast-growing occupations in Texas and elsewhere.

## Gap Analysis

Each office within the TCEQ analyzed the anticipated need for each skill set and the possible risk associated with the skill being unavailable over the next five years. Skills that are “at risk” are indicated in Table E.4, prioritized by “low,” “medium,” or “high,” reserving the “high” designation for those gaps that will require action to address them.

**Table E.4. Critical Skills Checklist and Gap Analysis**

LEGEND										
CO – Office of the Commissioners	OAS – Office of Administrative Services	OA – Office of Air								
ED – Office of the Executive Director	OCE – Office of Compliance & Enforcement	OW – Office of Water								
CEO – Chief Engineer’s Office*	OLS – Office of Legal Services	OOW – Office of Waste								
*See note re the CEO at the beginning of this appendix.										
Skill Category	Skill	CO	ED	CEO	OAS	OA	OLS	OOW	OCE	OW
<b>Problem Solving</b>	Analysis			Med	High					
	Critical thinking				High	Med				
	Decision making					Med				
	Innovation				Med	Med				Med
<b>Information Management</b>	Database development, management, and integration	Med				High				Med
	Software proficiency	Med		Med	Med	Med				High
	Web development and maintenance	Low				Med			High	Med
	Computer assisted tools	Med		Med	Med	Med			Med	Low
	Graphic design									
	Electronic reporting	Low		Med		High			High	Low

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**Table E.4. Critical Skills Checklist and Gap Analysis (continued)**

<b>Skill Category</b>	<b>Skill</b>	<b>CO</b>	<b>ED</b>	<b>CEO</b>	<b>OAS</b>	<b>OA</b>	<b>OLS</b>	<b>OOW</b>	<b>OCE</b>	<b>OW</b>
<b>Technical Knowledge</b> (may be unique to certain program areas)	Agency policies, procedures, and programs			High					High	
	Local, state, and federal laws, rules, and regulations			Med	Med	Med			High	
	Specialized technical knowledge	Med		High	High	High		<b>High</b>	<b>High</b>	<b>High</b>
	Policy analysis and development	Med		High					High	
	Statistical analysis	Med		High						Med
	Regulation analysis and development			High		Med			High	
	Technical analysis	Med		Med		Med			High	
	Research									
	Litigation									
	Auditing								Med	Med
	Inventory management									Low
	Other: GIS, GeoDatabase									Med
	Other: Strategic-plan development					Med				
	Other: Fiscal note process					Low				
Other: Performance measure analysis and development					Med					
<b>Project Management</b>	Organizing				High					
	Planning				High					
	Managing multiple priorities				<b>High</b>	Med				
	Quality analysis and process improvement				High	High				
	Coordination				High					
	Other: Business analysis				High					

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**Table E.4. Critical Skills Checklist and Gap Analysis (continued)**

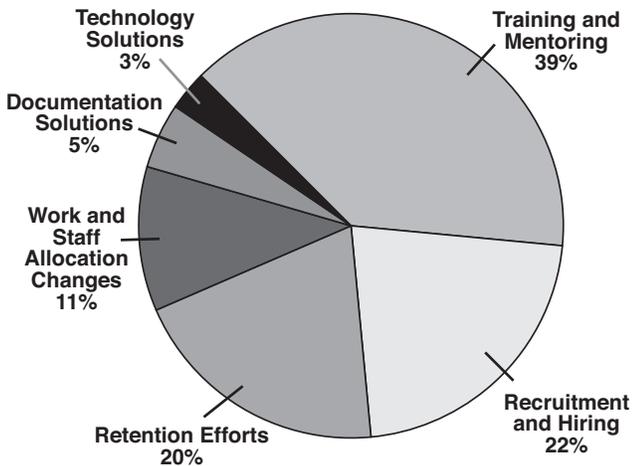
<b>Skill Category</b>	<b>Skill</b>	<b>CO</b>	<b>ED</b>	<b>CEO</b>	<b>OAS</b>	<b>OA</b>	<b>OLS</b>	<b>OOW</b>	<b>OCE</b>	<b>OW</b>
<b>Communication</b>	Written—composition and editing				High	Med			Med	
	Verbal—public speaking and presentation	Med							Med	
	Interpersonal sensitivity									
	Translating technical information into layperson’s terms				High					
	Teamwork									
	Marketing/public relations			Med						
	Customer service									
	Other: Public participation			Med						
	Other: Publications			Med						
	Other: Business process documentation and knowledge transfer					Med				
	Other: Spanish-speaking staff for hearing questions and other customer-service issues									Med
<b>Management/Leadership</b>	Interpersonal skills									
	Performance management			Med						
	Strategic planning									
	Conducting training	Med							Med	
	Mentoring			Med		Med			High	
	Meeting planning/facilitation	Med								
	Contract management	Med		Med	Med					High
	Grant management			Med				High	High	Med
	Financial management			Med						
	Delegation	Med								
Other: Bankruptcy management						High				
<b>Administrative Support</b>	Word processing									
	Tracking/record keeping									
	Mail processing									
<b>Other Skills</b>	Other: Database design and programming	Med								

## Strategy Development

The TCEQ anticipates implementing key strategies, which are discussed in the following sections, to address expected skill gaps. Figure E.13 displays the strategies that were identified by agency offices.

As in past assessments, Training/Mentoring will be the primary focus to ensure that the TCEQ aligns appropriate personnel with the necessary skill sets to fulfill the agency's core functions. The use of strategies as indicated below reflects awareness among hiring supervisors that there is a critical need to continue developing current staff skills while also hiring a future workforce with the critical skills needed.

**Figure E.13.**  
**TCEQ Strategies to Address Skill Gaps**



Data Source: TCEQ Office Workforce Plan, March 2012.

Some of the specific strategies mentioned by agency offices are:

- Develop viable options to recruit, obtain access to, contract with, or train staff in critical-needs areas.
- Reallocate positions as the needs occur.
- Recruit licensed and degreed candidates for certain vacancies and establish career ladders as appropriate.

- Continue refinements of standards and documentation of processes and procedures for core functions; develop guidance documents.
- Utilize internship programs.

## Training and Mentoring

It is evident that job shadowing, on-the-job training, and cross-training will continue to be the primary focus in the development and enhancement of critical workforce skills. This will allow less-tenured staff to work with senior subject-matter experts, with the goal of developing and sharpening specific skills. Staff should also be afforded the opportunity to attend training that promotes personal and professional development.

The TCEQ will continue developing future leaders with the continuance of the Aspiring Leaders Program. This program provides developmental and promotional opportunities for in-house talent to rise in management positions that support the agency's long-term objective for a team with a strong institutional-knowledge base.

Reductions in travel funds could affect efforts to ensure that staff remains knowledgeable of scientific and technological changes, by limiting the ability to attend specialized technical training or to participate in national technical organizations and initiatives. As agency resources are being limited, the Human Resources and Staff Services Division is asked to enhance technical and leadership training, while maximizing training dollars. As a means to accommodate budget constraints, the agency is turning to developing in-house classes and online training.

## Recruitment and Hiring

While the agency has limitations on FTE levels, offices may address these restrictions by realignment, the elimination of unnecessary programs, and streamlining business processes to maintain a consistent level of regulatory oversight and customer service. Offices will pursue hiring above the entry level for jobs that are hard to fill due to the competitive market base. In addition, the continuance of internship programs has proven to be a successful

avenue for hiring employees that have an interest and experience in environmental work.

The TCEQ has a commitment to employing a qualified and diverse workforce. The recruitment program maintains a strong diversity focus. Recruitment events are regularly planned to target qualified ethnic minority and female candidates. The increased recruitment efforts necessitate a continued presence at events, while operating within limited agency resources.

The TCEQ will continue to analyze hiring practices and determine opportunities for enhanced workforce diversity through usage of the Express Hire Program at diversity-focused events and predominantly minority colleges and universities. This program allows hiring supervisors to identify and hire qualified applicants for job vacancies on the spot at recruiting events. A final review of the applicant's qualifications, along with other hiring requirements, is conducted later.

## **Retention Efforts**

Retention of qualified staff is essential. Offices plan to retain individuals who possess essential skills by providing opportunities for increased responsibility (promotions) and salary enhancements to reward exceptional performance. The TCEQ will also continue to provide developmental opportunities for employees to focus on critical skills, competencies, and technical requirements needed by the agency. It is vital to

develop employees to offset potential losses in staff with technical expertise, institutional knowledge, and management experience.

Other retention strategies will include the continued use of recognition and administrative-leave awards, flextime or other alternative work-hour schedules, and telecommuting options, to support a more flexible and mobile workforce.

## **Work and Staff Allocation Changes**

Managers continue to 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 will be to assign backups to every position, include these backup responsibilities in their performance plan, and involve entry- and journey-level positions in senior decision making. Managers pursue process redesign as a means to improve efficiencies and reduce the risk associated with a potential loss of specialized skill sets.

## **Documentation and Technology Solutions**

Managers understand the need for documenting processes and procedures to ensure that tools are available for training purposes and continuity of operations. Technological solutions will continue to allow the agency to reallocate its human resources.