

APPENDIX E—WORKFORCE PLAN

I. AGENCY OVERVIEW

The Texas Constitution enabled the Legislature to create the Railroad Commission of Texas in 1891 and the legislature gave the agency jurisdiction over rates and operations of railroads, terminals, wharves, and express companies. In 1917 the Legislature declared pipelines to be common carriers, giving the Commission regulatory authority over them. It also gave the Railroad Commission jurisdiction and responsibility to administer conservation laws relating to oil and natural gas production. During the 1920s the Commission was given additional regulatory responsibility over motor carriers and natural gas utility companies. During the 1930s additional regulations over oil and natural gas production were enacted, primarily to conserve natural resources and protect the correlative rights of mineral interest owners. The first pipeline safety regulations requiring the odorization of natural gas were adopted during the 1930s as well.

During the 1950s and 1960s environmental concerns were addressed by the adoption of additional oil and gas regulations. Also during this period, safety authority over LP-gas products was delegated to the Commission.

In the 1970s the Commission assumed authority over coal and uranium surface mining operations, and federal pipeline safety standards were adopted for natural gas pipelines.

Throughout the 1980s and 1990s additional environmental and safety responsibilities in the oil and gas production, natural gas utility, hazardous liquids pipelines, alternative energies such as LPG/LNG/CNG, and surface mining industries were delegated to the Commission. In 1994 the motor carrier industry was deregulated, and the Commission's remaining motor carrier responsibilities were transferred to the Texas Department of Transportation (TxDOT). In 2005 the Commission's rail safety responsibilities were transferred to TxDOT.

History	
1891	Texas Railroad Commission created.
1917	Regulation of pipelines. Conservation laws relating to oil and natural gas production.
1920s	Regulation of motor carriers and natural gas utility companies.
1930s	Additional regulation over oil and natural gas production. Odorization of natural gas required.
1950s and 60s	Environmental concerns. Safety authority over LP-gas products.
1970s	Authority over coal and uranium surface mining. Federal pipeline safety standards.
1980s	Additional environmental and safety responsibilities.
1990s	Research and education on alternative fuels. Transfer of motor carrier responsibilities to TxDOT.
2001	Sunset Review continued the Commission until September 1, 2013.
2005	Transfer of last rail function to TxDOT.
2007	Expansion of One-Call Program for third party damage to pipelines.
2009	The Commission was awarded more than \$16 million from the American Recovery and Reinvestment Act.
2011	Transfer of Groundwater Advisory Unit from TCEQ.
2013	Commission begins Information Technology Modernization Program. AFRED fund and the LP-gas delivery fee are abolished by the 83rd Legislature.

**The Commission has
11 field locations**

Abilene
Corpus Christi
Fort Worth
Houston
Kilgore
Midland
Pampa
San Angelo
San Antonio
Tyler
Wichita Falls

More recently, the Commission expanded its underground damage prevention to pipelines program, following legislation enacted by the 80th Legislature in 2007. Following legislation enacted by the 81st Legislature in 2009, the Commission implemented a program to monitor the capture, injection, sequestration, or geologic storage of carbon dioxide. The Commission implemented an inactive well program that mandated surface equipment removal, and established options to obtain well plugging exceptions. In 2011, the Legislature passed legislation requiring the Commission to institute surcharges on existing industry fees. This legislation also eliminated the Oil Field Clean Up Fund and replaced it with a new general revenue dedicated fund named the Oil and Gas Regulation and Cleanup fund. This represents a shift away from using taxpayer dollars to fund the Commission's activities. The fund can be used for purposes related to the regulation of oil and gas development, including oil and gas monitoring and inspections, oil and gas remediation, and oil and gas well plugging, public information, and administration.

The 83rd Legislative Session in 2013 brought additional changes to the Commission, including the abolition of the AFRED fund, and the LP-gas delivery fee that funded the AFRED program's marketing and public education activities. The Commission also received additional funding to modernize its information technology systems—a project that will have far-reaching impacts on the management of the Commission's regulatory programs.

The current service responsibilities of the Commission fall within five basic industry segments: oil and natural gas exploration and production; natural gas, and hazardous liquids pipeline operations; natural gas utilities; alternative energies such as LPG/LNG/CNG; and coal and uranium mining. Today the majority of the Commission's resources are dedicated to oil and natural gas exploration and production regulation.

Approximately 71.2% of the Commission's staff (direct and indirect) is dedicated to the oil and natural gas industry, 15.1% to the pipeline and natural gas utility industries, 6.3% to alternative energies such as LPG/LNG/CNG, and the remaining 7.4% to the coal and uranium mining industry.

Three statewide officials, elected to six-year staggered terms, head the Commission. Serving at the discretion of the Commissioners is an Executive Director who implements policies and rules, and manages the Commission's daily operations.

Supporting the Executive Director is a management team comprised of a Deputy Executive Director, Chief Financial Officer, General Counsel, and Division Directors who oversee various aspects of the agency.

The Commission's current appropriation for fiscal year 2014 is \$79,725,345 with 807.1 FTEs. The Commission's central office is located in the Capitol Complex at the

William B. Travis Building, 1701 North Congress, Austin, Texas. Approximately 59.2% of the Commission's staff are located in the Austin office. The remaining staff are located throughout the state in 11 Commission field offices.

These offices contain various combinations of employees from the following functional areas: Oil and Gas, Pipeline Safety, Gas Utility Audit, Surface Mining, and Alternative Energy.

A. AGENCY MISSION

We serve Texas by our stewardship of natural resources and the environment, our concern for personal and community safety, and our support of enhanced development and economic vitality for the benefit of Texans.

B. STRATEGIC GOALS AND OBJECTIVES

Goal 1: Energy Resources

To support the development of the state's energy resources while protecting public health and the environment through an effective regulatory program.

Objective 1.1. Increase opportunities for lignite, oil and gas resource development while preventing waste, protecting correlative rights of mineral interest owners, and conserving the state's lignite, oil and natural gas resources.

Strategy 1.1.1. Protect correlative rights and prevent waste while maximizing opportunities for the development of lignite, oil and gas resources through well site permitting, production allowables, production rule reviews, and exception processing.

Objective 1.2. Encourage the use of alternative energy sources through training activities.

Strategy 1.2.1. Develop and implement technical training programs and safety seminars for the regulated alternative fuel industries, emergency responders and the public to ensure the safe storage, transportation and use of alternative fuels.

Goal 2: Safety Programs

Advance safety in the delivery and use of Texas petroleum products including LPG/LNG/CNG, and in the operation of the Texas pipeline system through training, monitoring, and enforcement, and promote, educate, and enforce regulations for underground damage prevention.

Objective 2.1. Improve safety in the pipeline industry from fiscal year 2002 levels.

Strategy 2.1.1. Ensure the safe operation of pipelines permitting, field inspections, accident investigations and emergency response.

Strategy 2.1.2 Support education and partnership initiatives to increase the overall awareness and effectiveness of damage prevention.

Objective 2.2. Ensure safety through regulation of the LPG/CNG/LNG alternative energy industries.

Strategy 2.2.1. Protect the health, safety and welfare of the general public by ensuring the safe storage and transportation of LP-gas, Compressed Natural Gas, and Liquefied Natural Gas as alternative energy sources through safety education, accident investigation, inspection and enforcement of safety regulations.

Goal 3: Environmental and Consumer Protection

To protect the environment and consumers by ensuring that energy production, storage and delivery minimize harmful effects on the state's natural resources and that just and reasonable natural gas rates promote a safe and efficient supply of natural gas.

Objective 3.1. Reduce the occurrence of identified pollution violations associated with fossil fuel energy production in Texas from fiscal year 2002 levels.

Strategy 3.1.1. Assure that Oil and Gas permitted activities comply with applicable state and federal regulations through field inspections, witnessing tests, monitoring reports, processing applications, and enforcement actions.

Strategy 3.1.2. Assure that Surface Mining permitted activities comply with applicable state and federal regulations through field inspections, witnessing tests, monitoring reports, processing applications, and enforcement actions.

Objective 3.2. Identify and correct existing environmental threats through voluntary operator actions or with use of state funds.

Strategy 3.2.1. Protect public health and the environment by identifying, assessing, and prioritizing sites that require the use of state funds for remediation and provide assistance for operator-initiated corrective actions.

Strategy 3.2.2. Protect public health and the environment by identifying, assessing, and prioritizing wells that require the use of state funds for plugging and provide assistance for operator-initiated corrective actions.

Strategy 3.2.3. Protect public health and the environment by identifying, assessing, and prioritizing mine lands that require the use of state funds for reclamation and provide assistance for operator-initiated corrective actions.

Objective 3.3. Maintain competitive prices and adequate natural gas supplies for Texas energy consumers.

Strategy 3.3.1. Oversee natural gas utility rate structures that promote safe, efficient, and reliable supply at a reasonable cost and audit regulated gas utilities to ensure compliance with rate structures and submission of gas utility taxes.

Goal 4: Public Access to Information and Services

Strive to maximize electronic government and to minimize paper transactions by developing technological enhancements that promote efficient regulatory programs and preserve and increase public access to information.

Objective 4.1. Increase efficiency in providing public access to information and provide more efficient interaction with regulated industries.

Strategy 4.1.1. Collect, maintain, and preserve oil and gas data submitted to the Commission; provide efficient public access to this information; offer regulated industries a way to conduct their business electronically.

C. ANTICIPATED CHANGES IN MISSION, STRATEGIES, AND GOALS

The Railroad Commission does not expect significant changes in its mission, strategies or goals during the next five years, but it does recognize the need to adapt readily to any changes required by legislation.

II. CURRENT WORKFORCE PROFILE

A. WORKFORCE DEMOGRAPHICS (AS OF FEBRUARY 28, 2014)

Age

Age		
Age Group	Head Count	Percent
Under 30 years	84	11.4%
30 - 39 years	117	15.9%
40 - 49 years	145	19.7%
50 - 59 years	229	31.2%
60 years and over	160	21.8%
TOTAL	735*	100.0%
*Includes three elected officials.		

Records reflect that 72.7% of the RRC's current employees are over the age of 40. With only 27.3 % of the Commission's workforce under 40 years of age, the Commission must aggressively plan to replace the institutional knowledge of its 340 employees who are eligible to retire before the end of fiscal year 2019.

Gender

Gender		
Gender	Head Count	Percent
Male	415	56.5%
Female	320	43.5%

As of February 28, 2014, the RRC has 415 male employees (56.5%) and 320 female employees (43.5%). The total employee count of 735 includes both full-time and part-time employees, as well as three statewide elected officials.

Ethnicity

A comparison of the Railroad Commission's African-American, Hispanic and female employees to the available state civilian workforce as reported by the Texas Workforce Commission, Civil Rights Division in January 2013, indicates the Commission's performance in attracting and retaining a diverse workforce has experience some important success, as shown in the charts titled RRC Diversity by EEO Job Category.

Job Categories As of February 28, 2014		
EEO Category	Head Count	Percent
Officials, Administration	47	6.4%
Professional	251	34.3%
Technical	270	36.9%
Para-professional	19	2.6%
Elected Official Staff	9	1.2%
Administrative Support	136	18.6%
TOTAL	732*	100.0%
*Does not include three statewide elected officials.		

The Workforce Analysis, required by Texas Labor Code, Chapter 21, Section 21.501, provides an analysis of the Railroad Commission's current workforce compared to the number of African-American, Hispanics and female state employees in each job category in order to determine the percentage of exclusion or underutilization in the Commission by each job category.

The Railroad Commission produces a monthly workforce data report. The Equal Employment Opportunity and Minority Hiring Practices Report contains data detailing the availability of the civilian labor force used for comparison purposes.

RRC Diversity by EEO Job Category As of February 28, 2014*						
	African American		Hispanic		Female	
EEO Job Category	RRC %	State Goal	RRC %	State Goal	RRC %	State Goal
Officials, Administration	2.12%	3.7%	8.51%	10.0%	14.89%	30%
Professional	7.56%	8.7%	14.74%	9.3%	41.03%	46.3%
Technical	7.77%	13.2%	21.48%	16.4%	24.81%	39.7%
Para-professional**	10.52%	22.7%	31.57%	28.5%	78.94%	55.6%
Administrative Support	13.23%	19.2%	31.61%	21.6%	88.97%	81.3%
Total	8.33%		20.35%		43.57%	

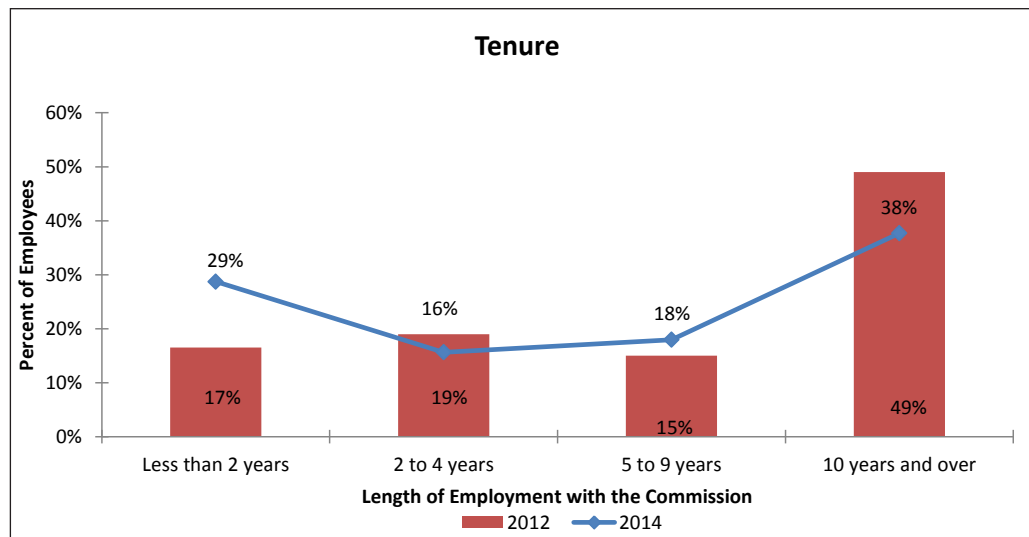
	Availability in Civilian Labor Force Percent			Underutilization (-) or Over-utilization (+) of Available Labor Force		
EEO Job Category	African American	Hispanic	Female	African American	Hispanic	Female
Officials, Administration	7.51%	21.1%	37.53%	(5.39)	(12.59)	(22.64)
Professional	9.74%	18.83%	53.3%	(2.18)	(4.09)	(12.27)
Technical	13.94%	27.11%	53.93%	(6.17)	(5.63)	(29.12)
Para-professionals**	14.1%	49.9%	39.1%	(3.58)	(18.33)	39.84
Administrative Support	12.7%	31.9%	67.13%	0.53	(0.29)	21.84

*Source: Comptroller of Public Accounts, State Auditor's Human Resource Information System, and Texas Workforce Commission's EEO Report, January 2013.

**Para-professionals were combined with Protective Services and Service and Maintenance categories in 2004 to obtain Availability in Civilian Workforce. Availability data for para-professionals individually is no longer available. The RRC has no employees in the Protective Services or Service and Maintenance categories. As of July 2007, the RRC does not have any employees in the Skilled Craft category.

Length of Service

On February 28, 2014, the Commission had 211 employees with less than two years of Commission service, and 115 employees with less than five years of service with the Commission. There were 132 employees (18.0%) with five to nine years of



service, and 277 (37.7%) had 10 or more years of service. Results from the *Survey of Employee Engagement* (found in Appendix F) indicate there is a desire by employees to continue long-term employment, but inadequate pay is a primary concern about continued employment at the Commission.

B. PERCENT OF WORKFORCE ELIGIBLE TO RETIRE

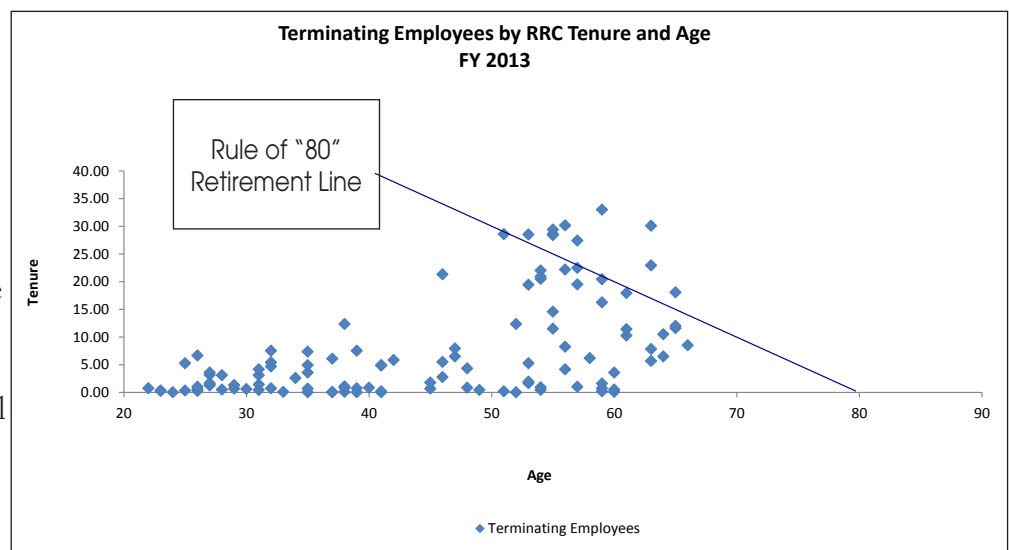
Projections indicate a gradual increase in the number of Commission employees eligible to retire between now and August 31, 2019. By fiscal year 2019, more than 46% of the Commission's current workforce will be eligible to retire. This steady increase in the number of employees retiring indicates the Commission will lose a significant portion of its most knowledgeable employees, including many in critical positions.

Two factors about retirement eligibility deserve emphasis. More than 21% of the Commission's current employees can retire now and several have been eligible for more than five years. Over 46% of current employees are eligible to retire now or are projected to become eligible by August 31, 2019. This constitutes almost half of the Commission's workforce and is exclusive of other turnover.

A compounding problem is the Commission's employment of 26 retire-rehires. When these individuals are included with the 340 individuals projected to be eligible to retire, then more than half of the workforce is able to retire. It will be a difficult challenge for the RRC to replace these retirees' skills necessary to attain the goals set forth in this strategic plan.

Projection of Commission Employees Eligible for Retirement in the Next Five Years		
Currently Eligible	115	21.2%
Fiscal Year 2014	32	4.4%
Fiscal Year 2015	27	3.7%
Fiscal Year 2016	30	4.1%
Fiscal Year 2017	31	4.2%
Fiscal Year 2018	38	5.2%
Fiscal Year 2019	27	3.7%
Total	340	46.4%
Percentages are based on a headcount of 732 that does not include three statewide elected officials.		

Many of the Commission's leadership positions, including Division Directors and District Office Directors, will be eligible to retire during the next five fiscal years. The Commission identified specific workforce skills including engineers, scientists, and attorneys who will be eligible for retirement. To replace these important skills, succession planning as well as a greater focus on internal organizational development and training will be required as our workforce planning evolves.



C. EMPLOYEE TURNOVER AND PROJECTED ATTRITION

Employee Turnover Rate						
Fiscal Year	2008	2009	2010	2011	2012	2013
RRC	12.0%	8.8%	8.5%	14.0%	13.6%	15.7%
State of Texas	19.3%	15.6%	15.9%	17.7%	19.6%	18.9%
Article VI Agencies	12.2%	8.0%	8.1%	13.8%	13.8%	15.6%

Results from the *Survey of Employee Engagement* indicate that there is a desire by Commission employees to continue long-term employment, but inadequate pay is a primary concern. Exit interview statistics confirm low pay as a motivator to leave the Commission.

Fiscal Year 2013 Separating Employees By Tenure		
Less than 2 years	48	41.8%
2 to 5 years	15	13.0%
5 to 10 years	18	15.7%
10 to 15 years	9	7.8%
15 to 20 years	7	6.1%
20 to 30 years	15	13.0%
Greater than 30 years	3	2.6%
Total	115	100%

Many leave employment in state government for higher compensation in the private sector, but a significant number of Commission employees go to other state or federal agencies for similar jobs posted in a higher salary group.

The highest percentage of turnover (29.6%) occurs among employees ages 50–59. As mentioned in previous iterations of the Workforce Plan, the greatest concern for turnover among different age groups continues to be the Commission's inability to retain employees under the age of 40.

Fiscal Year 2013 Separating Employees By Age		
Under 30	20	17.4%
30-39	26	22.6%
40-49	16	13.9%
50-59	34	29.6%
60+	19	16.5%
Total	115	100.0%

Forty-six employees under the age of 40 elected to leave the Commission in fiscal year 2013, a number equal to 40% of separating employees.

D. WORKFORCE SKILLS CRITICAL TO THE MISSION AND GOALS OF THE AGENCY

The Commission employs qualified individuals in numerous program disciplines. Strong employee knowledge and skill competencies are critical to meet ongoing business objectives and goals. Critical competencies include:

- Engineering: Chemical, Civil, Mechanical, Mining, Natural Gas, and Petroleum
- Information Technology
- Sciences: Agronomy, Chemistry, Geology, Hydrology, Soil Science, Toxicology
- Legal
- Finance

Critical skills and qualifications include:

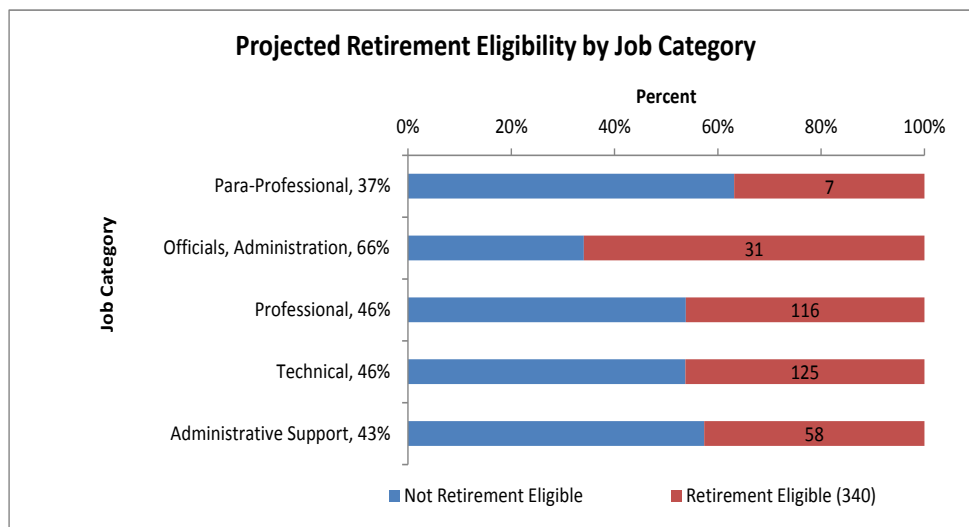
- Technology and automation skills and competencies
- Ability to apply scientific principles (i.e., engineering, geology)
- Leadership and management skills

The Commission has a highly educated workforce with many employees holding advanced degrees or credentials. Of the Equal Employment Opportunity job categories, the Commission has the greatest number of employees within the “Technical” category representing 36.9% of the Commission’s workforce. This reflects the qualifications, knowledge, and skill sets necessary to accomplish the Commission’s regulatory goals.

III. FUTURE WORKFORCE PROFILE

A. EXPECTED WORKFORCE CHANGE

Although approximately 46% of the workforce will be eligible to retire between now and August 31, 2019, the Commission presently has informal succession plans that are division specific. The Commission anticipates that many division director, manager, and highly skilled professional employee positions may become vacant in the next five years. Training existing and new employees to help them learn the workplace culture and to manage the regulatory process is essential to maintaining an appropriate service level for the public and for the regulated industries.



B. FUTURE WORKFORCE SKILLS NEEDED

The workforce skills needed to meet Railroad Commission performance objectives include:

- Engineering
- Computer Programming and Systems Analysis
- Legal
- Science (Geo-sciences, Toxicology, Agronomy, Hydrology, and Chemistry)
- Accounting, Finance, and Budget
- Administrative Support

These functions are also needed to achieve the Commission's Strategic Plan. Workforce skills are developed through various training programs provided by the appropriate professional disciplines. Such training is used to maintain and improve employee skills and enhance performance by incorporating new trends in each discipline.

While the Commission anticipates that its basic regulatory functions will remain the same or similar in the future, the development and implementation of technological enhancements will require new skills if the future workforce is to fully utilize such advances. Functions to accomplish future Railroad Commission goals will focus on:

- Increasing computer skill sets for employees;
- Increasing electronic recordkeeping and information processing;
- Increasing customer service by maximizing electronic government and minimizing paper transactions; and
- Creating and implementing a comprehensive training program as part of a human resources partnership with Commission management and divisions.

C. ANTICIPATED INCREASE OR DECREASE IN NUMBER OF EMPLOYEES NEEDED

As a result of increasing public demands in pipeline safety and environmental protection in the oil and gas industry, it is expected that increased Commission resources will be directed to these areas in the future and additional resources will be required. Technology advancement is a primary goal of the Commission and will satisfy some of this increasing demand, but technology alone cannot address all concerns for monitoring, reviewing, and physically inspecting regulated industries' facilities. One anticipated change would be to increase the Commission's field presence to improve regulatory functions of oil and gas activity statewide.

D. CRITICAL FUNCTIONS TO ACHIEVE STRATEGIC PLAN

The Railroad Commission will continue to use its recruitment plan to address critical deficiencies in its labor force and to narrow the gaps in diversity goal attainment. A variety of methods will continue to be used, including: placing job postings on the Commission's website; placing job postings on the Texas Workforce Commission's Work In Texas website; placing job postings on college and university websites; recruiting at select college and university career fairs; building relationships with academic professionals who have students studying in the critically needed fields; increasing referrals by encouraging existing staff; joining professional organizations; and using all other available resources.

The Commission has developed contacts at 11 targeted Texas institutions of higher education to recruit engineers and geoscientists and 15 targeted institutions to recruit computer science professionals. The Commission will continue to identify resources associated with professional organizations in order to post jobs with distinct or hard-to-find skill sets.

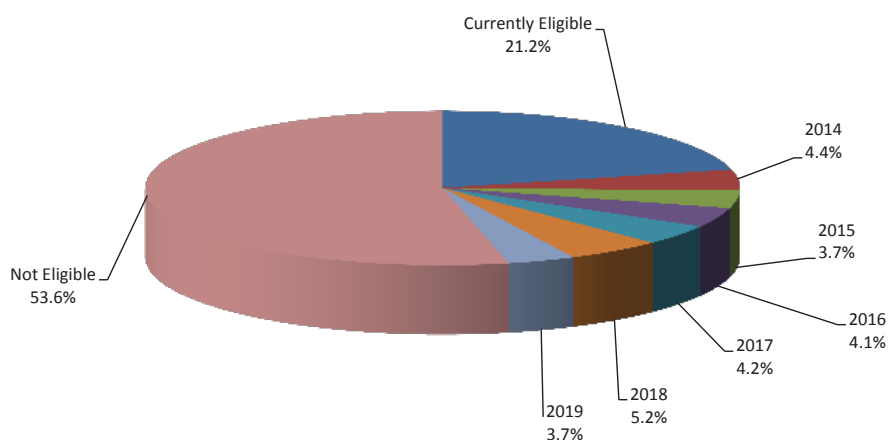
A critical barrier to recruitment is the high cost of advertising jobs in print media, such as newspapers and professional publications. When funds permit, difficult-to-fill positions will be advertised using low-cost Internet job search sites, especially those hosted by professional organizations.

IV. GAP ANALYSIS

A. ANTICIPATED SURPLUS OR SHORTAGE OF WORKERS OR SKILLS

With more than 46% of the Railroad Commission's workforce eligible for retirement by fiscal year 2019, the Commission projects a shortage in staffing and skill levels needed to meet future requirements of the Commission. The projected staffing areas with an anticipated shortage of employees that are most affected by retirement eligibility include:

- Information Technology
- Engineering, Toxicology, Geology, and Hydrology
- Management
- Legal



46.4% of Staff Are Retirement Eligible Through Fiscal Year 2019

the potential to fill projected staffing needs. An important barrier the Commission faces in replacing its critical skill sets is funding for professional development, training of existing employees, and recruiting expenses of hiring external employees.

The Commission anticipates that replacing projected retirements and anticipated turnovers in management will require succession planning and greater emphasis on professional development training to replace skill sets that will potentially be lost. With additional professional development and training, the Commission anticipates that its current workforce has

V. STRATEGY DEVELOPMENT

Methods to address the Railroad Commission's projected workforce gap include:

- Career development programs – Mentoring, the use of internships for professional areas, and an increase in professional training and development for staff.
- Recruitment plans – Recruitment efforts to focus on positions that are difficult to attract and retain such as engineers, attorneys, and the recruitment of more women and minorities.
- Leadership development – Efforts to identify, retain, and develop existing employees with management and leadership capabilities. Increased funding will be necessary to provide leadership training.
- Organizational training and development – Funding for in-house training such as IT training, managerial training, and skill development can be used to address individual employee training needs for the Commission's day-to-day operations.
- Succession planning – Managers and supervisors can identify the skill sets critical to meeting their objectives in order to work with agency leadership on a plan for employee attrition. Succession planning can also address staffing or skill imbalances due to turnover and retirements.
- Retention programs – Some programs are already in place to help retain the employees with skills critical to the Commission's success.

Methods To Address Workforce Gap
Career Development
Recruitment Plans
Leadership Development
Organizational Training and Development
Succession Planning
Retention Programs

A. IMPLEMENTATION OF WORKFORCE PLAN

The Workforce Plan will be implemented in connection with the Railroad Commission's Strategic Plan. Any changes to the Strategic Plan or legislative changes will result in adjustments to the Workforce Plan.

To begin the implementation of the Workforce Plan the following actions will be key:

- Development of a strong business partnership between Human Resources and each of the Commission's divisions. By doing so, such areas as training needs, strategic planning of the workforce to meet division objectives, and long-range planning of workforce needs can be addressed on an ongoing basis. The addition of a Management Analyst to the agency to target workforce needs has also been implemented.

- Division Directors, along with the Commission, will review progress of the workforce planning process biennially. Adjustments to the Plan, if any, will be documented.
- During the next five years, the initiative to automate regulatory functions in the Oil and Gas Division will require the Commission to critically assess the following areas: competency gaps in technological skills, job functions, and skill shortages or surpluses within the division.
- The Commission's information technology modernization program will improve efficiency and accuracy in business processes throughout the agency.

B. WORKFORCE PLAN EVALUATION AND REVISION

The final phase involves monitoring, evaluating, and revising to ensure a successful Workforce Plan. The following critical employment tools will be available to measure and evaluate changing trends in the workforce:

- Survey of Employee Engagement
- Customer Service questionnaires and feedback
- Retirements, projected retirements, and Commission turnover data
- College and diversity recruiting programs
- The Statewide Exit Survey and the internal Railroad Commission Exit Interview System
- Hiring trends including the lead time to hire

The Commission will review its efforts to revise and implement its Workforce Plan each even-numbered fiscal year in preparation for the upcoming biennium. As with this workforce planning effort, Commissioners, agency management and Division Directors will participate to ensure that the plan evolves into a document reflecting the Commission's current workforce and its projected workforce for the succeeding five years. The Commission will emphasize professional training and development to address the turnover in management due to the projected increase in retirements. Internal professional training and development will be key to a successful transition, both from a budgetary perspective as well as a business process perspective. The Commission may suffer productivity losses in the near-term, but the long-term benefits should outweigh any such losses.

