

TCEQ Workforce Plan, Fiscal Years 2011–2015

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

Overview of the Texas Commission on Environmental Quality

The Legislature created the agency Sept. 1, 1993, by consolidating the Texas Water Commission, the Texas Air Control Board, and environmental programs from the Texas Department of Health. The agency's major responsibilities fall into the following categories:

Operations

- **Permitting and Licensing Management.** Issuing, administering, renewing and modifying permits, water rights, licenses, or certifications for organizations and individuals whose activities have some potential or actual environmental impact that must be formally authorized by the agency.
- **Public Assistance Management.** Responding to requests for information by external parties and conducting outreach with regard to agency obligations. Responding to complaints lodged by affected or interested parties, including addressing the cause of complaints and notifying the complainant of action taken.
- **Evaluation of Public Health Effects.** Assessing the impact on public health of toxic substance releases, transfers, and disposal.
- **Ambient Monitoring and Sampling, Laboratory Analysis.** Monitoring the current condition of a geographic area or natural resource, often through sampling or surveys.
- **Technical Data Gathering, Management and Analysis.** Providing scientific support for the design and implementation of specific strategies to address environmental improvements.

- **Compliance Inspections and Monitoring.** Monitoring the compliance of regulated entities through such activities as reviewing submitted reports and conducting site visits and inspections.
- **Release Identification and Reporting.** Identifying and reporting activities, processes, emissions, and environmental impacts associated with the regulated community.
- **Violation and Enforcement Management.** Identifying, verifying, and tracking violations of regulations, and initiating enforcement actions in response to violations.
- **Remediation Oversight.** Overseeing cleanups made by responsible parties, local authorities, and contractors, and ensuring that grants and funds authorized for cleanup reimbursements are disbursed appropriately.
- **Emergency Response.** Responding to environmental emergencies to coordinate evacuation, public-health protection, and spill cleanup.
- **Homeland Security.** Assisting in the planning, development, coordination, and implementation of initiatives to promote the governor's homeland security strategy, and to detect, deter, and respond to disasters, both natural and human-caused, and assist with recovery efforts.
- **Technical Assistance and Pollution Prevention.** Overseeing agency activities focused on helping a regulated facility achieve compliance, promote conservation, and reduce pollution voluntarily.
- **Air-Emissions Trading.** Tracking and verifying the trading of air emissions credits to ensure that trading is done in compliance with the program charter.

Administration

- **Strategic Planning.** Developing agency goals and objectives and planning the allocation of personnel and financial resources.

- Development of Regulations, Policies, and Procedures. Creating rules and policies to guide agency activities.
- Program Management. Planning, reporting, and tracking program activities.
- Budget Development. Preparing, modifying, and reporting the agency budget.
- Grant and Contract Administration. Administering grants and contracts awarded to or by the agency.
- Legal Support. Analyzing and interpreting statutes and regulations, and representing the TCEQ in formal and informal settings.
- Bankruptcy Administration. Pursuing debtors who have filed for bankruptcy protection in federal courts to recover claims owed to the TCEQ.
- Fund Administration, Accounting, Disbursements, and Payroll. Managing funds limited to specific uses and processing payroll.
- Revenue Estimation. Forecasting and monitoring agency revenues and funding.
- Purchasing and Asset Management. Administering the purchase, location, use, and status of all agency assets.
- Personnel Management, Recruitment, and Training. Providing and supporting a skilled workforce for the agency.
- Information-Resource Management. Defining, designing, and maintaining agency information systems (automated or manual).
- Records Management. Managing physical document files (maps, microfiche, manual files, etc.).

Agency Mission, and Goals and Objectives

Agency Mission

The Texas Commission on Environmental Quality strives to protect our state's human and natural resources consistent with sustainable economic development. Our goal is clean air, clean water, and the safe management of waste.

Goals and Objectives

The agency's goals and objectives fall into the following categories:

Assessment, Planning, and Permitting

- Plan for air quality, water quality, and waste management by: developing the State Implementation Plan for attainment of the National Ambient Air Quality Standards, designing and implementing specific strategies to improve water quality, and analyzing solid waste generation and management in Texas.
- Implement state and federal environmental regulatory laws by issuing permits and authorizations for: the control of air pollution; the safe operation of water and wastewater facilities; and the treatment, storage, and disposal of hazardous, industrial, and municipal waste and of low-level radioactive waste.

Drinking Water and Water Utilities

- Ensure that Texans served by public drinking water systems have drinking water that is consistent with the requirements in the Safe Drinking Water Act.
- Set water rates and allocate surface water rights.

Enforcement and Compliance Assistance

- Ensure compliance with state and federal environmental laws and regulations by: conducting inspections of regulated facilities, monitoring air and water quality, providing technical assistance, encouraging voluntary compliance, and taking formal enforcement action against suspected violators.

Pollution Cleanup

- Develop plans for the cleanup and eventual reclamation of contaminated industrial and abandoned hazardous waste sites, and for the restoration of air and water quality.

Texas River Compacts

- Ensure that Texas receives its equitable share of water.

Funding Issues

The TCEQ is facing a number of unique financial challenges in the next few years that have been created by both the economic condition of the state and the agency's own success at implementing programs.

The Low-Level Radioactive Waste Program is funded by three revenue sources: a disposal fee, an application fee, and interest revenue. A \$12 million disposal fee was paid in two installments in 2004 and 2005 by Vermont, Texas' sole partner in the Texas Low-Level Radioactive Waste Disposal Compact. Construction on a disposal facility in West Texas is expected to begin soon, but no disposal fees have been collected at this time. There is also interest generated from the account balance. But at this time, the total revenue is not sufficient to cover all program costs or to meet appropriation levels. If this trend continues, the program will have to utilize fund balance to cover annual appropriations, and this will cause the revenue generated from interest to decline each year. The agency will need to address both the revenue shortages and the program's appropriations.

The Low-Income Repair Assistance and Accelerated Vehicle Retirement Program (LIRAP) appropriation and program costs have increased dramatically over the past two biennia. Since the appropriation increase was not accompanied by a fee increase, the program has been funded from the fund balance of the Clean Air Account (0151). Considering the success of the programs (over 30,000 repairs or replacement in fiscal years 2008 and 2009), the agency could be legislatively mandated to continue to implement LIRAP at current appropriation levels. Unless additional fee revenue is collected, however, the program's costs would further reduce the fund balance of the Clean Air Account.

The Water Resource Management Account (0153) was facing a significant funding shortage in fiscal years 2008 and 2009, because program appropriations

exceeded fee revenue. This required water programs to be supported by fund balance instead of by revenue collected. In previous years, the account was supported by both fee and General Revenue appropriations. This dual funding structure generated a large fund balance. In an effort to reduce the balance, lawmakers reduced General Revenue appropriations to the TCEQ. Due to economic conditions, the state was not able to appropriate enough General Revenue to cover the agency's water needs, and this required the TCEQ to adopt new rate structures through a rule proposal on July 7, 2009. Under the adopted rate structure, the account has the flexibility to increase fee revenue to cover appropriations and rebuild a fund balance.

The Petroleum Storage Tank Program has undergone two significant changes over the last two legislative sessions. The 80th Legislature enacted changes to the Petroleum Product Bulk Delivery Fee, which was set to expire at the beginning of fiscal 2008, but was extended to Sept. 1, 2011, at a rate equal to one-third of the 2007 rate. The Petroleum Storage Tank (PST) Remediation program deadline for submitting reimbursement claims and placing sites into the State Lead Program was extended through March 1, 2012. The legislation also eliminated the requirement for tank registration fees beginning in fiscal 2008. These fees were deposited to the Waste Management Account (0549). The 81st Legislature reduced the PST appropriations by over \$20 million for the biennium, reducing program functions and cleanup projects while reducing the impact on the fund balance from the fee-rate reduction.

The Texas Emissions Reduction Plan (TERP) Program (5071), the agency's largest revenue generator, is starting to feel the impact of the economy. In fiscal 2009, the amount of collected revenue was below the Biennial Revenue Estimate (BRE) amounts for the first time. This decrease was due to revenue shortages in the Motor Vehicle Certificate of Title and Diesel Equipment Surcharge fees, which are affected by vehicle sales. These sales are down as a result of the state's current economic circumstances. In fiscal 2015, the program's revenue stream will be reduced by the expiration of the mobility fund transfer established un-

der Senate Bill (SB) 12 of the 80th Legislature, which requires the Texas Department of Transportation to transfer title-fee revenues to TERP on a monthly basis.

The Operating Permit Account (5094) is facing a unique funding challenge, a victim of its own success. Program costs remain stable, and the air in Texas has been getting cleaner every year. One of the major reasons for cleaner air is that Title V permit holders have managed to reduce emissions by 5 percent annually. This reduction has led to lower revenue collections for the program. The fee rate is based on each permit holder reducing emissions annually, and the Consumer Price Index (CPI) is used to offset the impact of emission reductions on revenue collections. However, lower-than-expected CPI rates have led to a decline in revenue collections and this decline is expected to continue in future years.

Anticipated Changes to Mission, Goals, and Strategies

During the 81st Legislative Special Session, the review of the TCEQ by the Sunset Advisory Commission was moved up two years, from 2013 to 2011. This review has now begun and will be conducted over the next one and a half years. The overall purpose of the Sunset Advisory Commission's review is to: (1) assess the need to retain the agency, (2) look for potential duplication of programs within our and other state agencies, and (3) consider changes to improve the agency.

Agency Structure

The TCEQ carries out its mission under the direction of three full-time commissioners, who are appointed by the Governor. The commissioners are appointed for six-year terms with the consent of the Senate, and provide oversight to the seven offices of the agency. The offices are each responsible for performing unique functions within the agency, and each office has its own workforce needs and considerations.

Key Factors Facing the Agency

The TCEQ expects challenges as it proceeds to fulfill its mission and goals. Economic, environmental, and

political developments indicate that the agency will experience program changes, process redesign initiatives, and technological advancements. New state and federal mandates will be demanding in light of budget and FTE constraints. With technical requirements expanding, a comprehensive knowledge of agency procedures and federal regulations, as well as computing and analytical abilities, will be critical. Retirements and competition for experienced applicants, particularly those in highly skilled, hard-to-fill occupations, will present problems with regard to our efforts to maintain a diverse, well-qualified workforce.

Retirement and Attrition

The departure of employees due to retirement is, and will continue to be, a critical issue facing the TCEQ. This loss of organizational experience, knowledge, and expertise in key management and senior-level professional positions poses a critical workforce dilemma that is prevalent throughout the agency, as well as the state. This potential institutional-knowledge deficit affects the level of succession planning that needs to be implemented by the TCEQ in order for staff to be able to assume important functions and leadership roles. In addition to succession planning for key positions, a greater focus on internal organizational development and training will 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. depicts the projected increases in the number of employees eligible to retire from fiscal 2010 through fiscal 2015. The TCEQ estimates that approximately 1,007 employees will become eligible to retire by 2015. Retirement of over 34 percent of the agency's workforce could significantly affect the agency's ability to deliver programs and accomplish its mission.

In addition to FTE constraints, competition for qualified job applicants and changing job roles remain high on the list of issues as agency management strives to respond to the loss of employee skills.

Table E.1. Projection of TCEQ Employees Eligible for Retirement, FYs 2010–2015

Fiscal Year	Projected Retirements	Percent of Total Agency FTEs (2,926)
2010	462	15.8
2011	561	19.1
2012	663	22.7
2013	779	26.6
2014	916	31.3
2015	1,007	34.4

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.

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 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.
- Workload for the Tax Relief for Property Used for Environmental Protection (Prop 2) program will also increase with expanded state and federal regulations for environmental protection.
- Proposed revisions to the primary and secondary ozone standards may increase the number of areas within the state that are substantially out of compliance. This will have a direct impact on workload, as each of these new nonattainment areas will require SIP development.
- The Implementation Grants Section will continue to increase its workload due to the additional 1,500 to 2,000 contracts that enter into the monitoring portion of the program each biennium. These contracts are added to the over 5,000 contracts that are currently being monitored by the program.
- Challenges continue in the areas of responses to citizen complaints, investigations to determine compliance with applicable air and water regulations, and education of regulated entities. The agency will continue to deploy monitoring stations as required by state or federal guidelines or in response to citizen concerns and protection of human health.
- Implementation of the environmental lab accreditation program continues. Laboratory inspections will increase in complexity as the standards for accreditation change. This will result in additional training requirements and may result in more time spent on inspections.
- The agency continues to refine processes and procedures with respect to 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 the occurrence of natural disasters.
- The agency is legislatively mandated to adopt recommendations pertaining to the environmental flows process and to coordinate with the advisory groups and stakeholder committees. This will lead to the completion of an instream flow study in priority basins that has been mandated to be completed by 2016.
- The TCEQ has changed the way Texas addresses water quality impairments. Major revisions are under way to the Texas Surface Water Quality Standards and tracking progress for programmatic goals for improving water quality will be a focus.
- Texas Water Code 5.274(b) provides that the Office of Public Interest Counsel may obtain

and use outside technical support to carry out its functions under this code. Use of outside technical assistance would greatly enhance the effectiveness of the Public Interest Counsel. However, the office has not been able to hire the technical support permitted by the act due to budgetary constraints.

- The agency is handling increasing news-media contacts, due to the changing nature of online media outlets. Most news organizations maintain websites that are updated 24 hours a day, which means around-the-clock media contacts with the agency.
- The agency continues to promote waste reduction and recycling programs, with ongoing implementation of the computer-recycling program and, potentially, other legislative mandates related to electronics recycling.
- The agency is adapting processes and workloads in response to mandated statewide financial system initiatives, e.g., the Enterprise Resource Program that the comptroller is required to implement.
- The agency continues to strive to effectively communicate technical and complex environmental quality and natural resource issues of the agency to the state's leadership, elected officials, and stakeholders.
- The agency continues to develop effective working relationships with new members of the state Legislature during a time of significant turnover in officeholders, while also providing timely and accurate analysis of legislation affecting the agency.

Information and 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 activities that will be required in the area of information technology. They include:

- Training additional staff on applicable technology in the areas of environmental and compli-

ance monitoring to secure real-time data to respond to an increased demand for information.

- Providing more accessible data-sharing tools and expanding the use of the Internet for reporting and providing information and "real time" and customized data (both internally and externally) and for receiving authorizations. New regulatory programs will routinely require IT components to be developed and supported. In order to implement the flow of electronic information between the regulated community and the public, business processes must be analyzed and documented. Program areas will need to develop proficiency in design and analysis in order to facilitate implementation. The challenge will be to ensure that staff is capable of building and using these tools effectively and efficiently.
- Continuing to develop e-Permitting for use in the Texas Pollutant Discharge Elimination System Program.
- Continuing to coordinate with other agency IT and project management resources to ensure that resources are applied to appropriate agency priorities. Current IT project management, software development, and administration resources, have the knowledge, skill sets, and practices to sustain only the highest-priority agency business needs.
- Implementing targeted upgrades of various dated infrastructure applications. There are knowledge, resource, and training gaps within the workforce that will inhibit the agency's ability to manage these upgrades simultaneously.
- Overseeing and managing the contract-for-services and data-center-transformation. If the transformation continues on the current schedule, there will be a resource shortfall to manage the complete conversion.
- Maintaining and improving online access and navigation (both internal and external) to more information through increasing and varied access points, such as mobile devices and social media.

- Providing increased digital content for use on TCEQ websites: training, public education, and other informational content. The agency will have to produce content in HD (high definition) as SD (standard definition) fades away.

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 as it relates to specialized training and the costs associated with the gathering, handling, management, and reporting of data. Additionally, ensuring that agency salaries keep up with cost-of-living increases and are competitive with other government agencies that have similar positions (i.e. cities, counties, EPA) remains a challenge.

employees. The following chart (Figure E.1) 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 personnel.

Location of Employees

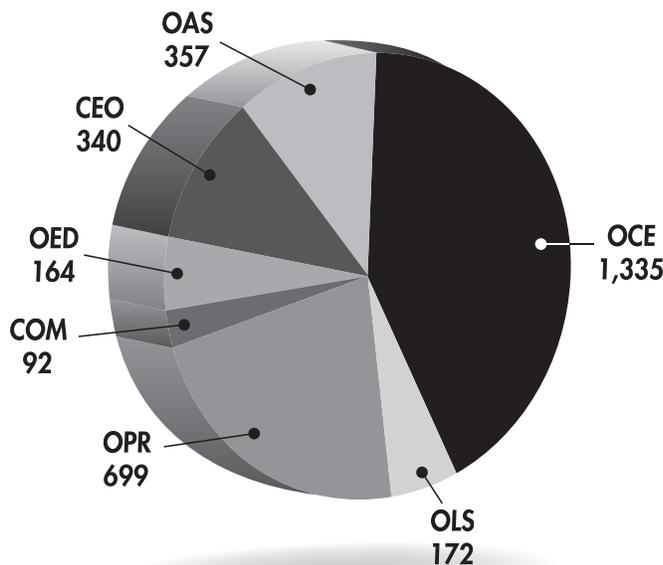
As of Aug. 31, 2009, 809 employees—or 27.65 percent of the total workforce—were located throughout the 16 regional offices (see Figure E.2). In an effort to facilitate delivery of the agency’s services at the point of contact and to increase efficiencies, 103 (12.7%) of the regional employees were matrix-managed staff who worked in regional offices, but were supervised from the Central Office.

Current Workforce Profile (Supply Analysis)

In fiscal 2009, the TCEQ employed a cumulative total of 3,159 employees, which includes 233 separated em-

* In FY '10, the TCEQ restructured the Offices to focus on water issues; the Office of Water was created, effective 12/1/09.

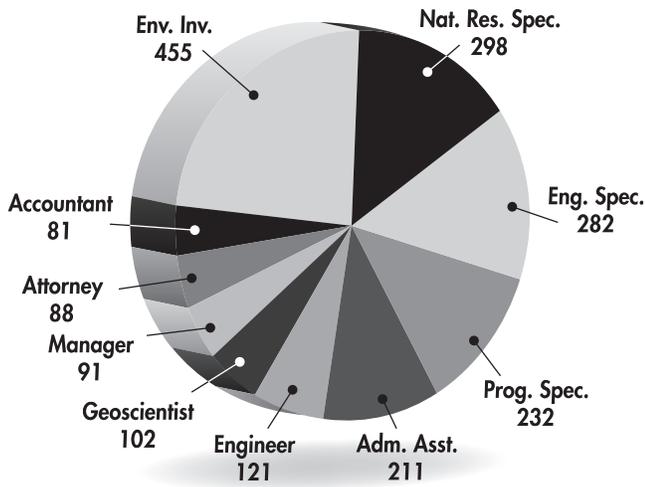
Figure E.1. TCEQ Workforce by Office, FY 2009



LEGEND	
COM	Office of the Commissioners
OED	Office of the Executive Director
CEO	Chief Engineer’s Office
OLS	Office of Legal Services
OCE	Office of Compliance and Enforcement
OAS	Office of Administrative Services
OPR	Office of Permitting and Registration

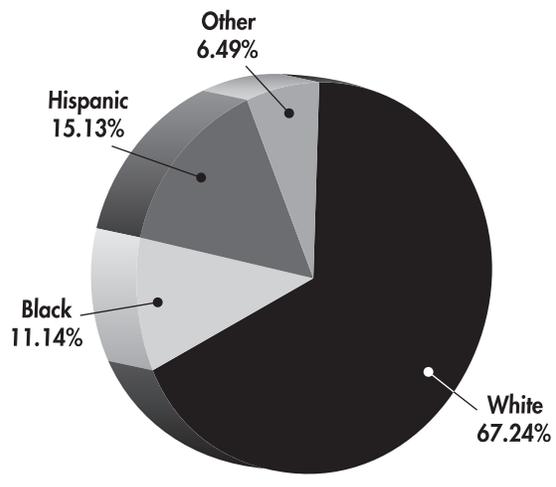
Data Source: Human Resources Information System, as of 8/31/09. Data includes separations.

Figure E.2. Location of TCEQ Employees, FY 2009



Data Source: Human Resources Information System, as of 8/31/09.

Figure E.3. Ethnicity of TCEQ Workforce, FY 2009



Data Source: Human Resources Information System, as of 8/31/09.

Workforce Demographics

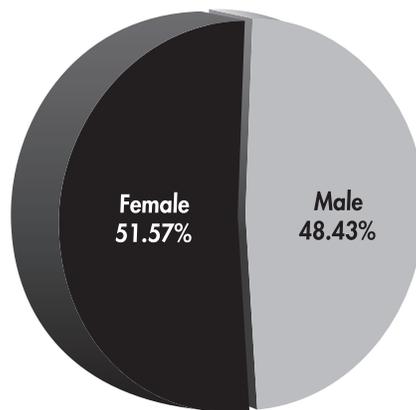
Figures E.3 and E.4 depict the agency’s workforce during fiscal 2009. Blacks and Hispanics constitute over 26 percent of the agency’s workforce, with other ethnic groups representing over 6 percent. Of the total available Texas labor force, Blacks are 10.91 percent and Hispanics are 33.62 percent. This reveals an under-utilization of more than 18 percent.

In fiscal 2009, the TCEQ workforce was 48.43 percent male and 51.57 percent female. These percentages indicate a change from the last reporting period, of fiscal 2007 (males, 50.92%; females, 49.08%). The available Texas labor force for males is 54.78 percent; for females, 45.22 percent.

The TCEQ Workforce Compared to the Available Texas Civilian Workforce

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.

Figure E.4. Gender of TCEQ Workforce, FY 2009



Data Source: Human Resources Information System, as of 8/31/09.

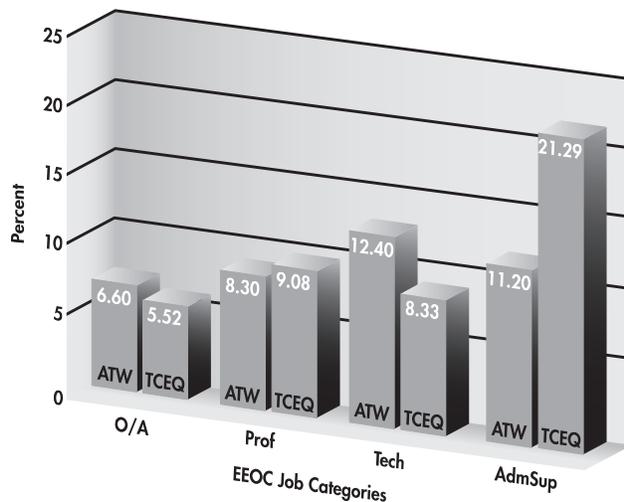
Table E.2. TCEQ Workforce Compared to Available Texas Workforce, 8/31/0

EEOC Job Category	Black		Hispanic		Female	
	ATW	TCEQ	ATW	TCEQ	ATW	TCEQ
Official/Administrator	6.6%	5.52%	14.2%	13.64%	37.3%	37.34%
Professional	8.3%	9.08%	13.4%	12.79%	53.2%	44.36%
Technical	12.4%	8.33%	20.2%	16.07%	53.8%	35.71%
Administrative Support	11.2%	21.29%	24.1%	23.19%	64.7%	85.96%

Data Source: Human Resources Information System, as of 8/31/09.

Table E.2 and figures E.5, E.6, and E.7 compare the agency’s workforce as of Aug. 31, 2009, to the available statewide civilian workforce as reported in the Equal Employment Opportunity and Minority Hiring Practices Report, a publication (January 2009) of the Civil Rights Division of the Texas Workforce Commission This table reflects the percentages of Blacks, Hispanics, and females within the available Texas workforce (ATW) and the TCEQ workforce.

Figure E.5. TCEQ Black Workforce Compared to Available Texas Black Workforce, FY 2009



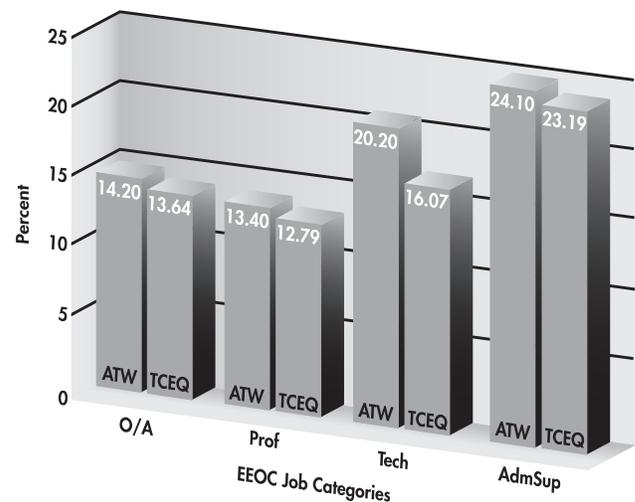
Data Source: Human Resources Information System, as of 8/31/09.

Although minorities and females are generally well represented at the TCEQ, the agency continues to strive to employ a labor force that mirrors the available statewide workforce.

Workforce Qualifications

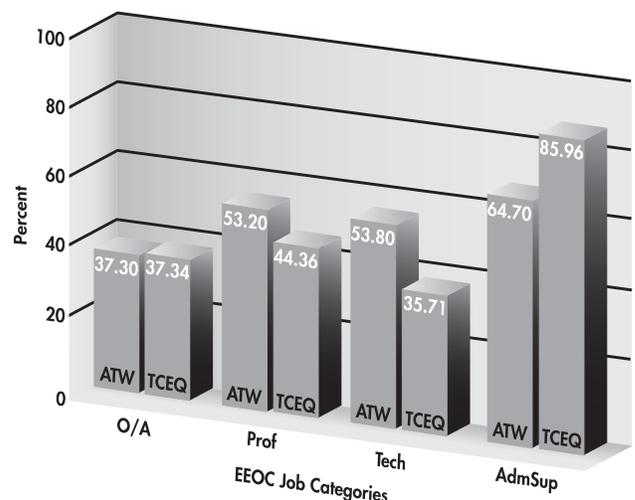
The TCEQ employs a highly qualified workforce performing complex and diverse duties in a variety

Figure E.6. TCEQ Hispanic Workforce Compared to Available Texas Hispanic Workforce, FY 2009



Data Source: Human Resources Information System, as of 8/31/09.

Figure E.7. TCEQ Female Workforce Compared to Available Texas Female Workforce, FY 2009

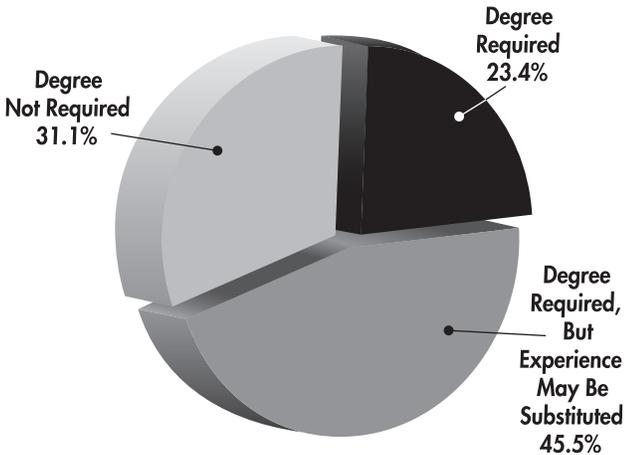


Data Source: Human Resources Information System, as of 8/31/09.

of program areas. Strong employee competencies are critical to meet ongoing program objectives and goals.

Of the agency’s staff, over 23 percent are in positions requiring a degree (see Figure E.8). Another 45 percent are in positions requiring either a degree or experience in the subject area. The remaining employees, who are in positions not requiring a degree, constitute over 31 percent of the agency’s workforce.

Figure E.8. Education Requirements of TCEQ Employees

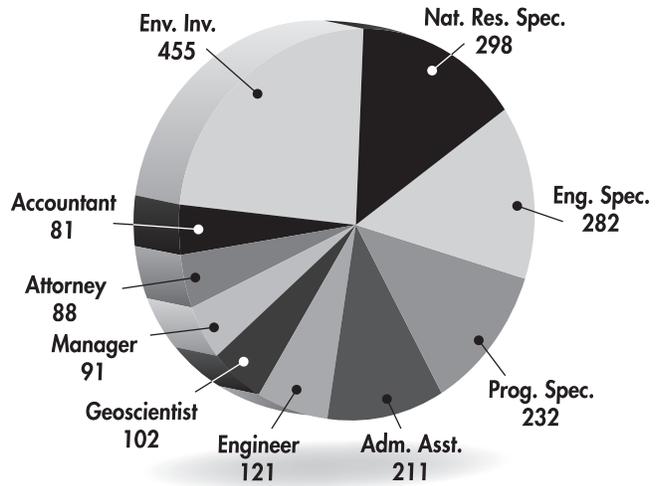


Data Source: Human Resources Information System, as of 8/31/09.

Workforce Profile by Job Classification

Although almost 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 shows the number of employees working in the job classification series (including sub-classifications) most commonly used by the TCEQ during fiscal 2009: Environmental Investigator, Natural Resources Specialist, Engineering Specialist, Program Specialist, Administrative Assistant, Engineer, Geoscientist, Manager, Attorney, and Accountant.

Figure E.9. Population at the TCEQ by Job Classification Series, FY 2009



Data Source: Human Resources Information System, as of 8/31/09.

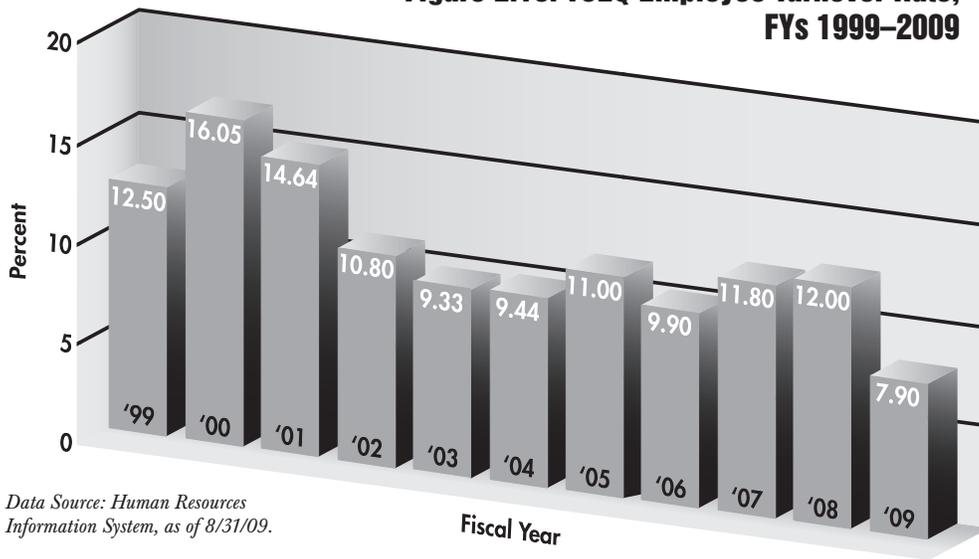
By the end of the fourth quarter of fiscal 2009, the TCEQ supplemented its workforce with 81 contracted staff to provide vital program support and perform various information technology functions as a means of meeting agency goals and objectives. However, budgetary constraints continue to hamper the ability to obtain contract services.

Employee Turnover

Although the agency’s turnover rate has fluctuated over the past 10 years (see Figure E.10), it consistently remains below the statewide rate. For example, in fiscal 2009, the statewide turnover rate was 14.4 percent, in comparison to the TCEQ’s rate of 7.9 percent. This was the lowest rate experienced in the past ten years, which 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 high-level workforce, continual changes to the state’s retirement and benefit plans may affect future retirement decisions as well as recruiting efforts.

Figure E.10. TCEQ Employee Turnover Rate, FYs 1999–2009



See figures E.11 and E.12 for additional information about the tenure of the TCEQ workforce, which remains relatively similar as previously reported.

Figure E.11. TCEQ Employee Tenure by Race

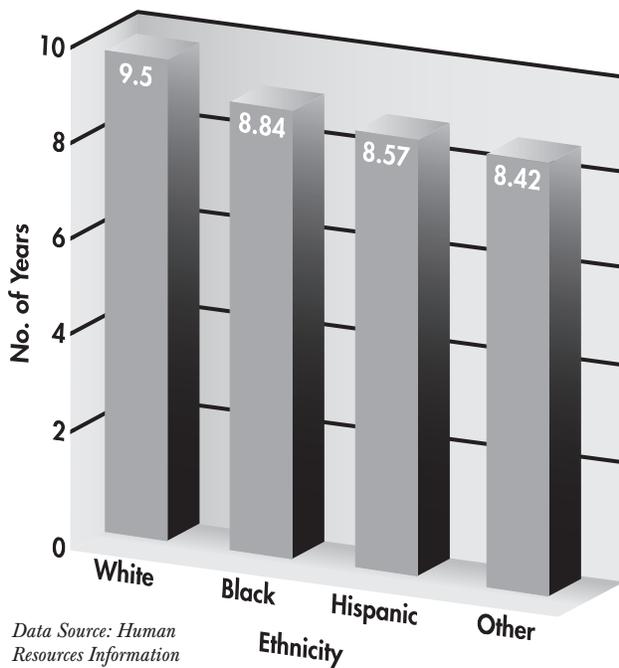
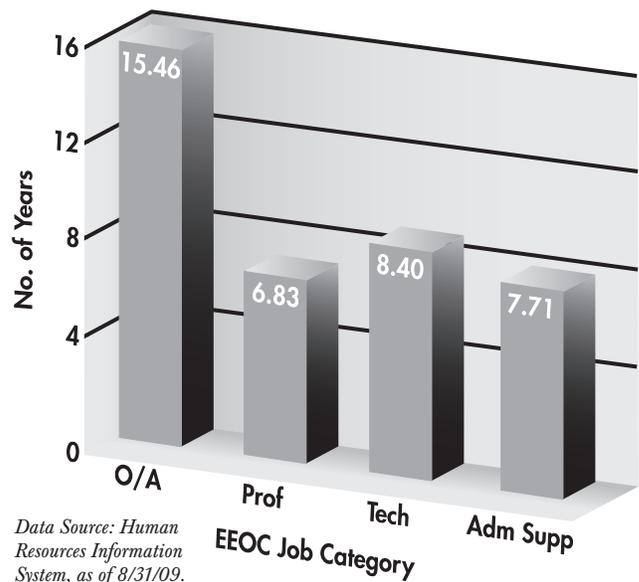


Figure E.12. TCEQ Employee Tenure by EEOC Job Category



Future Workforce Profile (Demand Analysis)

The TCEQ carries out its mission through broad and diverse activities. These activities require that employ-

ees 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.

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

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

<p style="text-align: center;">Problem Solving</p> <ul style="list-style-type: none"> Analysis Critical thinking Decision making Innovation 	<p style="text-align: center;">Project Management</p> <ul style="list-style-type: none"> Organizing Planning Managing multiple priorities Quality analysis and process improvement Coordination
<p style="text-align: center;">Information Management</p> <ul style="list-style-type: none"> Database development, management, and integration Software proficiency Web development and maintenance Computer-assisted tools Graphic design Electronic reporting 	<p style="text-align: center;">Communication</p> <ul style="list-style-type: none"> 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
<p style="text-align: center;">Technical Knowledge</p> <p style="text-align: center;"><i>(may be unique to a certain program area)</i></p> <ul style="list-style-type: none"> 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 	<p style="text-align: center;">Management/Leadership</p> <ul style="list-style-type: none"> People skills Performance management Strategic planning Conducting training Mentoring Meeting planning/facilitation Contract management Grant management Financial management Delegation
	<p style="text-align: center;">Administrative/Support</p> <ul style="list-style-type: none"> Word processing Tracking and record keeping Mail processing

the need for experienced employees to mentor and impart knowledge to their potential successors. Such initiatives will enable the agency to both develop and retain skilled employees.

In the previous plan, the TCEQ expected to have difficulty with qualified labor pools. However, the economic downturn has yielded a larger response of qualified applicants than anticipated.

The agency strives to compete in the marketplace for certain disciplines, such as science and engineering. While certain occupations will continue to be hard-to-fill due to the smaller population of the workforce, predominant occupations at the TCEQ have faster-than-average job growth, as identified by the Office of Occupational Statistics and Employment Projections of the Bureau of Labor Statistics. These occupations require high levels of education and skills, while also demanding higher wages. Environmental engineers, scientists, and hydrologists, as well as geoscientists, will experience increased growth over the next five to ten years. This will also drive the demand for skill sets in the area of energy, environmental protection, and land and water management.

The requirement to comply with increasingly complex environmental laws and regulations, as well as the increased demands on environmental resources caused by population growth and development, will

also raise the necessity for these professions, as well as that of environmental law attorney.

Network and computer system analysts and administrators, software engineers, and database administrators maintain a high profile as fast-growing occupations in Texas and elsewhere.

The agency will continue to take measures to maintain a visible presence in attracting a viable workforce. Current employees will also be provided opportunities for education, training, and varied types of work experience. The TCEQ is committed to developing employees and promoting advancement and initiative.

Gap Analysis

Each office within the TCEQ analyzed the anticipated need for each skill set and the risk associated with the skill becoming 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. According to this assessment, the offices identified significant gaps in the following workforce skills: Information Management, Technical Knowledge, Project Management, Communication, and Management/Leadership.

Table E.4. Critical Skills Checklist and Gap Analysis

LEGEND	
COM – Office of the Commissioners	OCE – Office of Compliance and Enforcement
OED – Office of the Executive Director	OAS – Office of Administrative Services
CEO – Chief Engineer’s Office	OPR – Office of Permitting and Registration
OLS – Office of Legal Services	OW – Office of Water

Skill Category	Skill	COM	OED	CEO	OLS	OCE	OAS	OPR	OW
Problem solving	Analysis			Med					
	Critical thinking							Med	
	Decision making							Med	
	Innovation							Med	
	Other:								

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

Skill Category	Skill	COM	OED	CEO	OLS	OCE	OAS	OPR	OW
Information management	Database development, management, and integration							High	High
	Software proficiency			Med			High	High	High
	Web development and maintenance						High	Med	High
	Computer-assisted tools	Med		Med				High	Med
	Graphic design								
	Electronic reporting	Low		Med				High	High
	Other: Physical Resources: i.e., scanners, laptops, desktop computers, PDF writers, projectors, adequate software licenses								High
Technical knowledge (may be unique to certain program areas)	Agency policies, procedures, and programs	Med		High		High			
	Local, state, and federal laws, rules, and regulations	Med		Med		High		Med	
	Specialized technical knowledge	Med		High		High	High	High	High
	Policy analysis and development	Med		High		High			
	Statistical analysis			Med					Med
	Regulation analysis and development	Low		High		High		Med	
	Technical analysis	Med		Med		High		Med	
	Research	Low							
	Litigation								
	Auditing								
	Inventory management								
Other: GIS, GeoDatabase								Med	

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

Skill Category	Skill	COM	OED	CEO	OLS	OCE	OAS	OPR	OW
Project management	Organizing						High		
	Planning						High		
	Managing multiple priorities						High	Med	
	Quality analysis and process improvement						High	High	
	Coordination						High		
Communication	Written: composition and editing					High		Med	
	Verbal: public speaking and presentation					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							High	
	Other: Spanish-speaking staff for hearing questions and other customer's service issues								Med

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

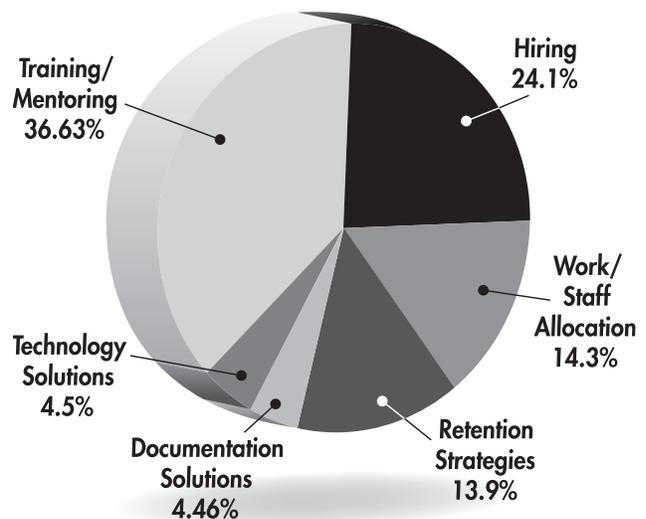
Skill Category	Skill	COM	OED	CEO	OLS	OCE	OAS	OPR	OW
Management / Leadership	People skills								
	Performance management	Med		Med					
	Strategic planning	Med							
	Conducting training					Med			
	Mentoring			Med		High		Med	
	Meeting planning/facilitation	Med							Med
	Contract management	Med		Med					
	Grant management			Med		High			
	Financial management			Med		High			
	Delegation	Med							
	Other:								
Administrative Support	Word processing								
	Tracking / record keeping								
	Mail processing								
	Other:								
Other skills	Other:								

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. Strategies to Address Skill Gaps



Additional strategies mentioned by agency offices include:

- Develop viable options to recruit, obtain access to, contract with, or train staff in critical-needs areas.
- Reallocate positions as the needs occur.
- Recruit for licensed and degreed candidates for certain vacancies and establish career ladders as appropriate.
- Attend EPA-developed training, if available; contract with external vendors.
- Continue refinements of standards and documentation of processes and procedures for core functions.
- 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 to assist in 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.

Hiring

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 in hiring employees exposed and interested in the environment.

The TCEQ has a commitment to employing a well-qualified and diverse workforce. The recruitment program maintains a strong focus on diversity. Recruitment events are regularly planned to target qualified ethnic minority and female candidates.

The TCEQ will continue to analyze hiring practices and determine opportunities for enhanced workforce diversity through increased usage of the Express-Hire Program at diversity-focused events and predominantly minority colleges and universities.

There will also be certain occupations at the TCEQ in great demand, such as environmental investigators and geoscientists, with limited availability, due to their potential earning capacity in the private sector. Some agency program areas rely heavily on hiring recent college graduates; however, only a few academic programs exist that produce qualified graduates.

While the TCEQ experienced a larger volume of applicants in 2009 and 2010 for certain jobs, and a reduction in turnover due to the instability of the current job market in the private sector, we cannot depend on this applicant volume as a long-term strategy in addressing recruitment and hiring issues. During more robust economic times, recruitment and retention of governmental workers is a greater challenge and could become an issue as economic conditions improve.

Retention Strategies

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 development opportunities for employees to focus on critical skills, competencies, and technical requirements needed by the agency. Developing employees to maintain business continuity despite losses in technical expertise, institutional knowledge, and management experience is vital.

Other retention strategies will include the continued use of recognition and administrative-leave awards, flextime or other alternative work-hour schedules, and tele-working 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, while also including these backup responsibilities in their performance plan, and to 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.