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State Auditor

A Summary of
**The State of Texas Workforce
for Fiscal Year 2006**

January 2007
Report No. 07-707



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Overall Conclusion

In fiscal year 2006, Texas state agencies employed 144,934 classified regular full- and part-time employees. An additional 11,076 employees worked in temporary, exempt, and unclassified positions, and an additional 187,550 employees worked at higher education institutions. This report focuses only on employees of state agencies.

The average state employee is 43.4 years old, earns an annual salary of \$34,817, and has been employed by the State for 10 years. The majority of state employees are female (54 percent) and work in professional positions. The State's workforce is ethnically diverse, with 55 percent white, 23 percent Hispanic, and 21 percent black employees.

The State should expect significant competition in recruiting and retaining employees in occupations with the largest job growth (such as systems analysts) and the fastest growing occupations (such as medical technicians). It also should expect significant competition for other highly skilled, hard-to-recruit occupations such as nurses and correctional officers.

Trends in the workforce present ongoing challenges for the State. Workforce trends and challenges that have the greatest influence on the State and its workforce relate to economic, employment, and quality of life issues.

Employment Categories

Classified regular - An employee who is subject to the State's Position Classification Plan.

Temporary - An employee whose employment is limited in duration and established for a specific period of time.

Exempt - A position that is either (1) listed in the General Appropriations Act under a state agency's schedule of exempt positions or (2) exempted by the Governor from the State's Position Classification Plan.

Unclassified - An employee who is not subject to the State's Position Classification Plan.

This report focuses on the demographics of only classified regular full- and part-time employees (excluding employees of higher education institutions), hereafter referred to as "state employees."

Key Points

The State's workforce is getting older.

The average age of a state employee increased from 41.9 years in fiscal year 2002 to 43.4 years in fiscal year 2006. The median age for a state employee in fiscal year 2006 was 44.0, which is older than the median age of 40.3 for the civilian labor force in 2004 and the median age of 41.6 that is predicted for 2014. The

This review was conducted in accordance with Texas Government Code, Section 654.036.

For more information regarding this report, please contact Susan Riley, Assistant State Auditor, or John Keel, State Auditor, at (512) 936-9500.

median age is the age at which half of the labor force is younger and half of the labor force is older.

The number of state employee retirements decreased as more state employees chose not to retire.

The number of state employee retirements (2,135) decreased in fiscal year 2006. The State did not offer a retirement incentive in fiscal year 2006, which may have contributed to the increase in the number of state employees who chose to remain employed by the State.

The Employees Retirement System projected that 12,685 state employees were eligible to retire in fiscal year 2006. Taking into account the number of actual retirements, this means that 10,550 state employees who were eligible to retire chose not to retire.

Average salaries for state employees have increased, but they remain below the average salaries of the civilian labor force in Texas.

Average salaries for state employees have increased over the past five years. The most significant increase was in fiscal year 2006, when state employees received a 4 percent general wage increase. The average annual salary for state employees was \$34,817 in fiscal year 2006, compared with an average annual salary of \$39,104 for the civilian labor force in Texas.

Occupational demands on selected jobs may affect the State's ability to recruit and retain state employees.

The State has 18 job classification series with 30,781 employees in the occupations with the largest growth, such as systems analysts and nurses. The State also has 14 job classification series with 4,810 state employees in the fastest growing occupations. Examples of these occupations include medical technicians, physician assistants, and registered therapist assistants.

As occupational demands increase, the State should expect significant competition in recruiting and retaining employees in these occupations.

Summary of Objective, Scope, and Methodology

The objective of this review was to provide demographic and statistical information on the State's workforce.

The scope of the review covered classified regular full- and part-time employees (excluding employees of higher education institutions).

The demographic data for state employees was obtained from the Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide

Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

Statistical information was obtained from the U.S. Department of Labor's Bureau of Labor Statistics and the U.S. Department of Commerce's U.S. Census Bureau.

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Detailed Results

Chapter 1

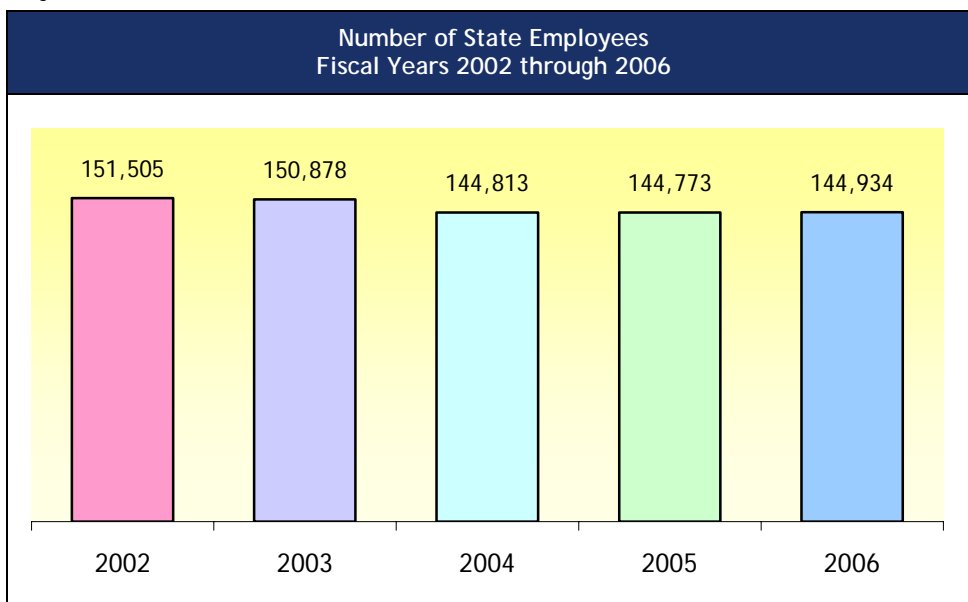
Workforce Demographics

The following demographics describe the State's workforce (excluding employees of higher education institutions) during fiscal year 2006. In some cases, a five-year history is shown to emphasize trends; in other cases, comparisons are made to other populations such as the civilian labor force.

Headcount

After years of decline, the number of state employees (144,934) increased slightly in fiscal year 2006 (see Figure 1). The State did not offer a retirement incentive in fiscal year 2006, which may have contributed to the increase in the number of state employees remaining employed by the State.

Figure 1

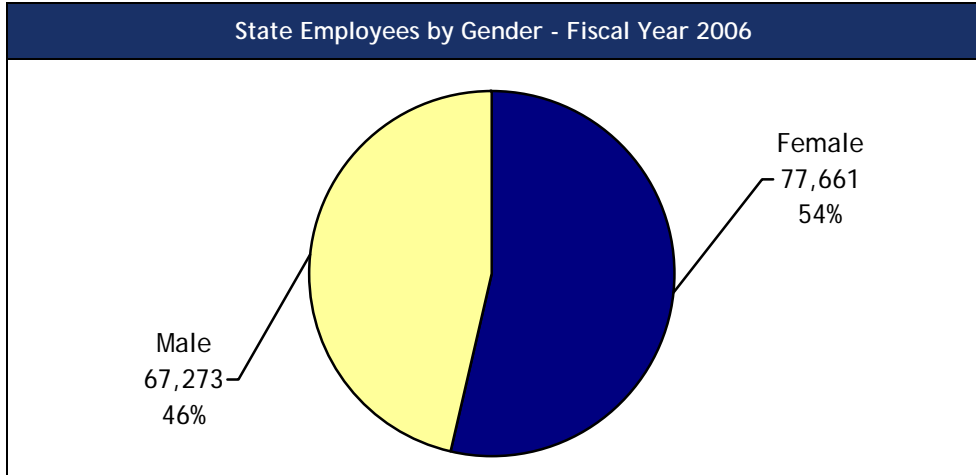


Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

Gender

Females make up 54 percent of the State's workforce (see Figure 2). In contrast, the civilian labor force in Texas is 55 percent male.

Figure 2

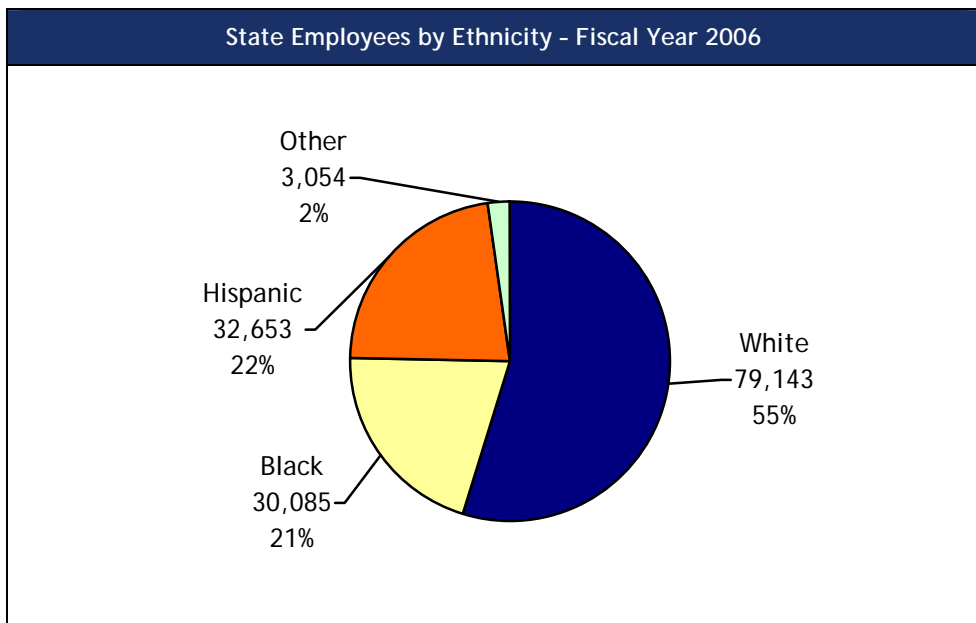


Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

Ethnicity

The State's workforce is ethnically diverse, with 55 percent white, 22 percent Hispanic, and 21 percent black employees (see Figure 3). The remaining 2 percent of the workforce includes Asian and American Indian populations. In comparison, the civilian labor force in Texas consists of 58 percent white, 28 percent Hispanic, and 11 percent black employees.

Figure 3

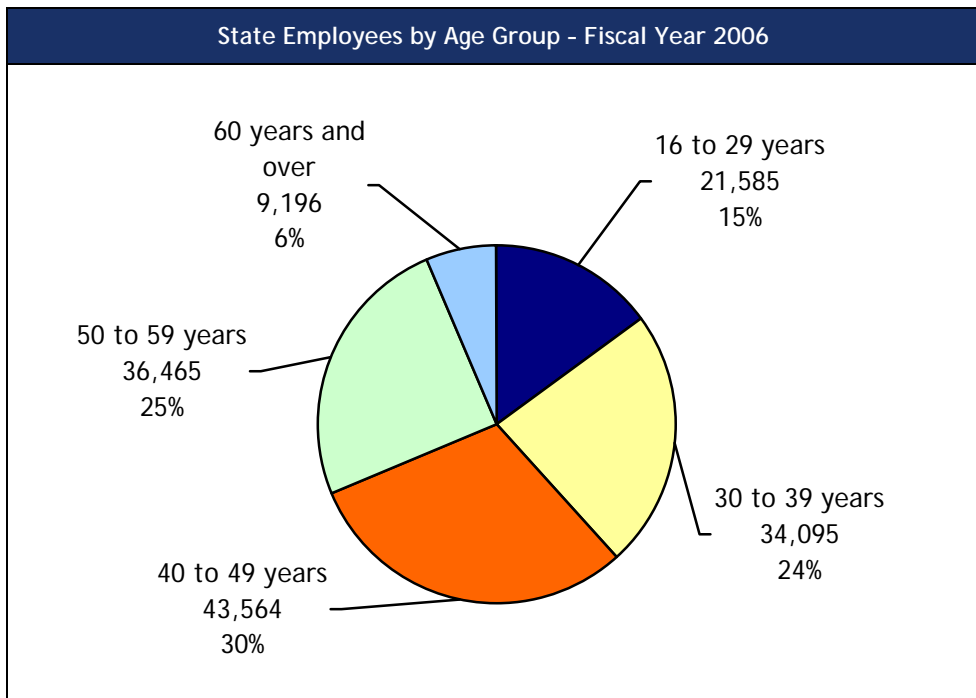


Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

Age

The State's workforce is getting older (see Figure 4). The average age of a state employee increased from 41.9 years in fiscal year 2002 to 43.4 years in fiscal year 2006. The median age for state employees in fiscal year 2006 was 44.0, which is older than the median age of 40.3 for the civilian labor force in 2004 and the 41.6 median age that is predicted for 2014. The median age is the age at which half of the labor force is younger and half of the labor force is older.

Figure 4



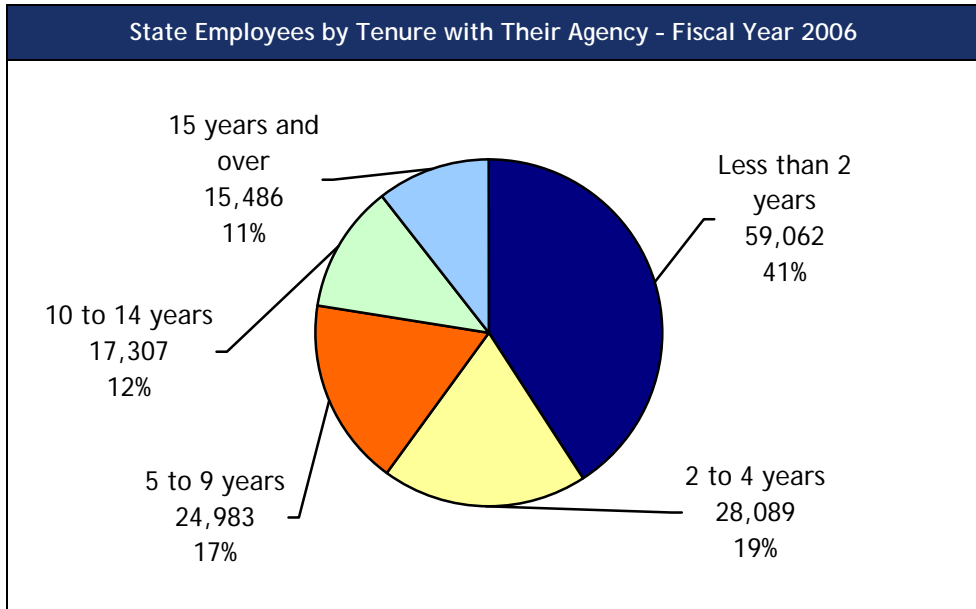
Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

Tenure

Sixty percent of state employees have fewer than 5 years of experience with their current agencies, compared to 67 percent of state employees who have more than five years of experience with the State (see Figures 5 and 6). While state employees may appear to lack significant experience with their current agencies, many have previous experience with the State and are staying employed by the State longer. Average tenure with an agency is 6 years, but average tenure with the State is 10 years.

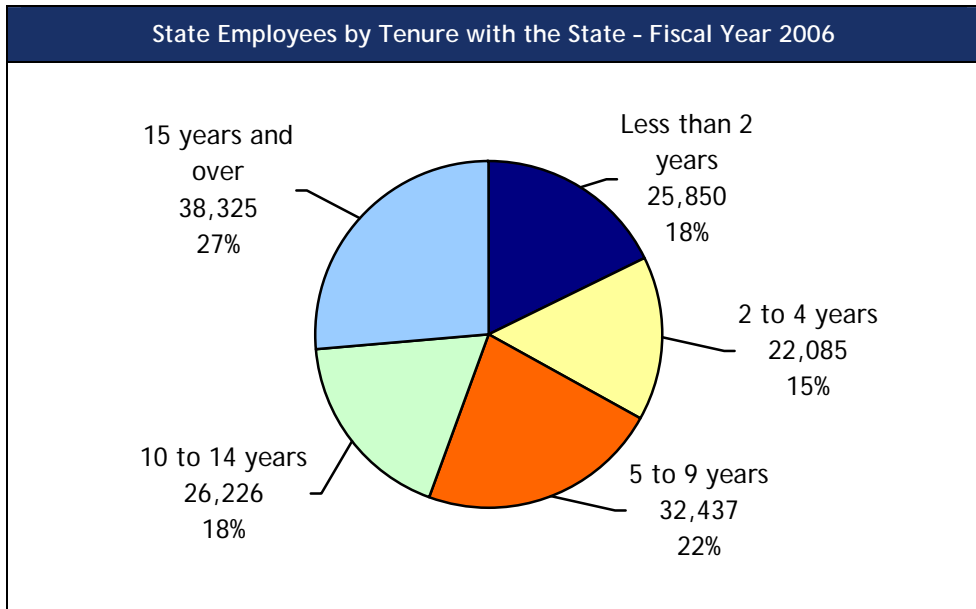
During the past five years, the average number of years state employees have been with their agency has declined; however, the average number of years state employees have been with the State has risen slightly. This is an indication that state employees are transferring from one state agency to another and, therefore, keeping knowledge and experience within the State.

Figure 5



Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

Figure 6

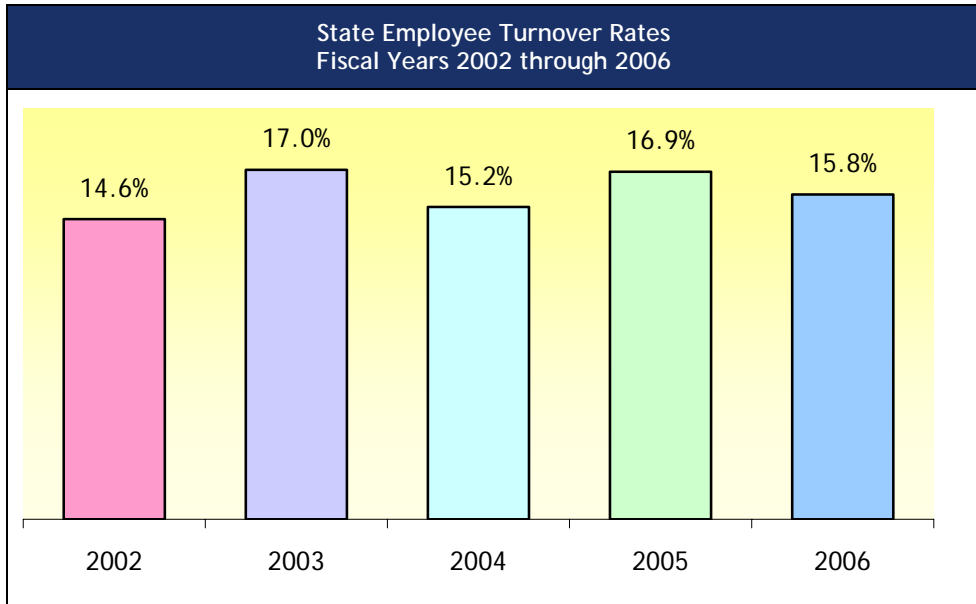


Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

Turnover

The overall state employee turnover rate for fiscal year 2006 was 15.8 percent. This was a decrease from the 16.9 percent turnover rate in fiscal year 2005 (see Figure 7). Excluding involuntary terminations and retirements, the state turnover rate was 10.6 percent in fiscal year 2006. (This rate was 10.7 percent during fiscal year 2005.) Involuntary terminations include dismissals for cause, resignations in lieu of separation, reductions in force, deaths, and terminations at-will.

Figure 7



Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

Turnover costs can be expensive. However, the costs associated with turnover are often difficult to estimate due to various factors such as the type of position being vacated, the salary of the new employee, whether a more experienced employee is hired, whether the employee leaving is an average-performer or an excellent performer, the availability of internal applicants, and whether the position is filled or remains vacant.

Costs usually associated with turnover include training and orientation, recruitment and selection, leave payout, and lower productivity during the time a position is vacant and during the time the new employee is learning the job.

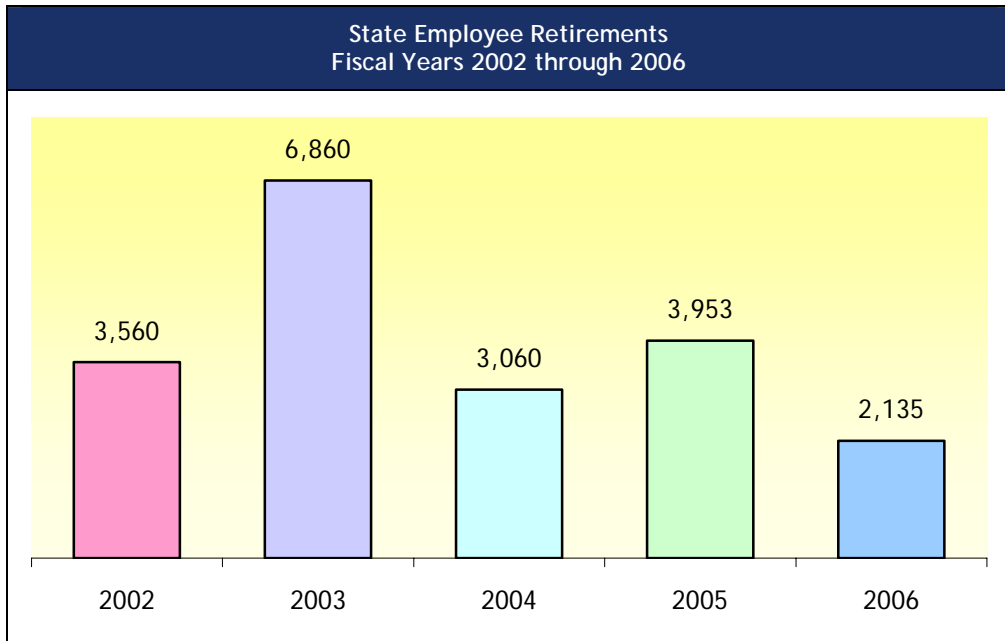
A conservative estimate for the cost of voluntary turnover in fiscal year 2006, including retirements, is approximately \$304 million. To calculate this cost, a conservative estimate of one-half times each employee's annual salary was used.

Retirement

The number of state employee retirements (2,135) decreased in fiscal year 2006 (see Figure 8). In fiscal years 2003 through 2005, the State offered a retirement incentive to state employees, which contributed to the number of retirements in those years.

The Employees Retirement System projected that 12,685 state employees were eligible to retire in fiscal year 2006. Taking into account the number of actual retirements, this means that 10,550 state employees who were eligible to retire chose not to retire.

Figure 8

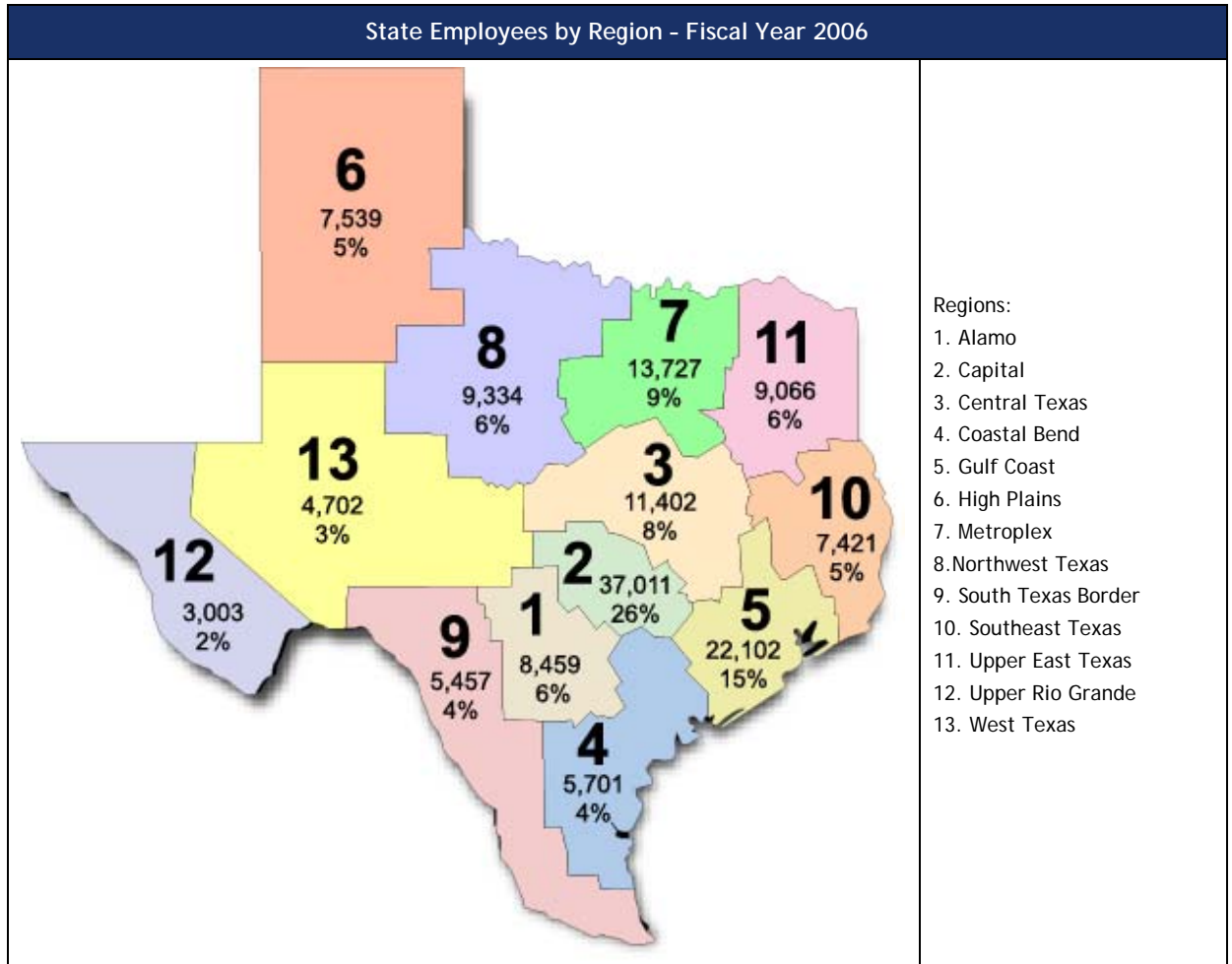


Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

Regions

The highest percentage of state employees (26 percent) work in the Capital region followed by the Gulf Coast region (15 percent) (see Figure 9). Within the Capital region, Travis County has the largest number (35,352) of state employees.

Figure 9



Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

General Appropriations Act Article

Seventy percent of state employees work for agencies in General Appropriations Act Article 2 (Health and Human Services) and Article 5 (Public Safety and Criminal Justice) (see Figure 10).

Agencies in Article 2 include:

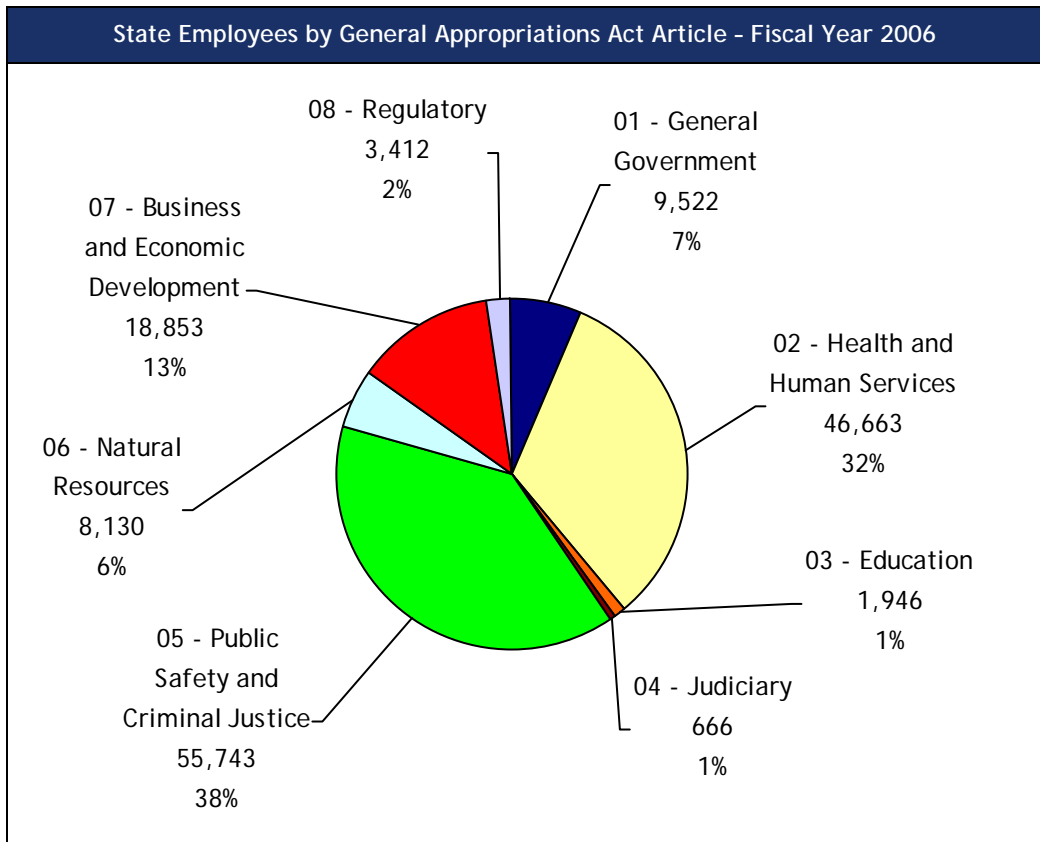
- The Health and Human Services Commission.
- The Department of Family and Protective Services.
- The Department of State Health Services.
- The Department of Assistive and Rehabilitative Service.

- The Department of Aging and Disability Services.

Agencies included in Article 5 include:

- The Adjutant General's Department.
- The Department of Public Safety.
- The Commission on Law Enforcement Officer Standards and Education.
- The Commission on Jail Standards.
- The Commission on Fire Protection.
- The Alcoholic Beverage Commission.
- The Juvenile Probation Commission.
- The Youth Commission.
- The Department of Criminal Justice.

Figure 10



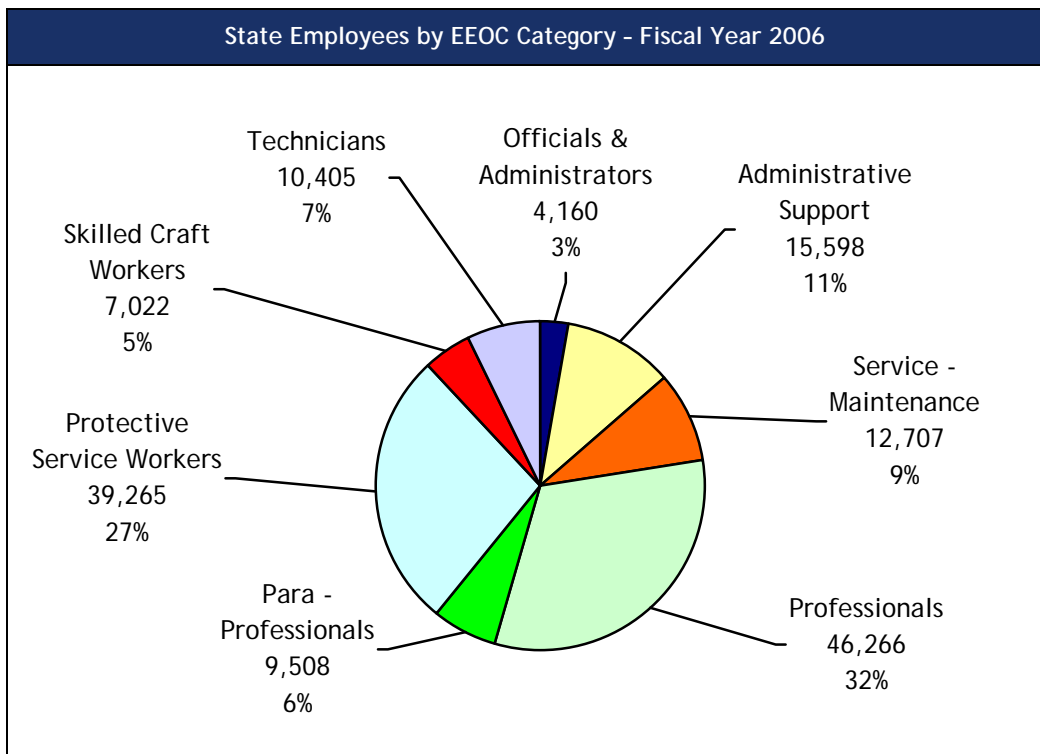
Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

U.S Equal Employment Opportunity Commission (EEOC) Categories

The distribution of state employees by EEOC category reflects a diverse workforce.

State employees categorized as professionals make up the largest percentage of employees (32 percent), followed by protective service workers (27 percent) (see Figure 11).

Figure 11



Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

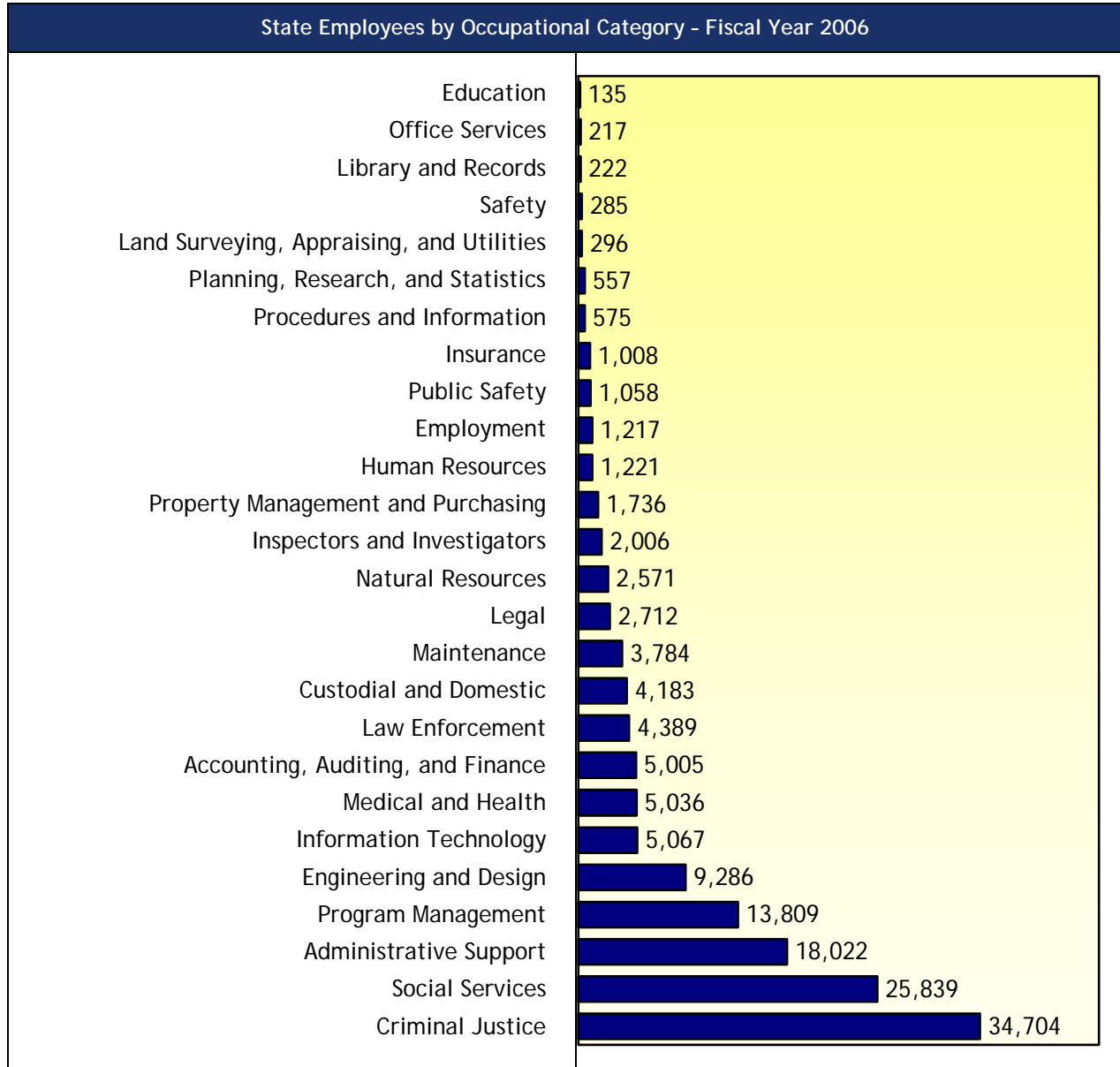
The EEOC defines professionals and protective service workers as follows:

- **Professionals** - Occupations that require specialized and theoretical knowledge, which is usually acquired through college training or through work experience and other training that provides comparable knowledge. Examples include: social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, and librarians.
- **Protective service workers** - Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. Examples include: police patrol officers, fire fighters, guards, correctional officers, detectives, game and fish wardens, and park rangers.

Occupational Category

The criminal justice, social services, administrative support, and program management occupational categories have the highest number of state employees (see Figure 12). These categories also contain the most populated job classification series (for example, correctional officers, administrative assistants, mental health/mental retardation service aides/assistants/supervisors, and program specialists).

Figure 12

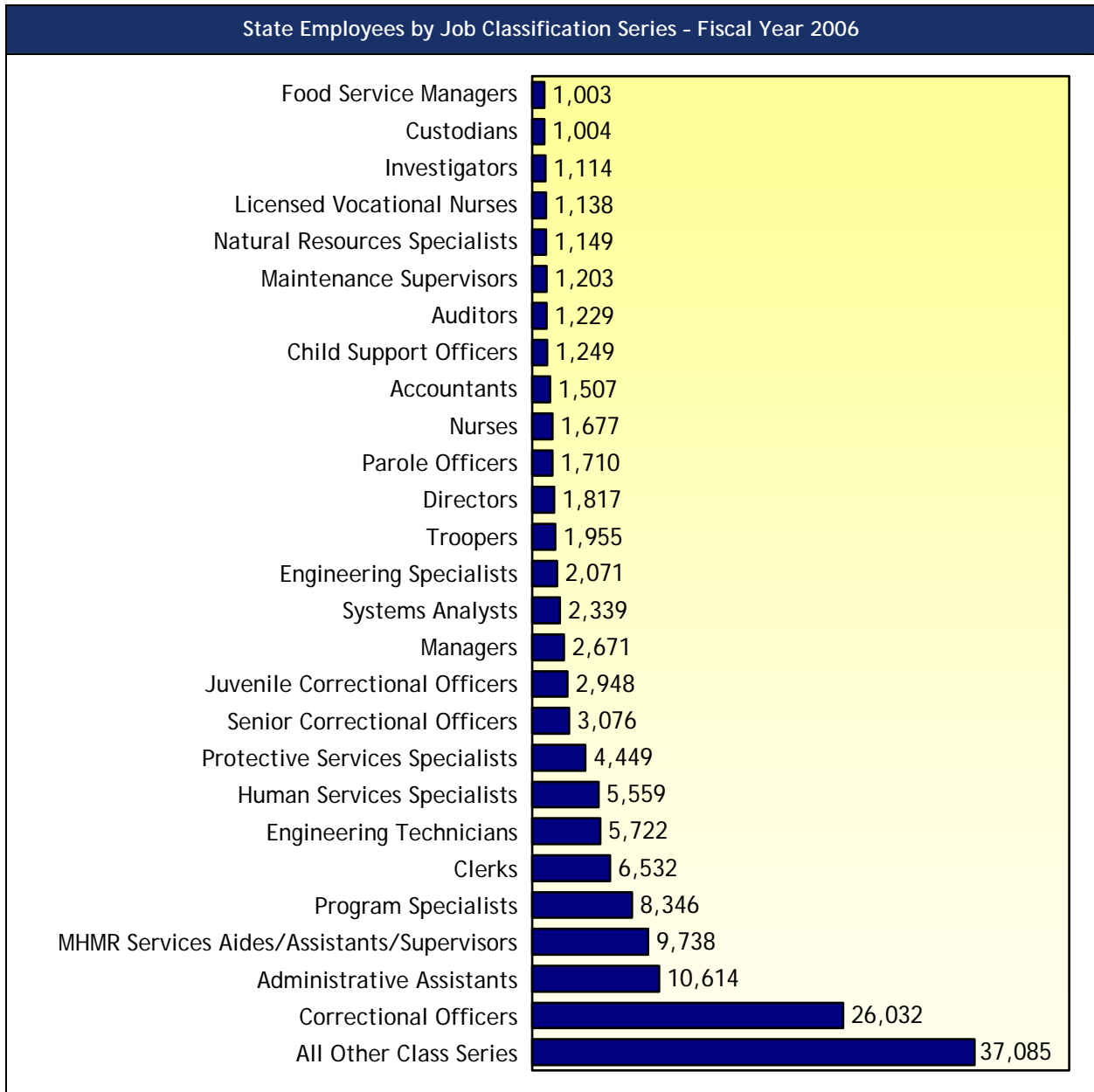


Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

Job Classification Series in the State's Position Classification Plan

The correctional officer job classification series has the largest number of state employees (26,032), followed by the administrative assistant job classification series (10,614). Figure 13 shows job classification series with more than 1,000 state employees. Job classification series with fewer than 1,000 state employees are combined in the "All Other Class Series" category.

Figure 13



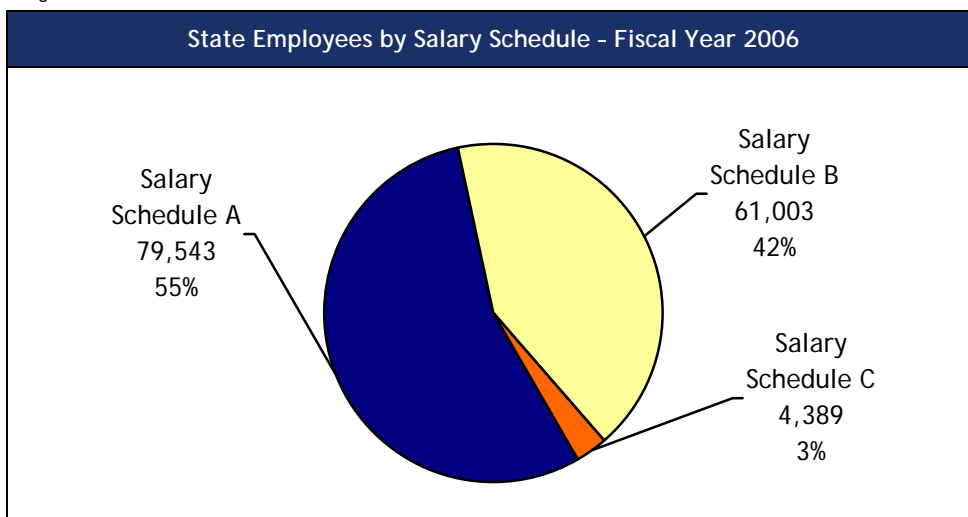
Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

Salary Schedules in the State's Position Classification Plan

Fifty-five percent of state employees are paid according to salary schedule A (see Figure 14). The State has three salary schedules:

- Salary schedule A covers administrative support, maintenance, technical, and paraprofessional positions.
- Salary schedule B covers primarily professional and managerial positions.
- Salary schedule C covers commissioned law enforcement positions at the Department of Public Safety, Parks and Wildlife Department, Alcoholic Beverage Commission, and Department of Criminal Justice.

Figure 14

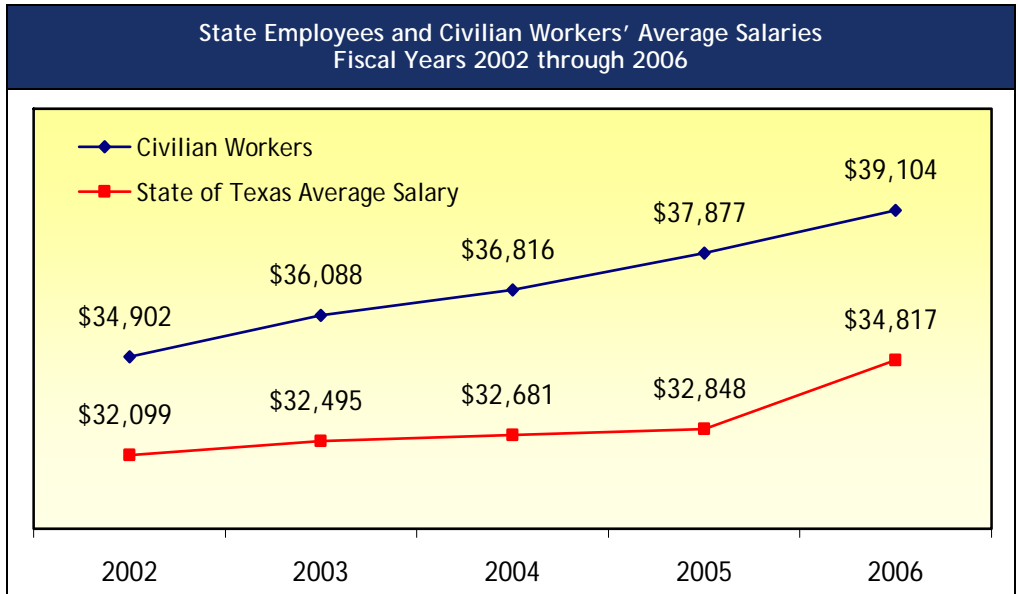


Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

Salaries

The average annual salary for state classified regular full-time employees was \$34,817 in fiscal year 2006 (see Figure 15). Average salaries for state employees have increased over the past five years. The most significant increase was in fiscal year 2006, when state employees received a 4 percent general wage increase. Prior to fiscal year 2006, the last general wage increase occurred in fiscal year 2002. As Figure 15 shows, average salaries remain below the average salaries for the civilian labor force in Texas.

Figure 15

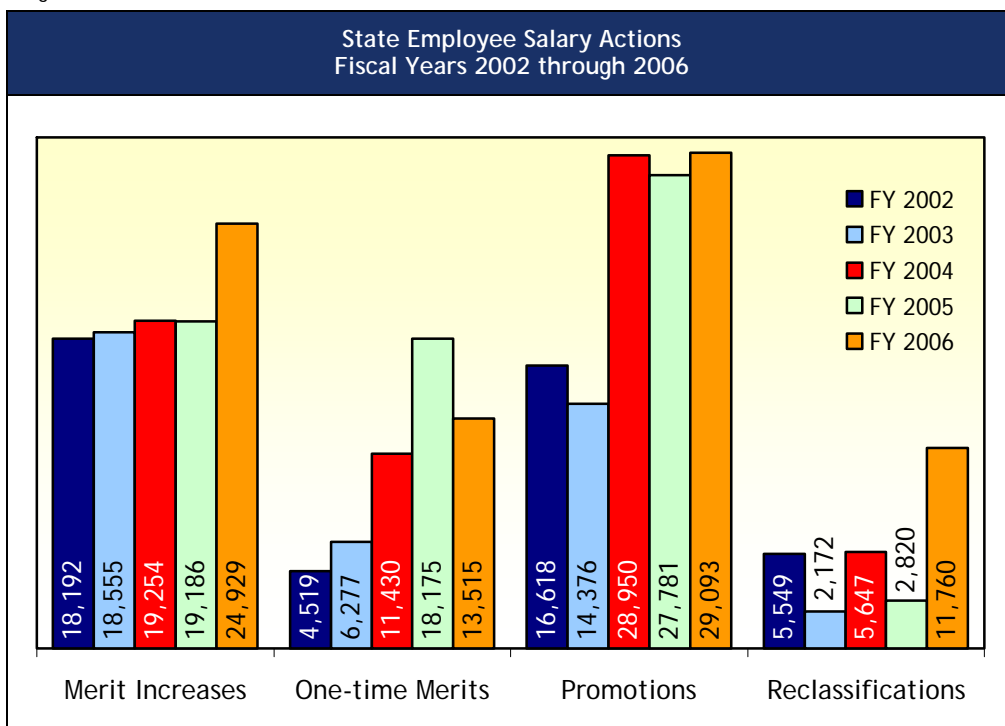


Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System and U.S. Department of Labor, Bureau of Labor Statistics.

Salary Actions

Salary actions, which include merit increases, one-time merits, promotions, and reclassifications, have varied considerably over the past five years (see Figure 16).

Figure 16



Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

Merit salary increases increased by 30 percent from fiscal year 2005 to fiscal year 2006, while one-time merit payments decreased by 26 percent. The number of reclassifications increased significantly by 317 percent. This was largely due to the State Position Classification Plan conversion process that occurred on September 1, 2006.

Merit increases and one-time merit increases are granted to employees whose job performance and productivity are consistently above that which is normally expected or required.

When employees receive a promotion, they are placed in a new job classification title that provides a higher minimum salary rate, requires higher qualifications, and involves a higher level of responsibility.

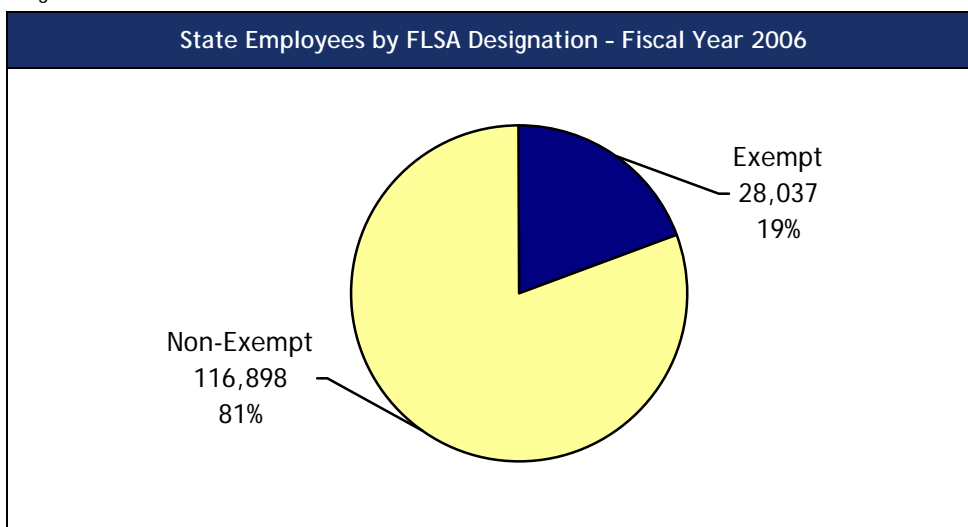
Reclassifications occur when there is a change in an employee's job classification title based on the actual duties performed by the employee; a reclassification does not refer to a change in an employee's duty assignment.

Without legislative salary increases, salary actions are the only means to grant salary increases to state employees.

U.S. Fair Labor Standards Act (FLSA) Designation

Eighty-one percent of state employees are classified as non-exempt and, therefore, are subject to the FLSA overtime provisions (see Figure 17).

Figure 17



Source: Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System.

An employee's FLSA designation (exempt or non-exempt) is generally determined by the type of work performed and method of compensation.

State employees subject to the FLSA provisions are entitled to receive compensation for any hours worked in excess of 40 hours in one workweek in one of the following ways:

- The employee may be allowed or required to take compensatory time off at the rate of 1.5 hours for each hour over 40 hours worked during the workweek.
- When granting compensatory time is not practical, the employee can receive 1.5 times the regular rate of pay at the time the work was performed for each hour worked over 40 hours during the workweek.

State employees who are exempt from the FLSA provisions may accrue state compensatory time for work hours that exceed 40 in a workweek. If an employee does not use state compensatory time within 12 months of when it was earned, the employee loses the time. In addition, employees who are exempt from the FLSA provisions may not be paid for any unused compensatory time.

The following information focuses on occupations that are the fastest growing, have the largest numeric increases, and have the largest numeric declines as projected by the U.S. Bureau of Labor Statistics for 2004 through 2014. Where applicable, comparable job classification series for state employees were matched to these occupations and are reflected on the following graphs.

Fastest Growing Occupations

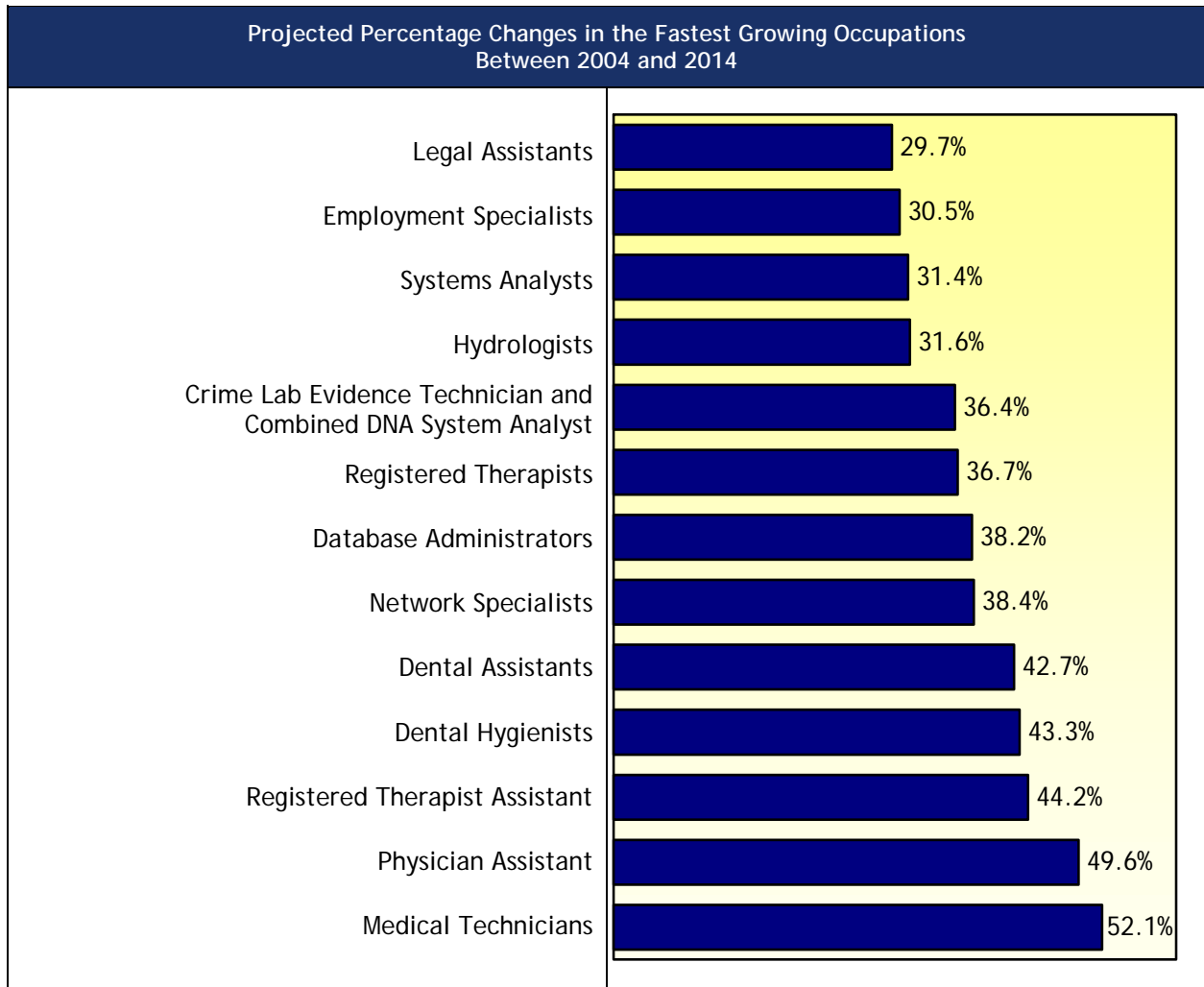
The State of Texas has 14 job classification series containing 4,810 state employees within the fastest growing occupations.

Of the fastest growing occupations with state job matches, the top five are health-related occupations with growth rates of 40 percent or more (for example, medical technicians, physician assistants, registered therapist assistants, dental hygienists, and dental assistants). Trends show individuals in these occupations will assume some duties formerly performed by more highly paid health care workers, such as dentists, physicians, and therapists.

Rapid growth among health-related occupations also reflects an aging population that typically requires more health care.

Figure 18 illustrates projected changes in employment in 14 occupations.

Figure 18



Source: Daniel E. Hecker, Occupational Employment Projections to 2014, *Monthly Labor Review*, November 2005.

Occupations with the Largest Job Growth

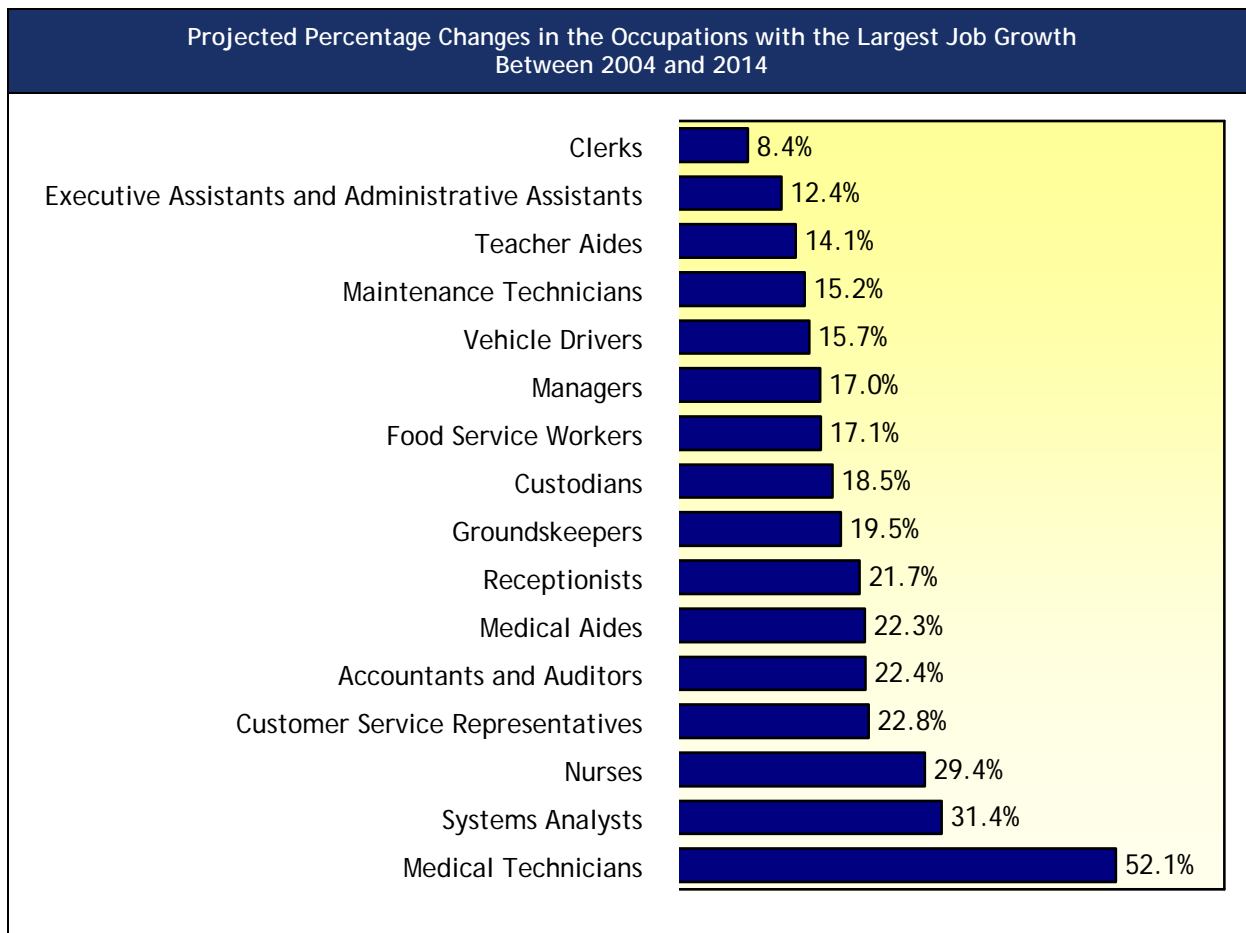
Texas has 18 job classification series containing 30,781 state employees within the occupations with the largest growth.

Occupations with the largest job growth are broader in nature than the fastest growing occupations. Of the occupations with the largest job growth with state job matches, six are office and administrative support; six are service occupations; three are management, business, and financial occupations; two are professional occupations; and one is in transportation.

If these trends continue, the State should expect significant competition in recruiting and retaining employees in these occupations.

Figure 19 illustrates projected changes in 18 occupations with the largest job growth.

Figure 19



Source: Daniel E. Hecker, Occupational Employment Projections to 2014, *Monthly Labor Review*, November 2005.

Occupations with the Largest Job Declines

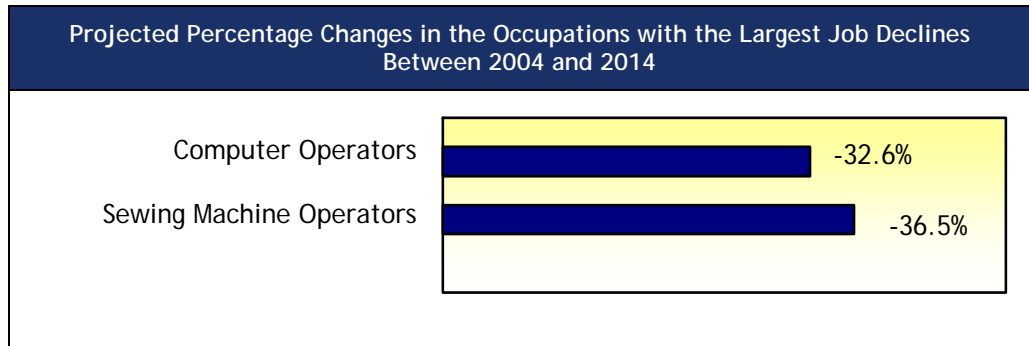
Texas has two job classification series containing 112 state employees within occupations that have had the largest job declines.

Occupations with the largest job declines are fewer in number compared to the fastest growing occupations and occupations with the largest job growth. Texas has two matches in the occupations with the largest job declines: sewing-room workers and computer operators. Advances in manufacturing and computer technologies will reduce demand and employment for these jobs.

Consistent with the projections for job losses, the number of state employees within these job classification series has also declined in the past five years.

Figure 20 illustrates projected changes in two occupations with the largest job decline.

Figure 20



Source: Daniel E. Hecker, Occupational Employment Projections to 2014, *Monthly Labor Review*, November 2005.

Workforce Trends and Challenges

The Society for Human Resource Management has identified key workforce trends and challenges that will have the most influence on the workplace in the next decade. These same trends and challenges will affect the State and its workforce. Selected trends and challenges and their impact on the State and its workforce are discussed below.

Health care costs will outpace the rate of inflation and growth in employees' salaries.

Despite increasing health care costs, the State continues to fund 100 percent of member-only coverage (for full-time employees) and 50 percent of dependent coverage. On average, health premiums for employer contributions and employee contributions for family coverage increased by 8.9 percent in fiscal year 2006. Also in fiscal year 2006, state employees received a 4 percent general wage increase. However, increases in health care costs and inflation offset the salary increases employees received.

Competition for qualified workers is increasing.

The U.S. Bureau of Labor Statistics has identified the occupations with the largest predicted job growth between 2004 through 2014. The State has 18 job classification series containing 30,781 employees that fall within those occupations. Therefore, if these trends continue, the State should expect significant competition in recruiting and retaining employees in these occupations, as well as other high-skilled, hard-to-recruit occupations such as nurses and correctional officers.

Organizations are increasing the attention paid to employee retention.

There is greater emphasis on organizations to develop retention strategies for current and future workers. As part of the strategic plan required under Texas Government Code, Section 2056.002, state agencies must conduct a strategic planning staffing analysis and develop a workforce plan to ensure that the appropriate workforce will be available to provide quality services to the citizens of Texas. To retain, hire, and motivate employees, it will be necessary for agencies to develop creative solutions that capture the evolving interests of the workforce.

Selected work continues to be outsourced.

Outsourcing involves moving certain functions or tasks from an organization to a third-party provider. Outsourcing of selected work is expected to continue. For example, the State has outsourced selected human resources functions at health and human services agencies to Convergys, a third-party provider. In spite of the growth trends in the outsourcing market, outsourcing decisions are being re-evaluated to ensure efficiencies and effectiveness.

An increased investment in training may be necessary.

The need for well-trained and skilled workers may require an increased investment in training. The State supports and encourages training and professional development for its employees. In fiscal year 2006, the State spent \$28 million on employee training and professional development. While training expenditures decreased by 22 percent during the past 5 years, the State continues to provide a variety of training and professional development opportunities for its employees.

Flexibility in work schedules and more opportunities for telecommuting remain important.

Offering employees more flexibility in terms of work-life balance remains an important component when competing for and retaining qualified employees. Employers who offer flexibility in schedules and workplaces will be the employers of choice. The State offers work-life programs such as flexible work schedules and telecommuting. Such programs help employees achieve success both in the workplace and at home and influence employee retention and morale.

Appendices

Appendix 1

Objective, Scope, and Methodology

Objective

The objective of this review was to provide demographic and statistical information on the State's workforce.

Scope

The scope of this review covered classified regular full- and part-time employees (excluding employees of higher education institutions).

Methodology

The demographic data was obtained from the Comptroller of Public Accounts' Human Resources Information System (HRIS), the Uniform Statewide Payroll/Personnel System (USPS), and the Standardized Payroll/Personnel Reporting System (SPRS). The data are self-reported by each agency into the HRIS, USPS, and SPRS systems. These data have not been audited or verified by the State Auditor's Office.

Additional statistical information was obtained from the following sources:

- U.S. Department of Labor, Bureau of Labor Statistics.
- U.S. Department of Commerce, U.S. Census Bureau.

Percentage totals may not equal 100 percent in selected graphs due to rounding. In most cases, data were rounded to whole numbers. Additionally, records with missing values were excluded from selected graphs and may not match overall statewide headcounts. Differences, however, are minimal.

Turnover rates that appear in this report exclude interagency transfers, which are not considered a loss to the State.

Average salaries are reported only for classified regular full-time employees. Part-time employee salaries cannot be annualized without information regarding the number of hours part-time employees work. If included, part-time salaries may skew the average salary.

Project Information

Fieldwork was conducted from October 2006 through November 2006.

The following members of the State Auditor's staff performed the review:

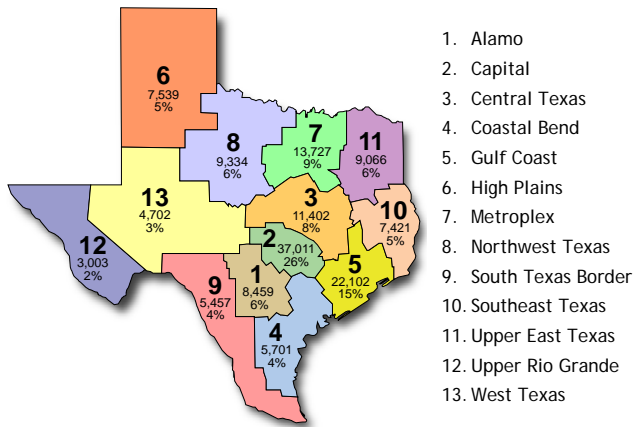
- Juliette Torres, CCP, PHR (Project Manager)
- Stacey McClure, PHR
- Agnes Rasmussen, CPA, CISA (Quality Control Reviewer)
- Susan Riley, CPA (Assistant State Auditor)

State of Texas Workforce Demographics

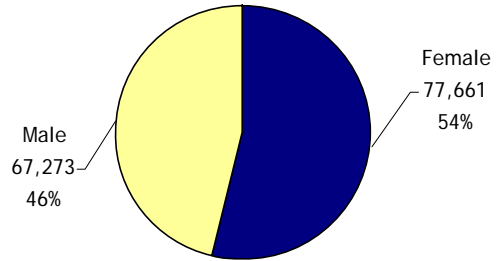
State of Texas

Number of State Employees	144,934
Average Annual Salary (full-time classified employees only)	\$34,817
Turnover Rate	15.8%

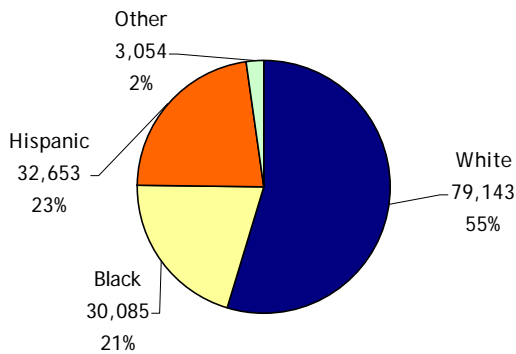
The Capital Region has the Highest Percentage of Employees



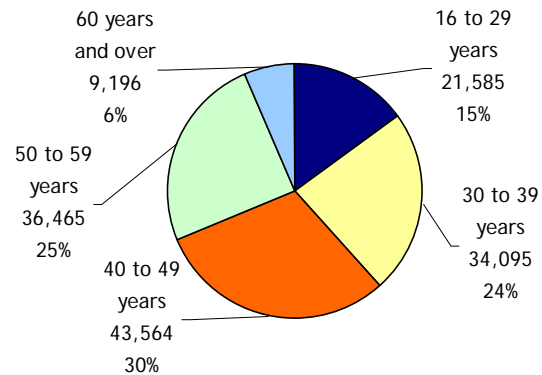
Females Outnumber Males



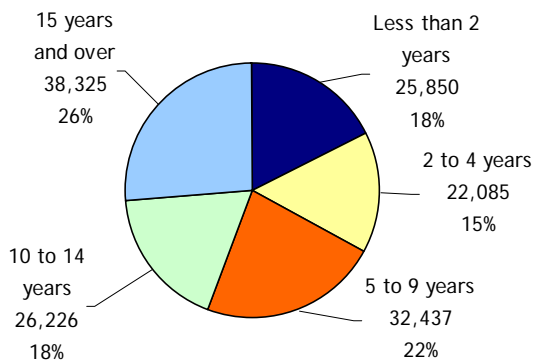
The Workforce is Ethnically Diverse



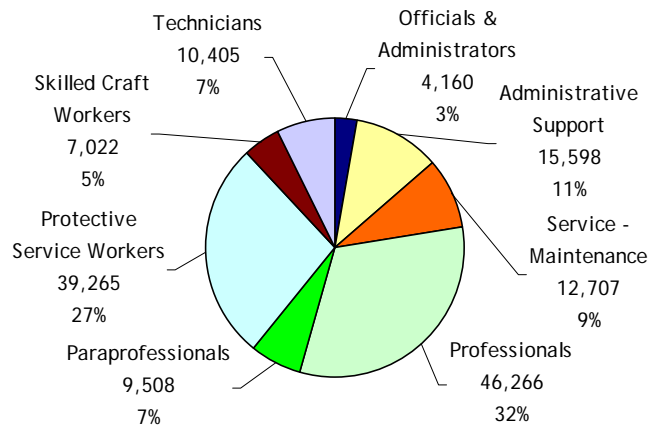
Average Age is 43 Years



Average State Tenure is 10 Years



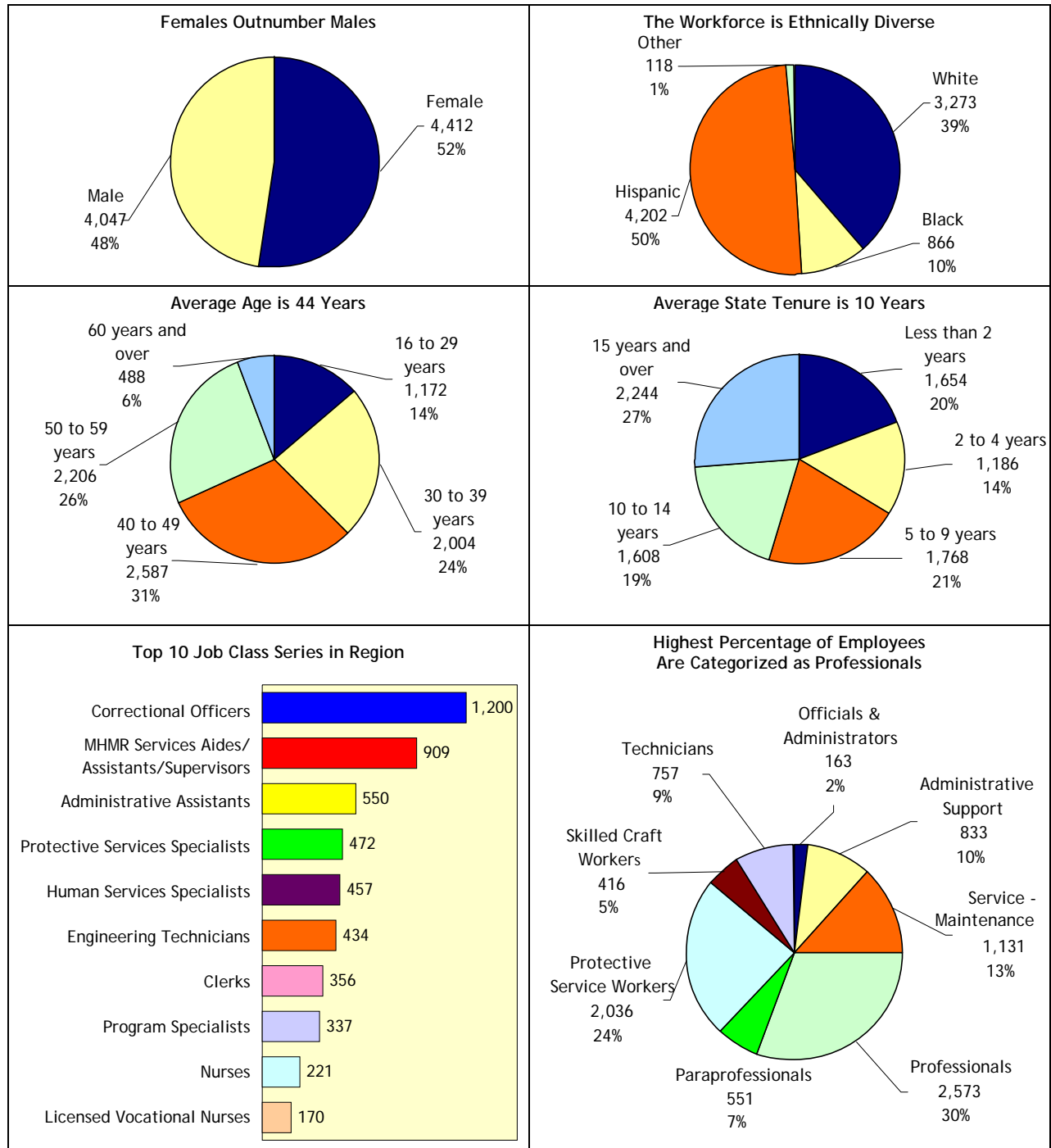
Highest Percentage of Employees Are Categorized as Professionals



Regional Workforce Demographics

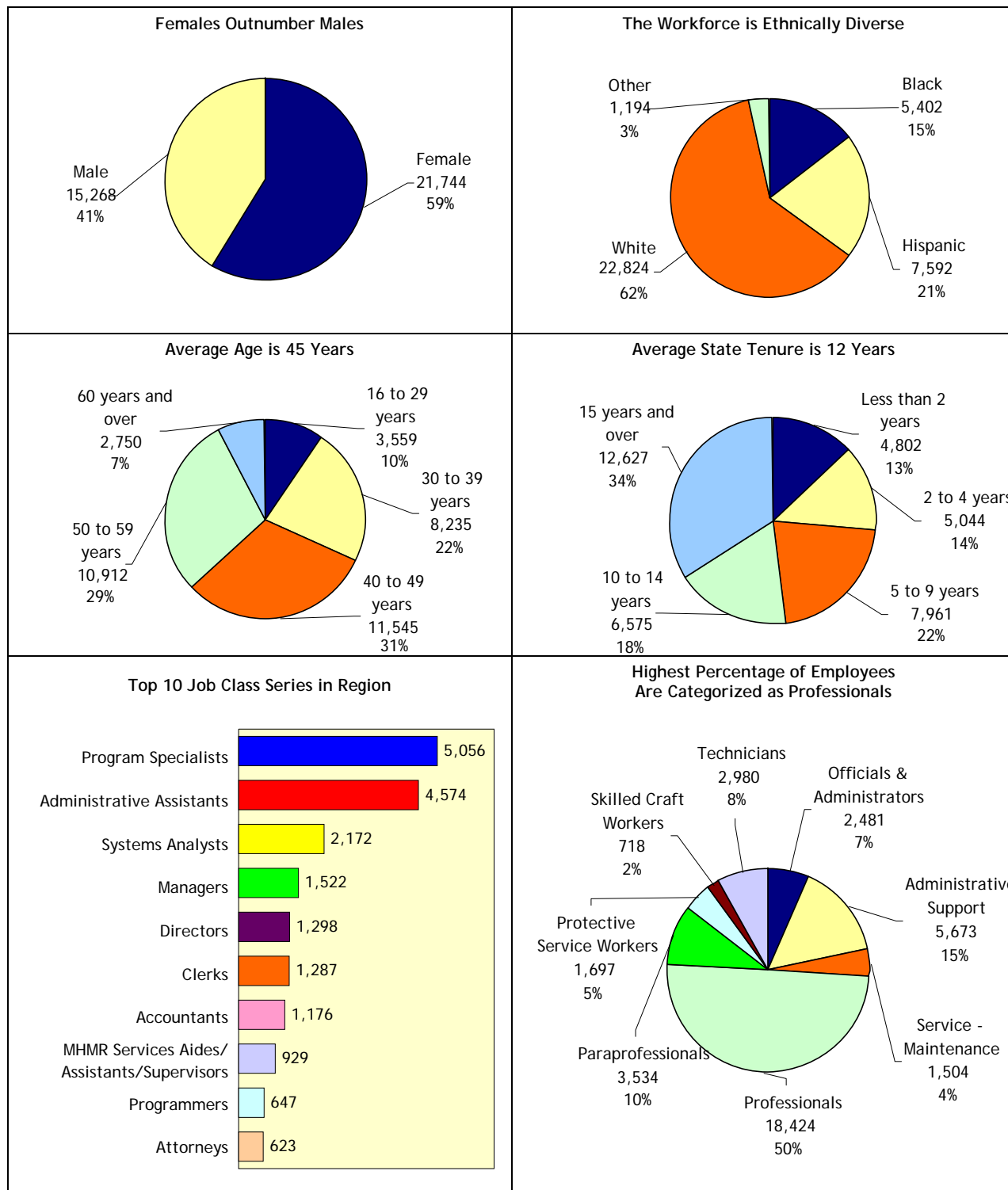
Alamo Region

Number of State Employees	8,459
Average Annual Salary (full-time classified employees only)	\$32,893
Turnover Rate	16.5%



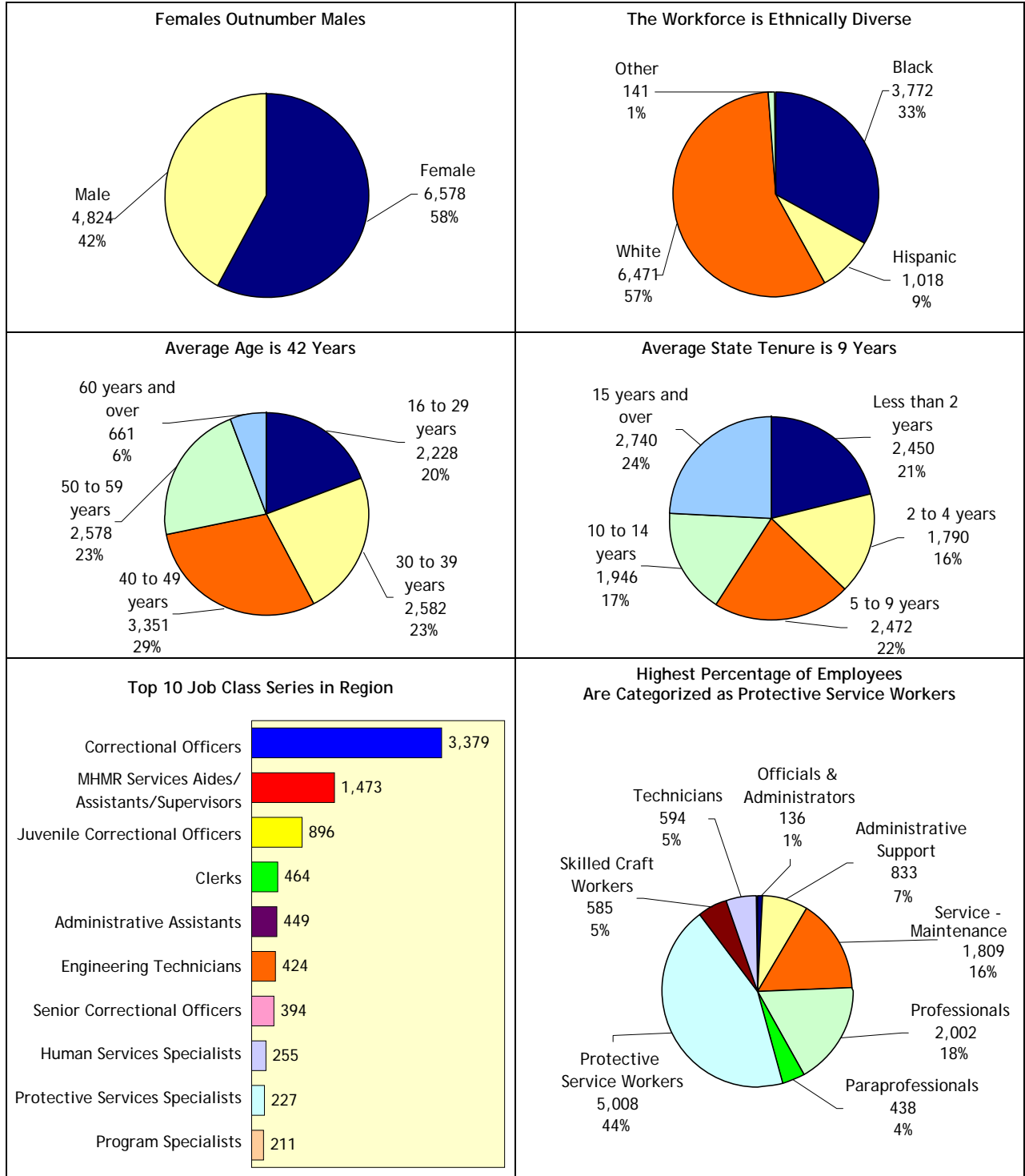
Capital Region

Number of State Employees	37,011
Average Annual Salary (full-time classified employees only)	\$43,605
Turnover Rate	11.2%



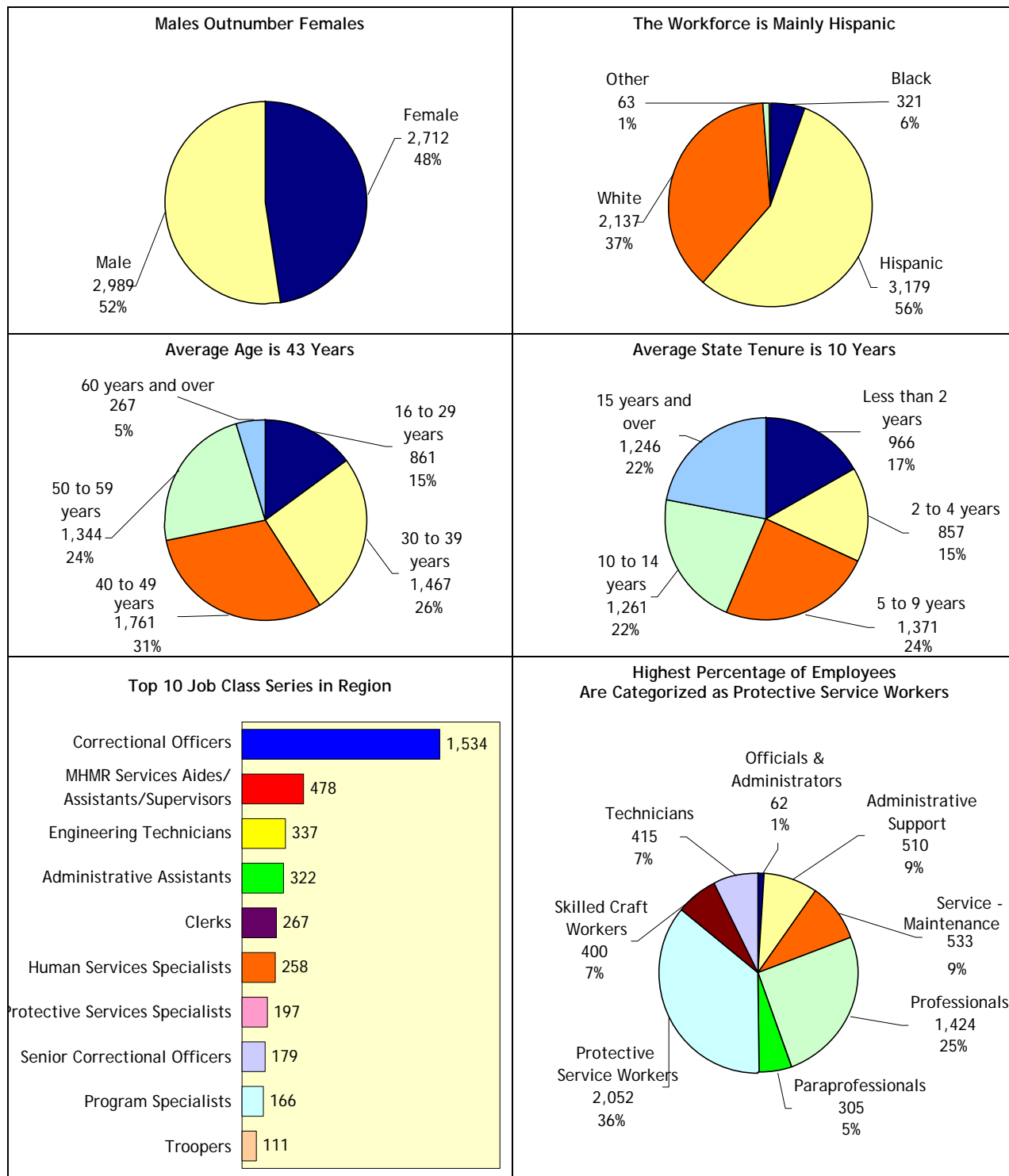
Central Texas Region

Number of State Employees	11,402
Average Annual Salary (full-time classified employees only)	\$29,815
Turnover Rate	20.7%



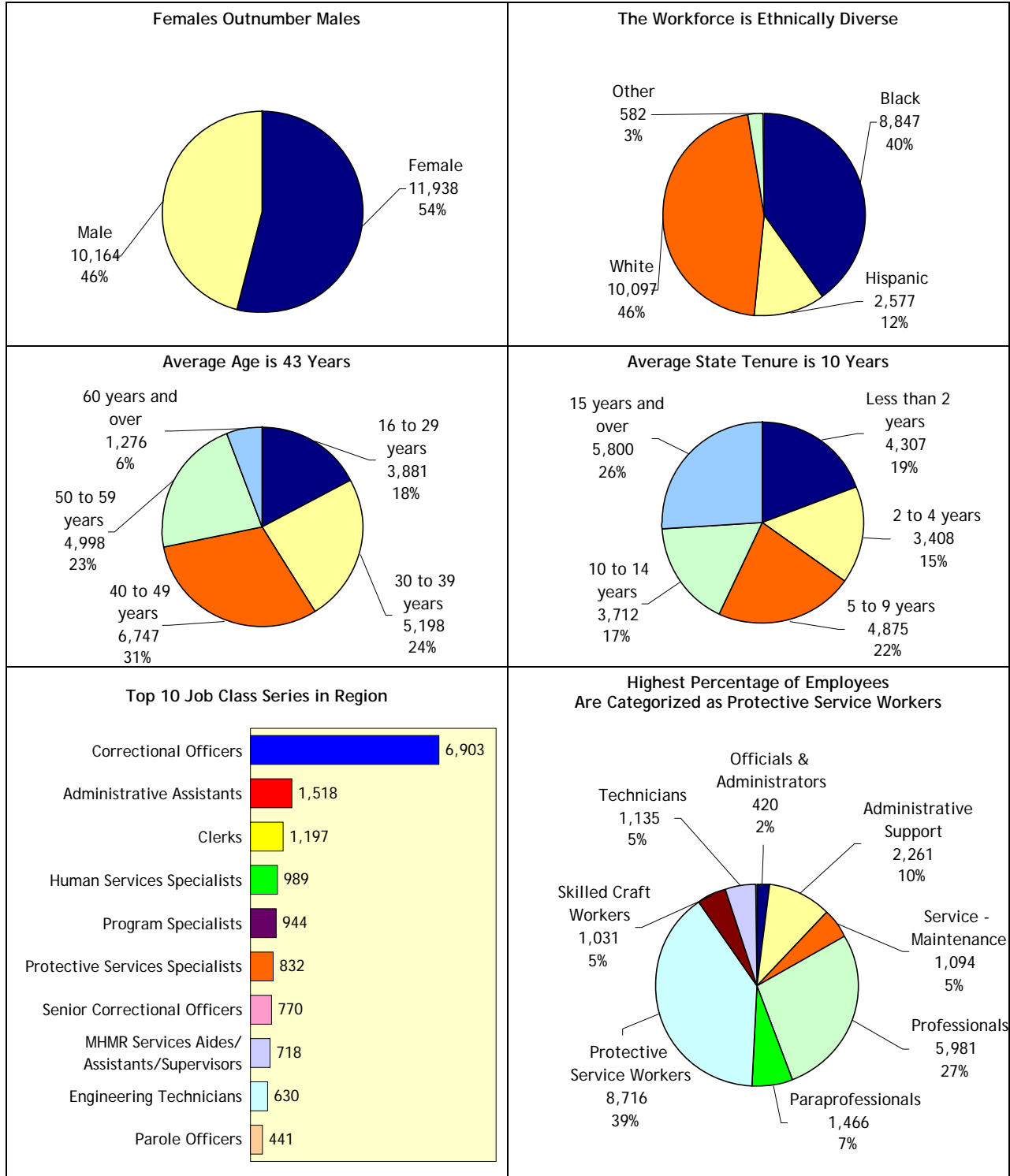
Coastal Bend Region

Number of State Employees	5,701
Average Annual Salary (full-time classified employees only)	\$31,744
Turnover Rate	16.1%



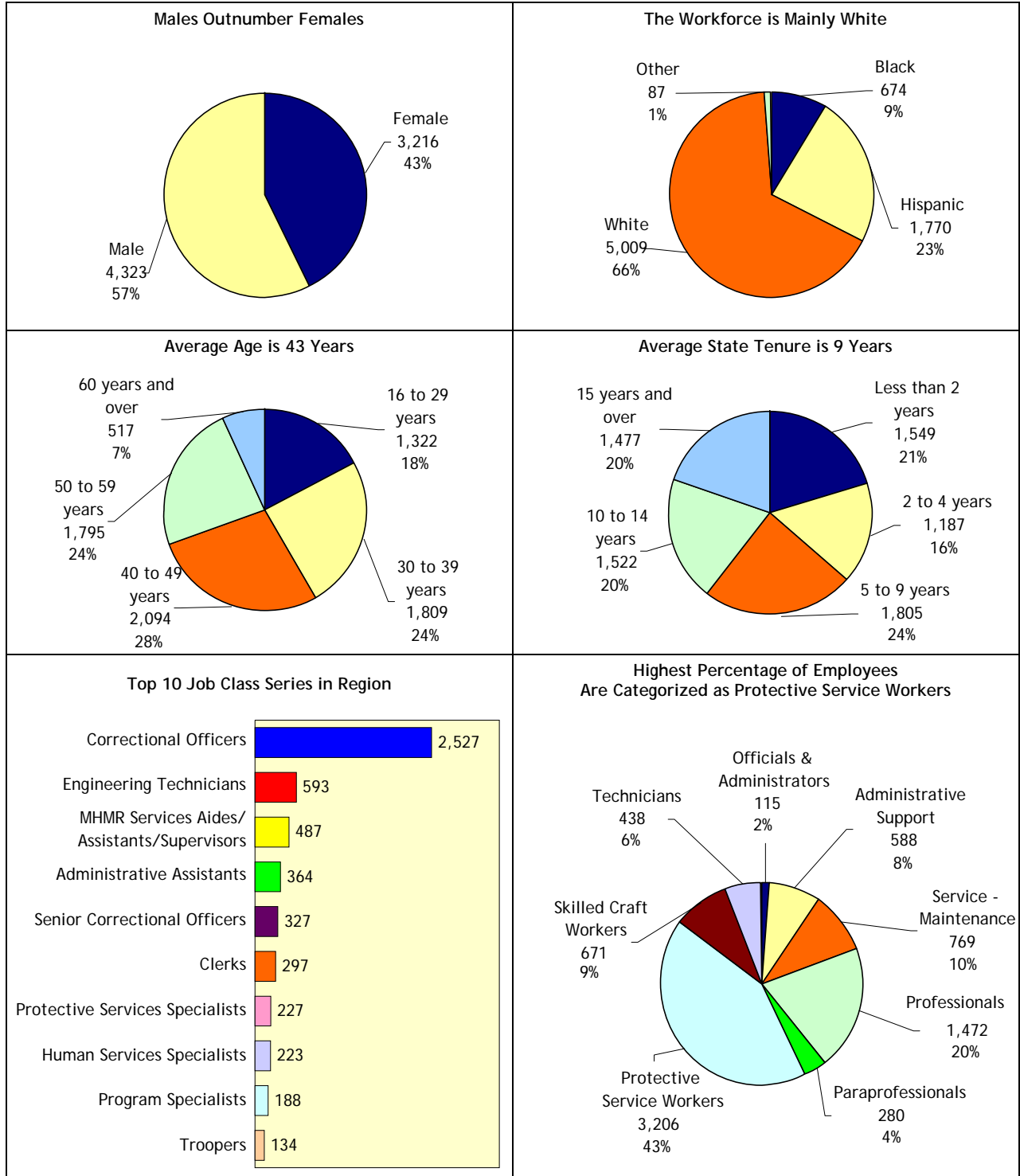
Gulf Coast Region

Number of State Employees	22,102
Average Annual Salary (full-time classified employees only)	\$32,254
Turnover Rate	16.8%



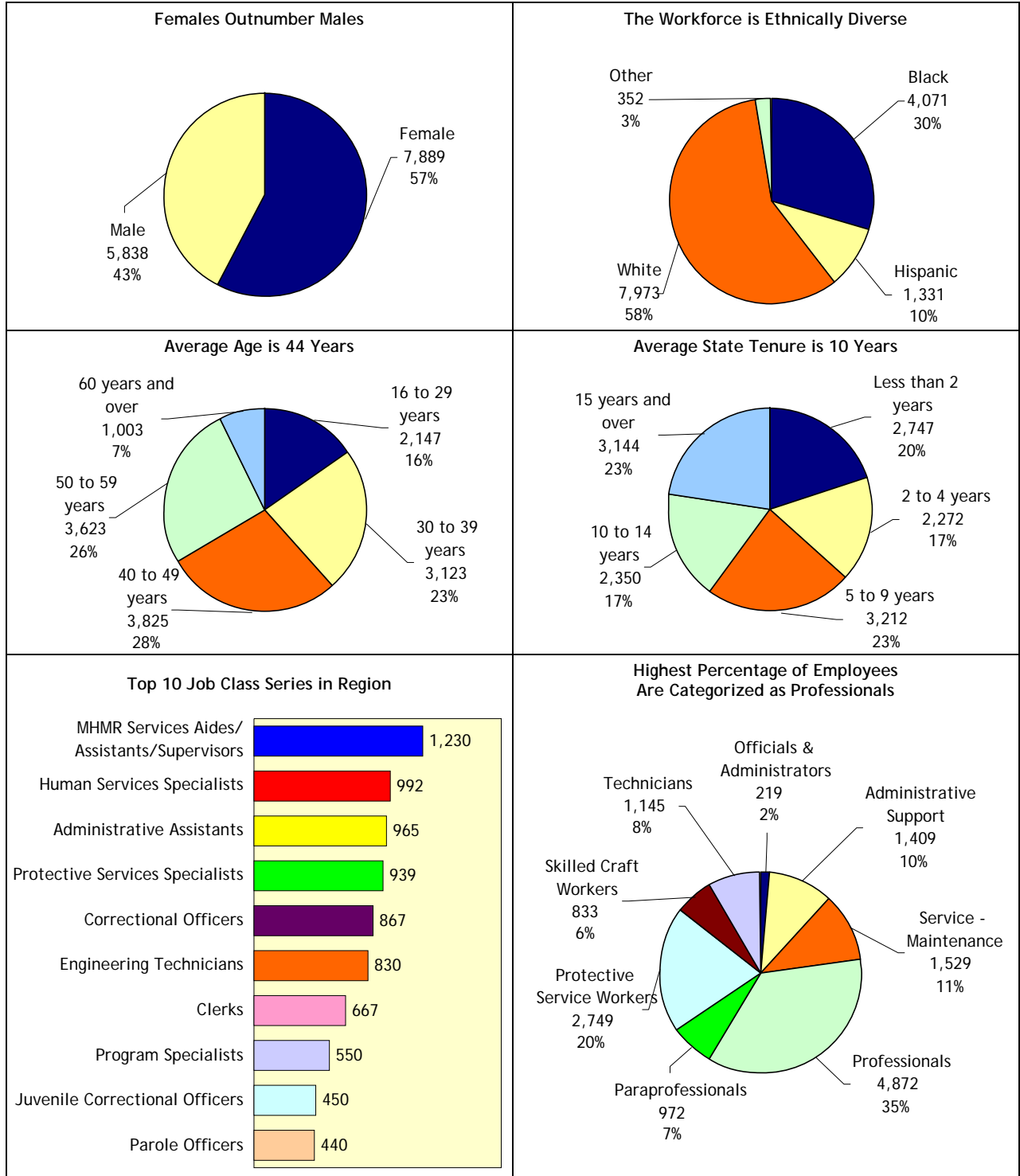
High Plains Region

Number of State Employees	7,539
Average Annual Salary (full-time classified employees only)	\$31,801
Turnover Rate	17.0%



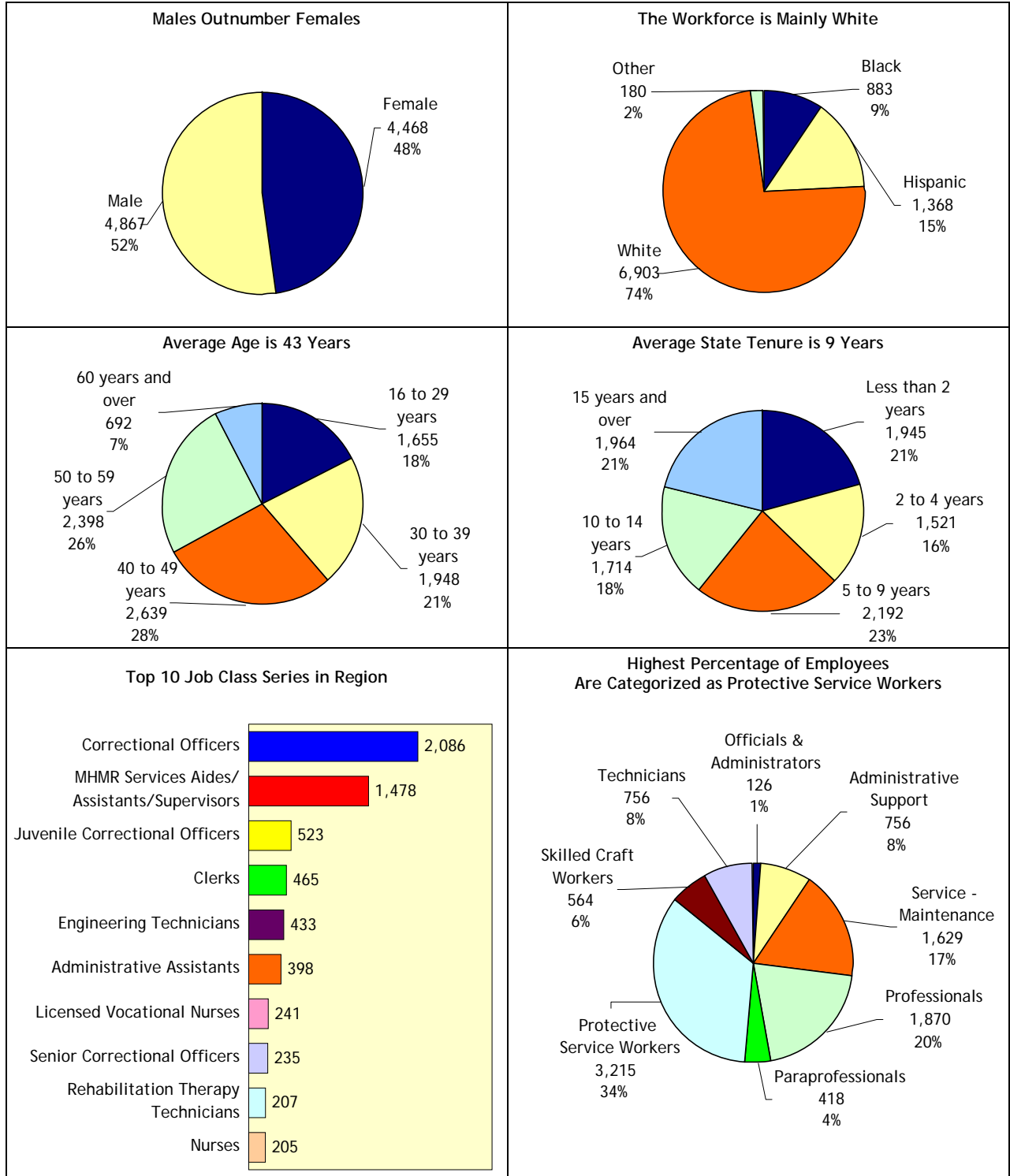
Metroplex Region

Number of State Employees	13,727
Average Annual Salary (full-time classified employees only)	\$33,288
Turnover Rate	15.9%



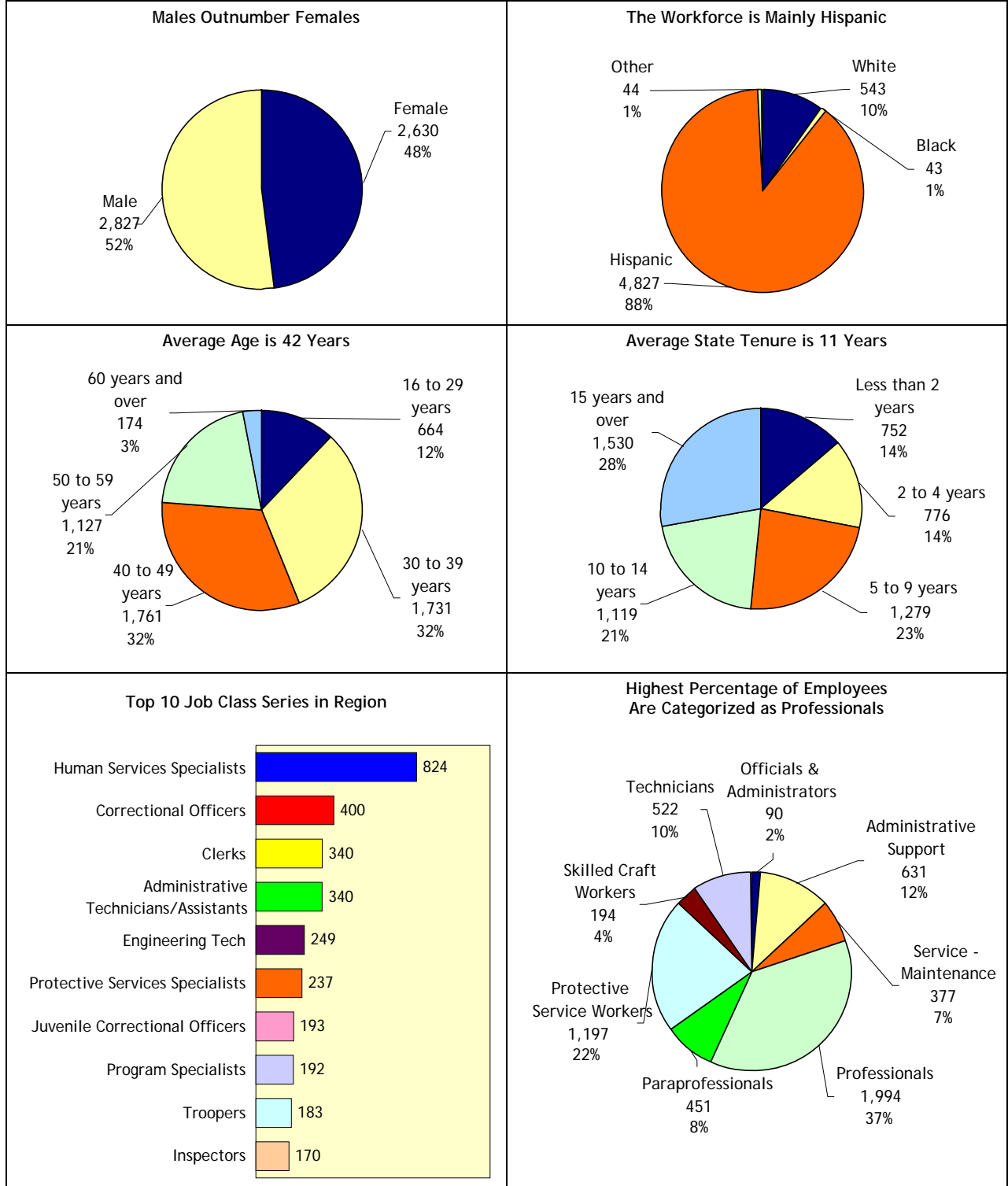
Northwest Texas Region

Number of State Employees	9,334
Average Annual Salary (full-time classified employees only)	\$29,726
Turnover Rate	18.9%



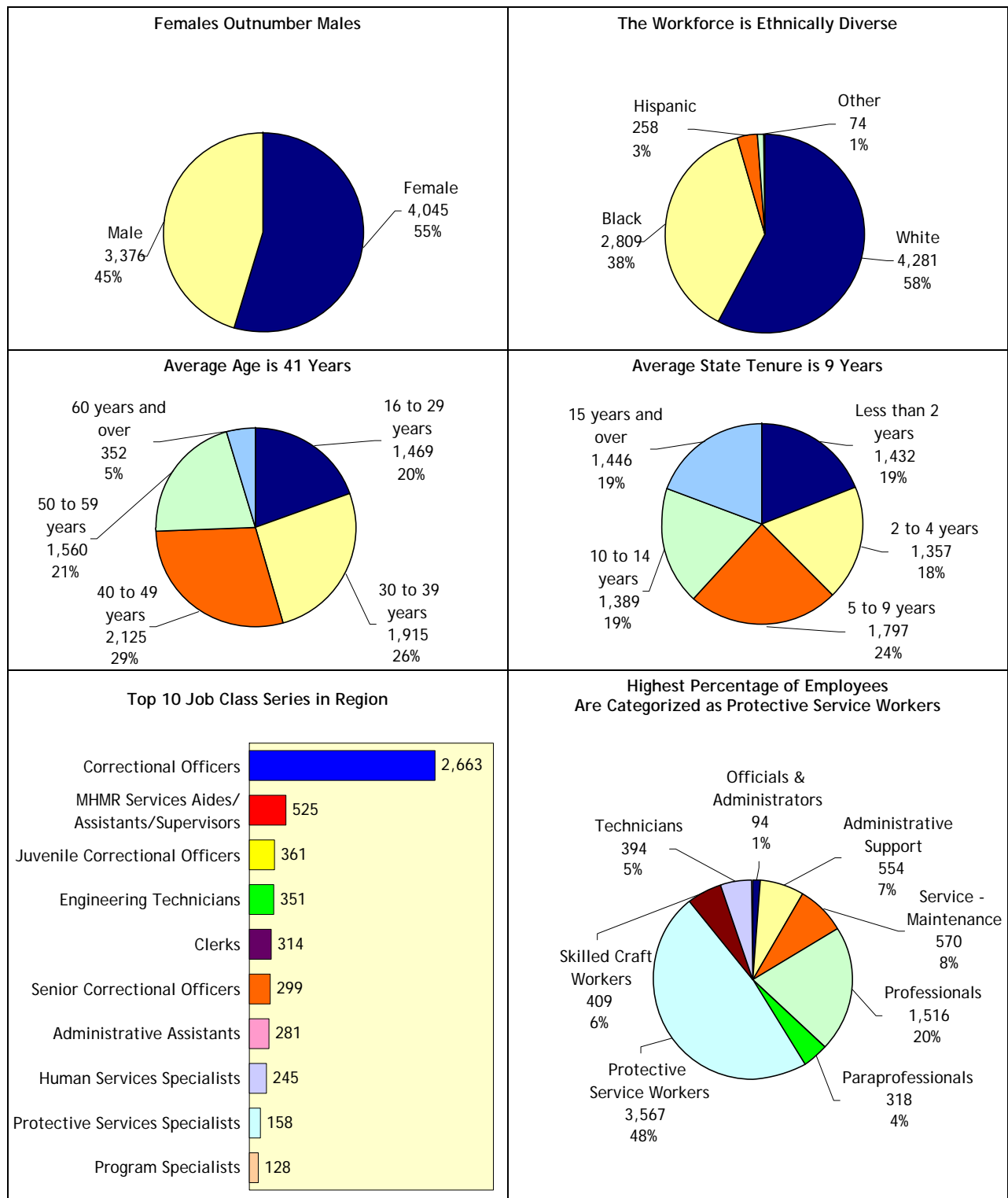
South Texas Border Region

Number of State Employees	5,457
Average Annual Salary (full-time classified employees only)	\$33,438
Turnover Rate	11.4%



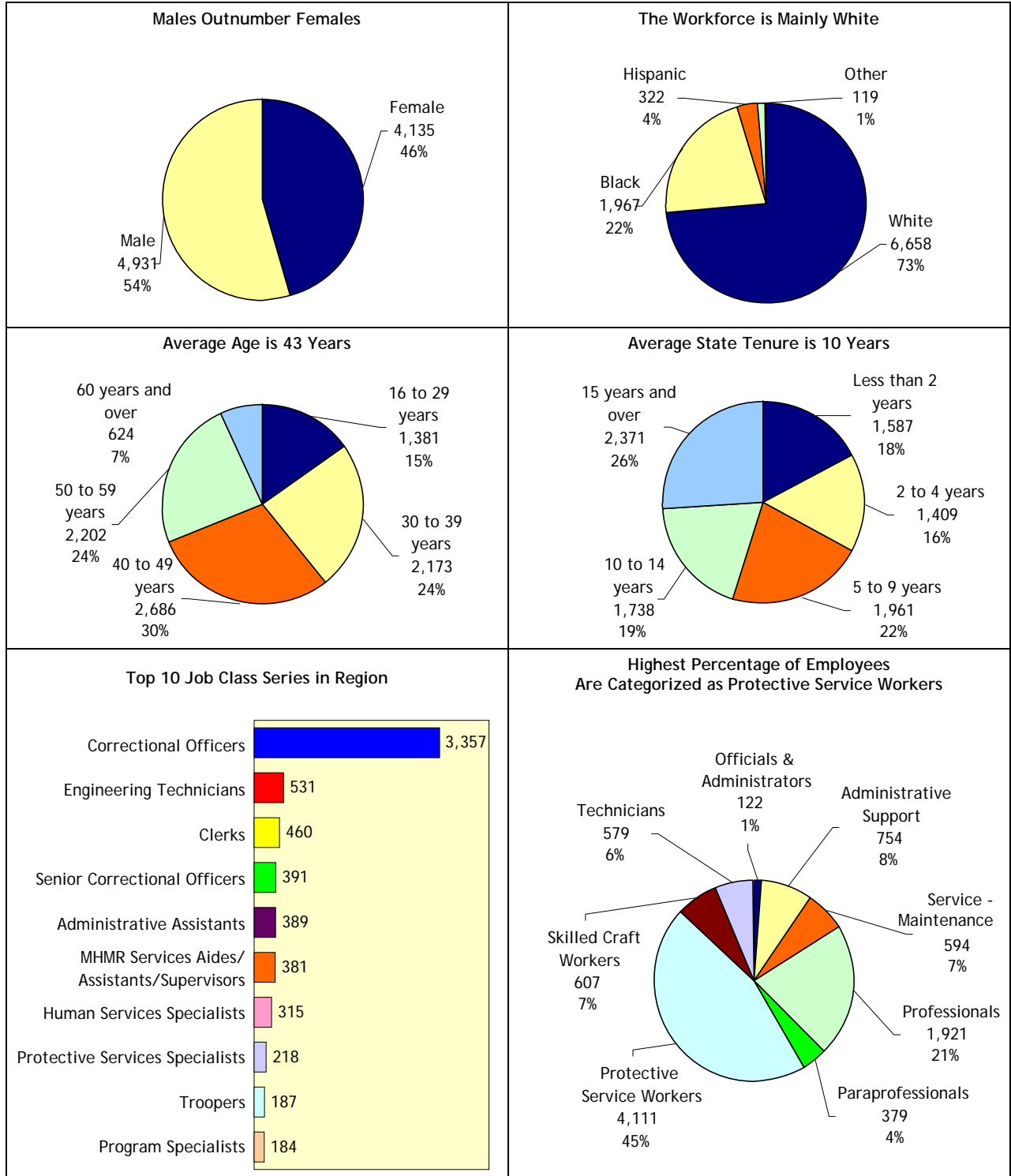
Southeast Texas Region

Number of State Employees	7,421
Average Annual Salary (full-time classified employees only)	\$30,868
Turnover Rate	21.5%



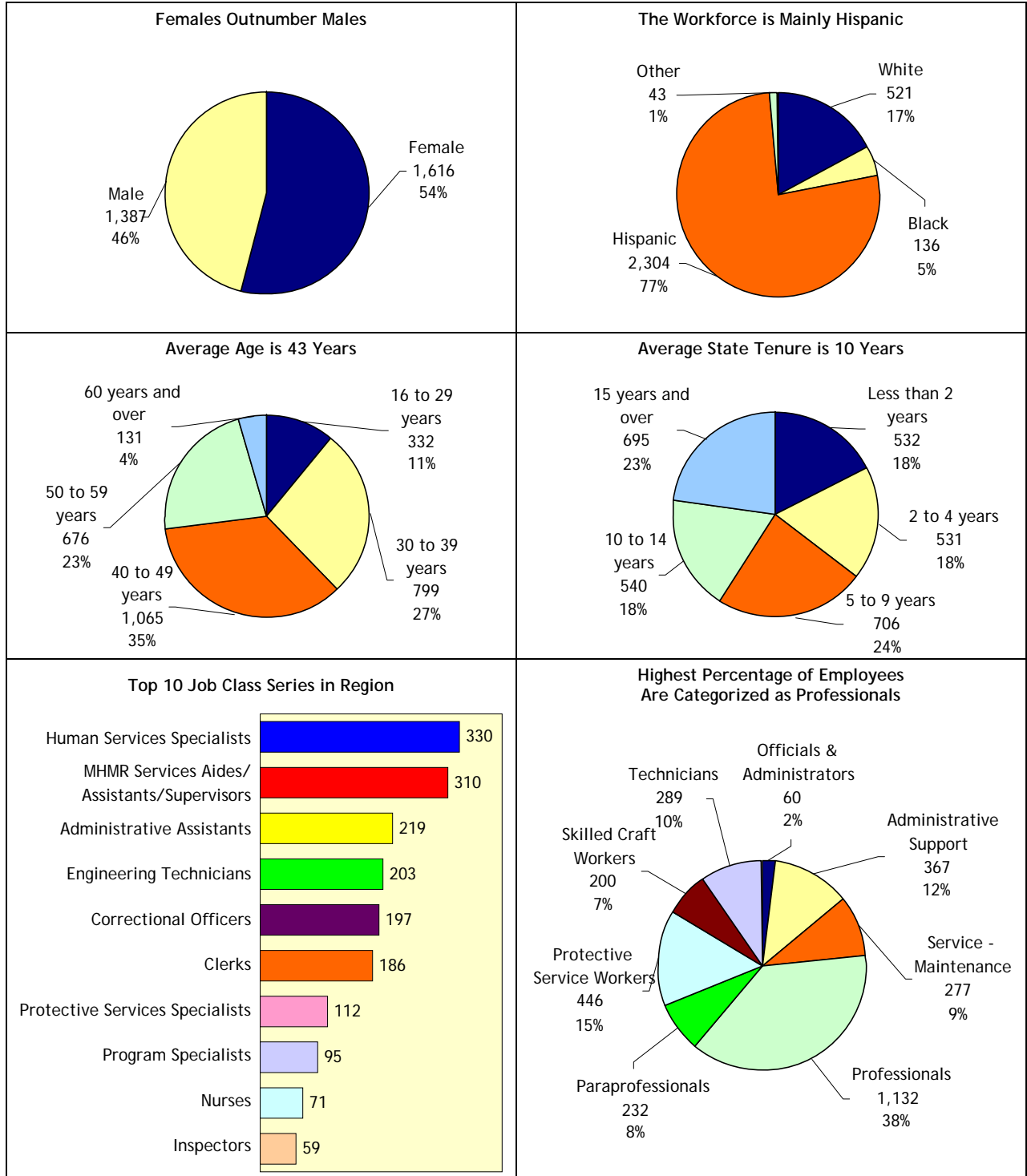
Upper East Texas Region

Number of State Employees	9,066
Average Annual Salary (full-time classified employees only)	\$32,382
Turnover Rate	16.4%



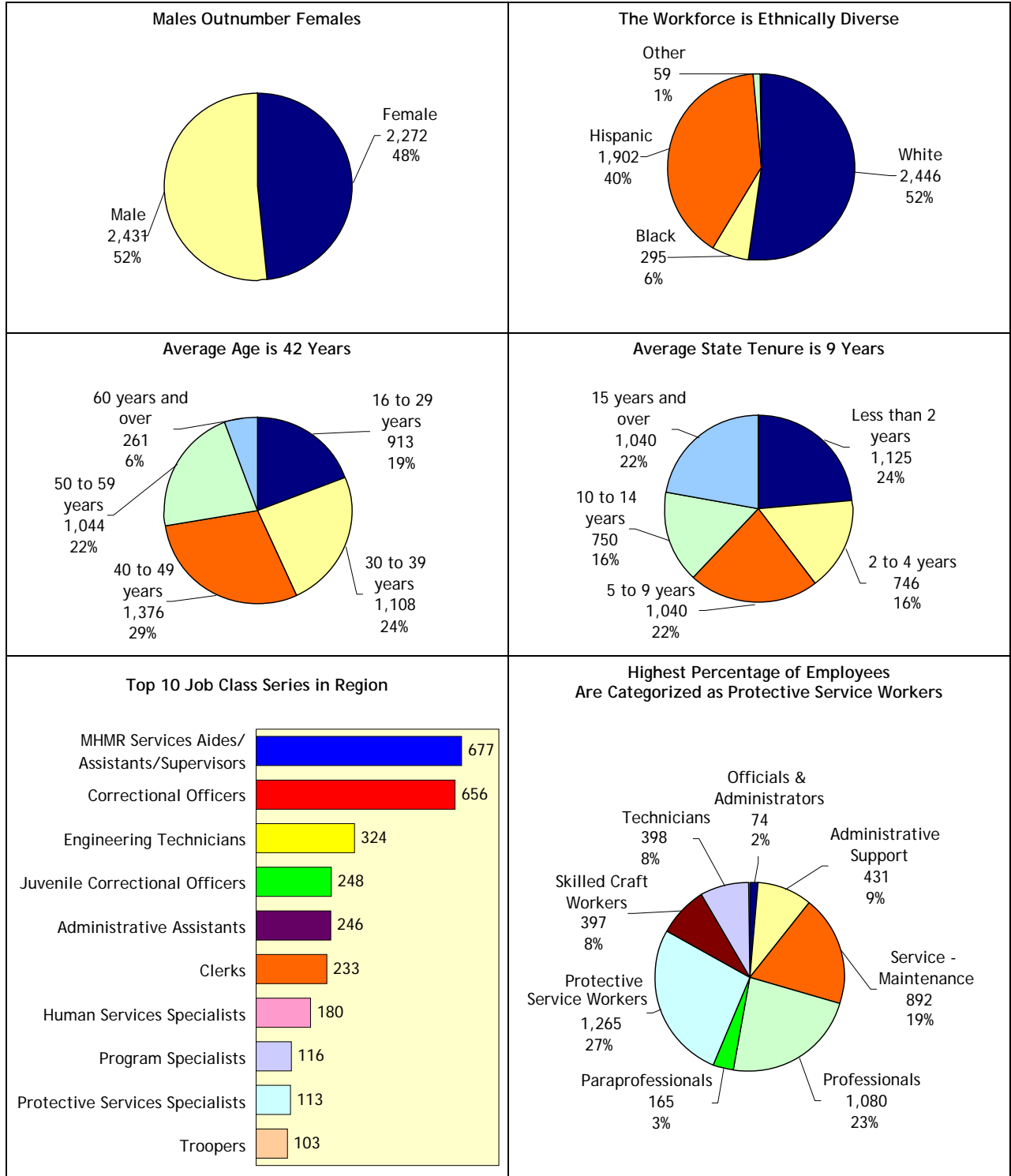
Upper Rio Grande Region

Number of State Employees	3,003
Average Annual Salary (full-time classified employees only)	\$32,868
Turnover Rate	12.6%



West Texas Region

Number of State Employees	4,702
Average Annual Salary (full-time classified employees only)	\$31,049
Turnover Rate	22.3%



Recent State Auditor's Office Work

Recent SAO Work		
Number	Product Name	Release Date
07-706	A Report on Classified Employee Turnover for Fiscal Year 2006	December 2006
07-705	A Report on the State's Law Enforcement Salary Schedule (Salary Schedule C)	December 2006
07-704	A Summary Report on Full-Time Equivalent State Employees for Fiscal Year 2006	December 2006
07-703	A Classification Compliance Review Report on the Texas Building and Procurement Commission	October 2006
07-702	A Biennial Report on The State's Classification Plan	September 2006
07-701	A Biennial Report on The Total Compensation Package for State of Texas Employees	September 2006

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The Honorable Tom Craddick, Speaker of the House, Joint Chair

The Honorable Steve Ogden, Senate Finance Committee

The Honorable Thomas “Tommy” Williams, Member, Texas Senate

The Honorable Jim Pitts, House Appropriations Committee

The Honorable Jim Keffer, House Ways and Means Committee

Office of the Governor

The Honorable Rick Perry, Governor



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