



A Report on

Executive Compensation at State Agencies

August 2018

Report No. 18-705



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Overall Conclusion

The State Auditor's Office conducted a study of 71 executive officers' salaries and assigned salary ranges at select state agencies.

The State Auditor's Office determined that disparities exist among the annual base salaries and salary groups of some executive officers compared with the annual base salaries and salary groups of other executive officers and/or the salaries of other management employees at state agencies. Specifically,

- Twenty-one (16.8 percent) executive officers were among the top 125 highest paid management employees at state agencies. However, the remaining 104 (83.2 percent) employees were in other management positions at state agencies¹ (see Table 1 on page 4 for more information).
- Fifty-four executive officer positions are currently assigned to a salary group with a pay range that may limit the ability to offer a market-competitive salary. While reassigning 51 of those executive officer positions to a higher salary group would incur no cost, the annual cost to bring the 3 remaining executive officers who hold those positions to the minimum of the new salary group is \$10,637 for each year of the 2020-2021 biennium.
- Market data indicates that the current salary group 8 may no longer offer a salary range that allows for a salary competitive with similar professional positions in the

Exempt Positions, Executive Officers, and Other Management Positions

Exempt Positions. An exempt position is exempted from the State's Position Classification Plan (Plan). Article IX of the General Appropriations Act establishes conditions for exempt positions. The schedule of exempt positions specifies salaries of certain positions not covered by the Plan.

Executive Officers. For the purpose of this report, "executive officers" refers to state employees who serve as the administrative heads for state agencies and hold titles such as executive director and commissioner.

Other Management Positions. For the purpose of this report, "other management positions" refers to state employees who are not executive officers and hold titles such as deputy director, general counsel, and chief financial officer.

Salary Groups, Salary Ranges, and Not-to-exceed Rates

For the 2018-2019 biennium, the State has eight salary groups for exempt positions. Each salary group has a corresponding salary range that establishes the appropriate minimum and maximum annual salary for each position assigned to that group.

In addition to having assigned salary groups, most executive officer positions also are assigned not-to-exceed rates, which limit the amount a position may be paid. Those rates cannot be changed unless specifically authorized in accordance with the General Appropriations Act (85th Legislature, Article IX, Section 3.04).

Twenty-four (35.3 percent) of 68 executive officer salaries are lower than the not-to-exceed rates. While a total of 71 executive officers were included in this report, 3 were interim; therefore, their salaries were not considered in the comparison to the not-to-exceed rates.

¹ The analysis of the 125 highest annual base salaries for management at state agencies, listed in Table 1, is based on the annual base salaries, as of June 30, 2018, for the job titles and excludes legislative agencies, higher education institutions, temporary positions, and medical and investment positions.

market for three state agencies with some of the largest budgets and amounts of full-time equivalent employees.

Furthermore, pay compression exists between the executive officer's base salary at some state agencies and the base salaries of other staff within the agency. Pay compression is when the pay of subordinate employees comes close to (or at times exceeds) the pay of direct supervisors. Specifically, a total of 30 employees at 14 state agencies had annual base salaries that exceeded the annual base salaries of their executive officers. That was a slight increase since fiscal year 2016 when 28 employees at 13 state agencies had annual base salaries that exceeded the salaries of their executive officers.

The State Auditor's Office placed agencies in one of three executive officer compensation tiers, which are agencies grouped according to recommended salary groups, based on factors such as the size of an agency's budget, the number of authorized full-time equivalent (FTE) employees, and the complexity of an agency's mission.

Project Objective and Scope

The objective of this report was to conduct a study reviewing compensation for positions that are exempt from the State's Position Classification Plan to:

- Compare exempt positions to market average compensation for similar executive positions.
- Compare exempt position salaries to classified position salaries.
- Prepare an analysis of exempt position compensation that considers agency size and complexity, agency appropriations, and full-time equivalent employee levels.

The Legislature directed the State Auditor's Office to conduct a study that reviews the compensation of exempt positions in Article IX, Section 3.08, the General Appropriations Act (85th Legislature). The scope of this study included 71 executive officer positions that were exempt from the State's Position Classification Plan during the 2018-2019 biennium.

The State Auditor's Office analyzed executive officer pay at state agencies and other public and private sector entities, taking into account factors such as:

- The size of the agency's annual appropriations.
- The agency's number of authorized FTE employees using data as of February 28, 2018, including changes approved by the Governor and the Legislative Budget Board.
- The market average compensation for similar executive positions.

- The executive officer position's annual base salary compared to the annual base salaries of classified positions within the agency.
- Specialized education required for each position.

This study excluded positions at higher education institutions and legislative agencies, elected officials, the Secretary of State, and the courts. Self-directed, semi-independent agencies were included only for determining the 125 highest annual base salaries for management at state agencies and the 5-year percent change in base pay by position; otherwise they were excluded from this study. Salaries for elected officials are a public policy decision that is not tied directly to the market average for similar professional positions.

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Detailed Results

Chapter 1

Highest Salaried Management Positions at State Agencies and Recommended Salary Ranges for Executive Officers

Executive Officers

For the purposes of this report, “executive officers” refers to state employees who serve as the administrative heads for state agencies and hold titles such as executive director and commissioner.

Executive officers for state agencies make decisions that directly affect the delivery of services to the citizens of Texas. Therefore, it is in the State’s best interest to ensure equitable pay for executive officer positions to help recruit and retain qualified executive officers capable of effectively and efficiently managing state agencies.

The State Auditor’s Office reviewed the salaries and salary ranges for 71 executive officer positions. Disparities remain between the salaries and assigned salary ranges of some executive officer positions at state agencies with some of the largest FTEs and budgets and the salaries and assigned salary ranges of other executive officer and management positions within the State (see text box for more information about authorized employees and budget). For example, the Texas Workforce Commission’s executive director—who administers an agency that is responsible for overseeing and providing workforce development services to employers and job seekers, and administers the unemployment benefits program in Texas—was not among the 125 highest management annual base salaries among state agencies. The agency had a budget of approximately \$1.6 billion for fiscal year 2018 and 4,885.0 authorized FTE employees,² which made it one of the largest of the agencies reviewed.

For this analysis, the State Auditor’s Office placed agencies in one of three executive officer compensation tiers, which are agencies grouped according to recommended salary groups, based on factors such as the size of an agency’s budget, the number of authorized FTE employees, and the complexity of an agency’s mission.

Chapter 1-A

Highest Salaries for Management Positions at State Agencies

The two highest paid executive officers at state agencies, based on annual base salaries, are the executive officers at the Teacher Retirement System and the Department of Transportation. The Teacher Retirement System’s

² As of September 1, 2016, vocational rehabilitation and other related programs transferred from the Department of Assistive and Rehabilitative Services to the Texas Workforce Commission.

board of trustees sets the annual base salary for the executive officer position, which is also eligible for additional compensation.

Table 1 on page 4 lists the 125 highest annual base salaries for management among state agencies as of June 30, 2018 (see text box for definitions of classified, exempt, and unclassified positions).³ Of those 125 top salaries, 21 were executive officers. The remaining 104 employees were:

- Eighty-nine (71.2 percent of the 125 highest annual salaries) classified employees who were within the State’s Position Classification Plan in salary groups B32 through B35. The titles for those 89 employees were first assistant attorney general, general counsel, district engineer, director, deputy director, and deputy comptroller. (See Table 11 in Appendix 2 on page 33 for the salary ranges for selected salary groups in Salary Schedule B of the State’s Position Classification Plan.)
- One employee (0.8 percent of the 125 highest annual salaries), who was exempt from the State’s Position Classification Plan.
- Fourteen (11.2 percent of the 125 highest annual salaries) employees who were unclassified and not assigned to a salary group. Ten of those employees were at the Teacher Retirement System, and four employees were at the Treasury Safekeeping Trust Company.

Types of Positions
▪ A classified position is included in the State’s Position Classification Plan in Article IX of the General Appropriations Act (85th Legislature).
▪ An exempt position is either listed in the General Appropriations Act under a state agency’s schedule of exempt positions or is exempted by the Governor from the State’s Position Classification Plan.
▪ An unclassified position is neither classified nor exempt.

While salaries for several executive officers have increased since fiscal year 2016,⁴ disparities exist between the annual base salaries for executive officers at state agencies with some of the largest FTEs and budgets and the salaries for other executive officer and management positions within the State. Specifically:

- The Department of Public Safety’s director—who administers an agency that provides services for public safety—earned an annual base salary that was lower than the annual base salaries of 31 management positions at state agencies. The Department of Public Safety had 10,504.6

³ Excludes legislative agencies, higher education institutions, temporary positions, and medical and investment positions. See Tables 7 and 8 in Chapter 2-C for the 30 highest salaried medical and investment positions at state agencies.

⁴ For more information about executive officer salaries in fiscal year 2016, see *A Report on Executive Compensation at State Agencies* (State Auditor’s Office Report No. 16-706, August 2016).

authorized FTE employees and a budget for fiscal year 2018 of approximately \$1.3 billion.

- The Texas Education Agency’s commissioner—who administers an agency that is responsible for providing guidance and resources to help Texas public schools meet the educational needs of all students—earned an annual base salary that was lower than the annual base salaries of 42 management positions at state agencies. The Texas Education Agency had 884.8 authorized FTE employees and a budget for fiscal year 2018 of approximately \$28.2 billion.
- The Department of Family and Protective Services’ commissioner—who administers an agency that is responsible for protecting children and the elderly living in homes, state facilities, or attending day care facilities — earned an annual base salary that was lower than 43 management positions at state agencies. The Department of Family and Protective Services, which became an independent agency effective September 2017,⁵ had 12,768.9 authorized FTE employees and a budget of approximately \$2.0 billion for fiscal year 2018.

Table 1 on the next page lists the 125 highest annual base salaries for management among state agencies as of June 30, 2018. Of the 21 executive officers listed among the top 125 annual base salaries at state agencies, 3 executive officers received additional compensation through the state payroll system between September 1, 2017, and June 30, 2018. Those executive officers are at the Teacher Retirement System, the Employees Retirement System, and the Treasury Safekeeping Trust Company.

⁵ House Bill 5 (85th Legislature, Regular Session) established the Department of Family and Protective Services as an agency independent of the Health and Human Services Commission effective September 1, 2017.

Table 1

125 Highest Annual Base Salaries for Management at State Agencies								
As of June 30, 2018 ^a								
Rank	Agency	Job Title	Annual Base Salary ^b	Additional Pay as of June 30, 2018 ^c	Total Compensation	Employee Type ^d	Salary Group	Executive Officer of Agency?
1	Cancer Prevention and Research Institute of Texas	Chief Scientific Officer	\$553,500	\$0	\$553,500	Exempt	No Salary Group	No
2	Treasury Safekeeping Trust Company	Chief Executive Officer	\$352,948	\$183,222	\$536,171 ^e	Unclassified	No Salary Group	Yes
3	Teacher Retirement System	Executive Director	\$337,266	\$12,961	\$350,228 ^e	Exempt	No Salary Group	Yes
4	Department of Transportation	Executive Director	\$299,812	\$0	\$299,812	Exempt	8	Yes
5	Employees Retirement System	Executive Director	\$296,615	\$145,998	\$442,613	Exempt	No Salary Group	Yes
6	Office of the Comptroller of Public Accounts	Deputy Comptroller	\$276,817	\$0	\$276,817	Classified	B35	No
6 (tie)	Teacher Retirement System	Deputy Director III	\$276,817	\$61,026	\$337,843	Classified	B35	No
6 (tie)	Teacher Retirement System	Deputy Director III	\$276,817	\$20,000	\$296,817	Classified	B35	No
6 (tie)	Department of Transportation	Deputy Director III	\$276,817	\$0	\$276,817	Classified	B35	No
10	Treasury Safekeeping Trust Company	Deputy Director I	\$273,192	\$0	\$273,192	Unclassified	No Salary Group	No
11	Health and Human Services Commission	Executive Commissioner	\$266,500 ^f	\$0	\$266,500	Exempt	8	Yes
11 (tie)	Department of Criminal Justice	Executive Director	\$266,500	\$0	\$266,500	Exempt	8	Yes
13	Office of the Governor	Deputy Director III	\$265,000	\$0	\$265,000	Classified	B35	No
13 (tie)	Office of the Governor	Deputy Director III	\$265,000	\$0	\$265,000	Classified	B35	No
13 (tie)	Office of the Governor	Deputy Director III	\$265,000	\$0	\$265,000	Classified	B35	No
13 (tie)	Office of the Governor	Deputy Director III	\$265,000	\$0	\$265,000	Classified	B35	No
13 (tie)	Office of the Governor	Deputy Director III	\$265,000	\$0	\$265,000	Classified	B35	No
13 (tie)	Teacher Retirement System	Chief Compliance Officer	\$265,000	\$0	\$265,000	Unclassified	No Salary Group	No
19	Department of Transportation	Deputy Director III	\$264,000	\$0	\$264,000	Classified	B35	No

125 Highest Annual Base Salaries for Management at State Agencies

As of June 30, 2018 ^a

Rank	Agency	Job Title	Annual Base Salary ^b	Additional Pay as of June 30, 2018 ^c	Total Compensation	Employee Type ^d	Salary Group	Executive Officer of Agency?
20	Department of Transportation	Deputy Director III	\$261,000	\$0	\$261,000	Classified	B35	No
21	Cancer Prevention and Research Institute of Texas	Executive Director	\$256,250	\$0	\$256,250	Exempt	7	Yes
22	Teacher Retirement System	Lead Investment Attorney	\$250,000	\$0	\$250,000	Unclassified	No Salary Group	No
23	Department of Transportation	Deputy Director III	\$246,000	\$0	\$246,000	Classified	B35	No
23 (tie)	Department of Transportation	Deputy Director III	\$246,000	\$0	\$246,000	Classified	B35	No
25	Department of Transportation	Deputy Director III	\$245,692	\$0	\$245,692	Classified	B35	No
26	Texas Department of Banking ^{g h}	Commissioner	\$242,925	\$0	\$242,925	Exempt	No Salary Group	Yes
27	Department of State Health Services	Commissioner	\$242,353	\$0	\$242,353	Exempt	7	Yes
28	Treasury Safekeeping Trust Company	Chief Financial Officer II	\$240,408	\$0	\$240,408	Unclassified	No Salary Group	No
29	Employees Retirement System	Deputy Director II	\$240,000	\$117,702	\$357,702	Classified	B34	No
30	Department of Transportation	Deputy Director II	\$236,724	\$0	\$236,724	Classified	B34	No
31	Health and Human Services Commission	Deputy Director III	\$235,000	\$0	\$235,000	Classified	B35	No
32	Department of Public Safety	Director	\$232,969	\$0	\$232,969	Exempt	7	Yes
33	Health and Human Services Commission	Deputy Director II	\$230,000	\$10,000	\$240,000	Classified	B34	No
33 (tie)	Department of Transportation	Deputy Director II	\$230,000	\$0	\$230,000	Classified	B34	No
35	Office of the Comptroller of Public Accounts	Deputy Director I	\$228,775	\$0	\$228,775	Classified	B33	No
36	Teacher Retirement System	Deputy Director I	\$228,772	\$0	\$228,772	Classified	B33	No
37	Treasury Safekeeping Trust Company	Director VI	\$227,712	\$0	\$227,712	Unclassified	No Salary Group	No
38	Health and Human Services Commission	Deputy Director I	\$225,500	\$0	\$225,500	Classified	B33	No

125 Highest Annual Base Salaries for Management at State Agencies

As of June 30, 2018 ^a

Rank	Agency	Job Title	Annual Base Salary ^b	Additional Pay as of June 30, 2018 ^c	Total Compensation	Employee Type ^d	Salary Group	Executive Officer of Agency?
39	Texas Lottery Commission	Deputy Director I	\$224,172	\$0	\$224,172	Classified	B33	No
40	Department of Transportation	Deputy Director II	\$223,000	\$10,000	\$233,000	Classified	B34	No
41	Department of Public Safety	Deputy Director I	\$222,294	\$0	\$222,294	Classified	B33	No
42	Teacher Retirement System	Senior Investment Attorney	\$222,000	\$0	\$222,000	Unclassified	No Salary Group	No
43	Texas Education Agency	Commissioner	\$220,375	\$0	\$220,375	Exempt	8	Yes
44	Department of Family and Protective Services	Commissioner	\$220,000	\$0	\$220,000	Exempt	7	Yes
45	Department of Transportation	District Engineer	\$219,288	\$0	\$219,288	Classified	B33	No
46	Department of Transportation	Deputy Director II	\$219,000	\$0	\$219,000	Classified	B34	No
47	Texas Lottery Commission	Deputy Director I	\$218,705	\$0	\$218,705	Classified	B33	No
48	Teacher Retirement System	Senior Investment Attorney	\$218,000	\$0	\$218,000	Unclassified	No Salary Group	No
49	Department of Transportation	Deputy Director II	\$215,100	\$0	\$215,100	Classified	B34	No
50	Cancer Prevention and Research Institute of Texas	Deputy Director II	\$214,540	\$0	\$214,540	Classified	B34	No
51	Office of the Comptroller of Public Accounts	Deputy Director I	\$213,431	\$0	\$213,431	Classified	B33	No
52	Employees Retirement System	Deputy Director III	\$212,760	\$20,000	\$232,760	Classified	B35	No
53	Department of Transportation	District Engineer	\$212,193	\$0	\$212,193	Classified	B33	No
54	Higher Education Coordinating Board ⁱ	Commissioner	\$212,135	\$0	\$212,135	Exempt	8	Yes
55	Department of Public Safety	Deputy Director I	\$211,620	\$0	\$211,620	Classified	B33	No
56	Texas Lottery Commission	Executive Director	\$211,191	\$0	\$211,191	Exempt	6	Yes
57	Commission on Environmental Quality	Executive Director ^j	\$210,695 ^f	\$0	\$210,695	Exempt	7	Yes
58	Office of the Comptroller of Public Accounts	Deputy Director I	\$210,418	\$0	\$210,418	Classified	B33	No

125 Highest Annual Base Salaries for Management at State Agencies

As of June 30, 2018 ^a

Rank	Agency	Job Title	Annual Base Salary ^b	Additional Pay as of June 30, 2018 ^c	Total Compensation	Employee Type ^d	Salary Group	Executive Officer of Agency?
59	Department of Transportation	Deputy Director I	\$210,125	\$0	\$210,125	Classified	B33	No
60	Department of Information Resources	Deputy Director II	\$210,000	\$0	\$210,000	Classified	B34	No
60 (tie)	Health and Human Services Commission	Deputy Director II	\$210,000	\$0	\$210,000	Classified	B34	No
62	Department of Transportation	Deputy Director I	\$209,100	\$0	\$209,100	Classified	B33	No
63	Teacher Retirement System	Director VII	\$207,977	\$10,000	\$217,977	Classified	B32	No
64	Texas Lottery Commission	General Counsel VI	\$207,960	\$0	\$207,960	Classified	B32	No
65	Department of Transportation	Deputy Director II	\$207,500	\$0	\$207,500	Classified	B34	No
66	General Land Office	Deputy Director II	\$207,288	\$0	\$207,288	Classified	B34	No
67	Teacher Retirement System	Director VII	\$207,000	\$0	\$207,000	Classified	B32	No
67 (tie)	Health and Human Services Commission	Deputy Director II	\$207,000	\$0	\$207,000	Classified	B34	No
69	Health and Human Services Commission	Deputy Director I	\$206,486	\$0	\$206,486	Classified	B33	No
70	Office of the Attorney General	First Assistant Attorney General	\$206,483	\$0	\$206,483	Classified	B33	No
71	Department of Public Safety	Deputy Director I	\$206,458	\$0	\$206,458	Classified	B33	No
72	Juvenile Justice Department	Executive Director	\$205,879	\$0	\$205,879	Exempt	6	Yes
73	Health and Human Services Commission	Deputy Director I	\$205,399	\$0	\$205,399	Classified	B33	No
74	Cancer Prevention and Research Institute of Texas	Director VII	\$205,141	\$0	\$205,141	Classified	B32	No
75	Teacher Retirement System	Investment Attorney	\$205,000	\$0	\$205,000	Unclassified	No Salary Group	No
75 (tie)	Employees Retirement System	Deputy Director I	\$205,000	\$0	\$205,000	Classified	B33	No
75 (tie)	Health and Human Services Commission	Deputy Director II	\$205,000	\$0	\$205,000	Classified	B34	No
75 (tie)	Health and Human Services Commission	Deputy Director I	\$205,000	\$0	\$205,000	Classified	B33	No

125 Highest Annual Base Salaries for Management at State Agencies

As of June 30, 2018 ^a

Rank	Agency	Job Title	Annual Base Salary ^b	Additional Pay as of June 30, 2018 ^c	Total Compensation	Employee Type ^d	Salary Group	Executive Officer of Agency?
75 (tie)	Department of Agriculture	Deputy Director II	\$205,000	\$0	\$205,000	Classified	B34	No
80	Teacher Retirement System	Investment Attorney	\$203,000	\$0	\$203,000	Unclassified	No Salary Group	No
81	Office of the Comptroller of Public Accounts	Deputy Director I	\$202,511	\$0	\$202,511	Classified	B33	No
82	Department of Insurance	Commissioner of Insurance	\$202,383	\$0	\$202,383	Exempt	6	Yes
83	Texas Department of Banking ^h	Deputy Director II	\$201,458	\$3,950	\$205,408	Classified	B34	No
83 (tie)	Texas Department of Banking ^h	Deputy Director II	\$201,458	\$6,950	\$208,408	Classified	B34	No
85	Teacher Retirement System	Investment Attorney	\$201,000	\$0	\$201,000	Unclassified	No Salary Group	No
86	Parks and Wildlife Department	Executive Director	\$200,643	\$0	\$200,643	Exempt	6	Yes
87	Teacher Retirement System	Investment Attorney	\$200,000	\$0	\$200,000	Unclassified	No Salary Group	No
87 (tie)	Teacher Retirement System	Investment Attorney	\$200,000	\$0	\$200,000	Unclassified	No Salary Group	No
87 (tie)	Health and Human Services Commission	Deputy Director I	\$200,000	\$0	\$200,000	Classified	B33	No
87 (tie)	Health and Human Services Commission	Deputy Director I	\$200,000	\$0	\$200,000	Classified	B33	No
91	Teacher Retirement System	Director VII	\$199,997	\$0	\$199,997	Classified	B32	No
92	Teacher Retirement System	Investment Attorney	\$199,160	\$0	\$199,160	Unclassified	No Salary Group	No
93	General Land Office	Director VII	\$198,645	\$1,986	\$200,631	Classified	B32	No
94	Department of Public Safety	General Counsel VI	\$198,164	\$0	\$198,164	Classified	B32	No
94 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
94 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
94 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
94 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No

125 Highest Annual Base Salaries for Management at State Agencies

As of June 30, 2018 ^a

Rank	Agency	Job Title	Annual Base Salary ^b	Additional Pay as of June 30, 2018 ^c	Total Compensation	Employee Type ^d	Salary Group	Executive Officer of Agency?
94 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
94 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
94 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
94 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
94 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
94 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
94 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
94 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
94 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
94 (tie)	Department of Public Safety	Director VII	\$198,164	\$0	\$198,164	Classified	B32	No
109	Treasury Safekeeping Trust Company	Deputy Director I	\$196,284	\$0	\$196,284	Unclassified	No Salary Group	No
110	Office of Consumer Credit Commission ^h	Commissioner	\$196,000	\$0	\$196,000	Exempt	No Salary Group	Yes
111	Teacher Retirement System	Director VII	\$195,004	\$0	\$195,004	Classified	B32	No
112	Office of the Governor	Deputy Director II	\$195,000	\$0	\$195,000	Classified	B34	No
112 (tie)	Department of Information Resources	Deputy Director I	\$195,000	\$0	\$195,000	Classified	B33	No
112 (tie)	Health and Human Services Commission	Deputy Director I	\$195,000	\$0	\$195,000	Classified	B33	No
112 (tie)	Health and Human Services Commission	Deputy Director I	\$195,000	\$0	\$195,000	Classified	B33	No
112 (tie)	Health and Human Services Commission	Deputy Director I	\$195,000	\$0	\$195,000	Classified	B33	No
112 (tie)	Department of Transportation	District Engineer	\$195,000	\$0	\$195,000	Classified	B33	No
112 (tie)	Texas Education Agency	Deputy Director I	\$195,000	\$0	\$195,000	Classified	B33	No

125 Highest Annual Base Salaries for Management at State Agencies

As of June 30, 2018 ^a

Rank	Agency	Job Title	Annual Base Salary ^b	Additional Pay as of June 30, 2018 ^c	Total Compensation	Employee Type ^d	Salary Group	Executive Officer of Agency?
119	Department of Savings and Mortgage Lending ^h	Commissioner	\$194,750	\$0	\$194,750	Exempt	No Salary Group	Yes
120	Employees Retirement System	General Counsel VI	\$193,650	\$96,013	\$289,663	Classified	B32	No
121	Department of Public Safety	Director VII	\$193,331	\$0	\$193,331	Classified	B32	No
122	Office of the Governor	Deputy Director I	\$192,151	\$0	\$192,151	Classified	B33	No
123	Department of Motor Vehicles	Executive Director	\$192,126	\$0	\$192,126	Exempt	5	Yes
124	Office of the Attorney General	Director VII	\$191,475	\$0	\$191,475	Classified	B32	No
124 (tie)	Office of the Attorney General	Director VII	\$191,475	\$0	\$191,475	Classified	B32	No

^a This analysis was based on the annual base salary for the listed job titles and excluded legislative agencies, higher education institutions, temporary positions, and medical and investment positions. See Tables 7 and 8 in Chapter 2-C for the highest salaried medical and investment positions at state agencies.

^b This is based on the annualized monthly salary as of June 30, 2018.

^c Includes one-time merit awards and bonuses.

^d A classified position is included in the State's Position Classification Plan in Article IX of the General Appropriations Act (85th Legislature). An exempt position is listed either in the General Appropriations Act under a state agency's schedule of exempt positions or exempt by the Governor from the State's Position Classification Plan. An unclassified position is neither classified nor exempt.

^e Total compensation does not sum exactly due to rounding.

^f The current salary listed is that of the interim executive officer.

^g The Texas Department of Banking commissioner's salary includes an additional \$1,000 per month for the appointment as executive director of the Finance Commission of Texas effective May 1, 2014.

^h This is a self-directed, semi-independent agency. The agency's board of trustees or commission sets the executive officer's salary for the agency.

ⁱ The Texas Higher Education Foundation (formerly known as the College for All Texans Foundation), a 501(c)(3) supporting foundation for the Higher Education Coordinating Board, provides a \$70,000 annual salary supplement (paid on a monthly basis) directly to the Commissioner of Higher Education.

^j The executive director retired effective April 2018; a new executive director was appointed effective August 2018.

Executive Officer Recommended Salary Ranges and Salary Groups

The State Auditor's Office conducted a market comparison using public and private sector data appropriate to the nature and complexity of 71 executive officer positions that were exempt from the State's Position Classification Plan during the 2018-2019 biennium⁶ (see Appendix 3 on page 34 for more information about the market analysis).

To determine the recommended salary ranges for each executive officer position and salary groups for each position listed in Tables 2, 3, and 4 on the following pages, the State Auditor's Office analyzed:

- The executive officer annual base salaries and the midpoints of the assigned salary ranges.
- The size of the agency's annual appropriations.
- The number of authorized FTE employees of the agency, including the number of federally funded FTE employees, FTE employees paid from non-appropriated funds, and contract workers.
- Market average compensation for similar executive positions.
- The agency's mission.
- Salaries of classified employees.
- Specialized experience, education, or skills required for the position.

Based on that analysis, 54 executive officer positions may have a recommended salary group that is higher than their currently assigned salary group. While reassigning 51 of those executive officer positions to a higher salary group would incur no cost, the annual cost to bring the 3 remaining executive officers who hold those positions to the minimum of the new salary group is \$10,637 for each year of the 2020-2021 biennium. (See Appendix 3 on page 34 for more information about the market analysis.)

This report does not recommend specific salaries for individuals. The Legislature sets salaries during the budget process or an agency's governing board sets salaries as authorized by statute or the General Appropriations Act. When setting salaries, the Legislature and each agency's governing board should consider an individual executive officer's past and current

⁶ The market comparison excluded legislative agencies; higher education institutions; elected officials; the Secretary of State; the courts; self-directed, semi-independent agencies; and the Treasury Safekeeping Trust Company.

performance, experience, education, licenses, and certifications, as well as the agency's ability to pay. For example, not all executive officers should be paid at the market average, which is usually an amount that is at or near the midpoint of an assigned salary range. It may be appropriate for employees with limited experience or who are not meeting performance targets to be paid closer to the minimum of the salary range. Similarly, it may be appropriate for an employee to be paid a salary at the midpoint or higher in the salary range if the employee (1) has qualifications that bring strong experience to the job, (2) exceeds the qualifications required for the job, (3) exceeds performance targets, and/or (4) is an outstanding performer. Other factors that should be considered when placing an employee within a salary range include the difference between the pay of an executive officer and the pay of other staff and budgetary factors.

For this analysis, the State Auditor's Office placed agencies in one of three executive officer compensation tiers, which are agencies grouped according to recommended salary groups. The tiers excluded higher education institutions; legislative agencies; elected officials; the Secretary of State; self-directed, semi-independent agencies; and unclassified positions (for example, the Treasury Safekeeping Trust Company's executive director position). The tiers also excluded the courts, whose salaries are recommended by the Judicial Compensation Commission (see text box for more information about the Judicial Compensation Commission.)

Judicial Compensation Commission

The 80th Legislature created the Judicial Compensation Commission effective September 1, 2007, to recommend the proper salaries to be paid to all justices and judges of the Supreme Court of Texas, the Court of Criminal Appeals, the courts of appeals, and the district courts. The Judicial Compensation Commission is responsible for making a report on judicial compensation to the Legislature no later than December 1 of each even-numbered year.

Source: The Office of Court Administration's *Report of the Judicial Compensation Commission*, November 2016.

New Salary Group Recommended

Based on the market analysis, the State Auditor's Office recommends for the 2020-2021 biennium (from September 1, 2019, through August 31, 2021):

- Adding a salary group 9 to the existing exempt salary group schedule to provide a more competitive structure for executive officer positions.
- Moving three executive officer positions in Tier 1 to that new salary group (see below for further discussion).

See Appendix 2 on page 32 for the full range of each recommended salary group within the Schedule of Exempt Positions and Appendix 3 on page 34 for more information about the market analysis and the recommended salary group assignments for individual executive officer positions.

Tier I Positions

Tier I includes 18 executive officer positions at state agencies, most of which have the largest number of authorized FTE employees and/or budget amounts within Texas government, including:

- **Health and Human Services Agencies** – Agencies include the Health and Human Services Commission, the Department of State Health Services, and the Department of Family and Protective Services. Those agencies are responsible for services such as protecting the health of citizens; protecting and assisting children, the elderly, and the disabled; and administering Supplemental Nutrition Assistance Program and Medicaid benefits.
- **Public Safety and Criminal Justice Agencies** – Agencies include the Department of Criminal Justice, the Juvenile Justice Department, and the Department of Public Safety. Those agencies are responsible for ensuring public safety and homeland security.
- **Education Agencies** – Agencies include the Higher Education Coordinating Board and the Texas Education Agency. Those agencies are responsible for helping to ensure that Texas meets the educational needs of students.

Table 2 lists the recommended salary ranges and salary groups for Tier I positions for the 2020-2021 biennium. Except for the executive officer positions at the Teacher Retirement System and the Employees Retirement System, the executive officer positions for Tier I agencies have a recommended exempt salary group of 7 (\$162,000 to \$261,068); 8 (\$186,300 to \$299,813); or 9 (\$214,200 to \$345,250).

Table 2

Tier I Executive Officer Compensation			
Agency	Executive Officer Salary as of June 30, 2018	Recommended Salary Range	Recommended Salary Group
Teacher Retirement System ^a	\$337,266	Not Applicable	Not Applicable
Department of Transportation	\$299,812	\$214,200 to \$345,250	9
Employees Retirement System ^a	\$296,615	Not Applicable	Not Applicable
Health and Human Services Commission ^b	\$266,500 ^c	\$214,200 to \$345,250	9
Department of Criminal Justice	\$266,500	\$214,200 to \$345,250	9
Cancer Prevention and Research Institute of Texas	\$256,250	\$186,300 to \$299,813	8
Department of State Health Services ^b	\$242,353	\$186,300 to \$299,813	8
Department of Public Safety	\$232,969	\$186,300 to \$299,813	8
Texas Education Agency	\$220,375	\$186,300 to \$299,813	8

Tier I Executive Officer Compensation			
Agency	Executive Officer Salary as of June 30, 2018	Recommended Salary Range	Recommended Salary Group
Department of Family and Protective Services	\$220,000	\$186,300 to \$299,813	8
Higher Education Coordinating Board	\$212,135	\$186,300 to \$299,813	8
Texas Lottery Commission	\$211,191	\$162,000 to \$261,068	7
Commission on Environmental Quality ^d	\$210,695 ^c	\$162,000 to \$261,068	7
Juvenile Justice Department	\$205,879	\$162,000 to \$261,068	7
Department of Insurance	\$202,383	\$162,000 to \$261,068	7
Parks and Wildlife Department	\$200,643	\$162,000 to \$261,068	7
Department of Motor Vehicle	\$192,126	\$162,000 to \$261,068	7
Texas Workforce Commission	\$182,500	\$162,000 to \$261,068	7

^a The Employees Retirement System and the Teacher Retirement System boards of trustees set the salaries for the executive officer positions at those agencies.

^b State hospitals and some selected programs and regulatory services were transferred from the Department of State Health Services to the Health and Human Services Commission in September 2017.

^c The current salary listed is that of the interim executive officer.

^d The executive director retired effective April 2018; a new executive director was appointed effective August 2018.

Tier II Positions

Tier II includes 35 executive officer positions. The majority of those positions are at state agencies that are mid-sized with 100 to 800 authorized FTE employees. The executive officer positions in Tier II have a recommended exempt salary group of 4 (\$106,500 to \$171,688); 5 (\$122,500 to \$197,415); or 6 (\$140,900 to \$227,038).

Table 3 lists the recommended salary ranges and salary groups for Tier II positions.

Table 3

Tier II Executive Officer Compensation			
Agency	Executive Officer Salary as of June 30, 2018	Recommended Salary Range	Recommended Salary Group
Department of Information Resources	\$184,792	\$140,900 to \$227,038	6
Department of Housing and Community Affairs	\$180,084	\$140,900 to \$227,038	6
State Office of Administrative Hearings	\$180,000	\$122,500 to \$197,415	5
Department of Licensing and Regulation	\$179,375	\$140,900 to \$227,038	6
Texas Military Department	\$178,196	\$140,900 to \$227,038	6
Facilities Commission	\$177,982 ^a	\$140,900 to \$227,038	6
Water Development Board	\$173,241	\$140,900 to \$227,038	6

Tier II Executive Officer Compensation

Agency	Executive Officer Salary as of June 30, 2018	Recommended Salary Range	Recommended Salary Group
Office of Court Administration, Texas Judicial Council	\$171,216	\$122,500 to \$197,415	5
Department of Insurance, Workers' Compensation	\$164,000	\$140,900 to \$227,038	6
Public Utility Commission of Texas	\$159,782	\$122,500 to \$197,415	5
Alcoholic Beverage Commission	\$153,503	\$122,500 to \$197,415	5
Historical Commission	\$150,652	\$122,500 to \$197,415	5
Preservation Board	\$150,000	\$140,900 to \$227,038	6
Office of Governor - Trusteed Programs, Office of State-Federal Relations ^b	\$149,240	\$106,500 to \$171,688	4
School for the Deaf	\$148,908	\$122,500 to \$197,415	5
Securities Board	\$147,704	\$122,500 to \$197,415	5
Animal Health Commission	\$146,742	\$122,500 to \$197,415	5
Texas Medical Board ^c	\$145,930	\$122,500 to \$197,415	5
Board of Nursing	\$145,864	\$122,500 to \$197,415	5
Veterans Commission	\$145,580	\$122,500 to \$197,415	5
Office of the State Prosecuting Attorney ^d	\$143,500	\$122,500 to \$197,415	5
Library and Archives Commission	\$143,500	\$106,500 to \$171,688	4
Office of Injured Employee Counsel	\$143,220	\$106,500 to \$171,688	4
Soil and Water Conservation Board	\$142,303	\$106,500 to \$171,688	4
School for the Blind and Visually Impaired	\$142,159	\$122,500 to \$197,415	5
Public Finance Authority	\$140,980	\$122,500 to \$197,415	5
State Office of Risk Management	\$139,582	\$106,500 to \$171,688	4
Office of Public Insurance Counsel	\$137,734	\$106,500 to \$171,688	4
Office of Capital and Forensic Writs	\$137,274	\$106,500 to \$171,688	4
Office of Public Utility Counsel	\$133,940	\$106,500 to \$171,688	4
Texas Ethics Commission	\$133,463	\$106,500 to \$171,688	4
Board of Pharmacy	\$132,490	\$106,500 to \$171,688	4
Commission on Law Enforcement	\$127,833	\$106,500 to \$171,688	4
State Commission on Judicial Conduct	\$123,380	\$106,500 to \$171,688	4
Bond Review Board	\$117,500	\$106,500 to \$171,688	4

^a The current salary listed is that of the interim executive officer.

^b The Trusteed Programs within the Office of the Governor is authorized by Rider 13, page I-57, the General Appropriations Act (85th Legislature) to pay a cost of living salary supplement not to exceed \$1,200 per month for employees whose duty station is located in Washington, D.C.

^c The Texas Medical Board may authorize an additional salary supplement not to exceed \$12,300 annually if the executive officer is a medical doctor and an attorney, as authorized by Rider 3, page VIII-36, the General Appropriations Act (85th Legislature).

^d The salary for the state prosecuting attorney position is set in Texas Government Code, Section 46.003. The state prosecuting attorney and each state prosecutor are entitled to receive state compensation equal to the compensation that is provided for a district judge position in the General Appropriations Act.

Tier III Positions

Tier III includes 18 executive officer positions at small agencies that have fewer than 100 authorized FTE employees. The executive officer positions in Tier III have a recommended exempt salary group of 1 (\$70,000 to \$112,750); 2 (\$80,500 to \$129,765); or 3 (\$92,600 to \$149,240).

Table 4 lists the recommended salary ranges and salary groups for Tier III positions.

Table 4

Tier III Executive Officer Compensation			
Agency	Executive Officer Salary as of June 30, 2018	Recommended Salary Range	Recommended Salary Group
Commission on State Emergency Communication	\$123,562	\$92,600 to \$149,240	3
Commission on the Arts	\$121,041	\$92,600 to \$149,240	3
Board of Plumbing Examiners	\$114,239	\$92,600 to \$149,240	3
Pension Review Board	\$112,750	\$92,600 to \$149,240	3
Commission on Jail Standards	\$108,469	\$92,600 to \$149,240	3
Commission on Fire Protection	\$107,634	\$92,600 to \$149,240	3
Texas State Board of Dental Examiners	\$105,000	\$92,600 to \$149,240	3
Executive Council of Physical and Occupational Therapy Examiners	\$104,990	\$80,500 to \$129,765	2
Board of Veterinary Medical Examiners	\$101,787	\$80,500 to \$129,765	2
Board of Examiners of Psychologists	\$96,678	\$80,500 to \$129,765	2
Board of Professional Geoscientists	\$96,386	\$80,500 to \$129,765	2
Funeral Commission	\$95,318	\$80,500 to \$129,765	2
State Law Library	\$93,534	\$80,500 to \$129,765	2
Racing Commission	\$90,200	\$92,600 to \$149,240	3
Texas Emergency Services Retirement System	\$90,000	\$92,600 to \$149,240	3
Board of Chiropractic Examiners	\$84,000	\$80,500 to \$129,765	2
Optometry Board	\$83,204	\$80,500 to \$129,765	2
Board of Professional Land Surveying	\$74,863	\$80,500 to \$129,765	2

Pay Compression and Executive Officer Salaries

Pay compression occurs when the pay of a subordinate employee comes close to, matches, or exceeds the pay of a direct supervisor, including an agency's executive officer. When that occurs, the difference in pay may be disproportionate to the difference in the responsibilities, which could create internal inequity.

Although there may be circumstances in which an employee could justifiably be paid more than his or her direct supervisor, standard compensation practices recommend an average difference of at least 15 percent between an executive officer's salary and the salaries of the staff the executive officer oversees. That differential can help to maintain internal equity by recognizing executives for their skills, experience, and scope of responsibilities for managing an agency. However, as discussed below, pay compression exists among executive officers and their staffs at several state agencies.

Chapter 2-A

Pay Compression Exists Among Some Executive Officers and Their Staff

To determine whether pay compression exists, the State Auditor's Office reviewed the annual base salaries as of June 30, 2018, of executive officers and full-time classified, unclassified, and other exempt employees at state agencies (excluding higher education institutions; legislative agencies; elected officials; the Secretary of State; the courts; and self-directed, semi-independent agencies) and determined that:

- A total of 30 employees at 14 state agencies had annual base salaries that exceeded the annual base salary of their executive officer (see Table 5 on the next page). Those employees' salaries exceeded their executive officers' salaries by \$738 (or 0.5 percent) to \$297,250 (or 116.0 percent) annually. That was a slight increase since fiscal year 2016, when 28 employees at 13 state agencies had annual base salaries that exceeded those of their executive officers.⁷
- A total of 43 employees at 20 state agencies had annual base salaries that were the same as or within 10.0 percent less than their executive officer's annual base salary (see Table 6 on page 19). That has improved significantly from fiscal year 2016 when 138 employees at 21 agencies had annual base salaries that were within 10.0 percent less than their executive officer's annual base salaries. Specifically:

⁷ For more information about 2016 salaries, see *A Report on Executive Compensation at State Agencies* (State Auditor's Office Report No. 16-706, August 2016).

- ♦ Twelve employees at 10 agencies had annual base salaries that were the same or within 5.0 percent less than their executive officers' annual base salaries. Of those 12 employees, 1 (8.3 percent) was in an actuary position, 2 (16.7 percent) were in investment positions, 2 (16.7 percent) were in general counsel positions, 3 (25.0 percent) were in medical positions, and 4 (33.3 percent) were in director positions.
- ♦ Thirty-one employees at 13 agencies had annual base salaries that were 5.1 percent to 10.0 percent less than their executive officers' annual base salaries. Of those 31 employees, 3 (9.7 percent) were in investment positions, 3 (9.7 percent) were in general counsel positions, 11 (35.5 percent) were in director positions, and 14 (45.2 percent) were in medical positions.

Table 5 shows the total number of employees who had higher annual base salaries than the executive officers at their respective agencies as of June 30, 2018.

Table 5

Total Number of Employees with Salaries Higher Than the Executive Officers at Their Respective Agencies As of June 30, 2018						
Agency	Types of Positions					
	Chief Scientific Officer	Director	General Counsel	Investment ^a	Medical ^b	Systems Analyst
Cancer Prevention and Research Institute of Texas	1					
Department of Information Resources		2				
Employees Retirement System				1		
State Board of Dental Examiners					1	
State Office of Risk Management		4				
State Securities Board			1			
Teacher Retirement System				3		
Texas Alcoholic Beverage Commission		3	1			
Texas Board of Nursing		1				
Texas Education Agency				5		
Texas Juvenile Justice Department					1	
Texas Lottery Commission		2				
Texas Medical Board			1			
Texas Racing Commission		1	1			1
Totals	1	13	4	9	2	1

**Total Number of Employees with Salaries Higher Than the Executive Officers at Their Respective Agencies
As of June 30, 2018**

Agency	Types of Positions					
	Chief Scientific Officer	Director	General Counsel	Investment ^a	Medical ^b	Systems Analyst

^a Job titles for investment positions include director of investments, deputy director investment officer, portfolio manager, investment fund director, Permanent School Fund chief investment officer, and chief investment officer.

^b Job titles for medical positions include dentist and psychiatrist.

Table 6 shows the number of employees whose annual base salary was within 10.0 percent less than their executive officers' annual base salaries at their respective agencies as of June 30, 2018.

Table 6

Total Number of Employees with a Salary Within 10 Percent of the Executive Officer's Salary As of June 30, 2018		
Agency	Number of Employees with a Salary That Was the Same or Within 5.0 Percent Less than the Executive Officer's Annual Base Salary	Number of Employees with a Salary That Was 5.1 Percent to 10.0 Percent Less Than the Executive Officer's Annual Base Salary
Alcoholic Beverage Commission	0	1
Animal Health Commission	0	1
Board of Nursing	0	1
Department of Information Resources	0	3
Department of Licensing and Regulation	0	2
Department of Public Safety	1	1
Department of Transportation	0	1
Employees Retirement System	0	2
Health and Human Services Commission	3	14
Public Utility Commission of Texas	0	2
State Board of Pharmacy	1	0
State Pension Review Board	1	0
State Preservation Board	0	1
State Securities Board	1	0
Teacher Retirement System	1	1
Texas Education Agency	1	0
Texas Lottery Commission	1	0
Texas Medical Board	1	0
Water Development Board	1	0
Workforce Commission	0	1
Totals	12	31

Possible Causes of Pay Compression

Pay compression can occur at state agencies for a variety of reasons. Possible causes include:

- **Salaries for some executive officers may be set too low.** Most executive officers have annual base salaries that are authorized in the General Appropriations Act. Those are often referred to as “not-to-exceed” rates (see text box for more information). If the not-to-exceed rates are set too low, they can set an unintentional salary cap for the entire agency if the agency’s executive officer or the agency’s governing board chooses to not pay employees in professional-level positions at or more than the executive officer’s annual base salary. For example, many agencies have a need for specialized employees in legal, finance, medical, and other professional career fields. Twenty-four (35.3 percent) of the 68 executive officers’ salaries are below the not-to-exceed rate.⁸ If the executive officer’s salary is too low, agencies may struggle to recruit and retain staff for professional positions because of market competition unless the agencies are willing to set the salaries for employees in those positions close to or higher than the executive officer’s salary.
- **Executive officers classified as “exempt” are not eligible for the same types of salary increases as the employees they manage.** Employees classified within the State’s Position Classification Plan are eligible for salary increases, such as merit increases, that do not exist for most exempt employees, such as executive officers.

Not-to-exceed Rates

The General Appropriations Act authorizes the salaries of most agency executive officers. Those are “not-to-exceed” rates. In the General Appropriations Act (85th Legislature), 68 executive officer positions that had an assigned salary group in the Schedule of Exempt Positions also had not-to-exceed rates.

⁸ While a total of 71 executive officers were included in this report, 3 were interim; therefore, their salaries were not considered in the comparison to the not-to-exceed rates.

Executive Officers Expressed Concerns About Executive Officer Pay at Some State Agencies

In a survey that the State Auditor's Office conducted in March 2018, of the 68 executive officers that completed the survey, some executive officers expressed concerns about their annual base salary, assigned not-to-exceed rate, and salary group assignments. Specific reported concerns within each category included:

Reported Concerns with Current Salaries

- Pay inequities exist among executive officer employees at the state agencies.
- Some subordinate employees are paid more than the executive director position. While those subordinate positions are eligible for salary increases, legislative action is required for exempt position salary increases.
- Salary has remained stagnant for several years and has not kept pace with the cost of living.
- Pay for the executive officer position is not commensurate with the level of job responsibilities and is below market.
- Salary remains lower than that of counties, the private sector, and other comparable entities including those that are similar in size and scope.
- Salary hinders the ability to attract qualified applicants, including private sector talent.

Reported Concerns with the Not-to-exceed Rate

- The not-to-exceed rate has caused salary compression between the executive officer and subordinate staff.
- There has been no available money to raise the salary to the not-to-exceed rate.
- The not-to-exceed rate has remained the same, although the responsibilities of the executive officer position have increased.
- The not-to-exceed rate should be closer to the market average.
- The not-to-exceed rate caps the salary below the market average. This discourages qualified applicants.

- The lengthy timespans between increases in the not-to-exceed rate leaves few options but to seek employment elsewhere if an increase in pay is desired.

Reported Concerns with Salary Group Assignments

- Salary group recommendations published in previous Office reports have not been approved.
- The assigned salary group is lower than that of peer agencies.
- An additional salary group is needed.

Chapter 2-C

Medical and Investment Positions Are Among the Highest Paid in State Government

Table 7 lists the job titles and salaries of the 30 highest paid medical positions. All but one of these positions are at the Health and Human Services Commission.

Table 7

Thirty Highest Salaried Medical Positions at State Agencies ^a					
As of June 30, 2018					
Rank	Agency	Job Title	Annual Salary	Employee Type	Salary Group
1	Juvenile Justice Department	Psychiatrist IV	\$276,817	Classified	B35
2	Health and Human Services Commission	Psychiatrist IV	\$265,000	Classified	B35
3	Health and Human Services Commission	Psychiatrist IV	\$260,000	Classified	B35
3 (tie)	Health and Human Services Commission	Psychiatrist IV	\$260,000	Classified	B35
5	Health and Human Services Commission	Psychiatrist IV	\$251,652	Classified	B35
5 (tie)	Health and Human Services Commission	Physician III	\$251,652	Classified	B34
7	Health and Human Services Commission	Psychiatrist III	\$250,000	Classified	B34
7 (tie)	Health and Human Services Commission	Psychiatrist III	\$250,000	Classified	B34
9	Health and Human Services Commission	Psychiatrist IV	\$249,770	Classified	B35
9 (tie)	Health and Human Services Commission	Psychiatrist IV	\$249,770	Classified	B35
11	Health and Human Services Commission	Psychiatrist IV	\$249,363	Classified	B35
12	Health and Human Services Commission	Psychiatrist IV	\$249,142	Classified	B35
13	Health and Human Services Commission	Psychiatrist III	\$246,717	Classified	B34
13 (tie)	Health and Human Services Commission	Psychiatrist III	\$246,717	Classified	B34
15	Health and Human Services Commission	Psychiatrist IV	\$246,709	Classified	B35
16	Health and Human Services Commission	Psychiatrist IV	\$243,000	Classified	B35
17	Health and Human Services Commission	Psychiatrist III	\$241,092	Classified	B34

Thirty Highest Salaried Medical Positions at State Agencies ^a

As of June 30, 2018

Rank	Agency	Job Title	Annual Salary	Employee Type	Salary Group
18	Health and Human Services Commission	Psychiatrist IV	\$240,564	Classified	B35
19	Health and Human Services Commission	Psychiatrist III	\$239,467	Classified	B34
19 (tie)	Health and Human Services Commission	Psychiatrist III	\$239,467	Classified	B34
19 (tie)	Health and Human Services Commission	Psychiatrist III	\$239,467	Classified	B34
19 (tie)	Health and Human Services Commission	Psychiatrist III	\$239,467	Classified	B34
23	Health and Human Services Commission	Psychiatrist III	\$239,210	Classified	B34
23 (tie)	Health and Human Services Commission	Psychiatrist III	\$239,210	Classified	B34
23 (tie)	Health and Human Services Commission	Psychiatrist III	\$239,210	Classified	B34
23 (tie)	Health and Human Services Commission	Psychiatrist III	\$239,210	Classified	B34
23 (tie)	Health and Human Services Commission	Psychiatrist III	\$239,210	Classified	B34
23 (tie)	Health and Human Services Commission	Psychiatrist III	\$239,210	Classified	B34
23 (tie)	Health and Human Services Commission	Psychiatrist III	\$239,210	Classified	B34
23 (tie)	Health and Human Services Commission	Psychiatrist III	\$239,210	Classified	B34

^a This table excludes higher education institutions.

Sources: Uniform Statewide Payroll/Personnel System, Human Resource Information System, and Standardized Payroll/Personnel Reporting System.

Table 8 on the next page shows the 30 highest paid investment positions. The majority of those positions are at the Teacher Retirement System and the Employees Retirement System. The executive director of the Teacher Retirement System earns an annual base salary of \$337,266, and the executive director at the Employees Retirement System earns an annual base salary of \$296,615; both are eligible for additional compensation.

Table 8

Thirty Highest Salaried Investment Positions at State Agencies ^a							
As of June 30, 2018							
Rank	Agency	Job Title	Annual Base Salary	Additional Compensation	Total Compensation	Employee Type	Salary Group
1	Teacher Retirement System	Chief Investment Officer	\$450,000	\$214,456	\$664,456	Exempt	Not Applicable
2	Employees Retirement System	Director of Investments	\$416,400	\$259,979	\$676,379	Unclassified	Not Applicable
3	Teacher Retirement System	Deputy Director Investment Officer	\$357,000	\$157,488	\$514,488	Exempt	Not Applicable
4	Teacher Retirement System	Investment Fund Director	\$354,900	\$221,496	\$576,396	Exempt	Not Applicable
5	Teacher Retirement System	Investment Director, London	\$328,438	\$88,106	\$416,544	Unclassified	Not Applicable
6	Texas Education Agency	Permanent School Fund Chief Investment Officer	\$325,475	\$0	\$325,475	Exempt	Not Applicable
7	Teacher Retirement System	Investment Fund Director	\$305,000	\$134,596	\$439,596	Exempt	Not Applicable
8	Teacher Retirement System	Investment Fund Director	\$300,000	\$145,088	\$445,088	Exempt	Not Applicable
9	Teacher Retirement System	Investment Fund Director	\$290,000	\$0	\$290,000	Exempt	Not Applicable
10	Texas Education Agency	Portfolio Manager V	\$276,817	\$0	\$276,817	Classified	B35
11	General Land Office	Portfolio Manager V	\$276,816	\$218,752	\$495,568	Classified	B35
12	Teacher Retirement System	Portfolio Manager V	\$276,798	\$104,113	\$380,911	Classified	B35
13	Treasury Safekeeping Trust Company ^b	Chief Investment Officer	\$273,192	\$131,940	\$405,132	Unclassified	Not Applicable
14	Teacher Retirement System	Portfolio Manager V	\$272,000	\$135,410	\$407,410	Classified	B35
14 (tie)	Teacher Retirement System	Portfolio Manager V	\$272,000	\$151,862	\$423,862	Classified	B35
16	Teacher Retirement System	Portfolio Manager V	\$270,000	\$137,567	\$407,567	Classified	B35
16 (tie)	Teacher Retirement System	Portfolio Manager V	\$270,000	\$129,235	\$399,235	Classified	B35
16 (tie)	Teacher Retirement System	Investment Fund Director	\$270,000	\$137,222	\$407,222	Exempt	Not Applicable
16 (tie)	Teacher Retirement System	Portfolio Manager V	\$270,000	\$106,083	\$376,083	Classified	B35
20	Employees Retirement System	Portfolio Manager V	\$269,273	\$191,902	\$461,175	Classified	B35
21	Employees Retirement System	Portfolio Manager V	\$267,211	\$186,273	\$453,484	Classified	B35
22	Teacher Retirement System	Portfolio Manager V	\$264,855	\$88,785	\$353,640	Classified	B35
23	Employees Retirement System	Portfolio Manager V	\$259,914	\$168,521	\$428,435	Classified	B35
24	Teacher Retirement System	Portfolio Manager V	\$255,000	\$109,285	\$364,285	Classified	B35

Thirty Highest Salaried Investment Positions at State Agencies ^a

As of June 30, 2018

Rank	Agency	Job Title	Annual Base Salary	Additional Compensation	Total Compensation	Employee Type	Salary Group
25	Employees Retirement System	Portfolio Manager V	\$246,966	\$122,497	\$369,463	Classified	B35
26	Teacher Retirement System	Portfolio Manager V	\$245,000	\$130,727	\$375,727	Classified	B35
27	Teacher Retirement System	Portfolio Manager V	\$240,000	\$92,461	\$332,461	Classified	B35
27 (tie)	Teacher Retirement System	Portfolio Manager V	\$240,000	\$78,986	\$318,986	Classified	B35
29	Teacher Retirement System	Portfolio Manager V	\$238,306	\$117,287	\$355,593	Classified	B35
30	Employees Retirement System	Portfolio Manager V	\$233,431	\$140,511	\$373,942	Classified	B35

^a This table excludes higher education institutions. In addition, most positions in this table are eligible for additional compensation. See *An Audit Report on Incentive Compensation at the Permanent School Fund, General Land Office, Employees Retirement System, and Teacher Retirement System* (State Auditor's Office Report No. 18-001, September 2017) for additional information.

^b The State Auditor's Office relied on job titles to identify investment positions. Some agencies, such as the Treasury Safekeeping Trust Company, may have additional high-paying positions for employees whose primary function is investments but whose job titles do not reflect that.

Sources: Uniform Statewide Payroll/Personnel System, Human Resource Information System, and Standardized Payroll/Personnel Reporting System.

Chapter 2-D

Changes in Salaries for the Highest Paid Executive Officer Positions at State Agencies

Table 9 on the next page shows the difference in salaries over a 5-year time period for the top 30 highest paid executive officer positions. Salary adjustments for executive officer positions have varied among state agencies, with changes ranging from a decrease of 11.5 percent to an increase of 32.8 percent over the 5-year period.

Article IX, Section 3.04, the General Appropriations Act (85th Legislature), provides mechanisms for increasing an executive officer's pay above the assigned not-to-exceed rates; however, those mechanisms are available only to select agencies. Those two mechanisms are:

- The Governor can set the rate of pay within the range for the respective exempt salary groups in which the positions are assigned.
- The agency's governing board, if applicable, can submit a request to the Governor, the Legislative Budget Board, and the Comptroller of Public Accounts to increase an executive officer's pay within the position's assigned salary group.

Table 9

Five-year Percent Change in Base Pay by Position ^a						
Thirty Highest Paid Executive Officer Positions as of June 30, 2018						
Rank	Agency	Job Title	5-year Comparison (Change from Fiscal Year 2014 to Fiscal Year 2018)			Eligible to Receive Additional Compensation?
			2018 Base Salary as of June 30, 2018	2014 Base Salary as of June 30, 2014	Percent Change from June 30, 2014 to June 30, 2018	
1	Teacher Retirement System ^b	Executive Director	\$337,266	\$297,000	13.6%	Yes
2	Department of Transportation	Executive Director	\$299,812	\$273,000	9.8%	No
3	Employees Retirement System ^c	Executive Director	\$296,615	\$335,011	-11.5%	Yes
4	Health and Human Services Commission	Executive Commissioner	\$266,500 ^d	\$260,000	2.5%	No
4 (tie)	Department of Criminal Justice	Executive Director	\$266,500	\$260,000	2.5%	No
6	Cancer Prevention and Research Institute of Texas	Executive Director	\$256,250	\$250,000	2.5%	No
7	Texas Department of Banking ^{e f}	Commissioner	\$242,925	\$237,000	2.5%	Yes
8	Department of State Health Services	Commissioner	\$242,353	\$210,000	15.4%	No
9	Department of Public Safety	Director	\$232,969	\$183,498	27.0%	No
10	Texas Education Agency	Commissioner	\$220,375	\$215,000	2.5%	No
11	Department of Family and Protective Services	Commissioner	\$220,000	\$210,000	4.8%	No
12	Higher Education Coordinating Board ^g	Commissioner	\$212,135	\$188,163	12.7%	Yes
13	Texas Lottery Commission	Executive Director	\$211,191	\$200,000	5.6%	No
14	Commission on Environmental Quality ^h	Executive Director	\$210,695 ^d	\$175,944	19.8%	No
15	Texas Juvenile Justice Department ⁱ	Executive Director	\$205,879	\$172,000	19.7%	No
16	Department of Insurance	Commissioner of Insurance	\$202,383	\$175,000	15.6%	No
17	Parks and Wildlife Department	Executive Director	\$200,643	\$180,000	11.5%	No
18	Office of Consumer Credit Commissioner ^e	Commissioner	\$196,000	\$190,000	3.2%	Yes
19	Department of Savings and Mortgage Lending ^e	Commissioner	\$194,750	\$190,000	2.5%	Yes

Five-year Percent Change in Base Pay by Position ^a
Thirty Highest Paid Executive Officer Positions as of June 30, 2018

Rank	Agency	Job Title	5-year Comparison (Change from Fiscal Year 2014 to Fiscal Year 2018)			Eligible to Receive Additional Compensation?
			2018 Base Salary as of June 30, 2018	2014 Base Salary as of June 30, 2014	Percent Change from June 30, 2014 to June 30, 2018	
20	Department of Motor Vehicles	Executive Director	\$192,126	\$176,750	8.7%	No
21	Credit Union Department	Commissioner	\$185,375	\$165,000	12.3%	No
22	Department of Information Resources	Executive Director	\$184,792	\$175,000	5.6%	No
23	Texas Workforce Commission	Executive Director	\$182,500	\$157,410	15.9%	No
24	Department of Housing and Community Affairs	Executive Director	\$180,084	\$142,431	26.4%	No
25	State Office of Administrative Hearings	Chief Administrative Law Judge	\$180,000	\$135,554	32.8%	No
26	Department of Licensing and Regulation	Executive Director	\$179,375	\$175,000	2.5%	No
27	Texas Military Department	Adjutant General	\$178,196	\$140,531	26.8%	No
28	Water Development Board	Executive Administrator	\$173,241	\$141,847	22.1%	No
29	Office of Court Administration	Administrative Director	\$171,216	\$157,920	8.4%	No
30	Texas Facilities Commission	Executive Director	\$170,824 ^d	\$142,569	19.8%	No

^a This analysis excluded legislative agencies, higher education institutions, elected officials, the Secretary of State, the Treasury Safekeeping Trust Company, and members of the courts.

^b In November 2015, the Teacher Retirement System's Board of Trustees approved and adopted an executive performance incentive pay for the executive director's position.

^c The executive director position is eligible for incentive compensation as determined by the Employee Retirement System's Board of Trustees.

^d The current salary listed is that of the interim executive officer.

^e This is a self-directed, semi-independent agency. Each agency's board of trustees or commission sets the executive officer's salary for its agency. In addition to the base salary amount, an executive officer at an agency under the Finance Commission of Texas's oversight may receive a monthly stipend if that person is also performing the duties of the executive officer of the Finance Commission of Texas.

^f In May 2014, the Department of Banking's commissioner was appointed as the executive director of the Finance Commission. While serving in that capacity, the commissioner receives a monthly salary supplement of \$1,000.

^g The Texas Higher Education Foundation (formerly known as the College for All Texans Foundation), a 501(c)(3) supporting foundation for the Texas Higher Education coordinating Board, provides a \$70,000 annual salary supplement (paid on a monthly basis) directly to the Commissioner of Higher Education.

^h The executive director retired effective April 2018; a new executive director was appointed effective August 2018.

ⁱ The June 30, 2014, salary listed is for the previous executive director; as of June 2014, the agency's interim executive director was on loan.

Appendices

Appendix 1

Objective, Scope, and Methodology

Objective

The objective of this report was to conduct a study reviewing compensation for positions that are exempt from the State's Position Classification Plan to:

- Compare exempt positions to market average compensation for similar executive positions.
- Compare exempt position salaries to classified position salaries.
- Prepare an analysis of exempt position compensation that considers agency size and complexity, agency appropriations, and full-time equivalent employee levels.

Scope

The scope of this study included 71 executive officer positions that were exempt from the State's Position Classification Plan (Plan) during the 2018-2019 biennium.

The State Auditor's Office analyzed executive officer pay at state agencies and other public and private sector entities, taking into account factors such as:

- The size of the agency's annual appropriations.
- The agency's number of authorized full-time equivalent (FTE) employees using data as of February 28, 2018, including changes approved by the Governor and the Legislative Budget Board.
- The market average compensation for similar executive positions.
- The executive officer position's annual base salary compared to the annual base salaries of classified positions within the agency.
- Specialized education required for each position.

This study excluded positions at higher education institutions, legislative agencies, elected officials, the Secretary of State, and the courts. Self-directed, semi-independent agencies were included only for determining the 125 highest annual base salaries for management at state agencies and the

5-year percent change in base pay by position; otherwise, they were excluded from this study. Salaries for elected officials are a public policy decision that is not tied directly to the market average for similar professional positions.

Methodology

For this study, the State Auditor's Office considered the average market compensation for similar executive and professional positions; compensation for classified employees; the size and complexity of agencies; and specialized experience, education, or skills required for each position. The State Auditor's Office also compared executive officer positions from different agencies and took into account the size of an agency's annual appropriations and the number of an agency's authorized FTE employees.⁹

To determine the 125 highest annual base salaries for management at state agencies, the State Auditor's Office annualized the monthly base pay for each management position as of June 30, 2018. The annual base salaries did not include additional compensation, which consisted of bonuses and one-time merits given to the employees from September 1, 2017, through June 30, 2018.

In developing recommendations, the State Auditor's Office also reviewed compensation rates for similar work performed in the public and private sectors and compared those rates to the midpoint of existing salary ranges to determine the market competitiveness of the salary ranges for the positions reviewed. Market salary data for each survey was aged to January 1, 2019.

In addition to reviewing compensation data compiled by external parties, the State Auditor's Office conducted surveys of state agency executive officers and human resource directors and selected public sector entities in March 2018.

In developing the recommended salary groups and ranges, the State Auditor's Office reviewed:

- *Book of the States*, the Council of State Governments, January 2017.
- *Executive Compensation Data 2017/2018—The National Executive & Senior Management Compensation Survey*, Dolan Technologies Corporation, January 2017.
- *Health Care Clinical and Professional Compensation Survey Report*, Willis Towers Watson Data Services, February 2017.

⁹ This analysis also included non-appropriated, federally funded, and contract worker FTE totals that the agencies self-reported.

- *Superintendent Salary Reports*, Texas Education Agency, October 2017.
- *WorldatWork 44th Annual Salary Budget Survey, 2017-2018*, April 2017.
- *2017 Nonprofit Organizations Salary and Benefits Report*, the NonProfit Times, Bluewater Nonprofit Solutions, January 2016.
- *Top Management Compensation Survey, 2017* Willis Towers Watson, March 2017.
- *2017 Texas Society for Healthcare Human Resources Administration and Education Wage and Benefit Survey*, Werling Associates, Inc., February 2017.
- *2017 Pay Structure and Practices Survey*, National Compensation Association of State Governments, July 2017.
- *Administrators in Higher Education Salary Survey for the 2016-17 Academic Year*, College and University Professional Association for Human Resources, November 2016.
- Additional salary information provided by agencies.

Salaries for full-time, classified state employees and exempt executive officers as of June 30, 2014, and June 30, 2018, were gathered from:

- The Uniform Statewide Payroll/Personnel System.
- The Human Resource Information System.
- The Standardized Payroll/Personnel Reporting System.

Project Information

Fieldwork was conducted from March 2018 through July 2018. This study was conducted in accordance with Section 3.08, pages IX-22-23, the General Appropriations Act (85th Legislature). This project was an analysis; therefore, the information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy.

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

- Judy Millar, CCP (Project Manager)
- Kathy-Ann Moe, MBA
- Sharon Schneider, CCP, PHR, SHRM-CP
- Mary Ann Wise, CPA, CFE (Quality Control Reviewer)
- John Young, MPAFF (Audit Manager)

Recommended Salary Ranges for the Schedule of Exempt Positions and an Excerpt from Classified Salary Schedule B for the 2018-2019 Biennium

Adding a salary group to the exempt salary schedule will provide a more competitive structure for executive officer positions.

Based on a market analysis, the following changes are recommended to provide pay that is more competitive for executive officers who have a variety of responsibilities at agencies with diverse needs:

- Adding salary group 9 to the existing exempt salary group schedule.
- Moving three executive officer positions to the new salary group 9 based on the market analysis results for each position.

Table 10 lists the recommended salary ranges for salary groups within the Schedule of Exempt Positions, which includes executive officer positions that are exempt from the State’s Position Classification Plan. The salary ranges presented are recommended for the 2020-2021 biennium (from September 1, 2019, through August 31, 2021).

Table 10

Recommended Schedule of Exempt Positions’ Salary Ranges for the 2020-2021 Biennium		
Salary Group	Minimum Salary	Maximum Salary
1	\$70,000	\$112,750
2	\$80,500	\$129,765
3	\$92,600	\$149,240
4	\$106,500	\$171,688
5	\$122,500	\$197,415
6	\$140,900	\$227,038
7	\$162,000	\$261,068
8	\$186,300	\$299,813
9	\$214,200	\$345,250

Table 11 lists the salary ranges for selected salary groups in the State’s Position Classification Plan’s Salary Schedule B. That schedule begins with salary group B10 and ends with salary group B35. However, Table 11 lists the salary groups B26 through B35, which are salary ranges for classified professional and managerial positions that overlap with the exempt salary ranges. The salary ranges presented are effective for the 2018-2019 biennium (from September 1, 2017, through August 31, 2019).

Table 11

Selected Classified Salary Schedule B Annual Salary Ranges For the 2018-2019 Biennium		
Salary Group ^a	Minimum Salary	Maximum Salary
B26	\$69,415	\$117,397
B27	\$76,356	\$129,137
B28	\$83,991	\$142,052
B29	\$92,390	\$156,256
B30	\$101,630	\$171,881
B31	\$111,793	\$189,069
B32	\$122,972	\$207,977
B33	\$135,269	\$228,775
B34	\$148,796	\$251,652
B35	\$163,676	\$276,817

^a Salary Schedule B begins with salary group B10 and ends with salary group B35.

Source: Section 2.01, pages IX-1-19, the General Appropriations Act (85th Legislature).

Market Analysis and Recommended Salary Group Assignments

To determine the market average for executive officer positions at Texas state agencies, the State Auditor's Office blended market data from public, nonprofit, and private sector salary survey sources. To supplement that data, the State Auditor's Office sent surveys to agencies in the 10 most populous states outside of Texas, quasi-governmental agencies, and major Texas cities and counties.

This analysis considered the nature and complexity of each agency, such as the number of authorized full-time equivalent employees, budget size, and scope of responsibilities. The analysis also considered job requirements of the executive officer positions, such as a requirement for a specialized or advanced degree. The analysis did not consider the job performance or the experience level of the individuals currently performing the jobs.

As discussed in Chapter 1-B, 54 executive officer positions are currently assigned to a salary group with a pay range that may limit the ability to offer a market-competitive salary. While reassigning 51 of those executive officer positions to a higher salary group would incur no cost, the annual cost to bring the 3 remaining executive officers who hold those positions to the minimum of the new salary group is \$10,637 for each year of the 2020-2021 biennium.

Table 12 on the next page lists, by General Appropriations Act article, the executive officer positions reviewed, as well as the current salaries as of June 30, 2018; the not-to-exceed rate for the 2018-2019 biennium as set by the Legislature in the General Appropriations Act; the market average; current and recommended salary group placements; corresponding salary ranges; and the annual cost to move the executive officer to the minimum of the recommended salary range. Table 12 excludes higher education institutions; legislative agencies; elected officials; the Secretary of State; the courts; self-directed, semi-independent agencies; and unclassified positions (for example, the Treasury Safekeeping Trust Company's executive director position).

Table 12

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
Article I		
Bond Review Board (352) Executive Director	Current Salary	\$117,500
	Not-to-exceed Rate	\$136,419
	Market Average	\$155,652
	Current Salary Group	3
	Recommended Salary Group	4
	Current Salary Range	\$92,600 - \$149,240
	Recommended Salary Range	\$106,500 - \$171,688
	Annual Cost	Not Applicable
Cancer Prevention and Research Institute of Texas (542) Chief Executive Officer	Current Salary	\$256,250
	Not-to-Exceed Rate	\$256,250
	Market Average	\$247,818
	Current Salary Group	7
	Recommended Salary Group	8
	Current Salary Range	\$162,000 - \$261,068
	Recommended Salary Range	\$186,300 - \$299,813
	Annual Cost	Not Applicable
Commission on State Emergency Communications (477) Executive Director	Current Salary	\$123,562
	Not-to-exceed Rate	\$123,562
	Market Average	\$139,826
	Current Salary Group	2
	Recommended Salary Group	3
	Current Salary Range	\$80,500 - \$129,765
	Recommended Salary Range	\$92,600 - \$149,240
	Annual Cost	Not Applicable
Commission on the Arts (813) Executive Director	Current Salary	\$121,041
	Not-to-exceed Rate	\$121,041
	Market Average	\$136,765
	Current Salary Group	2
	Recommended Salary Group	3
	Current Salary Range	\$80,500 - \$129,765
	Recommended Salary Range	\$92,600 - \$149,240
	Annual Cost	Not Applicable

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
Department of Information Resources (313) Executive Director	Current Salary	\$184,792
	Not-to-exceed Rate	\$184,792
	Market Average	\$204,402
	Current Salary Group	6
	Recommended Salary Group	6
	Current Salary Range	\$140,900 - \$227,038
	Recommended Salary Range	\$140,900 - \$227,038
	Annual Cost	Not Applicable
Employees Retirement System (327) Executive Director	Current Salary	\$296,615
	Not-to-exceed Rate	\$357,120
	Market Average	\$299,079
	Current Salary Group	None
	Recommended Salary Group	None
	Current Salary Range	None
	Recommended Salary Range	None
	Annual Cost	Not Applicable
Facilities Commission (303) Interim Executive Director	Current Salary ^a	\$170,824
	Not-to-exceed Rate	\$177,982
	Market Average	\$200,261
	Current Salary Group	5
	Recommended Salary Group	6
	Current Salary Range	\$122,500 - \$197,415
	Recommended Salary Range	\$140,900 - \$227,038
	Annual Cost	Not Applicable
Historical Commission (808) Executive Director	Current Salary	\$150,652
	Not-to-exceed Rate	\$150,652
	Market Average	\$169,502
	Current Salary Group	4
	Recommended Salary Group	5
	Current Salary Range	\$106,500 - \$171,688
	Recommended Salary Range	\$122,500 - \$197,415
	Annual Cost	Not Applicable

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
Library and Archives Commission (306) Director and Librarian	Current Salary	\$143,500
	Not-to-exceed Rate	\$143,500
	Market Average	\$155,997
	Current Salary Group	3
	Recommended Salary Group	4
	Current Salary Range	\$92,600 - \$149,240
	Recommended Salary Range	\$106,500 - \$171,688
	Annual Cost	Not Applicable
Office of the Governor - Trusteed Programs, Office of State-Federal Relations (300) Executive Director	Current Salary	\$149,240
	Not-to-exceed Rate	\$141,338
	Market Average	\$138,097
	Current Salary Group	3
	Recommended Salary Group	4
	Current Salary Range	\$92,600 - \$149,240
	Recommended Salary Range	\$106,500 - \$171,688
	Annual Cost	Not Applicable
Pension Review Board (338) Executive Director	Current Salary	\$112,750
	Not-to-exceed Rate	\$112,750
	Market Average	\$126,730
	Current Salary Group	2
	Recommended Salary Group	3
	Current Salary Range	\$80,500 - \$129,765
	Recommended Salary Range	\$92,600 - \$149,240
	Annual Cost	Not Applicable
Preservation Board (809) Executive Director	Current Salary	\$150,000
	Not-to-exceed Rate	\$175,990
	Market Average	\$196,283
	Current Salary Group	5
	Recommended Salary Group	6
	Current Salary Range	\$122,500 - \$197,415
	Recommended Salary Range	\$140,900 - \$227,038
	Annual Cost	Not Applicable

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
Public Finance Authority (347) Executive Director	Current Salary	\$140,980
	Not-to-exceed Rate	\$140,980
	Market Average	\$159,994
	Current Salary Group	4
	Recommended Salary Group	5
	Current Salary Range	\$106,500 - \$171,688
	Recommended Salary Range	\$122,500 - \$197,415
	Annual Cost	Not Applicable
State Office of Risk Management (479) Executive Director and State Risk Manager	Current Salary	\$139,582
	Not-to-exceed Rate	\$139,582
	Market Average	\$158,487
	Current Salary Group	3
	Recommended Salary Group	4
	Current Salary Range	\$92,600 - \$149,240
	Recommended Salary Range	\$106,500 - \$171,688
	Annual Cost	Not Applicable
Texas Emergency Services Retirement System (326) Executive Director	Current Salary	\$90,000
	Not-to-exceed Rate	\$109,599
	Market Average	\$125,080
	Current Salary Group	2
	Recommended Salary Group	3
	Current Salary Range	\$80,500 - \$129,765
	Recommended Salary Range	\$92,600 - \$149,240
	Annual Cost	\$2,600
Texas Ethics Commission (356) Executive Director	Current Salary	\$133,463
	Not-to-exceed Rate	\$133,463
	Market Average	\$146,418
	Current Salary Group	4
	Recommended Salary Group	4
	Current Salary Range	\$106,500 - \$171,688
	Recommended Salary Range	\$106,500 - \$171,688
	Annual Cost	Not Applicable

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
Veterans Commission (403) Executive Director	Current Salary	\$145,580
	Not-to-exceed Rate	\$145,580
	Market Average	\$159,077
	Current Salary Group	4
	Recommended Salary Group	5
	Current Salary Range	\$106,500 - \$171,688
	Recommended Salary Range	\$122,500 - \$197,415
	Annual Cost	Not Applicable
Article II		
Department of Family and Protective Services (530) Commissioner	Current Salary	\$220,000
	Not-to-exceed Rate	\$231,893
	Market Average	\$265,059
	Current Salary Group	7
	Recommended Salary Group	8
	Current Salary Range	\$162,000 - \$261,068
	Recommended Salary Range	\$186,300 - \$299,813
	Annual Cost	Not Applicable
Department of State Health Services ^b (537) Commissioner	Current Salary	\$242,353
	Not-to-exceed Rate	\$248,412
	Market Average	\$255,686
	Current Salary Group	7
	Recommended Salary Group	8
	Current Salary Range	\$162,000 - \$261,068
	Recommended Salary Range	\$186,300 - \$299,813
	Annual Cost	Not Applicable
Health and Human Services Commission ^b (529) Interim Executive Commissioner	Current Salary ^a	\$266,500
	Not-to-exceed Rate	\$266,500
	Market Average	\$305,535
	Current Salary Group	8
	Recommended Salary Group	9
	Current Salary Range	\$186,300 - \$299,813
	Recommended Salary Range	\$214,200 - \$345,250
	Annual Cost	Not Applicable

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
Article III		
Higher Education Coordinating Board (781) Commissioner of Higher Education	Current Salary	\$212,135
	Not-to-exceed Rate	\$212,135
	Market Average	\$242,119
	Current Salary Group	8
	Recommended Salary Group	8
	Current Salary Range	\$186,300 - \$299,813
	Recommended Salary Range	\$186,300 - \$299,813
	Annual Cost	Not Applicable
School for the Blind and Visually Impaired (771) Superintendent	Current Salary	\$142,159
	Not-to-exceed Rate	\$142,159
	Market Average	\$162,543
	Current Salary Group	4
	Recommended Salary Group	5
	Current Salary Range	\$106,500 - \$171,688
	Recommended Salary Range	\$122,500 - \$197,415
	Annual Cost	Not Applicable
School for the Deaf (772) Superintendent	Current Salary	\$148,908
	Not-to-exceed Rate	\$148,908
	Market Average	\$165,758
	Current Salary Group	4
	Recommended Salary Group	5
	Current Salary Range	\$106,500 - \$171,688
	Recommended Salary Range	\$122,500 - \$197,415
	Annual Cost	Not Applicable
Teacher Retirement System (323) Executive Director	Current Salary	\$337,266
	Not-to-exceed Rate	\$327,443
	Market Average	\$308,196
	Current Salary Group	None
	Recommended Salary Group	None
	Current Salary Range	None
	Recommended Salary Range	None
	Annual Cost	Not Applicable

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
Texas Education Agency (701) Commissioner of Education	Current Salary	\$220,375
	Not-to-exceed Rate	\$234,678
	Market Average	\$261,152
	Current Salary Group	8
	Recommended Salary Group	8
	Current Salary Range	\$186,300 - \$299,813
	Recommended Salary Range	\$186,300 - \$299,813
	Annual Cost	Not Applicable
Article IV		
Office of Capital and Forensic Writs (215) Executive Director	Current Salary	\$137,274
	Not-to-exceed Rate	\$137,274
	Market Average	\$156,326
	Current Salary Group	3
	Recommended Salary Group	4
	Current Salary Range	\$92,600 - \$149,240
	Recommended Salary Range	\$106,500 - \$171,688
Annual Cost	Not Applicable	
Office of Court Administration, Texas Judicial Council (212) Administrative Director	Current Salary	\$171,216
	Not-to-exceed Rate	\$171,216
	Market Average	\$182,411
	Current Salary Group	5
	Recommended Salary Group	5
	Current Salary Range	\$122,500 - \$197,415
	Recommended Salary Range	\$122,500 - \$197,415
Annual Cost	Not Applicable	
Office of the State Prosecuting Attorney (213) State Prosecuting Attorney	Current Salary ^C	\$143,500
	Not-to-exceed Rate	\$152,843
	Market Average	\$170,273
	Current Salary Group	None
	Recommended Salary Group	5
	Current Salary Range	None
	Recommended Salary Range	\$122,500 - \$197,415
Annual Cost	Not Applicable	

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
State Commission on Judicial Conduct (242) Executive Director	Current Salary	\$123,380
	Not-to-exceed Rate	\$126,660
	Market Average	\$142,262
	Current Salary Group	3
	Recommended Salary Group	4
	Current Salary Range	\$92,600 - \$149,240
	Recommended Salary Range	\$106,500 - \$171,688
	Annual Cost	Not Applicable
State Law Library (243) Director	Current Salary	\$93,534
	Not-to-exceed Rate	\$106,720
	Market Average	\$119,261
	Current Salary Group	1
	Recommended Salary Group	2
	Current Salary Range	\$70,000 - \$112,750
	Recommended Salary Range	\$80,500 - \$129,765
	Annual Cost	Not Applicable
Article V		
Alcoholic Beverage Commission (458) Administrator	Current Salary	\$153,503
	Not-to-exceed Rate	\$153,503
	Market Average	\$178,103
	Current Salary Group	5
	Recommended Salary Group	5
	Current Salary Range	\$122,500 - \$197,415
	Recommended Salary Range	\$122,500 - \$197,415
	Annual Cost	Not Applicable
Commission on Fire Protection (411) Executive Director	Current Salary	\$107,634
	Not-to-exceed Rate	\$117,103
	Market Average	\$130,403
	Current Salary Group	3
	Recommended Salary Group	3
	Current Salary Range	\$92,600 - \$149,240
	Recommended Salary Range	\$92,600 - \$149,240
	Annual Cost	Not Applicable

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
Commission on Jail Standards (409) Executive Director	Current Salary	\$108,469
	Not-to-exceed Rate	\$108,469
	Market Average	\$127,394
	Current Salary Group	1
	Recommended Salary Group	3
	Current Salary Range	\$70,000 - \$112,750
	Recommended Salary Range	\$92,600 - \$149,240
	Annual Cost	Not Applicable
Commission on Law Enforcement (407) Executive Director	Current Salary	\$127,833
	Not-to-exceed Rate	\$127,833
	Market Average	\$143,841
	Current Salary Group	2
	Recommended Salary Group	4
	Current Salary Range	\$80,500 - \$129,765
	Recommended Salary Range	\$106,500 - \$171,688
	Annual Cost	Not Applicable
Department of Criminal Justice (696) Executive Director	Current Salary	\$266,500
	Not-to-exceed Rate	\$266,500
	Market Average	\$275,501
	Current Salary Group	8
	Recommended Salary Group	9
	Current Salary Range	\$186,300 - \$299,813
	Recommended Salary Range	\$214,200 - \$345,250
	Annual Cost	Not Applicable
Department of Public Safety (405) Director	Current Salary	\$232,969
	Not-to-exceed Rate	\$232,969
	Market Average	\$261,033
	Current Salary Group	7
	Recommended Salary Group	8
	Current Salary Range	\$162,000 - \$261,068
	Recommended Salary Range	\$186,300 - \$299,813
	Annual Cost	Not Applicable

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
Juvenile Justice Department (644) Executive Director	Current Salary	\$205,879
	Not-to-exceed Rate	\$205,879
	Market Average	\$228,132
	Current Salary Group	6
	Recommended Salary Group	7
	Current Salary Range	\$140,900 - \$227,038
	Recommended Salary Range	\$162,000 - \$261,068
	Annual Cost	Not Applicable
Texas Military Department (401) Adjunct General	Current Salary	\$178,196
	Not-to-exceed Rate	\$178,196
	Market Average	\$201,428
	Current Salary Group	5
	Recommended Salary Group	6
	Current Salary Range	\$122,500 - \$197,415
	Recommended Salary Range	\$140,900 - \$227,038
	Annual Cost	Not Applicable
Article VI		
Animal Health Commission (554) Executive Director	Current Salary	\$146,742
	Not-to-exceed Rate	\$146,742
	Market Average	\$164,015
	Current Salary Group	4
	Recommended Salary Group	5
	Current Salary Range	\$106,500 - \$171,688
	Recommended Salary Range	\$122,500 - \$197,415
	Annual Cost	Not Applicable
Commission on Environmental Quality (582) Interim Executive Director ^d	Current Salary ^a	\$210,695
	Not-to-exceed Rate	\$211,415
	Market Average	\$235,028
	Current Salary Group	7
	Recommended Salary Group	7
	Current Salary Range	\$162,000 - \$261,068
	Recommended Salary Range	\$162,000 - \$261,068
	Annual Cost	Not Applicable

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
Parks and Wildlife Department (802) Executive Director	Current Salary	\$200,643
	Not-to-exceed Rate	\$201,528
	Market Average	\$226,749
	Current Salary Group	6
	Recommended Salary Group	7
	Current Salary Range	\$140,900 - \$227,038
	Recommended Salary Range	\$162,000 - \$261,068
	Annual Cost	Not Applicable
Soil and Water Conservation Board (592) Executive Director	Current Salary	\$142,303
	Not-to-exceed Rate	\$142,303
	Market Average	\$158,193
	Current Salary Group	3
	Recommended Salary Group	4
	Current Salary Range	\$92,600 - \$149,240
	Recommended Salary Range	\$106,500 - \$171,688
	Annual Cost	Not Applicable
Water Development Board (580) Executive Administrator	Current Salary	\$173,241
	Not-to-exceed Rate	\$188,285
	Market Average	\$210,563
	Current Salary Group	5
	Recommended Salary Group	6
	Current Salary Range	\$122,500 - \$197,415
	Recommended Salary Range	\$140,900 - \$227,038
	Annual Cost	Not Applicable
Article VII		
Department of Housing and Community Affairs (332) Executive Director	Current Salary	\$180,084
	Not-to-exceed Rate	\$180,084
	Market Average	\$202,420
	Current Salary Group	5
	Recommended Salary Group	6
	Current Salary Range	\$122,500 - \$197,415
	Recommended Salary Range	\$140,900 - \$227,038
	Annual Cost	Not Applicable

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
Department of Motor Vehicles (608) Executive Director	Current Salary	\$192,126
	Not-to-exceed Rate	\$192,128
	Market Average	\$213,409
	Current Salary Group	5
	Recommended Salary Group	7
	Current Salary Range	\$122,500 - \$197,415
	Recommended Salary Range	\$162,000 - \$261,068
	Annual Cost	Not Applicable
Department of Transportation (601) Executive Director	Current Salary	\$299,812
	Not-to-exceed Rate	\$299,813
	Market Average	\$287,636
	Current Salary Group	8
	Recommended Salary Group	9
	Current Salary Range	\$186,300 - \$299,813
	Recommended Salary Range	\$214,200 - \$345,250
	Annual Cost	Not Applicable
Texas Lottery Commission (362) Executive Director	Current Salary	\$211,191
	Not-to-exceed Rate	\$211,191
	Market Average	\$224,573
	Current Salary Group	6
	Recommended Salary Group	7
	Current Salary Range	\$140,900 - \$227,038
	Recommended Salary Range	\$162,000 - \$261,068
	Annual Cost	Not Applicable
Texas Workforce Commission (320) Executive Director	Current Salary	\$182,500
	Not-to-exceed Rate	\$198,233
	Market Average	\$224,199
	Current Salary Group	6
	Recommended Salary Group	7
	Current Salary Range	\$140,900 - \$227,038
	Recommended Salary Range	\$162,000 - \$261,068
	Annual Cost	Not Applicable

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
Article VIII		
Board of Chiropractic Examiners (508) Executive Director	Current Salary	\$84,000
	Not-to-exceed Rate	\$93,520
	Market Average	\$106,137
	Current Salary Group	1
	Recommended Salary Group	2
	Current Salary Range	\$70,000 - \$112,750
	Recommended Salary Range	\$80,500 - \$129,765
	Annual Cost	Not Applicable
Board of Examiners of Psychologists (520) Executive Director	Current Salary	\$96,678
	Not-to-exceed Rate	\$96,678
	Market Average	\$108,176
	Current Salary Group	1
	Recommended Salary Group	2
	Current Salary Range	\$70,000 - \$112,750
	Recommended Salary Range	\$80,500 - \$129,765
	Annual Cost	Not Applicable
Board of Nursing (507) Executive Director	Current Salary	\$145,864
	Not-to-exceed Rate	\$145,864
	Market Average	\$166,879
	Current Salary Group	3
	Recommended Salary Group	5
	Current Salary Range	\$92,600 - \$149,240
	Recommended Salary Range	\$122,500 - \$197,415
	Annual Cost	Not Applicable
Board of Pharmacy (515) Executive Director	Current Salary	\$132,490
	Not-to-exceed Rate	\$132,490
	Market Average	\$148,958
	Current Salary Group	4
	Recommended Salary Group	4
	Current Salary Range	\$106,500 - \$171,688
	Recommended Salary Range	\$106,500 - \$171,688
	Annual Cost	Not Applicable

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
Board of Plumbing Examiners (456) Executive Director	Current Salary	\$114,239
	Not-to-exceed Rate	\$114,239
	Market Average	\$127,227
	Current Salary Group	2
	Recommended Salary Group	3
	Current Salary Range	\$80,500 - \$129,765
	Recommended Salary Range	\$92,600 - \$149,240
	Annual Cost	Not Applicable
Board of Professional Geoscientists (481) Executive Director	Current Salary	\$96,386
	Not-to-exceed Rate	\$96,386
	Market Average	\$114,902
	Current Salary Group	1
	Recommended Salary Group	2
	Current Salary Range	\$70,000 - \$112,750
	Recommended Salary Range	\$80,500 - \$129,765
	Annual Cost	Not Applicable
Board of Professional Land Surveying (464) Executive Director	Current Salary	\$74,863
	Not-to-exceed Rate	\$91,994
	Market Average	\$105,191
	Current Salary Group	1
	Recommended Salary Group	2
	Current Salary Range	\$70,000 - \$112,750
	Recommended Salary Range	\$80,500 - \$129,765
	Annual Cost	\$5,637
Board of Veterinary Medical Examiners (578) Executive Director	Current Salary	\$101,787
	Not-to-exceed Rate	\$101,787
	Market Average	\$119,382
	Current Salary Group	2
	Recommended Salary Group	2
	Current Salary Range	\$80,500 - \$129,765
	Recommended Salary Range	\$80,500 - \$129,765
	Annual Cost	Not Applicable

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
Department of Insurance (454) Commissioner of Insurance	Current Salary	\$202,383
	Not-to-exceed Rate	\$207,443
	Market Average	\$228,567
	Current Salary Group	6
	Recommended Salary Group	7
	Current Salary Range	\$140,900 - \$227,038
	Recommended Salary Range	\$162,000 - \$261,068
	Annual Cost	Not Applicable
Department of Insurance, Workers' Compensation (454) Commissioner of Workers' Compensation	Current Salary	\$164,000
	Not-to-exceed Rate	\$164,000
	Market Average	\$178,012
	Current Salary Group	5
	Recommended Salary Group	6
	Current Salary Range	\$122,500 - \$197,415
	Recommended Salary Range	\$140,900 - \$227,038
	Annual Cost	Not Applicable
Department of Licensing and Regulation (452) Executive Director	Current Salary	\$179,375
	Not-to-exceed Rate	\$179,375
	Market Average	\$180,593
	Current Salary Group	5
	Recommended Salary Group	6
	Current Salary Range	\$122,500 - \$197,415
	Recommended Salary Range	\$140,900 - \$227,038
	Annual Cost	Not Applicable
Executive Council of Physical and Occupational Therapy Examiners (533) Executive Director	Current Salary	\$104,990
	Not-to-exceed Rate	\$104,990
	Market Average	\$114,788
	Current Salary Group	1
	Recommended Salary Group	2
	Current Salary Range	\$70,000 - \$112,750
	Recommended Salary Range	\$80,500 - \$129,765
	Annual Cost	Not Applicable

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
Funeral Service Commission (513) Executive Director	Current Salary	\$95,318
	Not-to-exceed Rate	\$95,318
	Market Average	\$104,969
	Current Salary Group	1
	Recommended Salary Group	2
	Current Salary Range	\$70,000 - \$112,750
	Recommended Salary Range	\$80,500 - \$129,765
	Annual Cost	Not Applicable
Office of Injured Employee Counsel (448) Public Counsel	Current Salary	\$143,220
	Not-to-exceed Rate	\$143,220
	Market Average	\$158,998
	Current Salary Group	3
	Recommended Salary Group	4
	Current Salary Range	\$92,600 - \$149,240
	Recommended Salary Range	\$106,500 - \$171,688
	Annual Cost	Not Applicable
Office of Public Insurance Counsel (359) Public Counsel	Current Salary	\$137,734
	Not-to-exceed Rate	\$138,062
	Market Average	\$157,869
	Current Salary Group	4
	Recommended Salary Group	4
	Current Salary Range	\$106,500 - \$171,688
	Recommended Salary Range	\$106,500 - \$171,688
	Annual Cost	Not Applicable
Office of Public Utility Counsel (475) Public Counsel	Current Salary	\$133,940
	Not-to-exceed Rate	\$133,940
	Market Average	\$151,189
	Current Salary Group	4
	Recommended Salary Group	4
	Current Salary Range	\$106,500 - \$171,688
	Recommended Salary Range	\$106,500 - \$171,688
	Annual Cost	Not Applicable

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
Optometry Board (514) Executive Director	Current Salary	\$83,204
	Not-to-exceed Rate	\$93,762
	Market Average	\$106,034
	Current Salary Group	1
	Recommended Salary Group	2
	Current Salary Range	\$70,000 - \$112,750
	Recommended Salary Range	\$80,500 - \$129,765
	Annual Cost	Not Applicable
Public Utility Commission of Texas (473) Executive Director	Current Salary	\$159,782
	Not-to-exceed Rate	\$159,782
	Market Average	\$174,048
	Current Salary Group	4
	Recommended Salary Group	5
	Current Salary Range	\$106,500 - \$171,688
	Recommended Salary Range	\$122,500 - \$197,415
	Annual Cost	Not Applicable
Racing Commission (476) Executive Director	Current Salary	\$90,200
	Not-to-exceed Rate	\$129,353
	Market Average	\$144,597
	Current Salary Group	2
	Recommended Salary Group	3
	Current Salary Range	\$80,500 - \$129,765
	Recommended Salary Range	\$92,600 - \$149,240
	Annual Cost	\$2,400
Securities Board (312) Securities Commissioner	Current Salary	\$147,704
	Not-to-exceed Rate	\$147,704
	Market Average	\$171,043
	Current Salary Group	5
	Recommended Salary Group	5
	Current Salary Range	\$122,500 - \$197,415
	Recommended Salary Range	\$122,500 - \$197,415
	Annual Cost	Not Applicable

Market Analysis and Recommended Salary Groups Assignments for Executive Officer Positions		
State Office of Administrative Hearings (360) Chief Administrative Law Judge	Current Salary	\$180,000
	Not-to-exceed Rate	\$180,000
	Market Average	\$181,032
	Current Salary Group	5
	Recommended Salary Group	5
	Current Salary Range	\$122,500 - \$197,415
	Recommended Salary Range	\$122,500 - \$197,415
	Annual Cost	Not Applicable
Texas Medical Board (503) Executive Director	Current Salary	\$145,930
	Not-to-exceed Rate	\$154,027
	Market Average	\$174,016
	Current Salary Group	4
	Recommended Salary Group	5
	Current Salary Range	\$106,500 - \$171,688
	Recommended Salary Range	\$122,500 - \$197,415
	Annual Cost	Not Applicable
Texas State Board of Dental Examiners (504) Executive Director	Current Salary	\$105,000
	Not-to-exceed Rate	\$119,750
	Market Average	\$134,142
	Current Salary Group	2
	Recommended Salary Group	3
	Current Salary Range	\$80,500 - \$129,765
	Recommended Salary Range	\$92,600 - \$149,240
	Annual Cost	Not Applicable
<p>^a The current salary listed is that of the interim executive officer.</p> <p>^b State hospitals and some selected programs and regulatory services were transferred from the Department of State Health Services to the Health and Human Services Commission in September 2017.</p> <p>^c The salary for the state prosecuting attorney position is set in Texas Government Code, Section 46.003. The state prosecuting attorney and each state prosecutor are entitled to receive state compensation equal to the compensation that is provided for a district judge position in the General Appropriations Act.</p> <p>^d The executive director retired effective April 2018; a new executive director was appointed effective August 2018.</p>		

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