



A Report on

Executive Compensation at State Agencies

August 2020

Report No. 20-706



A Report on

Executive Compensation at State Agencies

SAO Report No. 20-706
August 2020

Overall Conclusion

The State Auditor's Office conducted a study of the salaries and assigned salary groups for 68 executive officer positions at select state agencies. Those positions were exempt from the State's Position Classification Plan during the 2020-2021 biennium.

The State Auditor's Office determined that the majority of the executive officer positions were assigned to salary groups with competitive salary ranges. This is due, in part, to the 86th Legislature's approval of new salary groups for exempt positions, which resulted in increases to the annual base salaries for some executive officers.

However, some disparities still existed among the annual base salaries of some executive officers compared with the annual base salaries of other management employees at state agencies. Specifically:

- Seventeen (17.0 percent) executive officers were among the top 100 highest paid management employees at state agencies. However, the remaining 83 (83.0 percent) employees were in other management positions at state agencies¹ (see Table 1 for more information).
- Three executive officer positions were assigned to a salary group with a pay range that may limit the agencies' ability to offer a market-competitive salary. Reassigning those three executive officer positions to a higher salary group would incur no cost to the agencies.
- Twenty-six employees at 12 state agencies had annual base salaries that exceeded the annual base salaries of their executive officers, and 31 employees at 19 state agencies had annual base salaries that were the same as or within 10.0 percent less than their executive officers' annual base salaries. This was an improvement since fiscal year 2018 when 30 employees

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 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.

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

Salary Groups and Salary Ranges

For fiscal years 2020 and 2021, the State has nine salary groups for exempt positions. Each salary group has a corresponding salary range that establishes the minimum and maximum annual salary for each position assigned to that group.

¹ This analysis is based on the annual base salaries for the job titles listed in Table 1 and excludes legislative agencies, higher education institutions, temporary positions, and medical and investment positions.

at 14 state agencies had annual base salaries that exceeded the salaries of their executive officers, and 43 employees at 20 agencies had annual base salaries that were within 10.0 percent less than their executive officers' salaries.

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 appropriations, the number of authorized full-time equivalent 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 (86th Legislature). The scope of this study included 68 executive officer positions that were exempt from the State's Position Classification Plan during the 2020-2021 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 employees using data as of February 29, 2020, 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. Other executive officer positions not included in this study include elected officials, the Secretary of State, and officers of the courts. Self-directed, semi-independent agencies were included only for determining the 100 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.

Contents

Detailed Results

| | |
|---|----|
| Chapter 1 Highest Salaried Management Positions at State Agencies and Recommended Salary Ranges for Executive Officers | 1 |
| Chapter 2 Pay Compression and Executive Officer Salaries | 16 |

Appendices

| | |
|---|----|
| Appendix 1 Objective, Scope, and Methodology | 26 |
| Appendix 2 Salary Ranges for the Schedule of Exempt Positions and an Excerpt from Classified Salary Schedule B for the 2020-2021 Biennium..... | 30 |
| Appendix 3 Market Analysis and Recommended Salary Group Assignments | 32 |

Detailed Results

Chapter 1

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

The State Auditor’s Office conducted a study of the assigned salary groups and salaries for 68 executive officer positions that were exempt from the State’s Position Classification Plan during the 2020–2021 biennium. The results of that analysis are discussed below.

Executive Officer Assigned Salary Ranges

The majority of those 68 executive officer positions were assigned to salary groups with market competitive salary ranges for the 2020–2021 biennium. Specifically:

- A total of 63 (92.7 percent) executive officer positions were placed in market competitive salary ranges.²
- Three (4.4 percent) executive officer positions—at the School for the Blind and Visually Impaired; School for the Deaf; and Office of Court Administration, Texas Judicial Council—were placed within a salary group that could limit their respective agency’s ability to offer a market competitive salary.
- Two (2.9 percent) executive officer positions—at the Teacher Retirement System and Employees Retirement System—are not assigned to a salary group; however, these positions have not-to-exceed (NTE) rates (see text box for information about NTE rates).

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.

Salary Range Midpoints and Not-to-exceed Rates

Midpoints. Each salary group has a corresponding salary range and each salary range has a midpoint. The midpoint is the middle number between the minimum and the maximum of a salary range. The midpoint of a salary range is meant to correspond to the average pay in the job market. Salary ranges are typically developed around the midpoint to allow flexibility for pay variances based on employee experience, expertise, and performance.

NTE Rates. In addition to having assigned salary groups, most executive officer positions are also 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 (86th Legislature, Article IX, Section 3.04).

² To increase market competitiveness, the 86th Legislature approved new salary groups with corresponding salary ranges for 48 executive officer positions; those changes were effective in the 2020–2021 biennium.

Executive Officer Salaries

Most executive officer salaries were above or near their assigned salary range midpoint, and more than half were at their NTE rates. Specifically:

- A total of 50 (75.8 percent) of the 66 executive officers that have assigned salary groups had salaries above or within 5.0 percent from their salary range midpoint. (See textbox on the previous page for additional information about salary range midpoints.)
- A total of 44 (64.7 percent) executive officers' salaries were at the NTE rate, including one that had a NTE rate at the maximum of the assigned salary range.
- Two (2.9 percent) executive officer salaries were above their NTE rates in the General Appropriations Act (86th Legislature).

Included in this chapter is an analysis of executive officer salaries compared with the salaries of other executive officers and/or other management positions at state agencies (see Chapter 1-A). Also included in this chapter are recommended salary groups based on factors such as the size of an agency's appropriations and the number of authorized full-time equivalent (FTE) employees (see Chapter 1-B).

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 as of June 30, 2020, were the executive officers at the Teacher Retirement System and the Department of Transportation. However, when including additional pay, the executive officer at the Employees Retirement System was the highest paid. The Teacher Retirement System's and Employees Retirement System's boards of trustees sets the annual base salary for the respective executive officer positions. Both executive officer positions are eligible for additional compensation.

Table 1, starting on the next page, lists the 100 highest annual base salaries, as well as any additional compensation received, for employees in management positions among state agencies as of June 30, 2020 (see text box for definitions of classified, exempt, and unclassified positions).³ Of those 100 top salaries:

- Seventeen (17.0 percent) were salaries paid to executive officers, two of whom received additional compensation from their agencies through the state payroll system between September 1, 2019, and June 30, 2020
- A total of 83 (83.0 percent) were salaries paid to employees in other management positions. Specifically:
 - ♦ Fifty-four were in classified positions assigned to salary groups B33 through B36 within the State’s Position Classification Plan. The titles for those 54 employees were first assistant attorney general, deputy attorney general, district engineer, deputy director, and deputy comptroller. (See Table 11 in Appendix 2 for the salary ranges for selected salary groups in Salary Schedule B of the State’s Position Classification Plan.)
 - ♦ One employee was in a chief scientific officer position that is exempt from the State’s Position Classification Plan.
 - ♦ Twenty-eight were in unclassified positions and therefore were not assigned a salary group. The titles for those 28 employees were senior managing director, managing director, senior director, chief compliance officer, lead investment attorney, deputy commissioner, senior investment attorney, and investment attorney.

| Types of Positions |
|--|
| ▪ A classified position is included in the State’s Position Classification Plan in Article IX of the General Appropriations Act (86th 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. |

³ Table 1 excludes legislative agencies, higher education institutions, temporary positions, and medical and investment positions. See Tables 7 and 8 in Chapter 2-B for the 28 highest salaried medical positions and 30 highest salaried investment positions at state agencies.

Table 1

| 100 Highest Annual Base Salaries for Management Positions at State Agencies | | | | | | | | |
|---|---|--------------------------|---------------------------------|---|--------------------|----------------------------|-----------------|------------------------------|
| As of June 30, 2020 ^a | | | | | | | | |
| Rank | Agency | Job Title | Annual Base Salary ^b | Additional Pay as of June 30, 2020 ^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 | Teacher Retirement System | Senior Managing Director | \$392,000 | \$358,541 | \$750,541 | Unclassified | No Salary Group | No |
| 3 | Teacher Retirement System | Executive Director | \$355,141 | \$76,160 | \$431,301 | Exempt | No Salary Group | Yes |
| 4 | Teacher Retirement System | Senior Managing Director | \$344,000 | \$165,812 | \$509,812 | Unclassified | No Salary Group | No |
| 4 (tie) | Department of Transportation | Executive Director | \$344,000 | \$0 | \$344,000 | Exempt | 9 | Yes |
| 6 | Employees Retirement System | Executive Director | \$316,117 | \$216,823 | \$532,940 | Exempt | No Salary Group | Yes |
| 7 | Teacher Retirement System | Managing Director | \$315,000 | \$208,679 | \$523,679 | Unclassified | No Salary Group | No |
| 8 | Teacher Retirement System | Senior Managing Director | \$307,000 | \$0 | \$307,000 | Unclassified | No Salary Group | No |
| 8 (tie) | Teacher Retirement System | Managing Director | \$307,000 | \$248,255 | \$555,255 | Unclassified | No Salary Group | No |
| 10 | Teacher Retirement System | Senior Managing Director | \$303,000 | \$201,327 | \$504,327 | Unclassified | No Salary Group | No |
| 10 (tie) | Teacher Retirement System | Senior Managing Director | \$303,000 | \$203,864 | \$506,864 | Unclassified | No Salary Group | No |
| 12 | Teacher Retirement System | Senior Director | \$302,000 | \$291,767 | \$593,767 | Unclassified | No Salary Group | No |
| 13 | Teacher Retirement System | Deputy Director IV | \$300,000 | \$93,532 | \$393,532 | Classified | B36 | No |
| 14 | Higher Education Coordinating Board | Commissioner | \$299,813 | \$0 | \$299,813 | Exempt | 8 | Yes |
| 15 | Teacher Retirement System | Chief Compliance Officer | \$295,800 | \$0 | \$295,800 | Unclassified | No Salary Group | No |
| 16 | Department of Transportation | Deputy Director IV | \$294,000 | \$0 | \$294,000 | Classified | B36 | No |

100 Highest Annual Base Salaries for Management Positions at State Agencies

As of June 30, 2020 ^a

| Rank | Agency | Job Title | Annual Base Salary ^b | Additional Pay as of June 30, 2020 ^c | Total Compensation | Employee Type ^d | Salary Group | Executive Officer of Agency? |
|----------|---|----------------------------------|---------------------------------|---|--------------------|----------------------------|-----------------|------------------------------|
| 17 | Teacher Retirement System | Senior Director | \$290,658 | \$124,163 | \$414,821 | Unclassified | No Salary Group | No |
| 18 | Health and Human Services Commission ^e | Executive Commissioner | \$290,258 | \$0 | \$290,258 | Exempt | 9 | Yes |
| 19 | Teacher Retirement System | Senior Director | \$290,000 | \$210,766 | \$500,766 | Unclassified | No Salary Group | No |
| 19 (tie) | Teacher Retirement System | Deputy Director IV | \$290,000 | \$10,000 | \$300,000 | Classified | B36 | No |
| 21 | Teacher Retirement System | Senior Director | \$284,850 | \$127,626 | \$412,476 | Unclassified | No Salary Group | No |
| 22 | Department of Transportation | Deputy Director IV | \$284,000 | \$0 | \$284,000 | Classified | B36 | No |
| 23 | Teacher Retirement System | Senior Director | \$282,353 | \$111,009 | \$393,362 | Unclassified | No Salary Group | No |
| 24 | Teacher Retirement System | Senior Director | \$282,333 | \$113,966 | \$396,299 | Unclassified | No Salary Group | No |
| 25 | Cancer Prevention and Research Institute of Texas | Executive Director | \$281,875 | \$0 | \$281,875 | Exempt | 9 | Yes |
| 26 | Department of Transportation | Deputy Director III | \$276,817 | \$0 | \$276,817 | Classified | B35 | No |
| 27 | Department of Criminal Justice | Executive Director | \$275,501 | \$0 | \$275,501 | Exempt | 9 | Yes |
| 28 | Department of Transportation | Deputy Director IV | \$274,000 | \$0 | \$274,000 | Classified | B36 | No |
| 29 | Teacher Retirement System | Lead Investment Attorney | \$271,320 | \$0 | \$271,320 | Unclassified | No Salary Group | No |
| 30 | Department of State Health Services | Commissioner | \$271,083 | \$0 | \$271,083 | Exempt | 8 | Yes |
| 31 | Office of the Governor | Deputy Director III | \$265,000 | \$0 | \$265,000 | Classified | B35 | No |
| 31 (tie) | Office of the Governor | Deputy Director III | \$265,000 | \$0 | \$265,000 | Classified | B35 | No |
| 31 (tie) | Office of the Governor | Deputy Director III | \$265,000 | \$0 | \$265,000 | Classified | B35 | No |
| 31 (tie) | Office of the Governor | Deputy Director III | \$265,000 | \$0 | \$265,000 | Classified | B35 | No |
| 31 (tie) | Office of the Attorney General | First Assistant Attorney General | \$265,000 | \$0 | \$265,000 | Classified | B35 | No |

100 Highest Annual Base Salaries for Management Positions at State Agencies

As of June 30, 2020 ^a

| Rank | Agency | Job Title | Annual Base Salary ^b | Additional Pay as of June 30, 2020 ^c | Total Compensation | Employee Type ^d | Salary Group | Executive Officer of Agency? |
|----------|--|----------------------------|---------------------------------|---|--------------------|----------------------------|-----------------|------------------------------|
| 31 (tie) | Teacher Retirement System | Senior Managing Director | \$265,000 | \$176,495 | \$441,495 | Unclassified | No Salary Group | No |
| 37 | Office of the Comptroller of Public Accounts | Deputy Comptroller | \$258,500 | \$0 | \$258,500 | Classified | B35 | No |
| 38 | Department of Transportation | Deputy Director IV | \$258,000 | \$0 | \$258,000 | Classified | B36 | No |
| 39 | Higher Education Coordinating Board | Deputy Commissioner | \$250,008 | \$0 | \$250,008 | Unclassified | No Salary Group | No |
| 39 (tie) | Higher Education Coordinating Board | Deputy Commissioner | \$250,008 | \$0 | \$250,008 | Unclassified | No Salary Group | No |
| 39 (tie) | Higher Education Coordinating Board | Deputy Commissioner | \$250,008 | \$0 | \$250,008 | Unclassified | No Salary Group | No |
| 42 | Employees Retirement System | Deputy Director II | \$250,000 | \$127,064 | \$377,064 | Classified | B34 | No |
| 42 (tie) | Employees Retirement System | Deputy Director III | \$250,000 | \$0 | \$250,000 | Classified | B35 | No |
| 44 | Department of Public Safety | Director | \$247,981 | \$0 | \$247,981 | Exempt | 8 | Yes |
| 45 | Department of Transportation | Deputy Director III | \$245,692 | \$0 | \$245,692 | Classified | B35 | No |
| 46 | Health and Human Services Commission | Deputy Director II | \$245,000 | \$0 | \$245,000 | Classified | B34 | No |
| 47 | Department of Banking ^{f g} | Commissioner | \$242,925 | \$0 | \$242,925 | Exempt | No Salary Group | Yes |
| 48 | Health and Human Services Commission | Deputy Director II | \$240,000 | \$0 | \$240,000 | Classified | B34 | No |
| 48 (tie) | Health and Human Services Commission | Deputy Director II | \$240,000 | \$0 | \$240,000 | Classified | B34 | No |
| 48 (tie) | Treasury Safekeeping Trust Company | Chief Executive Officer | \$240,000 | \$0 | \$240,000 | Unclassified | No Salary Group | Yes |
| 51 | Teacher Retirement System | Senior Investment Attorney | \$239,200 | \$0 | \$239,200 | Unclassified | No Salary Group | No |
| 52 | Department of Transportation | Deputy Director II | \$237,928 | \$0 | \$237,928 | Classified | B34 | No |
| 53 | Department of Transportation | Deputy Director II | \$237,000 | \$0 | \$237,000 | Classified | B34 | No |

100 Highest Annual Base Salaries for Management Positions at State Agencies

As of June 30, 2020 ^a

| Rank | Agency | Job Title | Annual Base Salary ^b | Additional Pay as of June 30, 2020 ^c | Total Compensation | Employee Type ^d | Salary Group | Executive Officer of Agency? |
|----------|---|---------------------|---------------------------------|---|--------------------|----------------------------|-----------------|------------------------------|
| 54 | Office of the Comptroller of Public Accounts | Deputy Director II | \$236,553 | \$0 | \$236,553 | Classified | B34 | No |
| 55 | Teacher Retirement System | Deputy Director II | \$235,635 | \$10,000 | \$245,635 | Classified | B34 | No |
| 56 | Department of Transportation | Deputy Director II | \$234,000 | \$0 | \$234,000 | Classified | B34 | No |
| 57 | Teacher Retirement System | Senior Director | \$232,568 | \$99,834 | \$332,402 | Unclassified | No Salary Group | No |
| 58 | Department of Transportation | Deputy Director II | \$231,000 | \$0 | \$231,000 | Classified | B34 | No |
| 59 | Health and Human Services Commission | Deputy Director II | \$230,000 | \$0 | \$230,000 | Classified | B34 | No |
| 60 | Teacher Retirement System | Investment Attorney | \$228,800 | \$0 | \$228,800 | Unclassified | No Salary Group | No |
| 61 | Texas Lottery Commission | Deputy Director I | \$228,775 | \$9,151 | \$237,926 | Classified | B33 | No |
| 61 (tie) | Texas Lottery Commission | Deputy Director I | \$228,775 | \$9,151 | \$237,926 | Classified | B33 | No |
| 61 (tie) | Department of Transportation | District Engineer | \$228,775 | \$0 | \$228,775 | Classified | B33 | No |
| 64 | Office of the Governor | Deputy Director II | \$227,700 | \$0 | \$227,700 | Classified | B34 | No |
| 64 (tie) | Health and Human Services Commission | Deputy Director II | \$227,700 | \$0 | \$227,700 | Classified | B34 | No |
| 64 (tie) | Health and Human Services Commission | Deputy Director I | \$227,700 | \$0 | \$227,700 | Classified | B33 | No |
| 67 | Health and Human Services Commission | Deputy Director I | \$225,500 | \$0 | \$225,500 | Classified | B33 | No |
| 67 (tie) | Health and Human Services Commission | Deputy Director I | \$225,500 | \$0 | \$225,500 | Classified | B33 | No |
| 69 | Health and Human Services Commission | Deputy Director I | \$225,000 | \$0 | \$225,000 | Classified | B33 | No |
| 69 (tie) | Department of Transportation | Deputy Director IV | \$225,000 | \$0 | \$225,000 | Classified | B36 | No |
| 71 | Texas Lottery Commission | Deputy Director I | \$224,930 | \$0 | \$224,930 | Classified | B33 | No |
| 72 | General Land Office | Deputy Director II | \$224,203 | \$0 | \$224,203 | Classified | B34 | No |
| 73 | Cancer Prevention and Research Institute of Texas | Deputy Director II | \$224,195 | \$10,089 | \$234,284 | Classified | B34 | No |

100 Highest Annual Base Salaries for Management Positions at State Agencies

As of June 30, 2020 ^a

| Rank | Agency | Job Title | Annual Base Salary ^b | Additional Pay as of June 30, 2020 ^c | Total Compensation | Employee Type ^d | Salary Group | Executive Officer of Agency? |
|----------|--|---------------------------|---------------------------------|---|--------------------|----------------------------|-----------------|------------------------------|
| 74 | Commission on Environmental Quality | Executive Director | \$223,277 | \$0 | \$223,277 | Exempt | 7 | Yes |
| 75 | Teacher Retirement System | Investment Attorney | \$221,450 | \$0 | \$221,450 | Unclassified | No Salary Group | No |
| 76 | Texas Education Agency | Commissioner | \$220,375 | \$0 | \$220,375 | Exempt | 8 | Yes |
| 77 | Department of State Health Services | Deputy Director III | \$220,246 | \$8,083 | \$228,329 | Classified | B34 | No |
| 78 | Department of Public Safety | Deputy Director I | \$220,000 | \$0 | \$220,000 | Classified | B33 | No |
| 78 (tie) | Department of Public Safety | Deputy Director I | \$220,000 | \$0 | \$220,000 | Classified | B33 | No |
| 78 (tie) | Department of Public Safety | Deputy Director I | \$220,000 | \$0 | \$220,000 | Classified | B33 | No |
| 81 | Health and Human Services Commission | Deputy Director II | \$219,350 | \$0 | \$219,350 | Classified | B34 | No |
| 82 | Teacher Retirement System | Investment Attorney | \$218,360 | \$0 | \$218,360 | Unclassified | No Salary Group | No |
| 82 (tie) | Teacher Retirement System | Investment Attorney | \$218,360 | \$0 | \$218,360 | Unclassified | No Salary Group | No |
| 84 | Office of the Comptroller of Public Accounts | Deputy Director I | \$217,572 | \$0 | \$217,572 | Classified | B33 | No |
| 85 | Department of Insurance | Commissioner of Insurance | \$217,139 | \$0 | \$217,139 | Exempt | 7 | Yes |
| 86 | Juvenile Justice Department | Executive Director | \$216,725 | \$0 | \$216,725 | Exempt | 7 | Yes |
| 87 | Department of Transportation | Deputy Director II | \$215,800 | \$0 | \$215,800 | Classified | B34 | No |
| 88 | Teacher Retirement System | Investment Attorney | \$215,270 | \$0 | \$215,270 | Unclassified | No Salary Group | No |
| 88 (tie) | Teacher Retirement System | Investment Attorney | \$215,270 | \$0 | \$215,270 | Unclassified | No Salary Group | No |
| 90 | Office of the Attorney General | Deputy Attorney General | \$215,000 | \$0 | \$215,000 | Classified | B33 | No |
| 90 (tie) | Health and Human Services Commission | Deputy Director I | \$215,000 | \$0 | \$215,000 | Classified | B33 | No |
| 90 (tie) | Department of Family and Protective Services | Commissioner | \$215,000 | \$0 | \$215,000 | Exempt | 8 | Yes |

100 Highest Annual Base Salaries for Management Positions at State Agencies

As of June 30, 2020 ^a

| Rank | Agency | Job Title | Annual Base Salary ^b | Additional Pay as of June 30, 2020 ^c | Total Compensation | Employee Type ^d | Salary Group | Executive Officer of Agency? |
|----------|--|---------------------|---------------------------------|---|--------------------|----------------------------|-----------------|------------------------------|
| 90 (tie) | Department of Transportation | Deputy Director I | \$215,000 | \$0 | \$215,000 | Classified | B33 | No |
| 94 | Health and Human Services Commission | Deputy Director I | \$214,000 | \$0 | \$214,000 | Classified | B33 | No |
| 94 (tie) | Teacher Retirement System | Investment Attorney | \$214,000 | \$0 | \$214,000 | Unclassified | No Salary Group | No |
| 96 | Texas Lottery Commission | Executive Director | \$213,344 | \$0 | \$213,344 | Exempt | 7 | Yes |
| 97 | Teacher Retirement System | Deputy Director I | \$213,210 | \$10,000 | \$223,210 | Classified | B33 | No |
| 98 | Teacher Retirement System | Deputy Director I | \$212,176 | \$0 | \$212,176 | Classified | B33 | No |
| 99 | Teacher Retirement System | Deputy Director I | \$210,896 | \$0 | \$210,896 | Classified | B33 | No |
| 100 | Office of the Comptroller of Public Accounts | Deputy Director I | \$209,397 | \$0 | \$209,397 | Classified | B33 | No |

^a This analysis is 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-B for the highest salaried medical and investment positions at state agencies.

^b This is based on the annualized monthly salary.

^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 (86th Legislature). An exempt position is either listed 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 The salary listed is for the previous executive commissioner. The agency's new executive commissioner started on August 14, 2020, with the same salary.

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

^g 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' oversight may receive a monthly stipend if that person is also performing the duties of the executive officer of the Finance Commission of Texas.

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

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 68 executive officer positions that were exempt from the State’s Position Classification Plan during the 2020–2021 biennium⁴ (see Appendix 3 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 contractors.
- 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, executive officer positions at the School for the Blind and Visually Impaired, School for the Deaf, and Office of Court Administration, Texas Judicial Council may have recommended salary groups that are higher than their currently assigned salary groups. Reassigning those three executive officer positions to a higher salary group would incur no cost. (See Appendix 3 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 performance, experience, education, licenses, and certifications, as well as the agency’s ability to pay. For example, not all executive officers should be

⁴ 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.

paid at the market average, which is usually an amount that is at or near the midpoint of an assigned salary range. Appropriate pay for employees who have limited experience or are not meeting performance targets may be closer to the minimum of the salary range. Similarly, a salary at the midpoint or higher in the salary range may be appropriate if an employee (1) has strong experience, (2) exceeds required qualifications, or (3) exceeds performance targets, and/or is an outstanding performer. Other factors that should be considered when placing an employee within a salary range include agency appropriations and the difference between the pay of an executive officer and the pay of other staff.

For this analysis, the State Auditor’s Office placed agencies in one of three executive officer compensation tiers. These tiers categorize agencies 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: Texas Government Code, Section 35.102 (a).

Tier I Positions

Tier I includes 18 executive officer positions at state agencies, most of which have among the largest numbers of authorized FTE employees and/or the largest budgets 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 2022–2023 biennium (see Appendix 3 for additional information about current salaries and salary groups). 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, 2020 | Recommended Salary Range | Recommended Salary Group |
| Teacher Retirement System ^a | \$355,141 | Not Applicable | Not Applicable |
| Department of Transportation | \$344,000 | \$214,200 to \$345,250 | 9 |
| Employees Retirement System ^a | \$316,117 | Not Applicable | Not Applicable |
| Higher Education Coordinating Board | \$299,813 | \$186,300 to \$299,813 | 8 |
| Health and Human Services Commission ^b | \$290,258 | \$214,200 to \$345,250 | 9 |
| Cancer Prevention and Research Institute of Texas | \$281,875 | \$214,200 to \$345,250 | 9 |
| Department of Criminal Justice | \$275,501 | \$214,200 to \$345,250 | 9 |
| Department of State Health Services | \$271,083 | \$186,300 to \$299,813 | 8 |
| Department of Public Safety | \$247,981 | \$186,300 to \$299,813 | 8 |
| Commission on Environmental Quality | \$223,277 | \$162,000 to \$261,068 | 7 |
| Texas Education Agency | \$220,375 | \$186,300 to \$299,813 | 8 |
| Department of Insurance | \$217,139 | \$162,000 to \$261,068 | 7 |
| Juvenile Justice Department | \$216,725 | \$162,000 to \$261,068 | 7 |
| Department of Family and Protective Services | \$215,000 | \$186,300 to \$299,813 | 8 |
| Texas Lottery Commission | \$213,344 | \$162,000 to \$261,068 | 7 |
| Department of Motor Vehicles | \$202,739 | \$162,000 to \$261,068 | 7 |
| Parks and Wildlife Department | \$200,643 | \$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 The salary listed is for the previous executive commissioner. The agency's new executive commissioner started on August 14, 2020, with the same salary.

Sources: State Auditor's analysis of information in the Uniform Statewide Payroll/Personnel System, Human Resource Information System, and Standardized Payroll/Personnel Reporting System.

Tier II Positions

Tier II includes 34 executive officer positions. The majority of those 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 (see Appendix 3 for additional information about current salaries and salary groups).

Table 3

| Tier II Executive Officer Compensation | | | |
|--|--|--------------------------|--------------------------|
| Agency | Executive Officer Salary as of June 30, 2020 | Recommended Salary Range | Recommended Salary Group |
| Alcoholic Beverage Commission | \$200,000 | \$140,900 to \$227,038 | 6 |
| Public Utility Commission of Texas | \$200,000 | \$140,900 to \$227,038 | 6 |
| Office of Court Administration, Texas Judicial Council | \$197,415 | \$140,900 to \$227,038 | 6 |
| Department of Information Resources | \$194,182 | \$140,900 to \$227,038 | 6 |
| Department of Housing and Community Affairs | \$192,299 | \$140,900 to \$227,038 | 6 |
| Military Department | \$191,357 | \$140,900 to \$227,038 | 6 |
| Department of Licensing and Regulation | \$190,000 | \$140,900 to \$227,038 | 6 |
| Water Development Board | \$188,285 | \$140,900 to \$227,038 | 6 |
| State Office of Administrative Hearings | \$180,000 | \$122,500 to \$197,415 | 5 |
| Facilities Commission | \$177,982 | \$140,900 to \$227,038 | 6 |
| Preservation Board | \$175,990 | \$140,900 to \$227,038 | 6 |
| Department of Insurance, Workers' Compensation | \$169,111 | \$140,900 to \$227,038 | 6 |
| Texas Board of Nursing | \$166,879 | \$122,500 to \$197,415 | 5 |
| Securities Board | \$162,491 | \$122,500 to \$197,415 | 5 |
| Historical Commission | \$156,652 | \$122,500 to \$197,415 | 5 |
| Texas Medical Board ^a | \$156,145 | \$122,500 to \$197,415 | 5 |
| Animal Health Commission | \$155,814 | \$122,500 to \$197,415 | 5 |
| Public Finance Authority | \$151,994 | \$122,500 to \$197,415 | 5 |
| Veterans Commission | \$151,123 | \$122,500 to \$197,415 | 5 |
| Office of Injured Employee Counsel | \$151,048 | \$106,500 to \$171,688 | 4 |
| State Office of Risk Management | \$150,563 | \$106,500 to \$171,688 | 4 |
| Soil and Water Conservation Board | \$150,283 | \$106,500 to \$171,688 | 4 |
| Office of Public Insurance Counsel | \$149,976 | \$106,500 to \$171,688 | 4 |
| School for the Deaf | \$148,908 | \$122,500 to \$197,415 | 5 |
| Office of Capital and Forensic Writs | \$148,510 | \$106,500 to \$171,688 | 4 |
| Library and Archives Commission | \$148,197 | \$106,500 to \$171,688 | 4 |
| Office of Public Utility Counsel | \$143,630 | \$106,500 to \$171,688 | 4 |

| Tier II Executive Officer Compensation | | | |
|--|--|--------------------------|--------------------------|
| Agency | Executive Officer Salary as of June 30, 2020 | Recommended Salary Range | Recommended Salary Group |
| School for the Blind and Visually Impaired | \$142,159 | \$122,500 to \$197,415 | 5 |
| Board of Pharmacy | \$141,510 | \$106,500 to \$171,688 | 4 |
| Texas Ethics Commission | \$139,097 | \$106,500 to \$171,688 | 4 |
| Commission on Law Enforcement | \$136,649 | \$106,500 to \$171,688 | 4 |
| State Commission on Judicial Conduct | \$120,000 | \$106,500 to \$171,688 | 4 |
| Bond Review Board | \$117,500 | \$106,500 to \$171,688 | 4 |
| Office of State-Federal Relations ^b | \$117,000 | \$106,500 to \$171,688 | 4 |

^a 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-35, the General Appropriations Act (86th Legislature).

^b The Trusteed Programs within the Office of the Governor is authorized by Rider 13, page I-59, the General Appropriations Act (86th Legislature), to pay a cost of living salary supplement not to exceed \$1,200 per month for Office of State-Federal Relations employees whose duty station is located in Washington D.C.

Sources: State Auditor's Office's analysis of information in the Uniform Statewide Payroll/Personnel System, Human Resource Information System, and Standardized Payroll/Personnel Reporting System.

Tier III Positions

Tier III includes 16 executive officer positions at small agencies; the majority of those have fewer than 100 authorized FTE employees. The executive officer positions in Tier III have a recommended exempt salary group of 2 (\$80,500 to \$129,765) or 3 (\$92,600 to \$149,240)⁵.

Table 4 lists the recommended salary ranges and salary groups for Tier III positions (see Appendix 3 for additional information about current salaries and salary groups).

Table 4

| Tier III Executive Officer Compensation | | | |
|--|--|--------------------------|--------------------------|
| Agency | Executive Officer Salary as of June 30, 2020 | Recommended Salary Range | Recommended Salary Group |
| Commission on State Emergency Communications | \$132,835 | \$92,600 to \$149,240 | 3 |
| Commission on the Arts | \$129,927 | \$92,600 to \$149,240 | 3 |
| Pension Review Board | \$126,730 | \$92,600 to \$149,240 | 3 |
| Texas State Board of Dental Examiners | \$116,000 | \$92,600 to \$149,240 | 3 |
| Board of Plumbing Examiners | \$114,239 | \$92,600 to \$149,240 | 3 |
| Commission on Jail Standards | \$113,892 | \$92,600 to \$149,240 | 3 |
| Board of Veterinary Medical Examiners | \$113,413 | \$80,500 to \$129,765 | 2 |
| Texas Emergency Services Retirement System | \$110,880 | \$92,600 to \$149,240 | 3 |

⁵ No Tier III executive officer positions have a recommended exempt salary group of 1 (\$70,000 to \$112,750).

Tier III Executive Officer Compensation

| Agency | Executive Officer Salary as of June 30, 2020 | Recommended Salary Range | Recommended Salary Group |
|--|--|--------------------------|--------------------------|
| Board of Professional Geoscientists | \$109,157 | \$80,500 to \$129,765 | 2 |
| Board of Chiropractic Examiners | \$100,830 | \$80,500 to \$129,765 | 2 |
| Optometry Board | \$100,732 | \$80,500 to \$129,765 | 2 |
| State Law Library | \$100,534 | \$80,500 to \$129,765 | 2 |
| Funeral Service Commission | \$99,721 | \$80,500 to \$129,765 | 2 |
| Executive Council of Physical and Occupational Therapy Examiners | \$97,850 | \$80,500 to \$129,765 | 2 |
| Commission on Fire Protection | \$92,600 | \$92,600 to \$149,240 | 3 |
| Racing Commission | \$90,200 | \$92,600 to \$149,240 | 3 |

Sources: State Auditor's Office's analysis of information in the Uniform Statewide Payroll/Personnel System, Human Resource Information System, and Standardized Payroll/Personnel Reporting System.

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 15.0 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 Staffs

To determine whether pay compression exists, the State Auditor's Office reviewed the annual base salaries as of June 30, 2020, 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 26 employees at 12 state agencies had annual base salaries that exceeded the annual base salaries of their executive officers (see Table 5 on the next page). Those employees' salaries exceeded their executive officers' salaries by amounts ranging from \$197 (or 0.1 percent) to \$271,625 (or 96.4 percent) annually. The number of employees and the number of agencies decreased from fiscal year 2018, when 30 employees at 14 state agencies had annual base salaries that exceeded those of their executive officers.⁶
- A total of 31 employees at 19 state agencies had annual base salaries that were the same as or within 10.0 percent less than their executive officers' annual base salaries (see Table 6). That has improved significantly from fiscal year 2018, when 43 employees at 20 agencies had

⁶ For more information about 2018 salaries, see *A Report on Executive Compensation at State Agencies* (State Auditor's Office Report No. 18-705, August 2018).

annual base salaries that were within 10.0 percent less than their executive officers' salaries.⁷ Specifically:

- ♦ Eight employees at 8 state agencies had salaries that were the same or within 5.0 percent less than their executive officers' annual base salaries. Of those 8 employees, 1 (12.5 percent) was in a veterinarian position, 2 (25.0 percent) were in legal positions, and 5 (62.5 percent) were in director positions.
- ♦ Twenty-three employees at 13 state agencies had salaries that were 5.1 percent to 10.0 percent less than their executive officers' annual base salaries. Of those 23 employees, 1 (4.3 percent) was in a general counsel position, 1 (4.3 percent) was in an investigator position, 1 (4.3 percent) was in an investment position, 1 (4.3 percent) was in a programmer position, 1 (4.3 percent) was in a teacher position, 8 (34.8 percent) were in medical positions, and 10 (43.5 percent) were in director positions.⁸

Table 5 shows the 26 employees who had higher annual base salaries than the executive officers at their respective agencies as of June 30, 2020.

Table 5

| Total Number of Employees With Salaries Higher Than the Executive Officers at Their Respective Agencies As of June 30, 2020 | | | | | | | | | |
|--|--------------------|---------------|--------------------------|----------|--------------------|-------------------------|-------------------------------|----------------------|--------------|
| Agency | Types of Positions | | | | | | | | |
| | Accountant | Chief Actuary | Chief Scientific Officer | Director | Legal ^a | Investment ^b | License and Permit Specialist | Medical ^c | Veterinarian |
| Board of Examiners of Psychologists | 1 | | | | 2 | | 1 | | |
| Cancer Prevention and Research Institute of Texas | | | 1 | | | | | | |
| Department of Information Resources | | | | 2 | | | | | |
| Employees Retirement System | | | | | | 1 | | | |
| Juvenile Justice Department | | | | | | | | 1 | |
| Pension Review Board | | 1 | | | | | | | |

⁷ For more information about 2018 salaries, see *A Report on Executive Compensation at State Agencies* (State Auditor's Office Report No. 18-705, August 2018).

⁸ Percentages of total employees may not sum exactly due to rounding.

**Total Number of Employees With Salaries Higher Than the Executive Officers at Their Respective Agencies
As of June 30, 2020**

| Agency | Types of Positions | | | | | | | | |
|---------------------------------------|--------------------|---------------|--------------------------|----------|--------------------|-------------------------|-------------------------------|----------------------|--------------|
| | Accountant | Chief Actuary | Chief Scientific Officer | Director | Legal ^a | Investment ^b | License and Permit Specialist | Medical ^c | Veterinarian |
| Racing Commission | | | | 1 | 1 | | | | 1 |
| Securities Board | | | | | 1 | | | | |
| Teacher Retirement System | | | | 1 | | 1 | | | |
| Texas Education Agency | | | | | | 6 | | | |
| Texas Lottery Commission | | | | 3 | | | | | |
| Texas State Board of Dental Examiners | | | | | | | | 1 | |
| Totals | 1 | 1 | 1 | 7 | 4 | 8 | 1 | 2 | 1 |

^a Job titles for legal include general counsel and attorney.

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

^c Job titles for medical positions include dentist and physician.

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

Table 6 shows the 31 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, 2020.

Table 6

| Total Number of Employees With a Salary Within 10.0 Percent Less Than the Executive Officer's Salary As of June 30, 2020 | | |
|---|--|---|
| 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 |
| Board of Examiners of Psychologists | 0 | 1 |
| Board of Pharmacy | 1 | 0 |
| Commission on Fire Protection | 0 | 1 |
| Department of Information Resources | 0 | 2 |
| Department of Insurance | 0 | 1 |
| Health and Human Services Commission | 0 | 8 |
| Pension Review Board | 1 | 0 |

| Total Number of Employees With a Salary Within 10.0 Percent Less Than the Executive Officer's Salary As of June 30, 2020 | | |
|--|--|---|
| 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 |
| Public Utility Commission of Texas | 0 | 1 |
| Racing Commission | 1 | 0 |
| School for the Blind and Visually Impaired | 0 | 1 |
| Securities Board | 1 | 0 |
| State Office of Risk Management | 1 | 3 |
| Teacher Retirement System | 1 | 0 |
| Texas Board of Nursing | 0 | 1 |
| Texas Education Agency | 0 | 1 |
| Texas Medical Board | 1 | 1 |
| Texas Workforce Commission | 0 | 1 |
| Water Development Board | 1 | 0 |
| Totals | 8 | 23 |

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

Possible Cause of Pay Compression

Pay compression can occur at state agencies for a variety of reasons. One possible cause is that 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.

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

Table 7 lists the job titles and salaries of the 28 highest paid medical positions. All but one of these positions are at the Health and Human Services Commission.

Table 7

| Twenty-Eight Highest Salaried Medical Positions at State Agencies ^a | | | | | |
|--|--------------------------------------|---------------------------|--------------------|---------------|--------------|
| As of June 30, 2020 | | | | | |
| Rank | Agency | Job Title | Annual Base Salary | Employee Type | Salary Group |
| 1 | Juvenile Justice Department | Physician IV ^b | \$276,817 | Classified | B35 |
| 2 | Health and Human Services Commission | Psychiatrist IV | \$270,000 | Classified | B35 |
| 2 (tie) | Health and Human Services Commission | Psychiatrist IV | \$270,000 | Classified | B35 |
| 2 (tie) | Health and Human Services Commission | Psychiatrist IV | \$270,000 | Classified | B35 |
| 2 (tie) | Health and Human Services Commission | Psychiatrist IV | \$270,000 | Classified | B35 |
| 2 (tie) | Health and Human Services Commission | Psychiatrist IV | \$270,000 | Classified | B35 |
| 2 (tie) | Health and Human Services Commission | Psychiatrist IV | \$270,000 | Classified | B35 |
| 2 (tie) | Health and Human Services Commission | Psychiatrist IV | \$270,000 | Classified | B35 |
| 9 | Health and Human Services Commission | Psychiatrist IV | \$265,000 | Classified | B35 |
| 10 | Health and Human Services Commission | Psychiatrist IV | \$260,000 | Classified | B35 |
| 10 (tie) | Health and Human Services Commission | Psychiatrist IV | \$260,000 | Classified | B35 |
| 10 (tie) | Health and Human Services Commission | Psychiatrist IV | \$260,000 | Classified | B35 |
| 10 (tie) | Health and Human Services Commission | Psychiatrist IV | \$260,000 | Classified | B35 |
| 10 (tie) | Health and Human Services Commission | Psychiatrist IV | \$260,000 | Classified | B35 |
| 10 (tie) | Health and Human Services Commission | Psychiatrist IV | \$260,000 | Classified | B35 |
| 10 (tie) | Health and Human Services Commission | Psychiatrist IV | \$260,000 | Classified | B35 |
| 10 (tie) | Health and Human Services Commission | Psychiatrist IV | \$260,000 | Classified | B35 |
| 10 (tie) | Health and Human Services Commission | Psychiatrist IV | \$260,000 | Classified | B35 |
| 19 | Health and Human Services Commission | Physician IV | \$252,883 | Classified | B35 |
| 20 | Health and Human Services Commission | Psychiatrist III | \$251,652 | Classified | B34 |
| 20 (tie) | Health and Human Services Commission | Psychiatrist III | \$251,652 | Classified | B34 |
| 20 (tie) | Health and Human Services Commission | Psychiatrist III | \$251,652 | Classified | B34 |
| 23 | Health and Human Services Commission | Psychiatrist III | \$251,651 | Classified | B34 |
| 24 | Health and Human Services Commission | Psychiatrist III | \$250,000 | Classified | B34 |
| 24 (tie) | Health and Human Services Commission | Physician IV | \$250,000 | Classified | B35 |
| 24 (tie) | Health and Human Services Commission | Psychiatrist III | \$250,000 | Classified | B34 |
| 24 (tie) | Health and Human Services Commission | Psychiatrist III | \$250,000 | Classified | B34 |
| 28 | Health and Human Services Commission | Psychiatrist III | \$249,363 | Classified | B34 |

Twenty-Eight Highest Salaried Medical Positions at State Agencies ^a

As of June 30, 2020

| Rank | Agency | Job Title | Annual Base Salary | Employee Type | Salary Group |
|------|--------|-----------|--------------------|---------------|--------------|
|------|--------|-----------|--------------------|---------------|--------------|

^a This table excludes higher education institutions.

^b Received a one-time merit payment of \$23,304.

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

Table 8 shows the 30 highest paid investment positions. The majority of those positions are at the Teacher Retirement System. The executive director of the Teacher Retirement System earns an annual base salary of \$355,141, and the executive director of the Employees Retirement System earns an annual base salary of \$316,117; both are eligible for additional compensation (see Table 1).

Table 8

Thirty Highest Salaried Investment Positions at State Agencies ^a

As of June 30, 2020

| Rank | Agency | Job Title ^b | Annual Base Salary ^c | Additional Compensation | Total Compensation | Employee Type | Salary Group |
|----------|-----------------------------|--|---------------------------------|-------------------------|--------------------|---------------|----------------|
| 1 | Teacher Retirement System | Chief Investment Officer | \$450,000 | \$269,484 | \$719,484 | Exempt | Not Applicable |
| 1 (tie) | Employees Retirement System | Director of Investments | \$450,000 | \$303,236 | \$753,236 | Unclassified | Not Applicable |
| 3 | Texas Education Agency | Permanent School Fund Chief Investment Officer | \$384,375 | \$0 | \$384,375 | Exempt | Not Applicable |
| 4 | Texas Education Agency | Portfolio Manager VI | \$295,640 | \$0 | \$295,640 | Classified | B36 |
| 5 | General Land Office | Portfolio Manager V | \$276,816 | \$276,816 | \$553,632 | Classified | B35 |
| 6 | Employees Retirement System | Portfolio Manager V | \$275,228 | \$211,188 | \$486,416 | Classified | B35 |
| 7 | Employees Retirement System | Portfolio Manager V | \$271,822 | \$192,222 | \$464,044 | Classified | B35 |
| 8 | Teacher Retirement System | Portfolio Manager V | \$267,030 | \$101,222 | \$368,252 | Classified | B35 |
| 9 | Teacher Retirement System | Investment Manager, London | \$265,500 | \$115,985 | \$381,485 | Unclassified | Not Applicable |
| 10 | Texas Education Agency | Portfolio Manager VI | \$260,946 | \$0 | \$260,946 | Classified | B36 |
| 10 (tie) | Texas Education Agency | Portfolio Manager VI | \$260,946 | \$0 | \$260,946 | Classified | B36 |
| 10 (tie) | Texas Education Agency | Portfolio Manager VI | \$260,946 | \$0 | \$260,946 | Classified | B36 |
| 13 | Employees Retirement System | Portfolio Manager V | \$254,367 | \$91,030 | \$345,397 | Classified | B35 |

Thirty Highest Salaried Investment Positions at State Agencies ^a

As of June 30, 2020

| Rank | Agency | Job Title ^b | Annual Base Salary ^c | Additional Compensation | Total Compensation | Employee Type | Salary Group |
|----------|------------------------------------|--------------------------|---------------------------------|-------------------------|--------------------|---------------|----------------|
| 14 | Teacher Retirement System | Portfolio Manager V | \$254,226 | \$108,294 | \$362,520 | Classified | B35 |
| 15 | Teacher Retirement System | Portfolio Manager V | \$247,200 | \$132,243 | \$379,443 | Classified | B35 |
| 16 | Teacher Retirement System | Portfolio Manager V | \$244,080 | \$125,671 | \$369,751 | Classified | B35 |
| 17 | Texas Education Agency | Portfolio Manager VI | \$241,708 | \$0 | \$241,708 | Classified | B36 |
| 18 | Teacher Retirement System | Portfolio Manager V | \$235,689 | \$93,779 | \$329,468 | Classified | B35 |
| 19 | Teacher Retirement System | Portfolio Manager V | \$235,400 | \$92,933 | \$328,333 | Classified | B35 |
| 20 | Teacher Retirement System | Portfolio Manager V | \$235,000 | \$5,000 | \$240,000 | Classified | B35 |
| 20 (tie) | Teacher Retirement System | Portfolio Manager V | \$235,000 | \$209,875 | \$444,875 | Classified | B35 |
| 20 (tie) | Teacher Retirement System | Portfolio Manager V | \$235,000 | \$210,454 | \$445,454 | Classified | B35 |
| 23 | Teacher Retirement System | Portfolio Manager V | \$234,150 | \$120,354 | \$354,504 | Classified | B35 |
| 24 | Teacher Retirement System | Portfolio Manager V | \$233,756 | \$86,361 | \$320,117 | Classified | B35 |
| 25 | Teacher Retirement System | Portfolio Manager V | \$232,652 | \$88,765 | \$321,417 | Classified | B35 |
| 26 | Teacher Retirement System | Portfolio Manager V | \$231,000 | \$113,444 | \$344,444 | Classified | B35 |
| 27 | Employees Retirement System | Portfolio Manager V | \$230,952 | \$190,456 | \$421,408 | Classified | B35 |
| 28 | Employees Retirement System | Portfolio Manager VI | \$228,404 | \$85,379 | \$313,783 | Classified | B33 |
| 29 | Treasury Safekeeping Trust Company | Chief Investment Officer | \$226,716 | \$0 | \$226,716 | Unclassified | Not Applicable |
| 30 | Teacher Retirement System | Portfolio Manager IV | \$225,923 | \$88,407 | \$314,330 | Classified | B33 |

^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, Teacher Retirement System, and Employees Retirement System* (State Auditor's Office Report No. 20-040, August 2020) 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.

^c This is based on the annualized monthly salary.

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

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

Table 9 shows the differences in salaries over 5 years for the 30 highest paid executive officer positions at state agencies. Salaries for executive officer positions have varied among state agencies, with changes ranging from a decrease of 2.3 percent to an increase of 46.1 percent over the 5 years from fiscal 2016 to fiscal 2020.

Article IX, Section 3.04, the General Appropriations Act (86th 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 Office of the Comptroller of Public Accounts to increase an executive officer's pay within the position's assigned salary group.

Table 9

| Five-year Comparison of Base Pay by Position ^a | | | | | | |
|---|---|------------------------|---|--|---|--|
| Thirty Highest Paid Executive Officer Positions as of June 30, 2020 | | | | | | |
| Rank | Agency | Job Title | 5-year Comparison (Change from Fiscal Year 2016 to Fiscal Year 2020) | | | Eligible to Receive Additional Compensation? |
| | | | 2020 Base Salary as of June 30, 2020 | 2016 Base Salary as of June 30, 2016 | Percent Change from June 30, 2016 to June 30, 2020 | |
| 1 | Teacher Retirement System ^b | Executive Director | \$355,141 | \$327,443 | 8.5% | Yes |
| 2 | Department of Transportation | Executive Director | \$344,000 | \$299,812 | 14.7% | No |
| 3 | Employees Retirement System ^c | Executive Director | \$316,117 | \$271,625 | 16.4% | Yes |
| 4 | Higher Education Coordinating Board | Commissioner | \$299,813 | \$205,160 | 46.1% | No |
| 5 | Health and Human Services Commission | Executive Commissioner | \$290,258 ^d | \$266,500 | 8.9% | No |
| 6 | Cancer Prevention and Research Institute of Texas | Executive Director | \$281,875 | \$250,000 | 12.8% | No |
| 7 | Department of Criminal Justice | Executive Director | \$275,501 | \$266,500 | 3.4% | No |

Five-year Comparison of Base Pay by Position ^a
Thirty Highest Paid Executive Officer Positions as of June 30, 2020

| Rank | Agency | Job Title | 5-year Comparison (Change from Fiscal Year 2016 to Fiscal Year 2020) | | | Eligible to Receive Additional Compensation? |
|-------------|---|-------------------------|---|--|---|--|
| | | | 2020 Base Salary as of June 30, 2020 | 2016 Base Salary as of June 30, 2016 | Percent Change from June 30, 2016 to June 30, 2020 | |
| 8 | Department of State Health Services | Commissioner | \$271,083 | \$242,353 | 11.9% | No |
| 9 | Department of Public Safety | Director | \$247,981 | \$220,039 | 12.7% | No |
| 10 | Department of Banking ^{e f} | Commissioner | \$242,925 | \$242,925 | 0.0% | Yes |
| 11 | Commission on Environmental Quality | Executive Director | \$223,277 | \$210,695 | 6.0% | No |
| 12 | Texas Education Agency | Commissioner | \$220,375 | \$220,375 | 0.0% | No |
| 13 | Department of Insurance | Commissioner | \$217,139 | \$202,383 | 7.3% | No |
| 14 | Juvenile Justice Department | Executive Director | \$216,725 | \$192,556 | 12.6% | No |
| 15 | Department of Family and Protective Services | Commissioner | \$215,000 | \$220,000 | -2.3% | No |
| 16 | Texas Lottery Commission | Executive Director | \$213,344 | \$211,191 | 1.0% | No |
| 17 | Department of Motor Vehicles | Executive Director | \$202,739 | \$192,126 | 5.5% | No |
| 18 | Parks and Wildlife Department | Executive Director | \$200,643 | \$200,643 | 0.0% | No |
| 19 | Alcoholic Beverage Commission | Administrator | \$200,000 | \$153,503 | 30.3% | No |
| 19 (tie) | Public Utility Commission of Texas | Executive Director | \$200,000 | \$158,075 | 26.5% | No |
| 21 | Office of Court Administration, Texas Judicial Council | Administrative Director | \$197,415 | \$171,216 | 15.3% | No |
| 22 | Office of Consumer Credit Commissioner ^e | Commissioner | \$196,000 | \$196,000 | 0.0% | Yes |
| 23 | Department of Savings and Mortgage Lending ^e | Commissioner | \$194,750 | \$194,750 | 0.0% | Yes |
| 24 | Department of Information Resources | Executive Director | \$194,182 | \$184,792 | 5.1% | No |
| 25 | Department of Housing and Community Affairs | Executive Director | \$192,299 | \$172,997 | 11.2% | No |
| 26 | Military Department | Adjutant General | \$191,357 | \$167,924 | 14.0% | No |
| 27 | Department of Licensing and Regulation | Executive Director | \$190,000 | \$179,375 | 5.9% | No |
| 27 (tie) | Credit Union Department | Commissioner | \$190,000 | \$185,375 | 2.5% | No |

**Five-year Comparison of Base Pay by Position ^a
Thirty Highest Paid Executive Officer Positions as of June 30, 2020**

| Rank | Agency | Job Title | 5-year Comparison (Change from Fiscal Year 2016 to Fiscal Year 2020) | | | Eligible to Receive Additional Compensation? |
|------|----------------------------|-------------------------|---|--|---|--|
| | | | 2020 Base Salary as of June 30, 2020 | 2016 Base Salary as of June 30, 2016 | Percent Change from June 30, 2016 to June 30, 2020 | |
| 29 | Water Development Board | Executive Administrator | \$188,285 | \$173,241 | 8.7% | No |
| 30 | Texas Workforce Commission | Executive Director | \$182,500 | \$179,500 | 1.7% | No |

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

^b The Executive Director position is eligible for incentive compensation under the current plan as determined and approved by the Teacher Retirement System Board of Trustees.

^c The Executive Director position is eligible for incentive compensation as determined and approved by the Employees Retirement System Board of Trustees.

^d The salary listed is for the previous executive commissioner. The agency's new executive commissioner started on August 14, 2020, with the same salary.

^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' 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 of Texas. While serving in that capacity, the commissioner receives a monthly salary supplement of \$1,000.

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

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 (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 68 executive officer positions that were exempt from the Plan during the 2020–2021 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 29, 2020, 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. Other executive officer positions not included in this study include elected officials, the Secretary of State, and officers of the courts. Self-directed, semi-independent agencies were included only for determining the

100 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 100 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, 2020. The annual base salaries did not include additional compensation, which consisted of bonuses and one-time merits given to the employees from September 1, 2019, through June 30, 2020.

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, 2021.

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 April 2020.

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

- *Book of the States*, the Council of State Governments, January 2019.
- *Executive Compensation Data 2019—The National Executive & Senior Management Compensation Survey*, Dolan Technologies Corporation, January 2019.

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

- *Health Care Clinical and Professional Compensation Survey Report*, Willis Towers Watson Data Services, March 2019.
- *Superintendent Salary Reports*, Texas Education Agency, October 2019–2020.
- *WorldatWork 46th Annual Salary Budget Survey, 2019–2020*, May 2019.
- *2019 Nonprofit Organizations Salary and Benefits Report*, the NonProfit Times, Bluewater Nonprofit Solutions, May 2018.
- 2019 Willis Towers Watson, *Executive Compensation Survey*, March 2019.
- 2019 Texas Society for Healthcare Human Resources Administration and Education Wage and Benefit Survey, Werling Associates, Inc., February 2019.
- *2019 Pay Structure and Practices Survey*, National Compensation Association of State Governments, July 2019.
- *Administrators in Higher Education Salary Survey for the 2017–18 Academic Year*, College and University Professional Association for Human Resources, November 2018.
- Additional salary information provided by agencies.

Salaries for full-time, classified state employees and exempt executive officers as of June 30, 2016, and June 30, 2020, 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 2020 through July 2020. This study was conducted in accordance with Section 3.08, page IX-22, the General Appropriations Act (86th 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)
- Aaron Paul Daigle, CPA
- Jerel Deacon
- Juan R. Sanchez, MPA
- Sharon Schneider, CCP, PHR, SHRM-CP
- Ryan Walther
- Michelle Ann Duncan Feller, CPA, CIA (Quality Control Reviewer)
- Courtney Ambres-Wade, CFE, CGAP (Audit Manager)

Salary Ranges for the Schedule of Exempt Positions and an Excerpt from Classified Salary Schedule B for the 2020-2021 Biennium

Tables 10 and 11 list the annual salary ranges for most executive officer positions and for classified professional and managerial positions at state agencies. The salary ranges presented are effective for the 2020–2021 biennium (from September 1, 2019, through August 31, 2021).

Table 10 lists the 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.

Table 10

| 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 |

Source: Section 3.04, pages IX-20 through IX-22, the General Appropriations Act (86th Legislature).

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 B36. However, Table 11 lists the salary groups B26 through B36, 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 2020–2021 biennium (from September 1, 2019, through August 31, 2021).

Table 11

| Selected Classified Salary Schedule B Annual Salary Ranges For the 2020-2021 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 |
| B36 | \$180,044 | \$304,499 |

^a Salary Schedule B begins with salary group B10 and ends with salary group B36.

Source: Section 2.01, pages IX-1-19, the General Appropriations Act (86th 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, the size of the agency’s annual appropriations, 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, three 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. There would be no annual cost to bring the executive officers to the minimum of the recommended salary group for each year of the 2022–2023 biennium.

Table 12 beginning on the next page lists the executive officers by General Appropriations Act article and provides the following information:

- Current salaries as of June 30, 2020.
- The not-to-exceed rate for the 2020–2021 biennium as set by the Legislature in the General Appropriations Act.
- The market average salaries for the positions.
- Current and recommended salary group placements.
- Current and recommended salary ranges.
- The annual cost to move the executive officer to the minimum of the recommended salary range, if applicable.

Table 12 on the next page excludes legislative agencies; agencies with 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 Group Assignments for Executive Officer Positions | | |
|---|------------------------------------|---------------------|
| Article I | | |
| Bond Review Board (352) Executive Director | Current Salary | \$117,500 |
| | Not-to-exceed Rate | \$147,869 |
| | Market Average | \$155,815 |
| | Current Salary Group | 4 |
| | Recommended Salary Group | 4 |
| | Current Salary Range | \$106,500-\$171,688 |
| | Recommended Salary Range | \$106,500-\$171,688 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Cancer Prevention and Research Institute of Texas (542) Chief Executive Officer | Current Salary | \$281,875 |
| | Not-to-exceed Rate | \$281,875 |
| | Market Average | \$253,895 |
| | Current Salary Group | 9 |
| | Recommended Salary Group | 9 |
| | Current Salary Range | \$214,200-\$345,250 |
| | Recommended Salary Range | \$214,200-\$345,250 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Commission on State Emergency Communications (477) Executive Director | Current Salary | \$132,835 |
| | Not-to-exceed Rate | \$132,835 |
| | Market Average | \$140,698 |
| | Current Salary Group | 3 |
| | Recommended Salary Group | 3 |
| | Current Salary Range | \$92,600-\$149,240 |
| | Recommended Salary Range | \$92,600-\$149,240 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Commission on the Arts (813) Executive Director | Current Salary | \$129,927 |
| | Not-to-exceed Rate | \$129,927 |
| | Market Average | \$137,809 |
| | Current Salary Group | 3 |
| | Recommended Salary Group | 3 |
| | Current Salary Range | \$92,600-\$149,240 |
| | Recommended Salary Range | \$92,600-\$149,240 |
| | Annual Cost to Adjust to New Range | Not Applicable |

| Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions | | |
|---|------------------------------------|---------------------|
| Department of Information Resources (313) Executive Director | Current Salary | \$194,182 |
| | Not-to-exceed Rate | \$194,182 |
| | Market Average | \$205,031 |
| | Current Salary Group | 6 |
| | Recommended Salary Group | 6 |
| | Current Salary Range | \$140,900-\$227,038 |
| | Recommended Salary Range | \$140,900-\$227,038 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Employees Retirement System (327) Executive Director | Current Salary | \$316,117 |
| | Not-to-exceed Rate | \$357,120 |
| | Market Average | \$301,880 |
| | Current Salary Group | None |
| | Recommended Salary Group | None |
| | Current Salary Range | None |
| | Recommended Salary Range | None |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Facilities Commission (303) Executive Director | Current Salary a | \$177,982 |
| | Not-to-exceed Rate | \$190,248 |
| | Market Average | \$202,974 |
| | Current Salary Group | 6 |
| | Recommended Salary Group | 6 |
| | Current Salary Range | \$140,900-\$227,038 |
| | Recommended Salary Range | \$140,900-\$227,038 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Historical Commission (808) Executive Director | Current Salary | \$156,652 |
| | Not-to-exceed Rate | \$161,027 |
| | Market Average | \$169,724 |
| | Current Salary Group | 5 |
| | Recommended Salary Group | 5 |
| | Current Salary Range | \$122,500-\$197,415 |
| | Recommended Salary Range | \$122,500-\$197,415 |
| | Annual Cost to Adjust to New Range | Not Applicable |

| Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions | | |
|---|------------------------------------|---------------------|
| Library and Archives Commission (306) Director and Librarian | Current Salary | \$148,197 |
| | Not-to-exceed Rate | \$148,197 |
| | Market Average | \$156,317 |
| | Current Salary Group | 4 |
| | Recommended Salary Group | 4 |
| | Current Salary Range | \$106,500-\$171,688 |
| | Recommended Salary Range | \$106,500-\$171,688 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Office of State-Federal Relations (300) Executive Director | Current Salary | \$117,000 |
| | Not-to-exceed Rate | \$149,240 |
| | Market Average | \$138,306 |
| | Current Salary Group | 4 |
| | Recommended Salary Group | 4 |
| | Current Salary Range | \$106,500-\$171,688 |
| | Recommended Salary Range | \$106,500-\$171,688 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Pension Review Board (338) Executive Director | Current Salary | \$126,730 |
| | Not-to-exceed Rate | \$126,730 |
| | Market Average | \$127,148 |
| | Current Salary Group | 3 |
| | Recommended Salary Group | 3 |
| | Current Salary Range | \$92,600-\$149,240 |
| | Recommended Salary Range | \$92,600-\$149,240 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Preservation Board (809) Executive Director | Current Salary | \$175,990 |
| | Not-to-exceed Rate | \$186,469 |
| | Market Average | \$196,324 |
| | Current Salary Group | 6 |
| | Recommended Salary Group | 6 |
| | Current Salary Range | \$140,900-\$227,038 |
| | Recommended Salary Range | \$140,900-\$227,038 |
| | Annual Cost to Adjust to New Range | Not Applicable |

| Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions | | |
|---|------------------------------------|---------------------|
| Public Finance Authority (347) Executive Director | Current Salary | \$151,994 |
| | Not-to-exceed Rate | \$151,994 |
| | Market Average | \$159,825 |
| | Current Salary Group | 5 |
| | Recommended Salary Group | 5 |
| | Current Salary Range | \$122,500-\$197,415 |
| | Recommended Salary Range | \$122,500-\$197,415 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| State Office of Risk Management (479) Executive Director and State Risk Manager | Current Salary | \$150,563 |
| | Not-to-exceed Rate | \$150,563 |
| | Market Average | \$158,816 |
| | Current Salary Group | 4 |
| | Recommended Salary Group | 4 |
| | Current Salary Range | \$106,500-\$171,688 |
| | Recommended Salary Range | \$106,500-\$171,688 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Texas Emergency Services Retirement System (326) Executive Director | Current Salary | \$110,880 |
| | Not-to-exceed Rate | \$118,826 |
| | Market Average | \$125,550 |
| | Current Salary Group | 3 |
| | Recommended Salary Group | 3 |
| | Current Salary Range | \$92,600-\$149,240 |
| | Recommended Salary Range | \$92,600-\$149,240 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Texas Ethics Commission (356) Executive Director | Current Salary | \$139,097 |
| | Not-to-exceed Rate | \$139,097 |
| | Market Average | \$146,782 |
| | Current Salary Group | 4 |
| | Recommended Salary Group | 4 |
| | Current Salary Range | \$106,500-\$171,688 |
| | Recommended Salary Range | \$106,500-\$171,688 |
| | Annual Cost to Adjust to New Range | Not Applicable |

| Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions | | |
|---|------------------------------------|---------------------|
| Veterans Commission (403) Executive Director | Current Salary | \$151,123 |
| | Not-to-exceed Rate | \$151,123 |
| | Market Average | \$165,023 |
| | Current Salary Group | 5 |
| | Recommended Salary Group | 5 |
| | Current Salary Range | \$122,500-\$197,415 |
| | Recommended Salary Range | \$122,500-\$197,415 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Article II | | |
| Department of Family and Protective Services (530) Commissioner | Current Salary | \$215,000 |
| | Not-to-exceed Rate | \$251,806 |
| | Market Average | \$262,980 |
| | Current Salary Group | 8 |
| | Recommended Salary Group | 8 |
| | Current Salary Range | \$186,300-\$299,813 |
| | Recommended Salary Range | \$186,300-\$299,813 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Department of State Health Services ^a (537) Commissioner | Current Salary | \$271,083 |
| | Not-to-exceed Rate | \$248,412 |
| | Market Average | \$257,269 |
| | Current Salary Group | 8 |
| | Recommended Salary Group | 8 |
| | Current Salary Range | \$186,300-\$299,813 |
| | Recommended Salary Range | \$186,300-\$299,813 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Health and Human Services Commission ^a (529) Executive Commissioner | Current Salary ^b | \$290,258 |
| | Not-to-exceed Rate | \$290,258 |
| | Market Average | \$300,958 |
| | Current Salary Group | 9 |
| | Recommended Salary Group | 9 |
| | Current Salary Range | \$214,200-\$345,250 |
| | Recommended Salary Range | \$214,200-\$345,250 |
| | Annual Cost to Adjust to New Range | Not Applicable |

| Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions | | |
|---|------------------------------------|-----------------------|
| Article III | | |
| Higher Education Coordinating Board (781) Commissioner of Higher Education | Current Salary | \$299,813 |
| | Not-to-exceed Rate | \$299,813 |
| | Market Average | \$259,998 |
| | Current Salary Group | 8 |
| | Recommended Salary Group | 8 |
| | Current Salary Range | \$186,300 - \$299,813 |
| | Recommended Salary Range | \$186,300 - \$299,813 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| School for the Blind and Visually Impaired (771) Superintendent | Current Salary | \$142,159 |
| | Not-to-exceed Rate | \$142,159 |
| | Market Average | \$166,196 |
| | Current Salary Group | 4 |
| | Recommended Salary Group | 5 |
| | Current Salary Range | \$106,500-\$171,688 |
| | Recommended Salary Range | \$122,500-\$197,415 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| School for the Deaf (772) Superintendent | Current Salary | \$148,908 |
| | Not-to-exceed Rate | \$148,908 |
| | Market Average | \$169,152 |
| | Current Salary Group | 4 |
| | Recommended Salary Group | 5 |
| | Current Salary Range | \$106,500 - \$171,688 |
| | Recommended Salary Range | \$122,500 - \$197,415 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Teacher Retirement System (323) Executive Director | Current Salary | \$355,141 |
| | Not-to-exceed Rate | \$337,266 |
| | Market Average | \$314,663 |
| | Current Salary Group | None |
| | Recommended Salary Group | None |
| | Current Salary Range | None |
| | Recommended Salary Range | None |
| | Annual Cost to Adjust to New Range | Not Applicable |

| Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions | | |
|---|------------------------------------|---------------------|
| Texas Education Agency (701) Commissioner of Education | Current Salary | \$220,375 |
| | Not-to-exceed Rate | \$248,094 |
| | Market Average | \$265,028 |
| | Current Salary Group | 8 |
| | Recommended Salary Group | 8 |
| | Current Salary Range | \$186,300-\$299,813 |
| | Recommended Salary Range | \$186,300-\$299,813 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Article IV | | |
| Office of Capital and Forensic Writs (215) Executive Director | Current Salary | \$148,510 |
| | Not-to-exceed Rate | \$148,510 |
| | Market Average | \$157,071 |
| | Current Salary Group | 4 |
| | Recommended Salary Group | 4 |
| | Current Salary Range | \$106,500-\$171,688 |
| | Recommended Salary Range | \$106,500-\$171,688 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Office of Court Administration, Texas Judicial Council (212) Administrative Director | Current Salary | \$197,415 |
| | Not-to-exceed Rate | \$196,800 |
| | Market Average | \$190,352 |
| | Current Salary Group | 5 |
| | Recommended Salary Group | 6 |
| | Current Salary Range | \$122,500-\$197,415 |
| | Recommended Salary Range | \$140,900-\$227,038 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| State Commission on Judicial Conduct (242) Executive Director | Current Salary | \$120,000 |
| | Not-to-exceed Rate | \$135,149 |
| | Market Average | \$144,996 |
| | Current Salary Group | 4 |
| | Recommended Salary Group | 4 |
| | Current Salary Range | \$106,500-\$171,688 |
| | Recommended Salary Range | \$106,500-\$171,688 |
| | Annual Cost to Adjust to New Range | Not Applicable |

| Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions | | |
|---|------------------------------------|---------------------|
| State Law Library (243) Director | Current Salary | \$100,534 |
| | Not-to-exceed Rate | \$113,298 |
| | Market Average | \$119,719 |
| | Current Salary Group | 2 |
| | Recommended Salary Group | 2 |
| | Current Salary Range | \$80,500-\$129,765 |
| | Recommended Salary Range | \$80,500-\$129,765 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Article V | | |
| Alcoholic Beverage Commission (458) Administrator | Current Salary | \$200,000 |
| | Not-to-exceed Rate | \$200,000 |
| | Market Average | \$187,394 |
| | Current Salary Group | 6 |
| | Recommended Salary Group | 6 |
| | Current Salary Range | \$140,900-\$227,038 |
| | Recommended Salary Range | \$140,900-\$227,038 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Commission on Fire Protection (411) Executive Director | Current Salary | \$92,600 |
| | Not-to-exceed Rate | \$123,883 |
| | Market Average | \$130,387 |
| | Current Salary Group | 3 |
| | Recommended Salary Group | 3 |
| | Current Salary Range | \$92,600-\$149,240 |
| | Recommended Salary Range | \$92,600-\$149,240 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Commission on Jail Standards (409) Executive Director | Current Salary | \$113,892 |
| | Not-to-exceed Rate | \$121,024 |
| | Market Average | \$127,247 |
| | Current Salary Group | 3 |
| | Recommended Salary Group | 3 |
| | Current Salary Range | \$92,600-\$149,240 |
| | Recommended Salary Range | \$92,600-\$149,240 |
| | Annual Cost to Adjust to New Range | Not Applicable |

| Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions | | |
|---|------------------------------------|-----------------------|
| Commission on Law Enforcement (407) Executive Director | Current Salary | \$136,649 |
| | Not-to-exceed Rate | \$136,649 |
| | Market Average | \$144,082 |
| | Current Salary Group | 4 |
| | Recommended Salary Group | 4 |
| | Current Salary Range | \$106,500-\$171,688 |
| | Recommended Salary Range | \$106,500-\$171,688 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Department of Criminal Justice (696) Executive Director | Current Salary | \$275,501 |
| | Not-to-exceed Rate | \$275,501 |
| | Market Average | \$280,243 |
| | Current Salary Group | 9 |
| | Recommended Salary Group | 9 |
| | Current Salary Range | \$214,200-\$345,250 |
| | Recommended Salary Range | \$214,200-\$345,250 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Department of Public Safety (405) Director | Current Salary | \$247,981 |
| | Not-to-exceed Rate | \$247,981 |
| | Market Average | \$263,826 |
| | Current Salary Group | 8 |
| | Recommended Salary Group | 8 |
| | Current Salary Range | \$186,300-\$299,813 |
| | Recommended Salary Range | \$186,300 - \$299,813 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Juvenile Justice Department (644) Executive Director | Current Salary | \$216,725 |
| | Not-to-exceed Rate | \$216,725 |
| | Market Average | \$231,761 |
| | Current Salary Group | 7 |
| | Recommended Salary Group | 7 |
| | Current Salary Range | \$162,000-\$261,068 |
| | Recommended Salary Range | \$162,000-\$261,068 |
| | Annual Cost to Adjust to New Range | Not Applicable |

| Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions | | |
|---|------------------------------------|---------------------|
| Military Department (401) Adjunct General | Current Salary | \$191,357 |
| | Not-to-exceed Rate | \$191,357 |
| | Market Average | \$204,534 |
| | Current Salary Group | 6 |
| | Recommended Salary Group | 6 |
| | Current Salary Range | \$140,900-\$227,038 |
| | Recommended Salary Range | \$140,900-\$227,038 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Article VI | | |
| Animal Health Commission (554) Executive Director | Current Salary | \$155,814 |
| | Not-to-exceed Rate | \$155,814 |
| | Market Average | \$168,808 |
| | Current Salary Group | 5 |
| | Recommended Salary Group | 5 |
| | Current Salary Range | \$122,500-\$197,415 |
| | Recommended Salary Range | \$122,500-\$197,415 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Commission on Environmental Quality (582) Executive Director | Current Salary | \$223,277 |
| | Not-to-exceed Rate | \$223,277 |
| | Market Average | \$238,510 |
| | Current Salary Group | 7 |
| | Recommended Salary Group | 7 |
| | Current Salary Range | \$162,000-\$261,068 |
| | Recommended Salary Range | \$162,000-\$261,068 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Parks and Wildlife Department (802) Executive Director | Current Salary | \$200,643 |
| | Not-to-exceed Rate | \$215,412 |
| | Market Average | \$228,341 |
| | Current Salary Group | 7 |
| | Recommended Salary Group | 7 |
| | Current Salary Range | \$162,000-\$261,068 |
| | Recommended Salary Range | \$162,000-\$261,068 |
| | Annual Cost to Adjust to New Range | Not Applicable |

| Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions | | |
|---|------------------------------------|---------------------|
| Soil and Water Conservation Board (592) Executive Director | Current Salary | \$150,283 |
| | Not-to-exceed Rate | \$150,283 |
| | Market Average | \$158,811 |
| | Current Salary Group | 4 |
| | Recommended Salary Group | 4 |
| | Current Salary Range | \$106,500-\$171,688 |
| | Recommended Salary Range | \$106,500-\$171,688 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Water Development Board (580) Executive Administrator | Current Salary | \$188,285 |
| | Not-to-exceed Rate | \$200,035 |
| | Market Average | \$212,417 |
| | Current Salary Group | 6 |
| | Recommended Salary Group | 6 |
| | Current Salary Range | \$140,900-\$227,038 |
| | Recommended Salary Range | \$140,900-\$227,038 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Article VII | | |
| Department of Housing and Community Affairs (332) Executive Director | Current Salary | \$192,299 |
| | Not-to-exceed Rate | \$192,299 |
| | Market Average | \$204,798 |
| | Current Salary Group | 6 |
| | Recommended Salary Group | 6 |
| | Current Salary Range | \$140,900-\$227,038 |
| | Recommended Salary Range | \$140,900-\$227,038 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Department of Motor Vehicles (608) Executive Director | Current Salary | \$202,739 |
| | Not-to-exceed Rate | \$202,739 |
| | Market Average | \$214,095 |
| | Current Salary Group | 7 |
| | Recommended Salary Group | 7 |
| | Current Salary Range | \$162,000-\$261,068 |
| | Recommended Salary Range | \$162,000-\$261,068 |
| | Annual Cost to Adjust to New Range | Not Applicable |

| Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions | | |
|---|------------------------------------|---------------------|
| Department of Transportation (601) Executive Director | Current Salary | \$344,000 |
| | Not-to-exceed Rate | \$344,000 |
| | Market Average | \$296,632 |
| | Current Salary Group | 9 |
| | Recommended Salary Group | 9 |
| | Current Salary Range | \$214,200-\$345,250 |
| | Recommended Salary Range | \$214,200-\$345,250 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Texas Lottery Commission (362) Executive Director | Current Salary | \$213,344 |
| | Not-to-exceed Rate | \$213,344 |
| | Market Average | \$224,617 |
| | Current Salary Group | 7 |
| | Recommended Salary Group | 7 |
| | Current Salary Range | \$162,000-\$261,068 |
| | Recommended Salary Range | \$162,000-\$261,068 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Texas Workforce Commission (320) Executive Director | Current Salary | \$182,500 |
| | Not-to-exceed Rate | \$212,989 |
| | Market Average | \$224,299 |
| | Current Salary Group | 7 |
| | Recommended Salary Group | 7 |
| | Current Salary Range | \$162,000-\$261,068 |
| | Recommended Salary Range | \$162,000-\$261,068 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Article VIII | | |
| Board of Chiropractic Examiners (508) Executive Director | Current Salary | \$100,830 |
| | Not-to-exceed Rate | \$100,830 |
| | Market Average | \$107,538 |
| | Current Salary Group | 2 |
| | Recommended Salary Group | 2 |
| | Current Salary Range | \$80,500-\$129,765 |
| | Recommended Salary Range | \$80,500-\$129,765 |
| | Annual Cost to Adjust to New Range | Not Applicable |

| Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions | | |
|---|------------------------------------|---------------------|
| Texas Board of Nursing (507) Executive Director | Current Salary | \$166,879 |
| | Not-to-exceed Rate | \$166,879 |
| | Market Average | \$169,537 |
| | Current Salary Group | 5 |
| | Recommended Salary Group | 5 |
| | Current Salary Range | \$122,500-\$197,415 |
| | Recommended Salary Range | \$122,500-\$197,415 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Board of Pharmacy (515) Executive Director | Current Salary | \$141,510 |
| | Not-to-exceed Rate | \$141,510 |
| | Market Average | \$151,470 |
| | Current Salary Group | 4 |
| | Recommended Salary Group | 4 |
| | Current Salary Range | \$106,500-\$171,688 |
| | Recommended Salary Range | \$106,500-\$171,688 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Board of Plumbing Examiners (456) Executive Director | Current Salary | \$114,239 |
| | Not-to-exceed Rate | \$120,586 |
| | Market Average | \$127,055 |
| | Current Salary Group | 3 |
| | Recommended Salary Group | 3 |
| | Current Salary Range | \$92,600-\$149,240 |
| | Recommended Salary Range | \$92,600-\$149,240 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Board of Professional Geoscientists (481) Executive Director | Current Salary | \$109,157 |
| | Not-to-exceed Rate | \$109,157 |
| | Market Average | \$114,830 |
| | Current Salary Group | 2 |
| | Recommended Salary Group | 2 |
| | Current Salary Range | \$80,500-\$129,765 |
| | Recommended Salary Range | \$80,500-\$129,765 |
| | Annual Cost to Adjust to New Range | Not Applicable |

| Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions | | |
|--|------------------------------------|---------------------|
| Board of Veterinary Medical Examiners (578) Executive Director | Current Salary | \$113,413 |
| | Not-to-exceed Rate | \$113,413 |
| | Market Average | \$119,262 |
| | Current Salary Group | 2 |
| | Recommended Salary Group | 2 |
| | Current Salary Range | \$80,500-\$129,765 |
| | Recommended Salary Range | \$80,500-\$129,765 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Department of Insurance (454) Commissioner of Insurance | Current Salary | \$217,139 |
| | Not-to-exceed Rate | \$217,139 |
| | Market Average | \$229,466 |
| | Current Salary Group | 7 |
| | Recommended Salary Group | 7 |
| | Current Salary Range | \$162,000-\$261,068 |
| | Recommended Salary Range | \$162,000-\$261,068 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Department of Insurance, Workers' Compensation (454) Commissioner of Workers' Compensation | Current Salary | \$169,111 |
| | Not-to-exceed Rate | \$169,111 |
| | Market Average | \$179,233 |
| | Current Salary Group | 6 |
| | Recommended Salary Group | 6 |
| | Current Salary Range | \$140,900-\$227,038 |
| | Recommended Salary Range | \$140,900-\$227,038 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Department of Licensing and Regulation (452) Executive Director | Current Salary | \$190,000 |
| | Not-to-exceed Rate | \$190,000 |
| | Market Average | \$184,932 |
| | Current Salary Group | 6 |
| | Recommended Salary Group | 6 |
| | Current Salary Range | \$140,900-\$227,038 |
| | Recommended Salary Range | \$140,900-\$227,038 |
| | Annual Cost to Adjust to New Range | Not Applicable |

| Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions | | |
|--|------------------------------------|---------------------|
| Executive Council of Physical and Occupational Therapy Examiners (533) Executive Director | Current Salary | \$97,850 |
| | Not-to-exceed Rate | \$109,049 |
| | Market Average | \$115,007 |
| | Current Salary Group | 2 |
| | Recommended Salary Group | 2 |
| | Current Salary Range | \$80,500-\$129,765 |
| | Recommended Salary Range | \$80,500-\$129,765 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Funeral Service Commission (513) Executive Director | Current Salary | \$99,721 |
| | Not-to-exceed Rate | \$99,721 |
| | Market Average | \$107,566 |
| | Current Salary Group | 2 |
| | Recommended Salary Group | 2 |
| | Current Salary Range | \$80,500-\$129,765 |
| | Recommended Salary Range | \$80,500-\$129,765 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Office of Injured Employee Counsel (448) Public Counsel | Current Salary | \$151,048 |
| | Not-to-exceed Rate | \$151,048 |
| | Market Average | \$160,586 |
| | Current Salary Group | 4 |
| | Recommended Salary Group | 4 |
| | Current Salary Range | \$106,500-\$171,688 |
| | Recommended Salary Range | \$106,500-\$171,688 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Office of Public Insurance Counsel (359) Public Counsel | Current Salary | \$149,976 |
| | Not-to-exceed Rate | \$149,976 |
| | Market Average | \$159,255 |
| | Current Salary Group | 4 |
| | Recommended Salary Group | 4 |
| | Current Salary Range | \$106,500-\$171,688 |
| | Recommended Salary Range | \$106,500-\$171,688 |
| | Annual Cost to Adjust to New Range | Not Applicable |

| Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions | | |
|---|------------------------------------|---------------------|
| Office of Public Utility Counsel (475) Public Counsel | Current Salary | \$143,630 |
| | Not-to-exceed Rate | \$143,630 |
| | Market Average | \$151,654 |
| | Current Salary Group | 4 |
| | Recommended Salary Group | 4 |
| | Current Salary Range | \$106,500-\$171,688 |
| | Recommended Salary Range | \$106,500-\$171,688 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Optometry Board (514) Executive Director | Current Salary | \$100,732 |
| | Not-to-exceed Rate | \$100,732 |
| | Market Average | \$106,861 |
| | Current Salary Group | 2 |
| | Recommended Salary Group | 2 |
| | Current Salary Range | \$80,500-\$129,765 |
| | Recommended Salary Range | \$80,500-\$129,765 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Public Utility Commission of Texas (473) Executive Director | Current Salary | \$200,000 |
| | Not-to-exceed Rate | \$200,000 |
| | Market Average | \$178,223 |
| | Current Salary Group | 6 |
| | Recommended Salary Group | 6 |
| | Current Salary Range | \$140,900-\$227,038 |
| | Recommended Salary Range | \$140,900-\$227,038 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Racing Commission (476) Executive Director | Current Salary ^c | \$90,200 |
| | Not-to-exceed Rate | \$137,367 |
| | Market Average | \$141,176 |
| | Current Salary Group | 3 |
| | Recommended Salary Group | 3 |
| | Current Salary Range | \$92,600-\$149,240 |
| | Recommended Salary Range | \$92,600-\$149,240 |
| | Annual Cost to Adjust to New Range | Not Applicable |

| Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions | | |
|---|------------------------------------|---------------------|
| Securities Board (312) Securities Commissioner | Current Salary | \$162,491 |
| | Not-to-exceed Rate | \$162,491 |
| | Market Average | \$172,087 |
| | Current Salary Group | 5 |
| | Recommended Salary Group | 5 |
| | Current Salary Range | \$122,500-\$197,415 |
| | Recommended Salary Range | \$122,500-\$197,415 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| State Office of Administrative Hearings (360) Chief Administrative Law Judge | Current Salary | \$180,000 |
| | Not-to-exceed Rate | \$180,000 |
| | Market Average | \$181,524 |
| | Current Salary Group | 5 |
| | Recommended Salary Group | 5 |
| | Current Salary Range | \$122,500-\$197,415 |
| | Recommended Salary Range | \$122,500-\$197,415 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Texas Medical Board (503) Executive Director | Current Salary | \$156,145 |
| | Not-to-exceed Rate | \$165,315 |
| | Market Average | \$173,571 |
| | Current Salary Group | 5 |
| | Recommended Salary Group | 5 |
| | Current Salary Range | \$122,500-\$197,415 |
| | Recommended Salary Range | \$122,500-\$197,415 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| Texas State Board of Dental Examiners (504) Executive Director | Current Salary | \$116,000 |
| | Not-to-exceed Rate | \$127,435 |
| | Market Average | \$135,964 |
| | Current Salary Group | 3 |
| | Recommended Salary Group | 3 |
| | Current Salary Range | \$92,600-\$149,240 |
| | Recommended Salary Range | \$92,600-\$149,240 |
| | Annual Cost to Adjust to New Range | Not Applicable |
| <p>^a 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>^b The salary listed is for the previous executive commissioner. The agency's new executive commissioner started on August 14, 2020, with the same salary.</p> <p>^c The executive officer's current annual salary is below the minimum salary of \$92,600 of the current assigned salary group, which is group 3.</p> | | |

Copies of this report have been distributed to the following:

Legislative Audit Committee

The Honorable Dan Patrick, Lieutenant Governor, Joint Chair

The Honorable Dennis Bonnen, Speaker of the House, Joint Chair

The Honorable Jane Nelson, Senate Finance Committee

The Honorable Robert Nichols, Member, Texas Senate

The Honorable Giovanni Capriglione, House Appropriations Committee

The Honorable Dustin Burrows, House Ways and Means Committee

Office of the Governor

The Honorable Greg Abbott, Governor

Legislative Budget Board

Mr. Jerry McGinty, Director



This document is not copyrighted. Readers may make additional copies of this report as needed. In addition, most State Auditor's Office reports may be downloaded from our Web site: www.sao.texas.gov.

In compliance with the Americans with Disabilities Act, this document may also be requested in alternative formats. To do so, contact our report request line at (512) 936-9500 (Voice), (512) 936-9400 (FAX), 1-800-RELAY-TX (TDD), or visit the Robert E. Johnson Building, 1501 North Congress Avenue, Suite 4.224, Austin, Texas 78701.

The State Auditor's Office is an equal opportunity employer and does not discriminate on the basis of race, color, religion, sex, national origin, age, or disability in employment or in the provision of services, programs, or activities.

To report waste, fraud, or abuse in state government visit <https://sao.fraud.texas.gov>.