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State Auditor

A Report on
**Executive Compensation
at State Agencies**

August 2022
Report No. 22-706



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Overall Conclusion

The State Auditor's Office conducted a study of the salaries and assigned salary groups for 66 executive officer positions at selected state agencies.¹ These positions were exempt from the State's Position Classification Plan.

The majority of the executive officer positions were assigned to salary groups with competitive salary ranges. However, nine executive officer positions at the following agencies were assigned to salary groups with pay ranges that may limit the ability to offer market-competitive salaries:

- Commission on Environmental Quality.
- Commission on State Emergency Communications.
- Department of Information Resources.
- Department of Public Safety.
- Facilities Commission.
- Library and Archives Commission.
- Military Department.
- Office of Injured Employee Counsel.
- Water Development Board.

Reassigning executive officer positions at those nine agencies to higher salary groups would help to maintain market-competitive salary ranges and would incur no cost for the agencies.

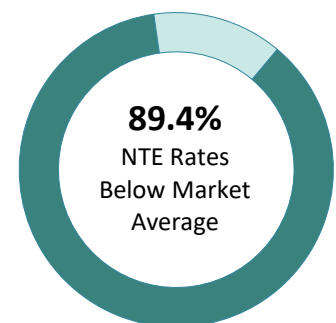
Additionally, of the 66 executive officer positions reviewed, 59 (89.4 percent) had not-to-exceed (NTE) rates that were below the market averages for their positions.

Executive Officers

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

Not-to-Exceed Rates

In addition to assigned salary groups, most executive officer positions are also assigned not-to-exceed rates, which may limit the amount a position is paid. Those rates cannot be changed unless specifically authorized in accordance with the General Appropriations Act.



¹ The Employees Retirement System and the Teacher Retirement System were excluded from this report's market analysis and salary recommendations because (1) these agencies independently perform a market analysis on their executive officer positions and (2) their board of trustees sets the salary for the executive officer positions.

This project was conducted in accordance with Section 3.08, Page IX-23, the General Appropriations Act (87th Legislature).

For more information regarding this report, please contact Sharon Schneider, Classification Manager, or Lisa Collier, State Auditor, at (512) 936-9500.

The study also determined that pay inequity may exist between the salaries of some executive officers compared with other executive officers and other management and professional employees. Specifically:

- Of the 75 highest-paid employees in management positions, only 12 (16.0 percent) were executive officers; the remaining 63 (84.0 percent) were employees in other management positions.
- A total of 13 state agencies had employees whose annual base salaries exceeded the annual base salary of their executive officer.
- A total of 21 state agencies had employees whose annual base salaries were within 10 percent less than the annual base salary of their executive officer.

Pay Compression

Pay compression may occur when the pay of a subordinate employee nears, matches, or exceeds the pay of a direct supervisor, including an agency's executive officer.

In these cases, differences in pay may be disproportionate to differences in responsibilities and can create pay compression (see text box for more information about pay compression).

The recommendations in this report are intended to bring about equitable pay among similar executive officer positions at state agencies.

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 (87th Legislature). The scope of this study included 66 executive officer positions that were exempt from the State's Position Classification Plan during the 2022-2023 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 amount of the agency's annual appropriations.

- The agency's number of authorized full-time equivalent employees using data as of February 28, 2022, 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, the Office of the State Prosecuting Attorney, and the courts. The Teacher Retirement System, the Employees Retirement System, and self-directed, semi-independent agencies were included only for determining the 75 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 determined as matters of public policy and are not tied directly to the market averages for similar professional positions.

Contents

Detailed Results

Chapter 1	
Highest-Paid Management Positions at State Agencies and Recommended Salary Groups for Executive Officers	1
Chapter 2	
Pay Compression and Executive Officer Salaries	13

Appendices

Appendix 1	
Objective, Scope, and Methodology	18
Appendix 2	
Salary Ranges for the Schedule of Exempt Positions and an Excerpt from Classified Salary Schedule B for the 2022-2023 Biennium.....	22
Appendix 3	
Market Analysis and Recommended Salary Group Assignments	24

Detailed Results

Chapter 1

Highest-Paid Management Positions at State Agencies and Recommended Salary Groups for Executive Officers

To determine whether executive compensation is sufficient to attract highly qualified executive officers for state agencies, it is important to study the market rates for comparable professional positions. If the State's salary ranges fall too far below market rates, the State may have difficulty in recruiting and retaining executive officers.

For this study, a market comparison was conducted for 66 executive officer positions using a balance of public and private sector data appropriate to the nature and complexity of each executive officer position. The results of this study are summarized below.

Executive Officers' Salary Structure

A limited number of positions at state agencies, including executive officer positions, are exempt from the State's Position Classification Plan. Most executive officer positions are assigned to salary groups. Each salary group has a corresponding salary range that establishes the appropriate minimum and maximum annual salary for each position assigned to that group. 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 for pay variances based on employee experience, expertise, and performance. (See Appendix 2 for salary ranges.)

However, unless specifically authorized, most executive officers may not receive a salary that is greater than the salary authorized in the General Appropriations Act, which is often referred to as a not-to-exceed (NTE) rate.

Because most executive officers have both a salary range and an NTE rate, it is important to review both.

Salary Ranges. To determine the market competitiveness of the salary ranges, a market analysis was performed for 66 executive officer positions and determined that:

- Fifty-seven (86.4 percent) were placed in market competitive salary ranges.

- Nine (13.6 percent) were placed within a salary range that could limit their agency's ability to offer a market competitive salary.

See Appendix 3 for detailed information about the salaries, market averages, and recommended salary groups and salary ranges for each executive officer position.

Salaries and NTE Rates. Because most executive officer positions have an NTE rate that cannot be changed unless specifically authorized, a review was conducted on the market competitiveness of the NTE rates for 66 executive officer positions and determined that:

- Fifty-nine (89.4 percent) had NTE rates that were below the market average salaries for those positions.
- Seven (10.6 percent) had NTE rates that were above the market average salaries for those positions.

Excluding 4 executive officer positions that were vacant or had an interim executive director during the time of this analysis, 18 executive officers in those positions had salaries that were below their NTE rates.

Chapter 1-A provides an analysis of executive officer salaries compared with the salaries of other executive officers and/or other management positions at state agencies. Chapter 1-B provides recommended salary groups based on factors such as the size of an agency's appropriations, the number of authorized full-time equivalent (FTE) employees, and the complexity of the agency's mission.

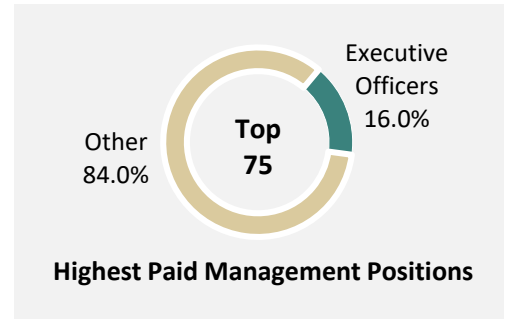
Chapter 1-A

Highest-Paid Management Positions at State Agencies

The two highest-paid executive officers at state agencies, based on annual base salaries as of June 30, 2022, were the executive officers at the Teacher Retirement System and the Department of Transportation. When additional pay was included, 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 set the salaries for these positions.

Table 1 starting on the next page lists the 75 highest-paid employees in management positions at state agencies as of June 30, 2022.² (See text box for definitions of types of positions.) Of those 75 employees:

- Twelve (16.0 percent) were executive officers, two of whom were eligible for and received additional compensation and were not in an assigned salary group.
- Sixty-three (84.0 percent) were in other management positions. Of those 63 employees:
 - ♦ Sixty were in classified positions assigned to salary groups B33 through B36. (See Table 9 in Appendix 2 for the salary ranges for these salary groups.) The titles for those 60 employees were deputy attorney general, first assistant attorney general, deputy director, general counsel, and deputy comptroller. The majority were at the Department of Public Safety.
 - ♦ One was in a chief scientific officer position that is exempt from the State’s Position Classification Plan.
 - ♦ Two were in unclassified deputy commissioner positions.



Types of Positions

- A **classified position** is included in the State’s Position Classification Plan in Article IX of the General Appropriations Act.
- 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. In this report, those positions are at state agencies that are not required to follow the State’s Position Classification Plan.

² Table 1 excludes positions at legislative agencies and higher education institutions, as well as medical positions and investment positions. For the Teacher Retirement System and the Employees Retirement System, only the agencies’ executive director positions are included in the table.

Table 1

75 Highest-Paid Management Positions at State Agencies as of June 30, 2022 ^a								
Rank	Agency	Job Title	Annual Base Salary ^b	Additional Pay as of June 30, 2022 ^c	Total Compensation	Employee Type ^d	Salary Group	Executive Officer of Agency?
1	Cancer Prevention and Research Institute of Texas	Chief Scientific Officer	\$608,850	\$0	\$608,850	Exempt	No Salary Group	No
2	Teacher Retirement System	Executive Director	\$400,000	\$32,609	\$432,609	Exempt	No Salary Group	Yes
3	Department of Transportation	Executive Director	\$344,000	\$0	\$344,000	Exempt	9	Yes
4	Employees Retirement System	Executive Director	\$331,923	\$236,358	\$568,281	Exempt	No Salary Group	Yes
5	Department of Transportation	Deputy Director IV	\$300,000	\$0	\$300,000	Classified	B36	No
5 (tie)	Department of Transportation	Deputy Director IV	\$300,000	\$0	\$300,000	Classified	B36	No
7	Department of Public Safety	Director	\$299,813	\$0	\$299,813	Exempt	8	Yes
7 (tie)	Higher Education Coordinating Board	Commissioner	\$299,813	\$0	\$299,813	Exempt	8	Yes
9	Health and Human Services Commission	Executive Commissioner	\$290,258	\$0	\$290,258	Exempt	9	Yes
10	Office of the Governor	Deputy Director IV	\$285,000	\$0	\$285,000	Classified	B36	No
11	Cancer Prevention and Research Institute of Texas	Chief Executive Officer	\$281,875	\$0	\$281,875	Exempt	9	Yes
12	Department of Transportation	Deputy Director III	\$276,817	\$0	\$276,817	Classified	B35	No
13	Office of the Governor	Deputy Director III	\$275,600	\$0	\$275,600	Classified	B35	No
14	Department of Criminal Justice	Executive Director	\$275,501	\$0	\$275,501	Exempt	9	Yes
15	Office of the Attorney General	First Assistant Attorney General	\$275,000	\$0	\$275,000	Classified	B35	No
16	Department of State Health Services	Commissioner	\$271,083	\$0	\$271,083	Exempt	8	Yes
17	Office of the Comptroller of Public Accounts	Deputy Comptroller	\$266,255	\$0	\$266,255	Classified	B35	No
18	Office of the Governor	Deputy Director III	\$265,000	\$0	\$265,000	Classified	B35	No
18 (tie)	Treasury Safekeeping Trust Company	Chief Executive Officer	\$265,000	\$0	\$265,000	Unclassified	No Salary Group	Yes
20	Higher Education Coordinating Board	Deputy Commissioner	\$258,758	\$0	\$258,758	Unclassified	No Salary Group	No
20 (tie)	Higher Education Coordinating Board	Deputy Commissioner	\$258,758	\$0	\$258,758	Unclassified	No Salary Group	No
22	Department of Transportation	Deputy Director IV	\$258,000	\$0	\$258,000	Classified	B36	No

75 Highest-Paid Management Positions at State Agencies as of June 30, 2022 ^a

Rank	Agency	Job Title	Annual Base Salary ^b	Additional Pay as of June 30, 2022 ^c	Total Compensation	Employee Type ^d	Salary Group	Executive Officer of Agency?
23	Department of Public Safety	Deputy Director III	\$256,806	\$0	\$256,806	Classified	B35	No
23 (tie)	Department of Public Safety	Deputy Director III	\$256,806	\$0	\$256,806	Classified	B35	No
23 (tie)	Department of Public Safety	Deputy Director III	\$256,806	\$0	\$256,806	Classified	B35	No
26	Department of Transportation	Deputy Director III	\$256,000	\$0	\$256,000	Classified	B35	No
27	Department of Banking ^e	Commissioner	\$254,850	\$0	\$254,850	Exempt	No Salary Group	Yes
28	Office of the Governor	Deputy Director III	\$251,000	\$0	\$251,000	Classified	B35	No
29	Department of Transportation	Deputy Director III	\$249,480	\$0	\$249,480	Classified	B35	No
30	Department of Transportation	Deputy Director IV	\$247,500	\$0	\$247,500	Classified	B36	No
31	Cancer Prevention and Research Institute of Texas	Deputy Director II	\$246,614	\$0	\$246,614	Classified	B34	No
32	General Land Office	Deputy Director II	\$242,498	\$0	\$242,498	Classified	B34	No
33	Health and Human Services Commission	Deputy Director II	\$240,000	\$0	\$240,000	Classified	B34	No
33 (tie)	Health and Human Services Commission	Deputy Director III	\$240,000	\$0	\$240,000	Classified	B35	No
33 (tie)	Health and Human Services Commission	Deputy Director II	\$240,000	\$0	\$240,000	Classified	B34	No
33 (tie)	Health and Human Services Commission	Deputy Director II	\$240,000	\$0	\$240,000	Classified	B34	No
37	Department of Transportation	Deputy Director II	\$237,000	\$0	\$237,000	Classified	B34	No
37 (tie)	Department of Transportation	Deputy Director II	\$237,000	\$0	\$237,000	Classified	B34	No
39	Department of Family and Protective Services	Commissioner	\$235,500	\$0	\$235,500	Exempt	8	Yes
40	Health and Human Services Commission	Deputy Director II	\$235,000	\$0	\$235,000	Classified	B34	No
40 (tie)	Health and Human Services Commission	Deputy Director II	\$235,000	\$0	\$235,000	Classified	B34	No
40 (tie)	Health and Human Services Commission	Deputy Director II	\$235,000	\$0	\$235,000	Classified	B34	No
43	Department of Public Safety	Deputy Director II	\$231,317	\$0	\$231,317	Classified	B34	No
43 (tie)	Department of Public Safety	Deputy Director II	\$231,317	\$0	\$231,317	Classified	B34	No
43 (tie)	Department of Public Safety	Deputy Director II	\$231,317	\$0	\$231,317	Classified	B34	No

75 Highest-Paid Management Positions at State Agencies as of June 30, 2022 ^a

Rank	Agency	Job Title	Annual Base Salary ^b	Additional Pay as of June 30, 2022 ^c	Total Compensation	Employee Type ^d	Salary Group	Executive Officer of Agency?
70 (tie)	Health and Human Services Commission	Deputy Director I	\$225,500	\$0	\$225,500	Classified	B33	No
72	Office of the Attorney General	Deputy Attorney General	\$225,000	\$0	\$225,000	Classified	B33	No
72 (tie)	Office of the Attorney General	Deputy Attorney General	\$225,000	\$0	\$225,000	Classified	B33	No
72 (tie)	Health and Human Services Commission	Deputy Director II	\$225,000	\$0	\$225,000	Classified	B34	No
75	Office of the Comptroller of Public Accounts	Deputy Director II	\$224,970	\$0	\$224,970	Classified	B34	No

^a This analysis is based on the annual base salary for the listed job titles and excluded legislative agencies, higher education institutions, medical and investment positions. For the Teacher Retirement System and the Employees Retirement System, only the agencies' executive director positions are included in the table.

^b This is based on the annualized monthly salary as of June 30, 2022.

^c Additional compensation, including one-time merit awards and bonuses, is for the time period of September 1, 2021, through June 30, 2022.

^d A classified position is included in the State's Position Classification Plan in Article IX of the General Appropriations Act (87th Legislature). An exempt position is either listed in the General Appropriations Act under a state agency's schedule of exempt positions or exempted by the Governor from the State's Position Classification Plan. An unclassified position is neither classified nor exempt.

^e The Department of Banking is a self-directed, semi-independent (SDSI) agency. Each SDSI 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. 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 \$1,250.

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

Chapter 1-B

Executive Officer Recommended Salary Groups

The State Auditor's Office conducted a market analysis on 66³ executive officer positions using public and private sector data appropriate to the nature and complexity of selected executive officer positions that were exempt from the State's Position Classification Plan during the 2022-2023 biennium. (See Appendix 3 for more information about the market analysis.)

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

³ The market analysis excluded legislative agencies; higher education institutions; elected officials; the Teacher Retirement System; the Employees Retirement System; the Secretary of State; the courts; self-directed, semi-independent agencies; the Office of the State Prosecuting Attorney; and the Treasury Safekeeping Trust Company.

- The executive officer annual base salaries and the midpoints of the assigned salary ranges.
- The amount 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.

9 Executive Officer Positions
 Are in salary groups that may limit competitive salaries.

Based on that analysis, nine executive officer positions have a recommended salary group that is higher than their current salary group. Reassigning those nine executive officer positions to a higher salary group would incur no cost to the agencies.

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 paid at the market average, which is usually 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, and (3) exceeds performance targets. Other factors that should be considered when placing an employee within a salary range include agency budgets and the difference between the pay of an executive officer and the pay of other staff.

For this analysis, agencies are placed 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 Teacher Retirement System; the Employees Retirement System; the Secretary of State; self-directed, semi-independent agencies; the Office of the State Prosecuting Attorney⁴; 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 21 executive officer positions that have assigned salary groups. State agencies within this tier had among the largest numbers of authorized FTE employees and have the largest budgets in Texas government. For example, the Health and Human Services Commission had an annual average of 34,966.9 FTEs, and the Department of Criminal Justice had 32,600.8 FTEs⁵.

The executive officer positions for Tier I agencies have a current or 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 on the next page lists the current and recommended salary groups for Tier I positions. Salary group changes are recommended for six agencies.

⁴ The salary for the state prosecuting attorney position is set in Texas Government Code, Section 46.003. The state prosecuting attorney and each state prosecutor are entitled to receive state compensation equal to the compensation that is provided for a district judge position in the General Appropriations Act.

⁵ See *A Summary Report on Full-time Equivalent State Employees for Fiscal Year 2021* (SAO Report No. 22-703, March 2022).

Table 2

Tier I Executive Officer Compensation (From Highest Salary to Lowest Salary)			
Agency	Executive Officer Salary as of June 30, 2022	Current Salary Group	Recommended Salary Group
Department of Transportation	\$344,000	9	No Change
Higher Education Coordinating Board	\$299,813	8	No Change
Department of Public Safety	\$299,813	8	9
Health and Human Services Commission	\$290,258	9	No Change
Cancer Prevention and Research Institute of Texas	\$281,875	9	No Change
Department of Criminal Justice	\$275,501	9	No Change
Department of State Health Services	\$271,083	8	No Change
Department of Family and Protective Services	\$235,500	8	No Change
Commission on Environmental Quality	\$223,277	7	8
Texas Education Agency	\$220,375	8	No Change
Department of Insurance	\$217,139	7	No Change
Juvenile Justice Department	\$216,725 ^a	7	No Change
Texas Lottery Commission	\$213,344	7	No Change
Office of Court Administration, Texas Judicial Council	\$211,500	7	No Change
Department of Motor Vehicles	\$210,850	7	No Change
Parks and Wildlife Department	\$200,643	7	No Change
Texas Workforce Commission	\$200,494	7	No Change
Water Development Board	\$199,582	6	7
Department of Information Resources	\$194,182	6	7
Military Department	\$191,357	6	7
Facilities Commission	\$190,248	6	7

^a The salary reflects the not-to-exceed rate. The agency had an interim executive director during the time period of this review.

Sources: State Auditor's Office 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 30 executive officer positions. The majority of those are at mid-sized state agencies, defined for the purposes of this report as having between 100 and 799 authorized FTE employees. The executive officer positions in Tier II have a current or 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 on the next page lists the current and recommended salary groups for Tier II positions. Salary group changes are recommended for three agencies.

Table 3

Tier II Executive Officer Compensation (From Highest Salary to Lowest Salary)			
Agency	Executive Officer Salary as of June 30, 2022	Current Salary Group	Recommended Salary Group
Alcoholic Beverage Commission	\$200,000	6	No Change
Public Finance Authority	\$200,000	6	No Change
Public Utility Commission of Texas	\$200,000	6	No Change
Department of Housing and Community Affairs	\$192,299	6	No Change
Department of Licensing and Regulation	\$180,000	6	No Change
State Office of Administrative Hearings	\$180,000	5	No Change
Preservation Board	\$175,990	6	No Change
Securities Board	\$172,087	5	No Change
School for the Deaf	\$171,688	5	No Change
Texas Board of Nursing	\$169,537	5	No Change
Department of Insurance, Workers' Compensation	\$169,111 ^a	6	No Change
Office of State-Federal Relations ^b	\$160,000	4	No Change
School for the Blind and Visually Impaired	\$159,993	5	No Change
Historical Commission	\$156,652	5	No Change
Texas Medical Board ^c	\$156,145	5	No Change
Animal Health Commission	\$155,814	6	No Change
Veterans Commission	\$151,123	5	No Change
Office of Injured Employee Counsel	\$151,048	4	5
State Office of Risk Management	\$150,563	4	No Change
Soil and Water Conservation Board	\$150,283	4	No Change
Office of Public Insurance Counsel	\$149,976	4	No Change
Office of Capital and Forensic Writs	\$148,510	4	No Change
Library and Archives Commission	\$148,197	4	5
Board of Pharmacy	\$141,510	4	No Change
Commission on State Emergency Communications	\$140,698	3	4
Texas Ethics Commission	\$139,097	4	No Change
Commission on Law Enforcement	\$136,649	4	No Change
State Commission on Judicial Conduct	\$128,000	4	No Change
Bond Review Board	\$127,500	4	No Change
Office of Public Utility Counsel	\$110,538	4	No Change

^a The salary reflects the not-to-exceed rate. The executive officer was appointed effective August 2022.

^b The Trusteed Programs within the Office of the Governor is authorized by Rider 13, page I-61, the General Appropriations Act (87th 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.

^c The Texas Medical Board may authorize an additional salary supplement not to exceed \$12,300 annually if the executive officer is a medical doctor and an attorney, as authorized by Rider 3, page VIII-32, the General Appropriations Act (87th Legislature).

Sources: State Auditor's Office 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 15 executive officer positions at agencies with fewer than 100 authorized FTE employees. The executive officer positions in Tier III have a current exempt salary group of 1 (\$70,000 to \$112,750)⁶; 2 (\$80,500 to \$129,765); or 3 (\$92,600 to \$149,240).

Table 4 lists the current and recommended salary groups for Tier III positions. No changes are recommended.

Table 4

Tier III Executive Officer Compensation (From Highest Salary to Lowest Salary)			
Agency	Executive Officer Salary as of June 30, 2022	Current Salary Group	Recommended Salary Group
Racing Commission	\$130,000	3	No Change
Commission on the Arts	\$129,927	3	No Change
Texas State Board of Dental Examiners	\$127,435	3	No Change
Pension Review Board	\$126,730	3	No Change
Commission on Fire Protection	\$123,883	3	No Change
Commission on Jail Standards	\$121,020	3	No Change
Board of Plumbing Examiners	\$120,586	3	No Change
Board of Veterinary Medical Examiners	\$113,413 ^a	2	No Change
Board of Professional Geoscientists	\$109,157	2	No Change
Funeral Service Commission	\$105,132 ^b	2	No Change
Executive Council of Physical Therapy and Occupational Therapy Examiners	\$104,424	2	No Change
Texas Emergency Services Retirement System	\$101,200	3	No Change
State Law Library	\$101,000	2	No Change
Board of Chiropractic Examiners	\$100,830	2	No Change
Optometry Board	\$100,732	2	No Change

^a The salary reflects the not-to-exceed rate. The agency had an interim executive director during the time period of this review.

^b The salary reflects the not-to-exceed rate. The executive officer was appointed effective August 2022.

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

⁶ There are currently no executive directors in salary group 1.

Pay Compression and Executive Officer Salaries

Pay compression may occur when the pay of a subordinate employee approaches, matches, or exceeds the pay of a direct supervisor, including an agency's executive officer. In these cases, differences in pay may be disproportionate to differences in responsibilities, which could create internal inequity. (See text box for possible causes of pay compression.)

Although in some circumstances an employee could justifiably be paid more than his or her direct supervisor, standard compensation practices recommend an average difference of at least 15 percent between an executive officer's salary and the salaries of the staff that the executive officer oversees. That difference can help to maintain internal equity by recognizing executives for their skills, experience, and scope of responsibilities in managing an agency. However, as discussed below, pay compression between executive officers and their staff may exist at 27 state agencies.

Possible Causes of Pay Compression

Pay compression may occur at state agencies for a variety of reasons. For example, executive officers classified as "exempt" are not eligible for the same types of salary increases as the employees they manage. Employees classified within the State's Position Classification Plan are eligible for salary increases, such as merit increases, that do not exist for most exempt employees, such as executive officers. Not-to-exceed rates can set an unintentional salary limit for the entire agency.

Chapter 2-A

Pay Compression

To determine whether pay compression exists, the State Auditor's Office reviewed the annual base salaries as of June 30, 2022, 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 Office of the State Prosecuting Attorney; the courts; and self-directed, semi-independent agencies). This review determined that:

- A total of 23 employees at 13 state agencies had annual base salaries that exceeded the annual base salaries of their executive officers by amounts ranging from \$818 (or 0.4 percent) to \$326,975 (or 116.0 percent).
- A total of 61 employees at 21 state agencies had annual base salaries that were no more than 10.0 percent less than their executive officers' annual base salaries. Of those:
 - ♦ Twenty-six employees at 15 agencies had salaries that were 0.2 percent to 5.0 percent less than their executive officers' annual base

salaries. Of those 26 employees, 15 (57.7 percent) were in director positions.

- ♦ Thirty-five employees at 12 agencies had salaries that were 5.1 percent to 10.0 percent below their executive officers' annual base salaries. Of those employees, 32 (91.4 percent) were in medical and director positions.

Table 5 shows the number of employees and their positions, by agency, who had higher annual base salaries than the executive officers at their agencies.

Table 5

Number of Employees with Salaries Higher Than Those of Their Agencies' Executive Officers as of June 30, 2022						
Agency	Types of Positions					
	Actuary	Chief Scientific Officer	Director ^a	Investment ^b	Legal ^c	Medical ^d
Alcoholic Beverage Commission			1			
Cancer Prevention and Research Institute of Texas		1				
Department of Information Resources			4			
Employees Retirement System				1		
Juvenile Justice Department ^e						1
Pension Review Board	1					
Public Utility Commission of Texas			2			
Securities Board					1	
Teacher Retirement System			1	1		
Texas Education Agency				5		
Texas Lottery Commission			1		1	
Texas Medical Board					1	
Texas State Board of Dental Examiners						1
Totals	1	1	9	7	3	2
^a Job titles for director positions include deputy director and senior managing director. ^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 legal include general counsel. ^d Job titles for medical positions include dentist and physician. ^e The salary of the previous executive director was used when determining employees making more than the executive director. Currently the agency has an interim executive director.						

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

Table 6 shows the number of employees whose annual base salary was no more than 10.0 percent less than their executive officers' annual base salaries at their respective agencies.

Table 6

Number of Employees With a Salary No More Than 10.0 Percent Less Than Those of Their Agencies' Executive Officers as of June 30, 2022		
Agency	Number of Employees with a Salary That Was 0.2 Percent to 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
Animal Health Commission	2	0
Commission on Environmental Quality	1	0
Commission on State Emergency Communications	1	0
Department of Housing and Community Affairs	0	3
Department of Information Resources	0	3
Department of Licensing and Regulation	2	0
Department of Motor Vehicles	0	2
Facilities Commission	1	0
Health and Human Services Commission	7	15
Parks and Wildlife Department	0	1
Preservation Board	0	1
Public Utility Commission of Texas	0	1
Racing Commission	1	0
Securities Board	2	1
State Office of Risk Management	1	3
Teacher Retirement System	2	2
Texas Board of Nursing	1	0
Texas Education Agency	2	1
Texas Lottery Commission	1	2
Texas Medical Board	1	0
Water Development Board	1	0
Totals	26	35

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

Changes in Base Salaries from Fiscal Year 2018 to Fiscal Year 2022 for the Highest-Paid Executive Officer Positions

Table 7 shows the changes in base salaries over 5 years for the 30 highest-paid executive officer positions at state agencies. Salary increases⁷ for these positions ranged from 1.0 percent to 41.9 percent from fiscal year 2018 to fiscal year 2022.

Table 7

Five-year Comparison of Base Pay by Position ^a Thirty Highest-Paid Executive Officer Positions as of June 30, 2022					
Rank	Agency	Job Title	5-year Comparison		
			2022 Base Salary as of June 30, 2022	2018 Base Salary as of June 30, 2018	Percent Change from June 30, 2018 to June 30, 2022
1	Teacher Retirement System ^b	Executive Director	\$400,000	\$337,266	18.6%
2	Department of Transportation	Executive Director	\$344,000	\$299,812	14.7%
3	Employees Retirement System ^c	Executive Director	\$331,923	\$296,615	11.9%
4	Department of Public Safety	Director	\$299,813	\$232,969	28.7%
4 (tie)	Higher Education Coordinating Board	Commissioner	\$299,813	\$212,135	41.3%
6	Health and Human Services Commission	Executive Commissioner	\$290,258	\$266,500 ^d	8.9%
7	Cancer Prevention and Research Institute of Texas	Chief Executive Officer	\$281,875	\$256,250	10.0%
8	Department of Criminal Justice	Executive Director	\$275,501	\$266,500	3.4%
9	Department of State Health Services	Commissioner	\$271,083	\$242,353	11.9%
10	Department of Banking ^{e f}	Commissioner	\$254,850	\$242,925	4.9%
11	Department of Family and Protective Services	Commissioner	\$235,500	\$220,000	7.0%
12	Commission on Environmental Quality	Executive Director	\$223,277	\$210,695 ^d	6.0%
13	Texas Education Agency	Commissioner	\$220,375	\$220,375	0.0%
14	Department of Insurance	Commissioner of Insurance	\$217,139	\$202,383	7.3%
15	Juvenile Justice Department	Executive Director	\$216,725 ^g	\$205,879	5.3%
16	Texas Lottery Commission	Executive Director	\$213,344	\$211,191	1.0%
17	Office of Court Administration, Texas Judicial Council	Administrative Director	\$211,500	\$171,216	23.5%

⁷ Two executive officers did not receive any salary increases between 2018 and 2022.

**Five-year Comparison of Base Pay by Position ^a
Thirty Highest-Paid Executive Officer Positions as of June 30, 2022**

Rank	Agency	Job Title	5-year Comparison		
			2022 Base Salary as of June 30, 2022	2018 Base Salary as of June 30, 2018	Percent Change from June 30, 2018 to June 30, 2022
18	Department of Motor Vehicles	Executive Director	\$210,850	\$192,126	9.7%
19	Office of Consumer Credit Commissioner ^f	Commissioner	\$203,840	\$196,000	4.0%
20	Parks and Wildlife Department	Executive Director	\$200,643	\$200,643	0.0%
21	Texas Workforce Commission	Executive Director	\$200,494	\$182,500	9.9%
22	Department of Savings and Mortgage Lending ^f	Commissioner	\$200,004	\$194,750	2.7%
23	Public Finance Authority	Executive Director	\$200,000	\$140,980	41.9%
23 (tie)	Alcoholic Beverage Commission	Administrator	\$200,000	\$153,503	30.3%
23 (tie)	Credit Union Department ^f	Commissioner	\$200,000 ^h	\$185,375	7.9%
23 (tie)	Public Utility Commission of Texas	Executive Director	\$200,000	\$159,782	25.2%
27	Water Development Board	Executive Administrator	\$199,582	\$173,241	15.2%
28	Department of Information Resources	Executive Director	\$194,182	\$184,792	5.1%
29	Department of Housing and Community Affairs	Executive Director	\$192,299	\$180,084	6.8%
30	Military Department	Adjutant General	\$191,357	\$178,196	7.4%

^a This analysis excluded legislative agencies; higher education institutions; elected officials; the Secretary of State; the Office of the State Prosecuting Attorney; the Treasury Safekeeping Trust Company; and 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 annual salary listed was for the interim executive officer.

^e 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 \$1,250.

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

^g The annual salary listed is for the previous executive director, who resigned April 29, 2022. The agency had an interim executive director during the time period of this review.

^h The annual salary listed is for the previous commissioner, who resigned July 15, 2022. The agency had an interim commissioner during the time period of this review.

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 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 66 executive officer positions that were exempt from the State's Position Classification Plan during the 2022-2023 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 amount of the agency's annual appropriations.
- The agency's number of authorized full-time equivalent (FTE) employees using data as of February 28, 2022, 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, the Office of the State Prosecuting Attorney, and the courts. The Teacher Retirement System, the Employees

Retirement System, and self-directed, semi-independent agencies were included only for determining the 75 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 determined as matters of public policy and are not tied directly to the market averages 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 the 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 amount of an agency's annual appropriations and the number of an agency's authorized FTE employees.⁸

To determine the 75 highest annual base salaries for management positions at state agencies, the State Auditor's Office annualized the monthly base pay for each position as of June 30, 2022.

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 midpoints 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, 2023.

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 May 2022.

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

- *Book of the States*, the Council of State Governments, January 2021.
- *Executive Compensation 2022: U.S. Executive Survey*, Compdata Surveys & Consulting, Salary.com, October 2021.
- *Superintendent Salary Reports*, Texas Education Agency, October 2021-2022.

⁸ This analysis also included non-appropriated, federally funded, and contractor FTE totals that the agencies self-reported.

- *WorldatWork Salary Budget Survey 2021-2022, 48th Annual Executive Report & Analysis, August 2021.*
- *2021 Nonprofit Organizations Salary and Benefits Report, The NonProfit Times, Bluewater Nonprofit Solutions, September 2020.*
- *2021 Executive Compensation Survey, Willis Towers Watson Data Services, April 2021.*
- *2021 Texas Society for Healthcare Human Resources Administration and Education Wage and Benefit Survey, Werling Associates, Inc., February 2021.*
- *2021 Pay Structure and Practices Survey, National Compensation Association of State Governments, July 2021.*
- *Administrators in Higher Education Annual Report: Key Findings, Trends, and Comprehensive Tables for the 2020-21 Academic Year, College and University Professional Association for Human Resources, April 2021.*
- Occupational Employment Statistics, Bureau of Labor Statistics, U.S. Department of Labor, May 2021.
- Additional salary information provided by agencies.

Salaries for full-time, classified state employees and exempt executive officers as of June 30, 2018, and June 30, 2022, 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 2022 through August 2022. This study was conducted in accordance with Section 3.08, page IX-23, the General Appropriations Act (87th Legislature). This project was an analysis; therefore, the information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy.

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

- Judy Millar, CCP (Project Manager)
- Kathy-Ann Moe, MBA, SHRM-CP (Assistant Project Manager)
- Rebecca Franklin, CFE, CISA, CGA
- Juan R. Sanchez, MPA
- Michelle Ann Duncan Feller, CPA, CIA (Quality Control Reviewer)
- Sharon Schneider, CCP, PHR, SHRM-CP (Classification Manager)

Salary Ranges for the Schedule of Exempt Positions and an Excerpt from Classified Salary Schedule B for the 2022-2023 Biennium

Tables 8 and 9 list the annual salary ranges for most executive officer positions and for classified professional and managerial positions at state agencies.

Table 8 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 8

Schedule of Exempt Positions’ Salary Ranges for the 2022-2023 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, page IX-21, the General Appropriations Act (87th Legislature).

Table 9 on the next page 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. Table 9 lists salary groups B26 through B36, which are the ranges for classified professional and managerial positions that overlap with the exempt salary ranges.

Table 9

Selected Classified Salary Schedule B Annual Salary Ranges for the 2022-2023 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 (87th Legislature).

Market Analysis and Recommended Salary Group Assignments

To determine the market average for 66 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, including factors such as the number of authorized full-time equivalent employees, the amount of the agency’s annual appropriations, and the agency’s scope of responsibilities. The analysis also considered requirements for executive officer positions, such as specialized or advanced degrees. The analysis did not consider the job performance or the experience level of the individuals currently holding the jobs.

As discussed in Chapter 1-B, nine executive officer positions are currently assigned to a salary group with a pay range that may limit the agency’s ability to offer a market-competitive salary. No annual cost would be required to bring the executive officers to the minimum of the recommended salary group for each year of the 2024-2025 biennium.

Table 10 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, 2022, or, in the case of an interim agency head or a vacant position, the not-to-exceed amount authorized in the General Appropriations Act for that position.
- The not-to-exceed salary rate for the 2022-2023 biennium as set in the General Appropriations Act (87th Legislature).
- The market average salaries for the positions.
- Current and recommended salary group placements.
- Current and recommended salary ranges.
- The annual cost to reassign the executive officer to the minimum of the recommended salary range, if applicable.

Table 10 excludes legislative agencies; agencies with elected officials; the Secretary of State; the courts; self-directed, semi-independent agencies; the Teacher Retirement System; the Employees Retirement System; the State Office of Prosecuting Attorney; and unclassified positions (for example, the Treasury Safekeeping Trust Company’s executive director position).

Table 10

Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions		
Article I		
Bond Review Board (352) Executive Director	Current Salary	\$127,500
	Not-to-exceed Rate	\$147,869
	Market Average	\$156,742
	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	\$282,277
	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	\$140,698
	Not-to-exceed Rate	\$140,698
	Market Average	\$143,999
	Current Salary Group	3
	Recommended Salary Group	4
	Current Salary Range	\$92,600 - \$149,240
	Recommended Salary Range	\$106,500 - \$171,688
	Annual Cost to Adjust to New Range	\$0

Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions		
Commission on the Arts (813) Executive Director	Current Salary	\$129,927
	Not-to-exceed Rate	\$129,927
	Market Average	\$139,623
	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
Department of Information Resources (313) Executive Director	Current Salary	\$194,182
	Not-to-exceed Rate	\$194,182
	Market Average	\$217,371
	Current Salary Group	6
	Recommended Salary Group	7
	Current Salary Range	\$140,900 - \$227,038
	Recommended Salary Range	\$162,000 - \$261,068
	Annual Cost to Adjust to New Range	\$0
Facilities Commission (303) Executive Director	Current Salary	\$190,248
	Not-to-exceed Rate	\$190,248
	Market Average	\$208,161
	Current Salary Group	6
	Recommended Salary Group	7
	Current Salary Range	\$140,900 - \$227,038
	Recommended Salary Range	\$162,000 - \$261,068
	Annual Cost to Adjust to New Range	\$0
Historical Commission (808) Executive Director	Current Salary	\$156,652
	Not-to-exceed Rate	\$161,027
	Market Average	\$175,513
	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-Librarian	Current Salary	\$148,197
	Not-to-exceed Rate	\$148,197
	Market Average	\$162,848
	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	\$0
Office of State-Federal Relations (300) Executive Director	Current Salary	\$160,000
	Not-to-exceed Rate	\$149,240
	Market Average	\$139,151
	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	\$127,335
	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	\$198,987
	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	\$200,000
	Not-to-exceed Rate	\$200,000
	Market Average	\$172,369
	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
State Office of Risk Management (479) Executive Director	Current Salary	\$150,563
	Not-to-exceed Rate	\$150,563
	Market Average	\$159,574
	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	\$101,200
	Not-to-exceed Rate	\$118,826
	Market Average	\$131,981
	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	\$152,604
	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	\$170,098
	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	\$235,500
	Not-to-exceed Rate	\$251,806
	Market Average	\$268,192
	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 (537) Commissioner	Current Salary	\$271,083
	Not-to-exceed Rate	\$271,083
	Market Average	\$261,187
	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 (529) Executive Commissioner	Current Salary	\$290,258
	Not-to-exceed Rate	\$290,258
	Market Average	\$305,287
	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	\$265,659
	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	\$159,993
	Not-to-exceed Rate	\$159,993
	Market Average	\$166,470
	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
School for the Deaf (772) Superintendent	Current Salary	\$171,688
	Not-to-exceed Rate	\$171,688
	Market Average	\$174,094
	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 Education Agency (701) Commissioner of Education	Current Salary	\$220,375
	Not-to-exceed Rate	\$248,094
	Market Average	\$267,923
	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

Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions		
Article IV		
Office of Capital and Forensic Writs (215) Executive Director	Current Salary	\$148,510
	Not-to-exceed Rate	\$148,510
	Market Average	\$157,933
	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	\$211,500
	Not-to-exceed Rate	\$197,415
	Market Average	\$203,260
	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
State Commission on Judicial Conduct (242) Executive Director	Current Salary	\$128,000
	Not-to-exceed Rate	\$135,149
	Market Average	\$145,284
	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
State Law Library (243) Director	Current Salary	\$101,000
	Not-to-exceed Rate	\$113,298
	Market Average	\$121,360
	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		
Article V		
Alcoholic Beverage Commission (458) Administrator	Current Salary	\$200,000
	Not-to-exceed Rate	\$200,000
	Market Average	\$203,743
	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	\$123,883
	Not-to-exceed Rate	\$123,883
	Market Average	\$131,715
	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	\$121,020
	Not-to-exceed Rate	\$121,024
	Market Average	\$127,619
	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 Law Enforcement (407) Executive Director	Current Salary	\$136,649
	Not-to-exceed Rate	\$136,649
	Market Average	\$145,513
	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		
Department of Criminal Justice (696) Executive Director	Current Salary	\$275,501
	Not-to-exceed Rate	\$275,501
	Market Average	\$283,612
	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	\$299,813
	Not-to-exceed Rate	\$299,813
	Market Average	\$289,844
	Current Salary Group	8
	Recommended Salary Group	9
	Current Salary Range	\$186,300 - \$299,813
	Recommended Salary Range	\$214,200 - \$345,250
	Annual Cost to Adjust to New Range	\$0
Juvenile Justice Department (644) Executive Director	Current Salary ^a	\$216,725
	Not-to-exceed Rate	\$216,725
	Market Average	\$237,802
	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
^a The salary reflects the not-to-exceed rate. The agency had an interim executive director during the time period of this review.		
Military Department (401) Adjutant General	Current Salary	\$191,357
	Not-to-exceed Rate	\$191,357
	Market Average	\$210,007
	Current Salary Group	6
	Recommended Salary Group	7
	Current Salary Range	\$140,900 - \$227,038
	Recommended Salary Range	\$162,000 - \$261,068
	Annual Cost to Adjust to New Range	\$0

Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions		
Article VI		
Animal Health Commission (554) Executive Director	Current Salary	\$155,814
	Not-to-exceed Rate	\$155,814
	Market Average	\$169,807
	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 Environmental Quality (582) Executive Director	Current Salary	\$223,277
	Not-to-exceed Rate	\$223,277
	Market Average	\$244,493
	Current Salary Group	7
	Recommended Salary Group	8
	Current Salary Range	\$162,000 - \$261,068
	Recommended Salary Range	\$186,300 - \$299,813
	Annual Cost to Adjust to New Range	\$0
Parks and Wildlife Department (802) Executive Director	Current Salary	\$200,643
	Not-to-exceed Rate	\$215,412
	Market Average	\$232,620
	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
Soil and Water Conservation Board (592) Executive Director	Current Salary	\$150,283
	Not-to-exceed Rate	\$150,283
	Market Average	\$160,262
	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		
Water Development Board (580) Executive Administrator	Current Salary	\$199,582
	Not-to-exceed Rate	\$200,035
	Market Average	\$219,284
	Current Salary Group	6
	Recommended Salary Group	7
	Current Salary Range	\$140,900 - \$227,038
	Recommended Salary Range	\$162,000 - \$261,068
	Annual Cost to Adjust to New Range	\$0
Article VII		
Department of Housing and Community Affairs (332) Executive Director	Current Salary	\$192,299
	Not-to-exceed Rate	\$192,299
	Market Average	\$216,351
	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	\$210,850
	Not-to-exceed Rate	\$215,000
	Market Average	\$220,221
	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 Transportation (601) Executive Director	Current Salary	\$344,000
	Not-to-exceed Rate	\$344,000
	Market Average	\$307,108
	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		
Texas Lottery Commission (362) Executive Director	Current Salary	\$213,344
	Not-to-exceed Rate	\$213,344
	Market Average	\$225,584
	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	\$200,494
	Not-to-exceed Rate	\$212,989
	Market Average	\$234,520
	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	\$108,720
	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
Texas Board of Nursing (507) Executive Director	Current Salary	\$169,537
	Not-to-exceed Rate	\$169,537
	Market Average	\$171,547
	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

Board of Pharmacy (515) Executive Director	Current Salary	\$141,510
	Not-to-exceed Rate	\$141,510
	Market Average	\$156,336
	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	\$120,586
	Not-to-exceed Rate	\$120,586
	Market Average	\$129,377
	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	\$116,655
	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
Board of Veterinary Medical Examiners (578) Executive Director	Current Salary ^a	\$113,413
	Not-to-exceed Rate	\$113,413
	Market Average	\$120,740
	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

^a The salary reflects the not-to-exceed rate. The agency had an interim executive director during the time period of this review.

Market Analysis and Recommended Salary Group Assignments for Executive Officer Positions		
Department of Insurance (454) Commissioner of Insurance	Current Salary	\$217,139
	Not-to-exceed Rate	\$217,139
	Market Average	\$234,324
	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 ^a	\$169,111
	Not-to-exceed Rate	\$169,111
	Market Average	\$182,328
	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
^a The salary listed is the not-to-exceed rate. The executive officer was appointed effective August 2022.		
Department of Licensing and Regulation (452) Executive Director	Current Salary	\$180,000
	Not-to-exceed Rate	\$190,000
	Market Average	\$188,563
	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
Executive Council of Physical Therapy and Occupational Therapy Examiners (533) Executive Director	Current Salary	\$104,424
	Not-to-exceed Rate	\$109,049
	Market Average	\$116,508
	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		
Funeral Service Commission (513) Executive Director	Current Salary ^a	\$105,132
	Not-to-exceed Rate	\$105,132
	Market Average	\$107,948
	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
^a The salary reflects the not-to-exceed rate. The executive officer was appointed effective August 2022.		
Office of Injured Employee Counsel (448) Public Counsel	Current Salary	\$151,048
	Not-to-exceed Rate	\$151,048
	Market Average	\$165,339
	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	\$0.00
Office of Public Insurance Counsel (359) Public Counsel	Current Salary	\$149,976
	Not-to-exceed Rate	\$149,976
	Market Average	\$160,262
	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 Utility Counsel (475) Public Counsel	Current Salary	\$110,538
	Not-to-exceed Rate	\$143,630
	Market Average	\$151,974
	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		
Optometry Board (514) Executive Director	Current Salary	\$100,732
	Not-to-exceed Rate	\$100,732
	Market Average	\$107,237
	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	\$203,520
	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	\$130,000
	Not-to-exceed Rate	\$137,367
	Market Average	\$142,335
	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
Securities Board (312) Securities Commissioner	Current Salary	\$172,087
	Not-to-exceed Rate	\$172,087
	Market Average	\$177,836
	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		
State Office of Administrative Hearings (360) Chief Administrative Law Judge	Current Salary	\$180,000
	Not-to-exceed Rate	\$180,000
	Market Average	\$184,805
	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	\$174,776
	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	\$127,435
	Not-to-exceed Rate	\$127,435
	Market Average	\$141,867
	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

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