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A Report on the Texas State Employee Workforce



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A Report on the Texas State Employee Workforce

Introduction

State agencies require a strong labor force to function. The state of Texas, as all employers, must remain competitive to hire and retain a talented workforce. Like several states and localities nationwide, Texas state government is facing staff shortages and high turnover in critical areas, including those that look after the health and safety of its most vulnerable citizens. High turnover has become part of the policymaking conversation, especially around compensation as a means of retaining qualified employees.

Compensation is twofold: direct compensation sent to employee bank accounts and benefit packages offered for health insurance and retirement accounts. Employee costs of living – those of housing and transportation, in particular – are directly related to compensation and area of residence. Prices vary in different parts of the state, and purchasing power is affected by those variations.

This report provides an overview of the Texas state government workforce, its compensation compared to other employers and the resulting problem of high turnover, especially in critical needs occupations.

Findings

- **State Employee Compensation, Wages:** Average salaries for state employees lagged the overall market by 11.7 percent in 2022, up from 7.4 percent in 2020, according to the State Auditor's Office (SAO). Salaries at the executive level are more competitive with the private sector. Still, salaries vary widely for different occupations. For certain critical needs employees, such as those who interact with clients through health and human services (HHS) or people currently incarcerated in the Department of Criminal Justice (TDCJ) system, there are substantial problems with low pay, high-stress and significant turnover. Critical needs occupations make up half of the state workforce and account for a large portion of the stagnation and downturn of the state government workforce.
- **State Employee Compensation, Benefits:** Texas is highly competitive with the private market. State government tends to provide more benefits overall (retirement, insurance, paid leave, longevity bonuses). The greatest difference is in retirement benefits: Both state and local governments offer more generous benefits than private sector employers. About 86 percent of state and local government employees have access to defined benefit retirement plans – which guarantee monthly income upon retirement – compared to just 15 percent of private sector employees. While defined benefits and mandatory contributions can help ensure more security in the future, they also mean less take-home pay for current needs and expenses.
- **Cost of Living and Purchasing Power:** State employees, who already receive below-average wages, largely work in areas that have higher costs of living (COL), thus lessening the purchasing power of their wages. About 35 percent of state employees work in the Austin-Round Rock-Georgetown and Dallas-Fort Worth-Arlington metropolitan statistical areas (MSAs), both of which have COL expenses that exceed the state average. This scenario places added pressure on housing and transportation costs, which are the two largest consumer expenditure categories and account for half of total consumer expenditures. The National Association of Realtors, for instance, finds that most public and private salary averages across all occupations do not meet the income threshold required to purchase a single-family home. And recent increases in interest rates have increased the cost burden of purchasing a home.
- **Labor Shortage:** A smaller pool of applicants is feeding the hiring pipeline. While this is partially due to the Covid-19 pandemic, it cannot be entirely ascribed to that. Applicants for state employment have significantly declined, requiring hiring personnel to use more innovative job marketing and hiring practices. A way to attract and retain talent is through hybrid and telework options. This, of course, varies by occupation, but it appears many state agencies have some telework options for employees, from a day or two per week to fully remote.
- **State Employee Turnover Rate:** The turnover rate for classified, regular full- and part-time employees for fiscal 2022 was 22.7 percent, the highest turnover rate in at least 10 years. The highest turnover comes from

employees earning less than \$40,000 annually. In fiscal 2022, there were 2,658 state employees who transferred between agencies, accounting for 7.7 percent of state employees leaving a position in 2022. While these transfers do not result in a net turnover loss to the state, the agencies that lose employees to transfers experience disruptions in workflow. In 2022, the Health and Human Services Commission (HHSC) and TDCJ incurred the greatest number of transfers to different agencies. Notably, Comptroller analysis shows that employees who transferred from one agency to another between September 2018 and January 2023 received a 16.5 percent average salary increase.

- **Job Growth:** Overall expected job growth in Texas for the next five years is predicted to be slightly more than 7 percent, somewhat lower than the growth rate for the preceding five years. This indicates a slightly slower but still steady jobs demand overall with relatively few changes in the types of education and training requirements assigned to job classifications.
- **Training and Education Requirements:** State government positions require a greater share of workers with a post-secondary degree than the total Texas jobs market. About 35 percent of state government jobs typically require a bachelor's degree, compared to about 28 percent for all nonfarm jobs in Texas. The state faces stiff competition with positions that require bachelor's and postgraduate degrees exacerbated by significantly lower pay for similar work. Occupations that typically require a bachelor's degree, for example, paid an average annual salary of about \$69,000 in state government, compared to the statewide average of \$97,500 for these same occupations.

This report examines the state government workforce using data from the Centralized Accounting and Payroll/Personnel System (CAPPS). Created by the Texas Comptroller of Public Accounts, CAPPS is state government's most recent Enterprise Resource Planning system, housing financial and HR/payroll modules.¹

Employee data from CAPPS and several older HR/payroll systems were combined to provide detailed payroll and demographic information, offering a unique perspective of the state workforce. (These data exclude personally identifiable information such as name and home address.)

The CAPPS data exclude institutions of higher education, as these entities have different wage structures and separate retirement systems. Thus, this analysis excludes university and community college employees.

According to the CAPPS data, the state employed 137,114 people across 112 state agencies at the beginning of fiscal 2023 (Sept. 1, 2022). Total state employment declined overall between fiscal years 2019 and 2023, falling by 7,879 people, or 5.4 percent. TDCJ incurred the greatest job losses during this period, in terms of both number of employees and percentage of workforce, falling by 6,683 employees, or 18.1 percent. The total reduction in state employees from peak employment in 2021 is just over 9,000 employees and the reduction in TDCJ's workforce amounts to nearly 85 percent of this total.

The HHS enterprise comprises the HHSC, the Department of Family and Protective Services (DFPS) and the Department of State Health Services (DSHS) accounting for 48.2 percent of all state employees, the majority working in public facing positions. Other large agencies like TDCJ and the Texas Department of Public Safety (DPS) also serve in frontline positions interacting with individual Texans, albeit in a different way than HHS agencies (**Exhibit 1**).

Data from the Texas Workforce Commission's *Current Employment Statistic Report*² corroborate this downward trend. Between 1990 and 2022, state government employment (excluding higher education) rose by 19 percent, compared to a 96 percent rise in private sector jobs and 89 percent increase in total nonfarm jobs. Notably, state government employment outside of higher education has remained mostly stagnant since 1995 (**Exhibit 2**).

Exhibit 1
Top 10 Texas State Agencies by Number of Employees, Fiscal Years 2019 to 2023

AGENCY	2019	2020	2021	2022	2023	TOTAL CHANGE, 2019-2023	PERCENT CHANGE, 2019-2023
Health and Human Services Commission	35,173	36,090	35,794	33,175	32,345	-2,828	-8.0%
Texas Department of Criminal Justice	36,960	36,352	34,784	31,595	30,277	-6,683	-18.1%
Texas Department of Transportation	11,741	11,852	12,299	12,110	12,375	634	5.4%
Department of Family and Protective Services	12,163	12,239	12,626	12,355	11,984	-179	-1.5%
Texas Department of Public Safety	9,612	9,617	10,026	10,241	10,210	598	6.2%
Texas Workforce Commission	4,370	4,398	4,626	4,540	4,366	-4	-0.1%
Office of the Attorney General	3,922	3,930	4,047	3,864	3,761	-161	-4.1%
Department of State Health Services	2,950	3,018	3,172	3,260	3,447	497	16.8%
Texas Parks and Wildlife Department	2,984	2,928	2,957	2,992	2,951	-33	-1.1%
Texas Commission on Environmental Quality	2,624	2,596	2,687	2,570	2,569	-55	-2.1%
Texas Comptroller of Public Accounts	2,720	2,752	2,705	2,511	2,465	-255	-9.4%
Total - All Agencies	144,993	145,591	146,118	139,335	137,114	-7,879	-5.4%

Note: Fiscal years begin Sept. 1; DFPS and DSHS are administratively attached to HHSC.
Source: Texas Comptroller of Public Accounts CAPPs data

Employee Compensation: Wages

Wages are one side of the coin of compensation and are perhaps the most important indicator of employer competitiveness. To attract and retain talented employees, state agencies, like many organizations, must be able to offer viable wages in a competitive labor market.

SAO in its *Biennial Report on the State’s Position Classification Plan (SPCP) for the 2024-2025 Biennium* documented an increasing disparity between state government compensation and the rest of the Texas labor market.³ The report is statutorily mandated and designed to ensure that state employees are classified appropriately and consistently according to education, work experience, skills and work performed, and that the salary ranges for positions are competitive with similar positions in the public and private sector.⁴

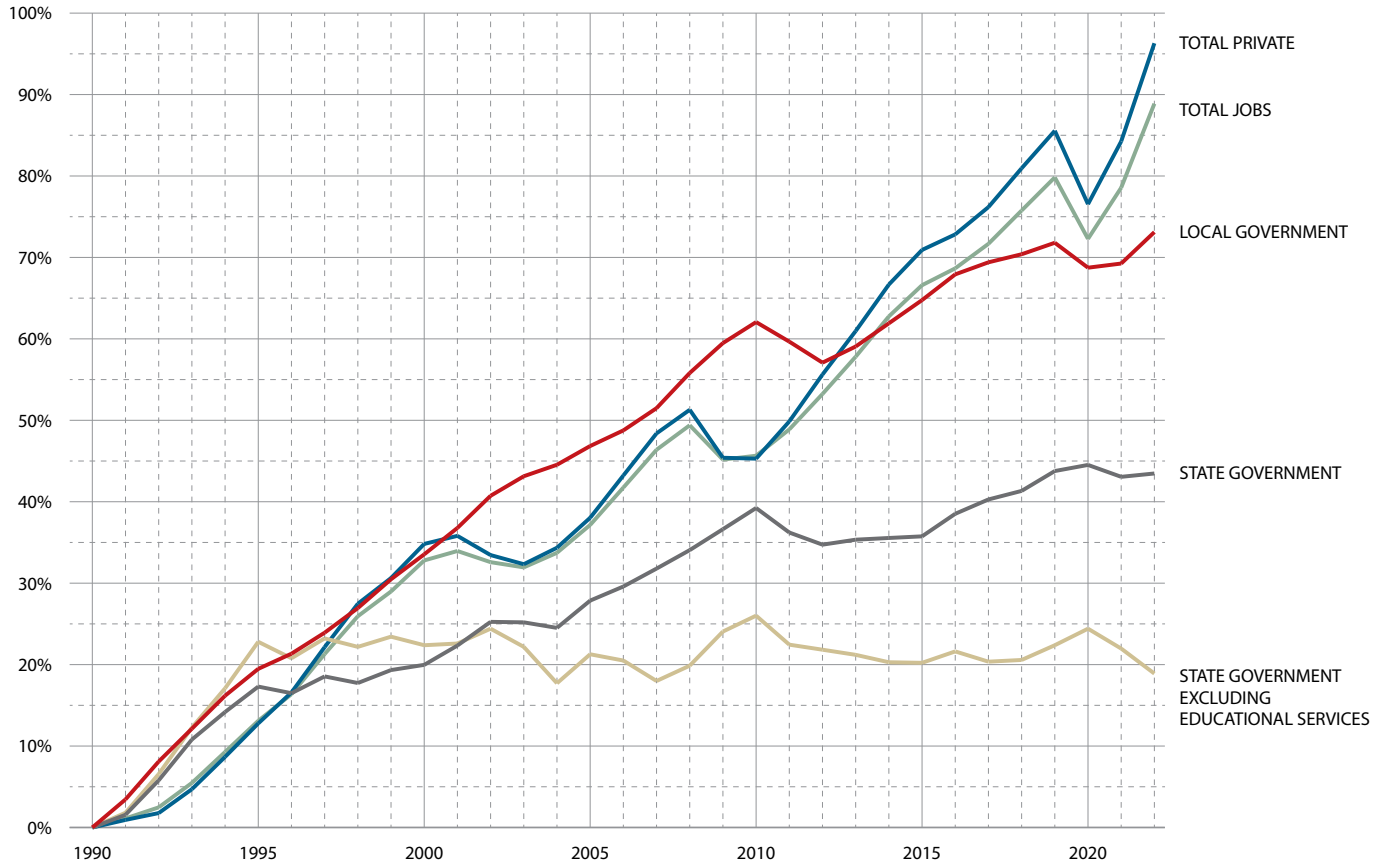
The Texas Administrative Code defines a “classified employee” as someone “employed in a position that is classified under Government Code, Chapter 654, and identified by the chief administrator of a state agency as essential for the state agency’s operations.”⁵

According to the SAO’s report, salary ranges are becoming less competitive, moving from 7.4 percent behind the market in 2020 to 11.7 percent behind the market in 2022.⁶ This trend indicates Texas, as an employer, is losing out on attracting and retaining talent.

Each job classification in the SPCP corresponds to a salary schedule and group that provide the minimum and maximum income rates. These salary schedules are established by the Texas Legislature during the biennial budget process.⁷ There are exceptions. The SPCP does not apply to these positions:

- Constitutional officers or officials.
- Elected officers or officials.
- Officers appointed by the governor.
- Chief executives of state agencies.
- Teachers in public schools, special schools of the state or state institutions of higher education.
- Personnel in state institutions of higher education.
- Professionals compensated for services on a fee basis.

Exhibit 2 Texas Employment by Industry Type, Calendar Years 1990-2022 (Percent Growth as Compared to the Base Year 1990)



Source: Texas Workforce Commission

- Any employments excluded from the plan by executive order of the governor, or at the direction of the Legislature.⁸

Job Market Comparison - Overall Texas Employees vs. State Government Employees

Comparing state classification positions to the job market is difficult but doable by using occupational crosswalks between the state positions and occupational codes provided by the U.S. Bureau of Labor Statistics (BLS). The BLS uses Standard Occupational Codes (SOCs) to define 867 detailed occupations across the national labor market.⁹ The Texas Workforce Commission's Occupational and Employment Wage Statistics (OEWS) program provides an occupational crosswalk that matches the relevant SOC for each state position. According to that comparison, all state classification positions (and,

therefore, all 137,000+ employees) fall within 199 BLS-defined occupations (of the total 867 detailed SOC codes).

See **Appendix 1** for information on methodology and **Appendix 2** for information on SOCs.

As of September 2022, the start of fiscal 2023, the average wage for state government positions was slightly more than \$56,000 annually. The average wage of these same 199 occupational codes among all Texas employees was \$64,700. The state government average wage, however, was comparable to, if slightly less than, the \$57,700 average wage for all 867 occupations in the Texas labor force (**Exhibit 3**).

Exhibit 3

Total Texas Employee vs. State Government Employee Average Annual Salary (September 2022)

STANDARD OCCUPATION CODE GROUPS (SOC)	TOTAL EMPLOYMENT	AVERAGE ANNUAL SALARY
Texas State Government Positions	137,114	\$56,409
Texas Employment (Comparable to state government SOC)	6,340,932	\$64,700
All Texas Employment	13,064,010	\$57,700

Note: State government occupation data as of fiscal 2023.
Texas employment occupation comparable SOC data as of July 1 to Sept. 30, 2022.
Sources: Texas Comptroller of Public Accounts CAPPS data, U.S. Bureau of Labor Statistics and JobsEQ

Employee Compensation: Benefits

Employee benefits packages comprise a significant share of total compensation in the workforce. Benefits provided by employers vary widely, depending on factors such as industry sector and occupation, but health insurance, paid time off and retirement contributions are the typical components of this type of non-monetary compensation. A workplace also may offer certain other intangible benefits, such as job security, work-from-home options, flexible work hours and a casual dress code. Benefits packages help employers attract and keep a qualified workforce and often are associated with employee loyalty, productivity and job satisfaction.

The Employees Retirement System (ERS) of Texas manages all benefits for both current and retired employees of Texas agencies and some higher education institutions.¹⁰ State employees in Texas receive a benefits package that includes employer-paid health insurance, paid vacation and sick leave, mandatory retirement contributions, longevity pay and a generous holiday calendar. Although state employees' salaries may be somewhat lower than those of private sector employees in comparable jobs, the state's total compensation package – including both direct and indirect compensation – helps make Texas more competitive in recruiting and retaining its public workforce.

According to the SAO, benefits make up 35.3 percent of state employees' total compensation in Texas.¹¹ The average annual base salary for a classified, full-time state employee was \$50,590 in fiscal 2021. Average benefits totaled \$27,558 with \$8,993 (11.5 percent) attributable to health insurance, \$8,235 (10.5 percent) to paid time off, while retirement contributions, employer payroll expenses and longevity pay benefits make up the remainder. The value of the state's quantifiable benefits – health insurance, paid leave, retirement and longevity pay – brings the average compensation package to \$78,146 (**Exhibit 4**).¹²

Exhibit 4

Average Total Compensation for Classified, Full-Time Texas State Employees by Fiscal Year

	2017	2019	2021
Base Salary	\$46,475	\$47,994	\$50,590
Employer Payroll Expenses	\$3,843	\$3,928	\$4,363
Paid Time Off	\$7,411	\$7,633	\$8,235
Health Insurance	\$8,907	\$9,000	\$8,993
Retirement	\$4,648	\$4,799	\$5,059
Longevity Pay	\$921	\$878	\$906
Total Compensation	\$72,205	\$74,232	\$78,146

Source: Report on State Employee Benefits as Percentage of Total Compensation for Fiscal Year 2017; Report on State Employee Benefits as Percentage of Total Compensation for Fiscal Year 2019; Report on State Employee Benefits as Percentage of Total Compensation for Fiscal Year 2021
Note: Totals may not sum due to rounding.

Benefits packages offered by the private sector vary widely. Depending on industry standards as well as the job category, employee type (e.g., independent contractor) and level of pay, a private sector employee's benefits may be extensive or nonexistent.

According to the BLS March 2022 Employee Benefits Survey, a greater percentage of workers in state and local government have access to most types of benefits – retirement, insurance, paid leave and longevity bonuses – than workers in the private sector (**Exhibit 5**).¹³

Exhibit 5
U.S. Employees with Access to Benefits:
Private Sector vs. State and Local Government,
March 2022

TYPE OF BENEFIT	PRIVATE INDUSTRY EMPLOYEES	STATE AND LOCAL GOVERNMENT EMPLOYEES
Retirement plans	69%	92%
Health care benefits	71%	89%
Personal leave, vacation or holidays	87%	88%
Sick leave	77%	92%
Life insurance	57%	83%
Long-term disability insurance	35%	39%
Short-term disability insurance	43%	27%
Longevity bonuses	1%	8%

Source: U.S. Bureau of Labor Statistics

Retirement Benefits

A larger share of state and local employers offer retirement plans to their workers than private sector employers – 92 percent and 69 percent, respectively (**Exhibit 6**). Defined benefit retirement plans, which guarantee specific amounts of monthly income upon retirement, are more commonly found in the public sector. Private sector employers are more likely to offer defined contribution plans, such as 401(k)s, to which they contribute a specific amount to employee retirement but have no further obligation to manage the funds.

Exhibit 6
U.S. Employee Retirement Benefits:
Private Sector vs. State and Local Government,
March 2022

TYPE OF BENEFIT	PRIVATE INDUSTRY EMPLOYEES	STATE AND LOCAL GOVERNMENT EMPLOYEES
Access to either or both types of retirement plans	69%	92%
Access to defined benefit plan	15%	86%
· Employee contribution required	n/a	91%
· Employee contribution not required	n/a	9%
Access to defined contribution plan	66%	39%
· Employee contribution required	71%	69%
· Employee contribution not required	29%	31%

Source: U.S. Bureau of Labor Statistics

The contribution goals toward the state retirement system and the associated retirement benefits for both the state and employees have changed over time. For instance, employees hired before Aug. 31, 2022, belong to a defined benefit pension plan and are required to contribute 9.5 percent of their monthly pay into a retirement fund that the state matches. Senate Bill 321, passed by the 87th Legislature, introduced a new cash-balance plan rather than the defined-benefit pension plan in which most current state employees are enrolled. Employees hired after Aug. 31, 2022, contribute 6 percent of their pay with the state matching 150 percent of the account balance at retirement.¹⁴ While the mandatory contribution for new employees is lower, some organizations, such as the Texas Corrections branch of the American Federation of State, County and Municipal Employees, argued that the cash-balance plan may be less attractive than the previous pension structure.¹⁵ This means that lower state employee wages will be compounded by a less attractive total compensation package.

Health Care Benefits

State and local government employees have greater access to health care benefits – and bear a lower share of the costs – than their private sector counterparts. According to the BLS March 2022 survey, health care benefits were available to 89 percent of state and local government workers, but only 71 percent of private sector laborers had access (**Exhibit 7**).

Exhibit 7
U.S. Employee Health Care Benefits:
Private Sector vs State and Local Government,
March 2022

TYPE OF BENEFIT	PRIVATE INDUSTRY EMPLOYEES	STATE AND LOCAL GOVERNMENT EMPLOYEES
Access to any health care benefits	71%	89%
· Medical	70%	89%
· Dental	41%	60%
· Vision	26%	38%
· Outpatient prescription drugs	69%	88%
Share of premiums paid by:		
· Employer (single coverage)	78%	86%
· Employee (single coverage)	22%	14%
· Employer (family coverage)	67%	71%
· Employee (family coverage)	33%	29%

Source: U.S. Bureau of Labor Statistics

In both sectors, the employee share of premium costs was higher for family health care coverage than for single health care coverage, but in both cases the share of premiums paid by state and local government employees was lower than in the private sector.

The 2022-2023 ERS benefit package for Texas employees includes employer-paid health insurance and a term life (accidental death and dismemberment) plan of \$5,000. Plans for dental insurance, vision insurance, short-term and long-term disability insurance, and additional life insurance are available for employee purchase at a discounted rate, along with the state's voluntary 457 plan retirement savings account.

As of 2022, 99 percent of active Texas state employees are enrolled in health insurance; 93 percent are enrolled in dental insurance; 67 percent are enrolled in vision insurance; 52 percent are enrolled in short-term/long-term disability insurance; and 57 percent have optional life insurance (**Exhibit 8**).¹⁶

Exhibit 8
Texas State Employee Benefit Elections
Enrollment by Fiscal Year

PERCENT ENROLLED	2020	2021	2022
Employees Electing Health	99.3%	99.3%	99.3%
Employee Dental	90.5%	91.8%	93.7%
Employee Vision	58.3%	62.6%	67.4%
AD&D (employees)	32.8%	33.6%	34.0%
Short/Long Term Disability (employees)	52.0%	51.8%	52.4%
TexFlex (employees)	12.3%	11.8%	11.4%
Optional Life	59.8%	59.8%	57.9%
Employees electing changes to benefits	13.7%	11.5%	11.2%

Source: Employees Retirement System of Texas

Leave Benefits

Paid leave was the most prevalent benefit given to private sector employees and compares favorably to leave benefits for state and local government employees. Eighty-six percent of private industry workers received vacation, holiday or personal leave, and 77 percent were covered by sick leave plans (**Exhibit 9**). For both types of employment, many employees earn or accrue a specified number of sick leave days per year, depending on length of service, and some plans allow employees to accumulate unused sick leave from year to year.

Exhibit 9
U.S. Employee Leave Benefits:
Private Sector vs. State and Local Government,
March 2022

TYPE OF BENEFIT	PRIVATE INDUSTRY EMPLOYEES	STATE AND LOCAL GOVERNMENT EMPLOYEES
Paid personal leave, vacation or holidays	86%	88%
· Personal leave	46%	60%
· Vacation	79%	61%
· Holidays	81%	68%
Average number of holidays granted each year	8 days	11 days
Paid sick leave	77%	92%

Source: U.S. Bureau of Labor Statistics

In Texas, all state employee benefits include 18 paid holidays, annual time accruals and sick leave that can be carried over each year.¹⁷ Sick leave is accrued at eight hours per month for all employees. The amount of accruable vacation leave depends on years of service. Annual leave is accrued at eight hours each month (12 days per year) to 21 hours accrued each month (31.5 days per year), depending on length of service with the state:

- fewer than two years is eight hours;
- at least two but fewer than five is nine hours;
- at least five but fewer than 10 is 10 hours;
- at least 10 but fewer than 15 is 11 hours;
- at least 15 but fewer than 20 is 13 hours;
- at least 20 but fewer than 25 is 15 hours;
- at least 25 but fewer than 30 is 17 hours;
- at least 30 but fewer than 35 is 19 hours; and
- more than 35 years is 21 hours.¹⁸

Life and Disability Insurance

According to the BLS, life insurance was available to 57 percent of private industry workers in March 2022. Thirty-five percent of private industry workers had access to long-term disability insurance, while 43 percent had access to short-term disability insurance. Short-term disability insurance was the only category of benefits in which access by private sector employees exceeded that of the state and local government employees, which was 27 percent (**Exhibit 10**).

As with health insurance, employer-provided life insurance and disability insurance plans often require a contribution by the employee. Fewer private sector workers were required to contribute to their life insurance and long-term disability insurance costs than state and local government employees, but fewer state and local government employees were required to contribute to short-term disability plan costs.

Exhibit 10 Life and Disability Insurance Benefits: Private Sector vs. State and Local Government, March 2022

TYPE OF BENEFIT	PRIVATE INDUSTRY EMPLOYEES	STATE AND LOCAL GOVERNMENT EMPLOYEES
Access to life insurance	57%	83%
· Employee contribution required	4%	10%
· Employee contribution not required	96%	90%
Access to long-term disability insurance	35%	39%
· Employee contribution required	5%	17%
· Employee contribution not required	95%	83%
Access to short-term disability insurance	43%	27%
· Employee contribution required	14%	12%
· Employee contribution not required	86%	88%

Source: U.S. Bureau of Labor Statistics

Retiree Health Insurance

Retiree health insurance is more prevalent in the public sector than in the private sector. In 2022, only 14 percent of private sector employees younger than 65 and 13 percent of private sector employees 65 and older were eligible for employer-paid health insurance as retirees, while 69 percent and 63 percent of state and local employees were eligible (**Exhibit 11**).

Exhibit 11 Retiree Health Insurance Benefits: Private Sector vs. State and Local Government, March 2022

TYPE OF BENEFIT	PRIVATE INDUSTRY EMPLOYEES	STATE AND LOCAL GOVERNMENT EMPLOYEES
Access to retiree health insurance		
· Younger than 65	14%	69%
· Age 65 and older	13%	63%

Source: U.S. Bureau of Labor Statistics

BLS considers “retiree health insurance” to include plans that provide coverage to retirees beyond what is mandated by COBRA or other health continuation laws. Some of these plans, although sponsored by the employer, may be fully paid for by the employee.

Texas retirees have elected to enroll in health, dental and vision insurance at 99 percent, 72 percent and 27 percent, respectively (**Exhibit 12**). While most of these percentages have remained stable, retirees are trending toward increased enrollment in elective dental and vision.¹⁹

Exhibit 12
Texas State Employee Retiree Benefit Elections
Enrollment by Fiscal Year

BENEFIT TYPE	2020	2021	2022
Retirees Electing Health	99.8%	99.8%	99.8%
Retiree Dental	69.0%	70.8%	72.3%
Retiree Vision	20.2%	24.0%	27.9%
Retirees Electing Changes to Benefits	2.4%	2.3%	2.3%

Source: Employees Retirement System of Texas

Public benefits are more extensive than most private employer plans, but often require a higher level of employee contributions. Public employee compensation as a whole remains less competitive as the salary/wage portion does not rise in line with the market. When it comes to employee perception, the whole matters. A Gallup poll finds that income/benefits and well-being are among the top factors employees consider when deciding whether to take a job with a different organization.²⁰ State employees share that sentiment. The SAO reports that better pay and benefits were the top reasons cited for leaving state employment in fiscal 2022. Exit survey results show that better pay/benefits overwhelmingly beat out the other top reasons — retirement and poor working conditions/environment. In the fiscal 2022 report, the SAO notes that better pay/benefits were cited as the top reason for the first time since fiscal 2008.²¹

State Employee Retention

The SAO’s *Annual Report on Classified Employee Turnover for Fiscal Year 2022* lists the statewide turnover rate for classified, regular full- and part-time employees for fiscal 2022 as 22.7 percent, the highest turnover rate in at least 10 years. The highest turnover comes from employees earning less than \$40,000 annually.²²

Movement Out: Employee Separation by Agency

Between fiscal 2020 and fiscal 2022, an average of 32,729 state employees left their jobs each fiscal year, either through voluntary or involuntary separations, retirement or death. The rate of total separations averaged 22.3 out of every 100 employees during this period and rose from 19.9 in fiscal 2020 to 23.9 in fiscal 2022. The Texas Juvenile Justice Department (TJJD) led all state agencies in total separation rate, averaging 43.3 separations per 100 employees.

TDCJ had the highest average number of total job separations annually at 10,862, followed by HHSC at 9,403 average annual separations, accounting for 62 percent of total agency separations. Both agencies had average rates of separation that exceeded the state average during this period (**Exhibit 13**).

Exhibit 13
State Agencies with Highest Number of Total Separations per 100 Employees,
Fiscal 2020–2022

AGENCY	AVERAGE ANNUAL NUMBER OF SEPARATIONS PER 100 EMPLOYEES, FY 2020-2022	AVERAGE ANNUAL NUMBER OF SEPARATIONS, FY 2020-2022	AVERAGE MONTHLY SALARY OF TOTAL SEPARATIONS, FY 2022	TOTAL AGENCY EMPLOYEES, FY 2022
Texas Juvenile Justice Department	43.3	855	\$3,644	1,731
Texas Department of Criminal Justice	31.1	10,862	\$3,351	31,595
Health and Human Services Commission	26.8	9,403	\$3,070	33,175
Department of Family and Protective Services	24.0	2,961	\$3,921	12,355
Texas Military Department	20.3	109	\$4,219	574
Texas Department of Transportation	19.3	2,322	\$4,033	12,110
School for the Deaf	19.1	105	\$3,166	527
School for the Blind and Visually Impaired	18.7	100	\$2,713	531
Teacher Retirement System	17.5	135	\$7,071	854
Parks and Wildlife Department	17.1	509	\$3,168	2,996
All State Agencies	22.3	32,729	\$3,666	139,833

Source: Texas Comptroller of Public Accounts and CAPPS data

Among agencies with at least 1,000 employees, the Texas Comptroller of Public Accounts, Judiciary Section, had the lowest rate of average separations at 2.0 employees per 100, followed by the DPS at 7.7.

Leaving employment can be for voluntary reasons, such as resignation and retirement, and involuntary, such as reduction in force, dismissal for cause and termination at will. Texas is an “at will” state, meaning state agencies can terminate employment of an individual at any time with or without advance notice and for any reason, without liability.²³

Voluntary Employee Separation by Agency

Voluntary employee job separation is when an employee chooses to leave state employment in good standing. Between fiscal 2020 and fiscal 2022, a total 72,468 employees voluntarily parted ways with state agencies, an average of

24,156 each year. Voluntary job separations comprised 74 percent of total job separations, meaning employees in good standing are leaving state service to pursue more desirable opportunities.

The average rate of voluntary separations per 100 employees in all state agencies rose from 14 in fiscal 2020 to 18.4 in fiscal 2022, an average of 16.5 employees during this period. TJJD had the highest average rate of voluntary separations between fiscal 2020 and 2022 at 30.7 employees (**Exhibit 14**).

Exhibit 14
State Agencies with Highest Number of Voluntary Separations per 100 Employees, Fiscal 2020–2022

AGENCY	AVERAGE ANNUAL NUMBER OF VOLUNTARY SEPARATIONS PER 100 EMPLOYEES, FY 2020-2022	AVERAGE ANNUAL NUMBER OF VOLUNTARY SEPARATIONS, FY 2020-2022	AVERAGE MONTHLY SALARY OF VOLUNTARY SEPARATIONS, FY 2022	TOTAL AGENCY EMPLOYEES, FY 2022
Texas Juvenile Justice Department	30.7	605	\$3,525	1,731
Texas Department of Criminal Justice	24.7	8,610	\$3,273	31,595
Department of Family and Protective Services	18.9	2,335	\$3,874	12,355
Health and Human Services Commission	18.4	6,435	\$3,037	33,175
School for the Deaf	16.4	90	\$2,930	527
State Preservation Board	16.1	33	\$2,482	186
Texas Military Department	15.8	84	\$4,174	574
Teacher Retirement System	14.6	113	\$6,732	854
Texas Department of Transportation	14.3	1,712	\$3,725	12,110
Parks and Wildlife Department	13.7	406	\$2,845	2,996
All State Agencies	16.5	24,156	\$3,540	139,833

Source: Texas Comptroller of Public Accounts and CAPPS data

The TDCJ led all agencies in total voluntary separations, averaging 8,610 separations per year, comprising 36 percent of all voluntary job separations. While most state agencies classify the majority of voluntary job separations as “voluntary dismissal from agency,” TDCJ experienced a significant amount of “resignation in lieu of involuntary separation,” meaning the employer views the separation as the fault of the employee, allowing an employee to resign as a “face-saving” option.²⁴ Nearly a quarter, 24 percent, of TDCJ voluntary job separations are classified as such, compared to 10 percent among all agencies.

HHSC experienced 19,304 voluntary job separations between fiscal 2020 and fiscal 2022, most of those from one position: Direct Support Professional I. This role has an average monthly salary of \$2,127, which indicates an issue of low pay even as compared to the average state employee. The DFPS experienced 10 percent of all voluntary job separations. Its leading position is Child Protective Services Specialist I with an average monthly salary of \$3,841, a more competitive

salary compared to other agencies with high voluntary job separations, indicating there may be other factors beyond salary driving employees to leave.

Involuntary Employee Occupational Separation

Involuntary employee job separations, including termination at will, reduction in workforce and dismissal for cause, are at the discretion of the employing state agency, according to SAO. TJJJD averaged 187 involuntary separations between fiscal 2020 and fiscal 2022, a rate of 9.5 separations per 100 employees, well above the average rate for all state agencies of 2.8 separations. The HHSC led all agencies in total involuntary separations, averaging 1,982 annually during this period, nearly half of all involuntary separations in state government, followed by TDCJ at 23 percent and DFPS at 10 percent of total involuntary separations (**Exhibit 15**).

Exhibit 15
State Agencies with Highest Number of Involuntary Separations per 100 Employees, Fiscal 2020–2022

AGENCY	AVERAGE ANNUAL NUMBER OF INVOLUNTARY SEPARATIONS PER 100 EMPLOYEES, FY 2020-2022	AVERAGE ANNUAL NUMBER OF INVOLUNTARY SEPARATIONS, FY 2020-2022	AVERAGE MONTHLY SALARY OF INVOLUNTARY SEPARATIONS, FY 2022	TOTAL AGENCY EMPLOYEES, FY 2022
Texas Juvenile Justice Department	9.5	187	\$3,628	1,731
School for the Blind and Visually Impaired	8.1	43	\$1,288	531
Health and Human Services Commission	5.7	1,982	\$2,586	33,175
State Preservation Board	5.1	10	\$3,036	186
Department of Family and Protective Services	3.2	395	\$3,894	12,355
Texas Department of Criminal Justice	2.7	952	\$3,284	31,595
Texas Animal Health Commission	1.7	3	\$2,914	170
Department of State Health Services	1.7	53	\$3,671	3,260
Texas Department of Motor Vehicles	1.6	11	\$3,176	724
General Land Office and Veterans Land Board	1.6	10	\$5,777	698
All State Agencies	2.8	4,081	\$3,068	139,833

Source: Texas Comptroller of Public Accounts and CAPPS data

Although Texas is an “at-will” state, the leading cause of involuntary job separations is “dismissal for cause,” making up 89 percent. “At-will” terminations totaled 7 percent of involuntary job separations, followed by “reduction of force” at four percent.

These shares of involuntary separations, however, vary across state agencies. Ninety-seven percent of HHSC involuntary terminations were classified as dismissal for cause. Twenty percent – 236 cases – of involuntary terminations at DFPS were classified as a “reduction in force,” significant considering the low number of “reduction in force” terminations across all state agencies. The TJJD accounts for 5 percent of involuntary terminations. At-will terminations comprised 54 percent of all TJJD involuntary separations between fiscal 2020 and fiscal 2022, well above the state average.

Retirement

Besides involuntary and voluntary termination, employees also leave state employment to retire. Across all state agencies, nearly three out of every 100 employees retired annually between fiscal 2020 and fiscal 2022. The Department of Housing and Community Affairs had the highest retirement rate at 4.4, followed by the Office of Court Administration at 4.3 and the Texas Department of Insurance at 4.1 (**Exhibit 16**).

In total, 12,530 people retired from state agencies between fiscal 2020 and fiscal 2022, 13 percent of total separations. The TDCJ led all state agencies in total retirements, averaging 1,208 annually, accounting for 29 percent of the total.

Exhibit 16

State Agencies with Highest Number of Retirements per 100 Employees, Fiscal 2020–2022

AGENCY	AVERAGE ANNUAL NUMBER OF RETIREMENTS PER 100 EMPLOYEES, FY 2020-2022	AVERAGE ANNUAL NUMBER OF RETIREMENTS, FY 2020-2022	AVERAGE RETIREMENT AGE, FY 2022	AVERAGE MONTHLY SALARY OF RETIREMENTS, FY 2022	TOTAL AGENCY EMPLOYEES, FY 2022
Department of Housing and Community Affairs	4.4	13	57.0	\$7,614	313
Office of Court Administration	4.3	10	64.9	\$8,551	257
Texas Department of Insurance	4.1	52	60.5	\$5,633	1,242
Department of Information Resources	3.9	7	60.0	\$7,551	199
Texas Higher Education Coordinating Board	3.8	9	63.6	\$6,085	269
General Land Office and Veterans Land Board	3.8	25	61.0	\$8,478	698
Texas Workforce Commission	3.7	165	60.6	\$4,683	4,540
Department of Licensing and Regulation	3.7	18	59.9	\$6,081	491
Texas Department of Transportation	3.7	440	59.0	\$5,573	12,110
Texas Department of Criminal Justice	3.5	1,208	56.5	\$3,966	31,595
All State Agencies	2.8	4,177	58.8	\$4,977	139,833

Source: Texas Comptroller of Public Accounts and CAPPS data

The average age of retirement at TDCJ is 56.5 years, the lowest age among the leading agencies in retirement rates. Notable state agencies with high retirement ages include the Senate (67.8 years), the Library and Archives Commission (66.7 years) and the Office of Court Administration (64.9 years).

Exit from State Employment due to Employee Death

Between fiscal 2020 and fiscal 2022, there were 947 deaths of people employed at Texas state agencies. Deaths are a small fraction, 1 percent, of total job separations. These are a small source of exits from state agency employment and must be considered in hiring plans each fiscal cycle.

Movement In: New Hires

The state hired 89,365 employees between fiscal 2020 and fiscal 2022, an average of about 29,800 per year. The TDCJ had the most “new hire” employees (11,303), accounting for 33.3 percent of total new hires during this period. Many of those positions were the same ones experiencing high turnover and termination rates. The wages for these positions are within the state classification position plan salary ranges but tend to be below the mid-point and lower than comparable private sector positions.

Between fiscal 2020 and 2022, the state hired an annual average of 20.3 employees per every 100 employees. The TJJD had the highest average rate among all state agencies at 38.7. The TDCJ’s new-hire rate of 26.0 employees also greatly exceeded the total state agency average (**Exhibit 17**).

Exhibit 17
State Agencies with Highest Number of New Hires per 100 Employees,
Fiscal 2020–2022

AGENCY	AVERAGE ANNUAL NUMBER OF NEW HIRES PER 100 EMPLOYEES, FY 2020-2022	AVERAGE ANNUAL NUMBER OF NEW HIRES, FY 2020-2022	AVERAGE MONTHLY SALARY OF NEW HIRES, FY 2022	TOTAL AGENCY EMPLOYEES, FY 2022
Texas Juvenile Justice Department	38.7	764	\$3,390	1,731
House of Representatives	31.1	355	\$2,737	767
Senate	27.3	145	\$3,340	536
Texas Department of Criminal Justice	26.0	9,095	\$3,238	31,595
State Preservation Board	24.5	50	\$2,532	186
Teacher Retirement System	24.3	188	\$5,382	854
Health and Human Services Commission	23.3	8,184	\$2,809	33,175
Texas Military Department	22.9	123	\$3,971	574
Department of Family and Protective Services	21.8	2,692	\$3,555	12,355
Texas Department of Transportation	20.2	2,426	\$3,681	12,110
All State Agencies	20.3	29,788	\$3,386	139,833

Source: Texas Comptroller of Public Accounts and CAPPS data

Many of the same agencies fill the same positions from year to year. Some of these openings are due to rapid employee losses. Some agencies need additional employees to manage increased responsibilities and temporarily high caseloads.

For all three fiscal years, the top job requiring new hires is Correctional Officer, either III or IV, for the TDCJ. According to SAO’s state classification plan job description, the average monthly salary is within the expected range. Next, HHSC’s Direct Support Professional I is within the expected salary range, if on the lower end, while DFPS’s Child Protective Services Specialist I comes in with a slightly higher salary and is within the top percentiles of SAO’s salary range.²⁵ Rounding out the top five new hires are HHSC’s Texas Works Advisor and Direct Support Professional I. These positions come within the lower half of the salary range but closer to the mid-range than to the bottom.

It is not surprising that the six job positions with the highest number of employees leaving those posts are Correctional Officer III and IV, Direct Support Professional I, Child Protective Services Specialist I, Psychiatric Nursing Assistant I and Texas Works Advisors. Many of these positions are public facing; they interact daily with vulnerable populations such as individuals with developmental disabilities, children and individuals in correctional settings.

In addition, while within their expected salary ranges, these positions tend to be within the lower half of the pay scale for all new hires; this is because new hires, especially those with limited prior experience, have lower starting salaries. Given that these positions are direct support with highly stressful duties, it could make it difficult for agencies to retain staff.

Movement Between: Interagency Transfers

The SAO’s *Legislative Workforce Summaries* for state agencies provides analysis of each state agency’s full-time equivalent (FTE) employees compared to the overall state of Texas FTE employees, employee turnover, compensation information, demographics (i.e., gender, ethnicity, age, etc.) and veteran employment. However, the SAO summaries excluded interagency transfers from the analysis of turnover rates because when a state employee leaves one agency for another, there is no net loss to the state. As per the SAO’s *Annual Report on Classified Employee Turnover for Fiscal Year 2022*, the state turnover rate was 22.7 percent (32,049 employee separations).²⁶ However, excluding employee transfers does not fully measure the impact of the loss for each state agency.

According to state HR/payroll data in fiscal 2022, 2,658 employees transferred from one state agency to another. Within each agency, certain positions experience higher loss through transfers. When combined with state employee turnover figures, these transfers account for 7.7 percent of state employees separating from an agency in 2022. While state employee transfers are not a net turnover loss to the state, the agency experiences both disruptions to workflow and vacant positions when an employee terminates to transfer to another agency.

Comptroller analysis shows that an average of 1.4 per 100 employees transferred to a different agency between fiscal 2020 and 2022. The Legislative Budget Board (LBB) and the Office of the Governor had the highest transfer-out rates, at 10.2 employees and 9.8 employees, respectively (**Exhibit 18**).

Importantly, Comptroller analysis indicates that state employees who transferred to another agency between September 2018 and January 2023 saw an average salary increase of 16.5 percent.²⁷

The five state agencies experiencing the greatest volume of transfers closely align with the SAO's *Annual Report on Classified Employee Turnover for Fiscal 2022*: Social services and criminal justice job classifications experience the highest number of employees transferring out of state agencies.²⁸ These five agencies accounted for 1,511 of 2,658 transfers, or 56.8 percent in 2022, slightly lower than 58 percent during the previous two fiscal years.

A closer look at these five agencies shows HHSC experienced the highest number of employees transferring out in fiscal 2022: 662. This accounts for 6.2 percent of total number of employees who left (10,735) HHSC in fiscal 2022.²⁹ The TDCJ saw the second highest number of employees transferring out, 298 or 2.7 percent of total employees lost.³⁰ Following closely behind TDCJ was the DFPS, with 288 employees leaving by transfer, accounting for 7 percent of employee loss for 2022.³¹ However, the state agency with the highest percentage of employees lost, 165 out of 905, was the DSHS at 18.2 percent, more than a 100 percent increase in transfers over 2021.³² DPS had the fewest transfers of the top five agencies, but transfers still accounted for 9.5 percent of its total employee loss; the number of transfers for DPS in 2022 was almost double over the previous year (2021).³³ For a detailed list of positions experiencing the highest levels of transfers, see **Appendix 3**.

Exhibit 18
State Agencies with Highest Number of Transfers Out per 100 Employees, Fiscal 2020-2022

AGENCY	AVERAGE ANNUAL NUMBER OF TRANSFERS OUT PER 100 EMPLOYEES, FY 2020-2022	AVERAGE ANNUAL NUMBER OF VOLUNTARY TRANSFERS OUT, FY 2020-2022	TOTAL AGENCY EMPLOYEES, FY 2022
Legislative Budget Board	10.2	12	113
Office of the Governor	9.8	14	136
Secretary of State	7.7	13	163
Governor's Office, Trustee Programs	7.5	10	129
Department of Information Resources	6.0	11	199
Texas Medical Board	5.1	10	192
Texas Higher Education Coordinating Board	5.1	12	269
Texas Department of Motor Vehicles	4.6	33	724
Library and Archives Commission	3.9	6	156
Department of State Health Services	3.7	114	3,260
All State Agencies	1.4	2,092	139,833

Source: Texas Comptroller of Public Accounts and CAPPS data
Note: Exhibit includes agencies with at least 100 FTEs in fiscal 2022.

State Employee Cost of Living and Purchasing Power

Location matters in determining the overall purchasing power of state employees. Purchasing power is the relative value of a dollar and the ability of individuals to pay for food, housing, transportation, etc. in a given place at a given time.³⁴ The price of a consumer good depends on where it is sold. Even the cost of groceries can vary one week to the next within an area.

Consumer prices have recently risen faster than state employees' salaries and wages. All U.S. residents have experienced a loss of purchasing power because of the relatively high inflationary environment that began in mid-2021.³⁵ With already lower than average wages, state employees felt this more dramatically.

The majority of Texas workers, regardless of employer, reside in core metropolitan areas. The U.S. Office of Management and Budget defines an MSA as a "core area containing substantial population nucleus, together with adjacent communities having a high degree of economic and social integration with that core."³⁶ Texas public administration government employees are most concentrated in the Austin-Round Rock-Georgetown and Houston-The Woodlands-Sugar Land MSAs.

Public administration industry jobs in Texas state government had average annual wages of \$63,619 in 2022, below the U.S. industry average of \$73,482. Public administration average wages in the Austin-Round Rock-Georgetown MSA – home to about one in three industry jobs in Texas – were nearly \$75,000, below the MSA's average wages for total jobs of more than \$83,300. Notably, public administration average wages also lagged overall wages in the metropolitan areas of Houston-The Woodlands-Sugar Land, Dallas-Fort Worth-Arlington, and San Antonio-New Braunfels.

Prices and costs of living differ in each MSA. The Council for Community and Economic Research (C2ER) tracks costs of living at the MSA and county level, including categories of food, housing, utilities, transportation, health care and miscellaneous goods.³⁷ The C2ER index of Texas MSAs indicates that costs of living in the Austin and Dallas metro areas – in which nearly 40 percent of public administration employees work – is greater than the Texas average (**Exhibit 19**). In addition to having lower average wages, public administration employees largely reside in areas with above-average costs of living. This relatively reduced purchasing power affects state government employees' ability to pay for goods, services and housing.

Exhibit 19
Share of State Government Public Administration Employees,
Average Annual Wages and Cost of Living Index by Texas MSA, October 2022

REGION	SHARE OF STATE GOVERNMENT EMPLOYMENT - PUBLIC ADMINISTRATION JOBS	AVERAGE ANNUAL WAGES PER WORKER - STATE GOVERNMENT EMPLOYMENT - PUBLIC ADMINISTRATION JOBS	AVERAGE ANNUAL WAGES PER WORKER - TOTAL JOBS	COST OF LIVING INDEX (BASE TEXAS)
Austin-Round Rock-Georgetown	31.5%	\$74,865	\$83,362	104.2
Houston-The Woodlands-Sugar Land	12.1%	\$57,938	\$77,268	98.3
Dallas-Fort Worth-Arlington	7.4%	\$57,537	\$76,087	109.8
San Antonio-New Braunfels	3.7%	\$56,254	\$60,940	97.7
College Station-Bryan	2.6%	\$62,353	\$52,391	104.4
McAllen-Edinburg-Mission	2.6%	\$63,594	\$41,237	84.2
Killeen-Temple	2.1%	\$55,955	\$55,895	98.5
El Paso	2.0%	\$58,888	\$47,646	95.2
Beaumont-Port Arthur	1.9%	\$55,603	\$62,152	101
Lubbock	1.3%	\$60,676	\$51,768	95.9
Abilene	1.2%	\$56,639	\$51,854	96.4
Waco	1.2%	\$62,447	\$54,723	94.6
Amarillo	1.2%	\$59,862	\$54,706	89.4
Wichita Falls	1.1%	\$55,586	\$48,269	96.9
Corpus Christi	1.0%	\$60,990	\$55,907	95.5
Texarkana	0.8%	\$50,937	\$49,824	96.7
Tyler	0.8%	\$64,299	\$55,681	101.8
Laredo	0.8%	\$61,302	\$44,060	94.2
Brownsville-Harlingen	0.7%	\$65,017	\$41,917	81.9
Longview	0.5%	\$61,940	\$54,363	98.4
Midland	0.4%	\$60,345	\$86,461	96.2
San Angelo	0.3%	\$60,507	\$51,529	99.4
Odessa	0.2%	\$63,222	\$69,938	97.9
Victoria	0.2%	\$65,192	\$53,090	96.2
Sherman-Denison	0.1%	\$60,571	\$54,467	95.1
Texas		\$63,619	\$70,491	
United States		\$73,482	\$70,922	

Note: The average cost of living in Texas has an index value of 100. Each area's index value is a percentage of the Texas average. Sources: JobsEQ provided Cost of Living values using data from the Council for Community and Economic Research (C2ER); JobsEQ provided employment and wage data retrieved from the U.S. Bureau of Labor Statistics. Data is as of 2022Q4 (October - December).

Goods and Services: Major Expenses

According to the 2021 BLS Consumer Expenditure Survey for the South region that includes Texas, housing was the highest expenditure at 33.2 percent. This was followed by transportation (17.9 percent), other (16.7 percent), food (12 percent), personal insurance and pensions (11.5 percent) and health care (8.7 percent).³⁸

Housing

The housing market industry measures buyer purchasing power for mortgages. Similar to “overall purchasing power,” this number puts a value on how much housing an individual could afford to pay for a monthly mortgage. The amount is determined by income in relationship to geographic area, inflation and interest rates.

The Federal Reserve has been steadily increasing interest rates to combat inflation, affecting the mortgage market in two fundamental ways: First, it increases the income necessary to qualify for a mortgage loan, and second, it increases the monthly mortgage payment itself.³⁹ Higher interest rates force potential homebuyers out of the market and drive down purchasing power.⁴⁰

Information from the National Association of Realtors on the qualifying income required for major Texas MSAs finds that for most individuals, either employed by the state or the private sector, the average salary is below the qualifying income threshold to purchase a home.⁴¹ However, for Amarillo, Beaumont-Port Arthur and Wichita Falls MSAs, the overall occupational salary average qualifies whereas the state government salary average does not.

Commute

The second largest expense, transportation, is unavoidable for many employees in Texas. The total cost of owning a vehicle – fuel, maintenance, tires, insurance, license, registration, taxes, depreciation and financing – is directly related to the time spent commuting to workstations. Additionally, according to the Bureau of Transportation Statistics, more than 80 percent of Texas residents drive to work alone and do not carpool.⁴²

For all Texas commuters, the average travel time was almost 24 minutes.⁴³ For Texas employees residing in rural zip codes, or counties with a population of fewer than 50,000 residents, the mean commute time is just under 23 minutes. However, for the significant portion of Texas government employees residing in the top two most concentrated MSAs, the average travel time was higher: Austin MSA at 27 minutes and Houston MSA at 31 minutes.

Consequently, for the majority of state government employees, a salary that is already lower than the market average is further lessened due to the costs of commuting.

Employer Competitiveness

Texas must weigh the costs of compensating its talent pool and the advantages of hiring qualified personnel who are likely to remain long-term. The matter of compensation is significant as exit surveys have shown.⁴⁴ However, there are a few other ways that Texas can work to hire personnel and reduce turnover.

Education and Training Job Requirements

All employers need to understand their competition and consider job profile factors that determine a role’s value relative to what the same job profile is worth to competitors. For each SOC, BLS lists wage statistics as well as education and experience requirements. BLS evaluates education and experience requirements using a three-pronged categorization system:

- Typical entry-level education.
- Work experience in a related occupation.
- Typical on-the-job training (OJT).⁴⁵

OJT is further defined by short-, medium and long-term experience needs, culminating in seven classifications of typical education and training requirements for each detailed occupation:

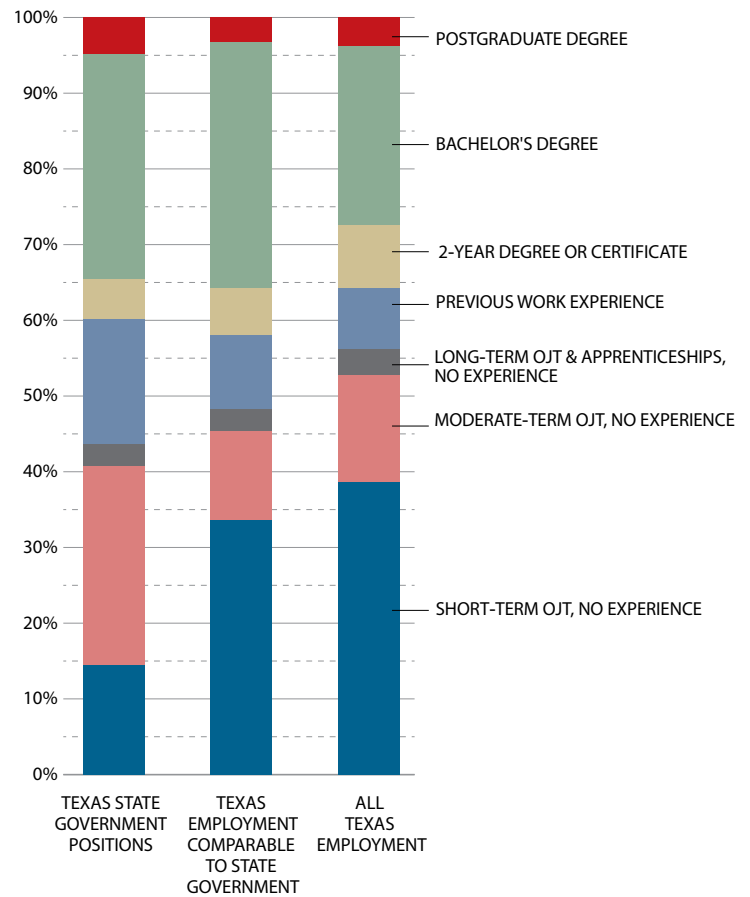
1. Short-term OJT, no experience, no degree or certificate.
2. Moderate-term OJT, no experience, no degree or certificate.
3. Long-term OJT, no experience, no degree or certificate (including apprenticeships).
4. Previous work experience, no degree or certificate.
5. Two-year degree or certificate.
6. Bachelor's degree.
7. Postgraduate degree.

Using this system, each of the seven BLS education and experience requirement classifications is used to compare Texas government employment and Texas' overall employment market.

In September 2022 (beginning of fiscal 2023), about 35 percent of state government positions – consisting of 199 standard occupational codes (SOCs) – required an entry-level education of a bachelor's degree or higher, according to BLS. These same SOCs expanded to the entire state jobs market – or, the jobs that are comparable to and compete directly with state government positions – require similar shares of post-secondary educational attainment.

Among all jobs in Texas (all 867 SOCs), the share of positions that require a bachelor's or post-graduate degree was lower at 27.5 percent, indicating that state government positions require more employees with post-secondary degree credentials than the overall Texas jobs pool (**Exhibit 20**).

Exhibit 20
Total Texas Employee vs. State Government Employee Occupation Distribution by Education and Training Requirements, September 2022

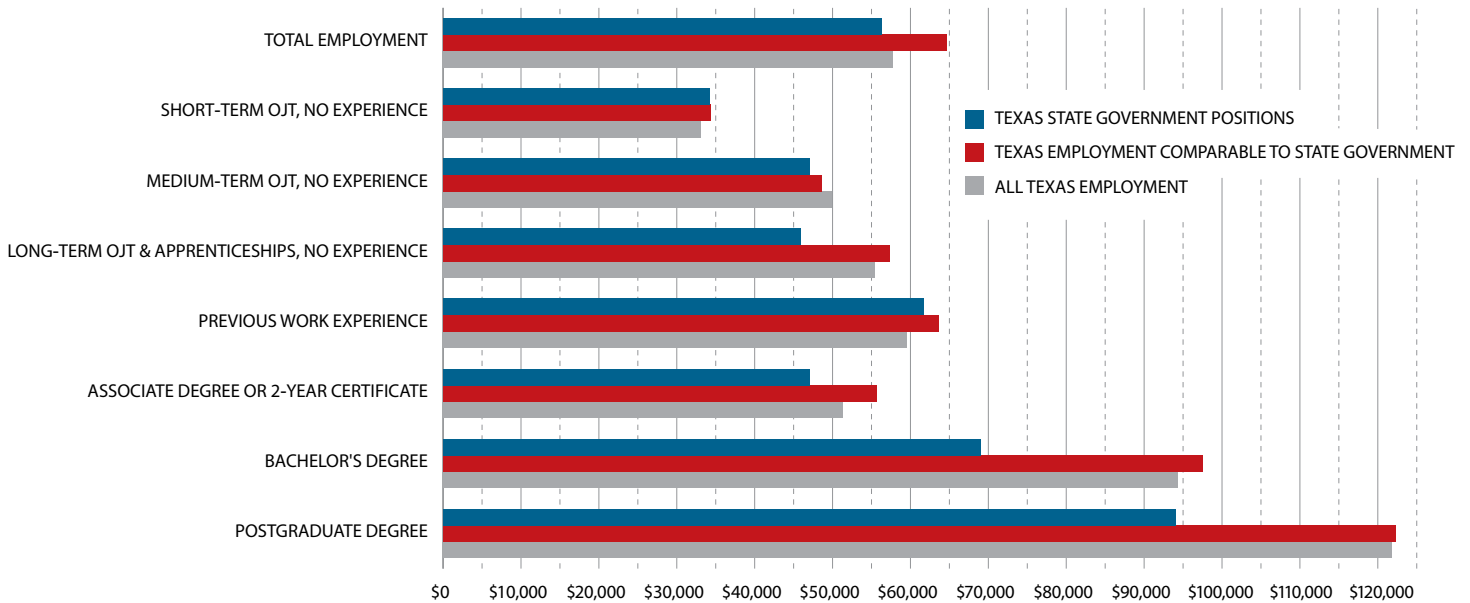


Sources: Texas Comptroller of Public Accounts and CAPPS data, U.S. Bureau of Labor Statistics and JobsEQ

The disparity between state government wages and the Texas workforce widens with greater educational requirements. Occupations that typically require a bachelor's degree, for example, paid an average of about \$69,000 in state government, compared to the statewide average of \$97,500 for these same occupations in the state and \$94,300 for all Texas jobs requiring a bachelor's degree (**Exhibit 21**).

Exhibit 21

Total Texas Employee vs. State Government Employee Average Wages by Education Employment Requirements, Fiscal 2023



Note: State government occupation data as of fiscal 2023.
Source: Texas Comptroller of Public Accounts and CAPPS data

See **Appendix 2** for the 199 state-relevant SOCs, a breakdown of education, training requirements plus the annual average wage comparison for state government and all Texas employment for the beginning of fiscal 2023.

Expected Job Growth

The overall expected job growth in Texas for the next five years is slightly more than 7 percent, marginally lower than the growth rate from the preceding five years. This indicates a slightly slower but steady jobs demand overall and relatively few changes in the types of education and training requirements assigned to job classifications.

However, that expected growth differs among employment categories. The largest difference is for jobs demanding a postgraduate degree. Forecasted growth in that category is 11.3 percent for state-relevant occupations and 9.8 percent for the Texas workforce overall. The market will continue to hire from this category at an elevated level compared to other candidate groups. This puts pressure on the state as it pulls from this same candidate pool for similar positions.

Forecasted growth is predicted to be higher than the previous five-year period for apprenticeships in both state-relevant occupational categories and all Texas employment, as well

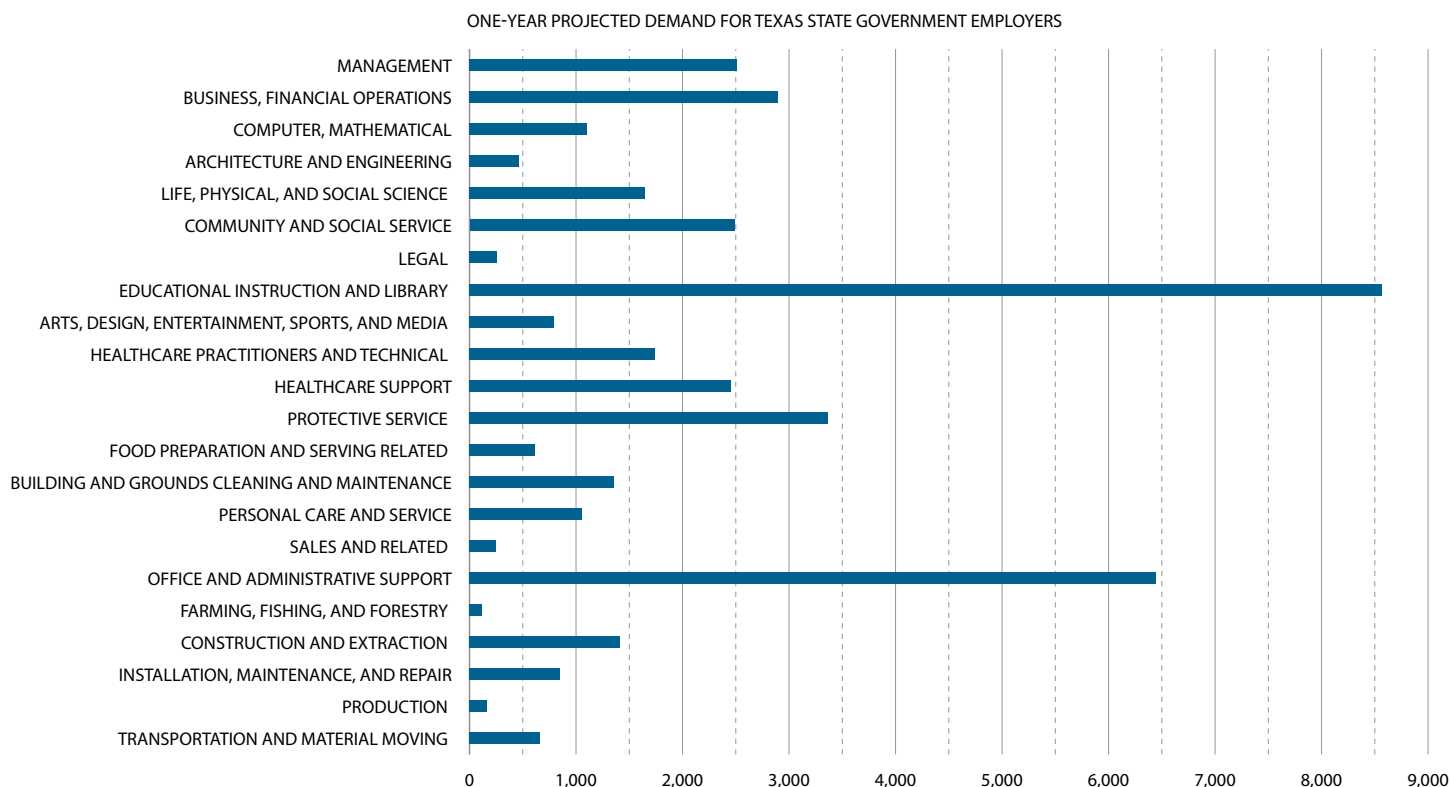
as for short-term OJT for all Texas employment. The state will experience the most competition for apprenticeship occupations as the market increases hiring from this applicant group.

The one-year projection for both the overall Texas market and Texas state government anticipates significant demand in certain occupational categories, but the categories that have the most potential for the state to gain employees from are in educational instruction/library occupations and office and administrative support occupations (Exhibit 22).

Hiring: Getting Employees into Jobs

It is unlikely the labor market will change any time soon. Even with recession, the Federal Reserve is estimating a relatively low unemployment rate for the time being, hovering around 4 percent to 4.5 percent by the end of 2023.⁴⁶ State agencies cannot expect the potential employee pool to increase to what it was pre-pandemic, nor can it expect decreased competition from other employers.

Exhibit 22 State Government Job Demand in Texas, Projected 2023



Source: JobsEQ: Occupation Snapshot, State Government, 2022Q3; JobsEQ: Occupation Snapshot, Total Employment, 2022Q3

Hiring can only happen when there is a pool from which to draw. All state agencies have experienced a reduced pool of applicants, especially compared to the pre-pandemic years before March 2020. Supply and demand are out of sync. Michael Estrada, Talent Acquisition Team Supervisor at the Comptroller of Public Accounts, noted in an interview that industry-wide, there has been a significant drop-off in the number of applicants per job.⁴⁷ In talking with potential hires, he also found that many see the CAPPs online application process as more tedious than Indeed or other hiring websites.

CAPPs includes a CAPPs Recruit module for state agencies to use as job posting and application processing platforms. Not all state agencies use CAPPs, but most have implemented some or all functionalities; 105 implemented the HR/payroll side by the end of fiscal 2022.⁴⁸

State agency human resources personnel are challenged with how to attract potential hires and funnel them into a well-designed application process so they stay engaged enough to complete the application.

While each agency does its own hiring and determines where to post outside of CAPPs, there are several hiring sites used:

- [Indeed.com](https://www.indeed.com)
- [WorkinTexas.com](https://www.workintexas.com)
- [Comptroller.texas.gov/about/careers/](https://comptroller.texas.gov/about/careers/)

For specific occupational domains, the following are used:

- [TSHRA.org](https://www.tshra.org) – Human resources jobs
- [StrategicPartnerships.com](https://www.strategicpartnerships.com) – Management and procurement jobs
- [TSABAA.com](https://www.tsabaa.com) – Fiscal/financial jobs
- [Jobspider.com](https://www.jobspider.com) – Information technology jobs⁴⁹

State agencies have their own set of advertising priorities and post positions based on the personnel they need. Regardless, Indeed is the most popular platform on the market – for all jobs.⁵⁰ *LinkedIn* closely follows. Beyond those are many hiring platforms, some aimed at the overall market, some aimed at particular occupations.

Of course, Texas state government employment is and will be well below the full market, but it is clear each occupational domain is competitive. This translates into greater emphasis and spending on recruitment beyond standard job postings and general advertisements.

According to Neogov’s 2020 *Public Sector Time-to-Hire Report*, state governments tend to require more time to hire each individual applicant: 96 days for state governments vs. 36 days for the private sector.⁵¹ In addition, for each actual opening, there must be a decent candidate pool. Neogov estimates each posting in the public sector requires 25 candidates to hire successfully.⁵²

To reach that number, which does not always happen and varies significantly by occupation type, employers must not only advertise on job boards, but also use various forms of media and spend on propriety recruitment packages. For example, while basic posting on Indeed is free, the job board has a sponsored option that pushes postings across job seekers’ screens at a higher rate.⁵³ Other job boards have similar deals.⁵⁴

Large private companies often use these recruitment packages. For example, in the capital area encompassing the Austin-Round Rock-Georgetown MSA, which has the largest concentration of state government employees, several large private employers vie for employees (**Exhibit 23**).

Exhibit 23 Top 10 Largest Private Employers in the Austin-Round Rock-Georgetown MSA

COMPANY	COMPANY DESCRIPTION	NUMBER OF EMPLOYEES
H-E-B	Grocery retail/distribution & technology center	19,008
Ascension Seton	Health care	15,218
Dell Technologies	Computer technology solutions & equipment	13,000
St. David's Health care Partnership	Health care	10,541
Samsung Austin Semiconductor	Semiconductor chip mfg., R&D	10,000
Apple	Computer makers tech dev, chip engineering & Americas Operations Center	7,000
Tesla	Electric automobile & battery mfg. & chip design, AI/self-driving tech dev	6,500
IBM Corporation	Computer systems, hardware, software, & chip R&D	6,000
Amazon San Marcos Fulfillment Center	Online retailers distribution center	5,000

Source: Austin Chamber of Commerce (Data as of Feb. 9, 2023)

Dell, for example, manages a brand strategy across several social media platforms, with Facebook and Twitter leading directly to hires, while other social media, such as Instagram and Pinterest, provide a pathway to those pages.⁵⁵ Private companies have an edge in that they attract from their customer pool. They can spread their brand and culture through products and services and across non-job specific advertisements, as well.⁵⁶ All of these tactics cost money – both directly in the form of sponsored/premium advertising plans and indirectly through employee time spent on hiring and marketing.

A reduced, post-pandemic applicant pool puts the state at a disadvantage in hiring. Accordingly, it is necessary for the state to better advertise the benefits of state employment and to reduce friction in the application process. While innovation is expensive, it is also necessary.

Telework

One of the ways employers have innovated, especially considering the pandemic, is through offering hybrid and telework options. These options, included in benefits advertisements and/or as part of compensation, have become popular among prospective employees.

Telework refers to working remotely and away from the employer’s business office.⁵⁷ Prior to the pandemic, telework was a means to alleviate traffic and the grind associated with a commute. Since the pandemic, telework has been used to lower the in-office footprint and to allow worker flexibility.

The State Office of Risk Management (SORM) states in its telework policy: “In addition, the ability to work remotely should help retain skilled employees, improve employee morale and productivity and enhance SORM’s ability to recruit skilled employees.”⁵⁸

During the 2022 state agency “Fitness Challenge,” the DSHS, the agency managing the program, asked every state employee registering the following question: How many days per week do you typically telework? More than 70 percent of 7,000 respondents said they telework in some fashion (**Exhibit 24**).

Exhibit 24 Texas State Employees Fitness Survey – Telework – 2022

TELEWORK DAYS	RESPONDENTS	PERCENT
2 or less	1041	14.9%
3	636	9.1%
4	894	12.8%
5 or more	2437	34.8%
None	1993	28.5%

Source: Texas Department of State Health Services

A Comptroller’s office survey of 80 state agencies regarding telework policies found most agencies maintain a telework program. Many agencies have employees who are ineligible for telework and still others offer more latitude in employee options.

Of the agencies responding, 50 percent have a telework policy, but the policy does not have a defined period for use. Roughly 25 percent of the responding agencies have policies offering two days of telework per week. This includes agencies that say specifically two days of telework, two days plus additional

days available, and those that offer a policy allowing two days for non-management workers and one day for management employees (**Exhibit 25**).

Exhibit 25 Selected Texas Agencies Telework Policy Use

TELEWORK ALLOWED	PERCENT OF AGENCIES RESPONSES
No Defined Period	50.0%
Up to 2 days	17.5%
Up to 3 days	15.0%
2-days for non-management employees	5.0%
None Offered	5.0%
50% of time	2.5%
2-days with option for additional	2.5%
Up to 5 days	2.5%

Source: Texas Comptroller of Public Accounts and CAPPs data

While it is possible that telework is a tool for recruiting new employees and a factor in accepting a job, it isn’t a reason people leave. The Texas Secretary of State’s *Classified Employee Turnover for Fiscal Year 2022* survey indicates telework is not as large a concern when it comes to leaving state employment. In SAO’s 2022 report, “no or little opportunities to work remotely” was a factor for only 1.2 percent of respondents.⁵⁹ Many of the positions experiencing high turnover cannot telework due to the requirements set out in their job description.

State Employee Workforce Challenges

The Texas government workforce is based in major MSAs with higher costs of living, and offers its have dipped significantly during the last several years compared with the overall jobs market. The resulting loss of purchasing power has resulted in increased turnover beyond what agencies would normally expect – higher rates of transfers between agencies and higher rates of loss to the state in general. This is exacerbated by a reduced applicant pool and difficulties hiring personnel, especially in higher stress, non-telework eligible positions.

Employee Turnover

The most documented reasons for movement (entries, transfers and exits) in the state employee workforce are new hires and voluntary job separations (Exhibit 26).

Exhibit 26 Reasons for Texas State Employee Turnover, Fiscal Year 2023 (Through Feb. 1, 2023)

EMPLOYEE MOVEMENT CODES	PERCENT OF TURNOVER
At-will termination	0.5%
Death	0.4%
Dismissal for cause	4.9%
Interagency transfer-in	3.8%
Lateral transfer – same salary/up to 3.4% increase	1.6%
Newly hired or rehired	50.7%
Resignation in lieu of involuntary separation	2.6%
Retirement	4.1%
Transfer to different state agency	3.9%
Voluntary termination	27.5%
Total	100.0%

Source: Texas Comptroller of Public Accounts and CAPPS data

While some attrition is to be expected, such as exits due to retirement and death, increases in both internal transfers (with salary increases) and voluntary separations by choice, echo the SAO exit survey results from 2022 signifying an ongoing trend of employee dissatisfaction.

Acute and Critical Staffing Needs

Many critical needs positions (23 in total) fall within two occupational categories (criminal justice and social services) and come primarily from a few agencies: TDCJ, DFPS, HHSC and the TJJD.⁶⁰

Criminal Justice

The TDCJ and the TJJD are having difficulty filling positions in secure facilities and halfway houses. Juvenile Corrections and Correctional Officer state classification series positions account for the vast majority of total separations within that category.

The competition for correctional staff is enormous. The TDCJ and the TJJD compete in a field with county and local jails and, depending on the region, federal correctional institutions. Given the eligibility criteria for the positions, they also face competition from manufacturing, leisure and hospitality, and retail sectors – sectors that also have seen an increased need for staff, with some companies increasing wages and, in some cases, offering recruitment bonuses to attract workers.

One of the ways the Legislature and agency looked to improve staffing numbers in the correctional division of TDCJ has been by providing salary increases for correctional officers and a unit pay differential for those working in maximum security facilities. Effective April 2022, there was a 15 percent increase for uniformed correctional officers and supervisors.⁶¹ This new pay scale for uniformed correctional staff enables the agency to better compete for correctional staff. This pay increase is in addition to the 3 percent increase approved by the 87th Legislature as pay differential for the state’s 23 maximum security facilities. Similarly, TJJD announced a 15 percent pay increase of its own effective July 2022, which applies to all direct care positions.⁶²

The state of Texas and its legislators have made considerable strides to make correctional occupation salaries more competitive. The mean annual salary earned for correctional officers not in supervisory roles at the start of fiscal 2023 was \$50,460, and the mean annual wage for those in supervisory roles was close to \$73,000. Total salaries for correctional officers not in supervisory roles was greater than the statewide mean of \$43,800 but less than the national mean. Similarly, total salaries for correctional officers in supervisory roles, on average, was greater than the statewide average but less than the national average. However, the rate of turnover has not yet significantly improved.

Health and Human Services

Health and Human Services is the second-largest function of Texas state government in terms of general revenue appropriations.⁶³ According to the LBB, “Spending is driven primarily by caseloads for Medicaid, the Children’s Health Insurance Program (CHIP) and child protective services.” The LBB lists other significant programs as inpatient and outpatient mental health services, services for individuals with intellectual disabilities and programs to protect and improve public health.

To determine eligibility of individuals applying to receive Medicaid, CHIP and benefits from the Supplemental Nutrition Assistance Program (SNAP), HHSC relies on

eligibility interviewers. At the start of fiscal 2023, the annual mean salary for the occupation was \$47,088. However, when accounting for only HHSC eligibility interviewers for Medicaid, CHIP and SNAP, the annual mean salary at the start of fiscal 2023 falls to \$43,236. The state and national annual means for eligibility interviewers in government programs occupations were \$39,500 and \$42,000 respectively.

According to SAO's 2022 turnover report and Comptroller analysis, the Child Protective Services Specialist position experienced an increase in turnover from 2021 to 2022.⁶⁴ At the start of fiscal 2023, the annual mean salary for the occupation was \$52,212. The state and national annual means for the social worker occupation were \$49,300 and \$58,000 respectively. Additionally, the Direct Support Professional, Psychiatric Nursing Assistant and Child Protective Services Specialist job classification series accounted for more than half of total separations within this occupational category.

The HHSC has faced severe staffing shortages. In January 2023, the agency announced it was increasing salaries and starting pay at state hospitals and state supported living centers to help crucial staffing needs, maintain competitive wages and bring hospital beds back online.⁶⁵ With more than 700 state hospital beds offline due to workforce challenges, HHSC is hopeful it can fill thousands of vacancies by offering higher salaries. According to the agency's press release, the HHSC is "looking to fill over 1,805 vacancies in state hospitals and 2,137 in state supported living centers."⁶⁶

It remains to be seen how the increase in salary will affect turnover in HHSC positions. However, the increase is within the salary ranges in the state classification plan. DFPS's Child Protective Services Specialist I has a slightly higher salary and is within the top percentiles for the classification plan, but that has not resulted in less movement.⁶⁷ It accounts for a third of employees leaving DFPS. Clearly a discrepancy exists between employee experience and perception with regard to compensation and work environment.

88th Legislature Actions

Ultimately, it is up to Texas state agencies to determine how to reduce turnover and prevent further losses to state government employment. To support state agencies and stem the loss of employees, the 88th Legislature took meaningful actions to increase employee salaries. The current appropriations bill for the next biennium has a 5 percent pay increase for Texas state government employees in both fiscal 2023 and fiscal 2024. Additionally, the appropriations bill will realign the salary schedules for most state government employee positions in an effort to attract new employees and retain current employees. It is especially important for the critical needs occupations; they make up half of the state workforce and account for a large portion of the stagnation and downturn of the state government workforce.

Appendix 1: Methodology

Sources

The following sources were used throughout the entire report; however, each section has its own focus and discusses the sources used more specifically.

- The Texas Comptroller’s office houses the state’s HR/ Payroll system, the Centralized Accounting and Payroll/ Personnel System (CAPPS).⁶⁸ Employee data from CAPPS and several older state HR/payroll systems were incorporated as allowed to have a relatively full picture of the state workforce from the beginning of fiscal 2019 through the first four months of fiscal 2023. The data pulled excluded personally identifiable information such as name and personal address.
- The Standard Occupational Classification (SOC) system, maintained by the U.S. Bureau of Labor Statistics, is the federal standard to organize workers into occupational categories.⁶⁹ This report uses data drawn from Chmura’s JobsEQ, labor market software which including SOC, job advertisements, employment pattern, wage, educational requirements and on-the-job training data.
- Texas’ State Classification Codes data, maintained by the Texas State Auditor’s Office (SAO), offer specific information on Texas state workforce positions. All state agencies use the state classification system for job identification, classification and descriptions.⁷⁰ SAO performs a biennial study of the state’s classification plan to compare competitiveness, and it identifies agencies with high turnover rates. SAO data also includes classifications across agencies, employee exit surveys and individual agency workforce analyses.

- For the private sector employment analysis, it was important to understand how state job descriptions and wages align with similar private sector job descriptions and wages. The Texas Workforce Commission’s (TWC) Occupational Employment & Wage Statistics (OEWS) program provided an occupational crosswalk to the Comptroller’s office for private/public employment market analysis, directly linking each state classification code to a specific SOC.
- For more general labor force information, bls.gov and other federal, university and private sources were utilized as needed.

Geographic Comparisons

Texas is a diverse state geographically, demographically and economically. Where possible, regional comparisons by metropolitan statistical area (MSA) were used, allowing analysis by regional economic factors, including cost of living data on housing and transportation costs.

Data Limitations

Limitations to this study included incompatible data systems, lack of transparency between agencies and the lack of a standard database structure. For example, the Comptroller’s office and ERS maintain state employee database for different purposes, leading, at times, to a lack of interoperability. In addition, while most state agencies use CAPPS, some still rely on older systems.

Appendix 2: Average Annual Wages by Detailed Occupation, State Government Position vs. Texas Average (September 2022)

To see the full list of SOC with each job category definition, please go to <https://www.bls.gov/soc/2018/home.htm>.

SOC CODE	OCCUPATION	EDUCATION AND TRAINING REQUIREMENTS	STATE GOVERNMENT EMPLOYMENT	AVERAGE STATE GOVERNMENT ANNUAL WAGES	TOTAL TEXAS EMPLOYMENT	AVERAGE TEXAS ANNUAL WAGES	STATE GOVT. WAGES COMPARED TO TEXAS AVERAGE WAGES
11-1011	Chief Executives	Bachelor's degree	57	\$178,744	15,461	\$255,800	69.9%
11-1021	General and Operations Managers	Bachelor's degree	488	\$168,653	358,292	\$112,500	149.9%
11-1031	Legislators	Bachelor's degree ⁷¹	180	\$7,200	1,891	\$54,500	13.2%
13-1020	Buyers and Purchasing Agents	Bachelor's degree	567	\$61,864	40,037	\$75,800	81.6%
13-1031	Claims Adjusters, Examiners, and Investigators	Long-term OJT and Apprenticeships, no experience, no degree or certificate	503	\$52,819	27,654	\$72,100	73.3%
13-1041	Compliance Officers	Bachelor's degree	1,860	\$50,439	30,119	\$76,900	65.6%
13-1071	Human Resources Specialists	Bachelor's degree	444	\$51,143	66,998	\$72,700	70.3%
13-1075	Labor Relations Specialists	Bachelor's degree	324	\$56,058	2,513	\$60,800	92.2%
13-1082	Project Management Specialists	Bachelor's degree	767	\$87,684	101,246	\$101,000	86.8%
13-1111	Management Analysts	Bachelor's degree	402	\$76,799	67,282	\$100,800	76.2%
13-1141	Compensation, Benefits, and Job Analysis Specialists	Bachelor's degree	294	\$51,894	9,125	\$72,200	71.9%
13-1151	Training and Development Specialists	Bachelor's degree	885	\$51,527	32,609	\$68,400	75.3%
13-1161	Market Research Analysts and Marketing Specialists	Bachelor's degree	39	\$65,416	57,312	\$73,800	88.6%

SOC CODE	OCCUPATION	EDUCATION AND TRAINING REQUIREMENTS	STATE GOVERNMENT EMPLOYMENT	AVERAGE STATE GOVERNMENT ANNUAL WAGES	TOTAL TEXAS EMPLOYMENT	AVERAGE TEXAS ANNUAL WAGES	STATE GOVT. WAGES COMPARED TO TEXAS AVERAGE WAGES
13-1199	Business Operations Specialists, All Other	Bachelor's degree	1,027	\$78,723	98,420	\$81,800	96.2%
13-2011	Accountants and Auditors	Bachelor's degree	2,230	\$67,153	129,130	\$89,800	74.8%
13-2020	Property Appraisers and Assessors	Bachelor's degree	79	\$67,869	6,341	\$88,400	76.8%
13-2031	Budget Analysts	Bachelor's degree	389	\$70,256	4,631	\$80,300	87.5%
13-2051	Financial and Investment Analysts	Bachelor's degree	376	\$89,786	27,557	\$93,500	96.0%
13-2054	Financial Risk Specialists	Bachelor's degree	53	\$57,560	5,061	\$99,300	58.0%
13-2061	Financial Examiners	Bachelor's degree	407	\$87,296	5,206	\$89,900	97.1%
13-2081	Tax Examiners and Collectors, and Revenue Agents	Bachelor's degree	317	\$48,726	3,500	\$68,500	71.1%
13-2099	Financial Specialists, All Other	Bachelor's degree	837	\$55,129	11,103	\$71,700	76.9%
15-1211	Computer Systems Analysts	Bachelor's degree	1,580	\$80,215	55,923	\$109,000	73.6%
15-1212	Information Security Analysts	Bachelor's degree	211	\$92,607	15,387	\$107,700	86.0%
15-1231	Computer Network Support Specialists	2-year degree or certificate	831	\$53,310	16,956	\$75,300	70.8%
15-1232	Computer User Support Specialists	Moderate-term on-the-job training (OJT), no experience, no degree or certificate	4	\$52,824	71,295	\$55,900	94.5%
15-1242	Database Administrators	Bachelor's degree	156	\$89,296	9,864	\$102,500	87.1%
15-1243	Database Architects	Bachelor's degree	20	\$115,856	6,029	\$129,800	89.3%

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15-1244	Network and Computer Systems Administrators	Bachelor's degree	305	\$74,163	32,703	\$94,800	78.2%
15-1252	Software Developers	Bachelor's degree	710	\$88,056	154,907	\$117,100	75.2%
15-1254	Web Developers	Bachelor's degree	102	\$71,203	8,970	\$82,100	86.7%
15-1299	Computer Occupations, All Other	Bachelor's degree	53	\$59,635	40,358	\$96,300	61.9%
15-2011	Actuaries	Bachelor's degree	44	\$88,925	2,112	\$111,800	79.5%
15-2031	Operations Research Analysts	Bachelor's degree	365	\$74,764	9,468	\$108,000	69.2%
15-2041	Statisticians	Postgraduate degree	7	\$55,585	1,522	\$94,100	59.1%
15-2051	Data Scientists	Bachelor's degree	3	\$134,340	7,925	\$119,100	112.8%
15-2099	Mathematical Science Occupations, All Other	Bachelor's degree	10	\$30,414	79	\$49,400	61.6%
17-1011	Architects, Except Landscape and Naval	Bachelor's degree	59	\$83,101	11,065	\$95,300	87.2%
17-1022	Surveyors	Bachelor's degree	20	\$82,493	5,748	\$69,700	118.4%
17-2051	Civil Engineers	Bachelor's degree	3,744	\$66,939	30,793	\$99,700	67.1%
17-3011	Architectural and Civil Drafters	2-year degree or certificate	13	\$52,995	11,490	\$61,500	86.2%
17-3022	Civil Engineering Technologists and Technicians	2-year degree or certificate	433	\$44,866	8,151	\$59,000	76.0%
19-1022	Microbiologists	Bachelor's degree	88	\$49,302	929	\$65,700	75.0%
19-1029	Biological Scientists, All Other	Bachelor's degree	66	\$57,229	2,262	\$83,700	68.4%
19-1031	Conservation Scientists	Bachelor's degree	1,169	\$57,023	1,992	\$60,800	93.8%
19-1041	Epidemiologists	Postgraduate degree	127	\$62,194	671	\$85,600	72.7%

SOC CODE	OCCUPATION	EDUCATION AND TRAINING REQUIREMENTS	STATE GOVERNMENT EMPLOYMENT	AVERAGE STATE GOVERNMENT ANNUAL WAGES	TOTAL TEXAS EMPLOYMENT	AVERAGE TEXAS ANNUAL WAGES	STATE GOVT. WAGES COMPARED TO TEXAS AVERAGE WAGES
19-1042	Medical Scientists, Except Epidemiologists	Postgraduate degree	29	\$78,587	7,970	\$85,600	91.8%
19-2012	Physicists	Postgraduate degree	60	\$64,672	927	\$164,800	39.2%
19-2031	Chemists	Bachelor's degree	110	\$55,881	4,096	\$93,100	60.0%
19-2041	Environmental Scientists and Specialists, Including Health	Bachelor's degree	281	\$62,661	5,406	\$82,600	75.9%
19-2042	Geoscientists, Except Hydrologists and Geographers	Bachelor's degree	85	\$71,900	4,624	\$149,400	48.1%
19-2043	Hydrologists	Bachelor's degree	68	\$59,043	262	\$86,000	68.7%
19-2099	Physical Scientists, All Other	Bachelor's degree	341	\$68,081	2,062	\$108,300	62.9%
19-3011	Economists	Postgraduate degree	26	\$58,266	786	\$113,300	51.4%
19-3033	Clinical and Counseling Psychologists	Postgraduate degree	321	\$58,795	4,019	\$87,700	67.0%
19-3051	Urban and Regional Planners	Postgraduate degree	179	\$69,950	2,119	\$74,600	93.8%
19-3091	Anthropologists and Archeologists	Postgraduate degree	30	\$62,083	662	\$67,100	92.5%
19-3092	Geographers	Bachelor's degree	106	\$65,063	142	\$71,600	90.9%
19-3093	Historians	Postgraduate degree	9	\$57,641	228	\$78,800	73.1%
19-4043	Geological Technicians, Except Hydrologic Technicians	2-year degree or certificate	10	\$82,554	2,150	\$63,400	130.2%
19-4071	Forest and Conservation Technicians	2-year degree or certificate	191	\$43,884	1,018	\$42,700	102.8%

SOC CODE	OCCUPATION	EDUCATION AND TRAINING REQUIREMENTS	STATE GOVERNMENT EMPLOYMENT	AVERAGE STATE GOVERNMENT ANNUAL WAGES	TOTAL TEXAS EMPLOYMENT	AVERAGE TEXAS ANNUAL WAGES	STATE GOVT. WAGES COMPARED TO TEXAS AVERAGE WAGES
19-4092	Forensic Science Technicians	Bachelor's degree	214	\$55,813	1,365	\$60,500	92.3%
19-5011	Occupational Health and Safety Specialists	Bachelor's degree	99	\$68,097	15,791	\$80,700	84.4%
19-5012	Occupational Health and Safety Technicians	Moderate-term OJT, no experience, no degree or certificate	265	\$47,569	3,340	\$52,700	90.3%
21-1015	Rehabilitation Counselors	Postgraduate degree	656	\$51,345	3,390	\$46,500	110.4%
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	Bachelor's degree	66	\$42,280	21,257	\$52,500	80.5%
21-1021	Child, Family, and School Social Workers	Bachelor's degree	8,343	\$53,594	22,899	\$52,100	102.9%
21-1022	Healthcare Social Workers	Postgraduate degree	277	\$46,990	13,569	\$67,800	69.3%
21-1023	Mental Health and Substance Abuse Social Workers	Postgraduate degree	261	\$50,985	4,749	\$49,900	102.2%
21-1092	Probation Officers and Correctional Treatment Specialists	Bachelor's degree	1,868	\$45,946	4,719	\$52,000	88.4%
21-1093	Social and Human Service Assistants	Short-term OJT, no experience, no degree or certificate	2,265	\$36,307	25,355	\$41,700	87.1%
21-1094	Community Health Workers	Short-term OJT, no experience, no degree or certificate	387	\$41,855	5,004	\$44,700	93.6%
21-1099	Community and Social Service Specialists, All Other	Bachelor's degree	295	\$47,725	6,769	\$46,500	102.6%
21-2011	Clergy	Bachelor's degree	129	\$45,467	23,808	\$56,200	80.9%
23-1011	Lawyers	Postgraduate degree	2,232	\$102,059	63,773	\$156,100	65.4%

SOC CODE	OCCUPATION	EDUCATION AND TRAINING REQUIREMENTS	STATE GOVERNMENT EMPLOYMENT	AVERAGE STATE GOVERNMENT ANNUAL WAGES	TOTAL TEXAS EMPLOYMENT	AVERAGE TEXAS ANNUAL WAGES	STATE GOVT. WAGES COMPARED TO TEXAS AVERAGE WAGES
23-1012	Judicial Law Clerks	Postgraduate degree	105	\$58,267	239	\$55,300	105.4%
23-1021	Administrative Law Judges, Adjudicators, and Hearing Officers	Postgraduate degree	110	\$95,547	721	\$106,300	89.9%
23-1022	Arbitrators, Mediators, and Conciliators	Bachelor's degree	171	\$52,271	559	\$60,200	86.8%
23-1023	Judges, Magistrate Judges, and Magistrates	Postgraduate degree	1,120	\$136,910	2,145	\$117,300	116.7%
23-2011	Paralegals and Legal Assistants	2-year degree or certificate	461	\$54,249	28,654	\$59,800	90.7%
25-2058	Special Education Teachers, Secondary School	Bachelor's degree	400	\$71,339	13,204	\$64,400	110.8%
25-3031	Substitute Teachers, Short-Term	Bachelor's degree	121	\$18,824	54,944	\$33,400	56.4%
25-4011	Archivists	Postgraduate degree	27	\$49,077	577	\$67,000	73.2%
25-4012	Curators	Postgraduate degree	17	\$54,628	760	\$61,700	88.5%
25-4013	Museum Technicians and Conservators	Bachelor's degree	5	\$45,954	774	\$44,100	104.2%
25-4022	Librarians and Media Collections Specialists	Postgraduate degree	189	\$44,958	10,422	\$64,600	69.6%
25-9031	Instructional Coordinators	Postgraduate degree	295	\$71,903	26,249	\$73,100	98.4%
25-9049	Teaching Assistants, Except Postsecondary	Short-term OJT, no experience, no degree or certificate	74	\$37,761	96,321	\$26,900	140.4%
26-08503	Architectural and Engineering Managers	Bachelor's degree	24	\$186,205	17,552	\$178,300	104.4%

SOC CODE	OCCUPATION	EDUCATION AND TRAINING REQUIREMENTS	STATE GOVERNMENT EMPLOYMENT	AVERAGE STATE GOVERNMENT ANNUAL WAGES	TOTAL TEXAS EMPLOYMENT	AVERAGE TEXAS ANNUAL WAGES	STATE GOVT. WAGES COMPARED TO TEXAS AVERAGE WAGES
26-37722	Natural Sciences Managers	Bachelor's degree	15	\$181,242	4,963	\$126,100	143.7%
26-45027	Property, Real Estate, and Community Association Managers	Previous work experience, no degree or certificate	5	\$75,735	35,980	\$76,900	98.5%
26-66211	Managers, All Other	Bachelor's degree	189	\$110,587	56,426	\$141,400	78.2%
27-1024	Graphic Designers	Bachelor's degree	63	\$58,510	20,698	\$53,600	109.2%
27-3031	Public Relations Specialists	Bachelor's degree	506	\$63,674	23,640	\$66,500	95.7%
27-3041	Editors	Bachelor's degree	41	\$59,100	6,393	\$69,100	85.5%
27-3042	Technical Writers	Bachelor's degree	40	\$58,109	4,337	\$80,400	72.3%
27-3043	Writers and Authors	Bachelor's degree	10	\$54,620	10,110	\$66,700	81.9%
27-3091	Interpreters and Translators	Bachelor's degree	18	\$60,370	7,132	\$55,100	109.6%
27-3092	Court Reporters and Simultaneous Captioners	2-year degree or certificate	1	\$62,000	1,589	\$87,000	71.3%
27-4011	Audio and Video Technicians	2-year degree or certificate	13	\$37,086	5,562	\$47,700	77.7%
29-1021	Dentists, General	Postgraduate degree	32	\$134,274	11,748	\$158,200	84.9%
29-1051	Pharmacists	Postgraduate degree	115	\$110,631	24,281	\$134,200	82.4%
29-1071	Physician Assistants	Postgraduate degree	2	\$116,419	10,833	\$122,900	94.7%
29-1126	Respiratory Therapists	2-year degree or certificate	12	\$47,703	10,894	\$68,800	69.3%
29-1129	Therapists, All Other	Bachelor's degree	293	\$79,322	2,701	\$71,100	111.6%
29-1131	Veterinarians	Postgraduate degree	19	\$91,712	7,229	\$120,100	76.4%
29-1141	Registered Nurses	Bachelor's degree	1,904	\$69,180	230,986	\$83,200	83.1%
29-1171	Nurse Practitioners	Postgraduate degree	96	\$124,874	20,090	\$124,500	100.3%

SOC CODE	OCCUPATION	EDUCATION AND TRAINING REQUIREMENTS	STATE GOVERNMENT EMPLOYMENT	AVERAGE STATE GOVERNMENT ANNUAL WAGES	TOTAL TEXAS EMPLOYMENT	AVERAGE TEXAS ANNUAL WAGES	STATE GOVT. WAGES COMPARED TO TEXAS AVERAGE WAGES
29-1216	General Internal Medicine Physicians	Postgraduate degree	93	\$175,322	4,762	\$294,400	59.6%
29-1223	Psychiatrists	Postgraduate degree	119	\$245,640	1,842	\$248,900	98.7%
29-1292	Dental Hygienists	2-year degree or certificate	27	\$58,297	15,887	\$80,500	72.4%
29-2010	Clinical Laboratory Technologists and Technicians	Bachelor's degree	134	\$40,224	26,200	\$56,400	71.3%
29-2034	Radiologic Technologists and Technicians	2-year degree or certificate	14	\$47,089	17,614	\$66,600	70.7%
29-2051	Dietetic Technicians	2-year degree or certificate	70	\$57,285	1,424	\$32,500	176.3%
29-2052	Pharmacy Technicians	Moderate-term OJT, no experience, no degree or certificate	79	\$33,346	35,551	\$40,500	82.3%
29-2061	Licensed Practical and Licensed Vocational Nurses	2-year degree or certificate	774	\$46,570	62,907	\$53,200	87.5%
29-9021	Health Information Technologists and Medical Registrars	2-year degree or certificate	29	\$70,079	3,073	\$72,300	96.9%
31-1133	Psychiatric Aides	Short-term OJT, no experience, no degree or certificate	2,045	\$32,238	3,839	\$28,700	112.3%
31-2022	Physical Therapist Aides	Short-term OJT, no experience, no degree or certificate	777	\$29,294	4,222	\$29,400	99.6%
31-9091	Dental Assistants	2-year degree or certificate	20	\$34,004	32,310	\$41,000	82.9%
31-9099	Healthcare Support Workers, All Other	Short-term OJT, no experience, no degree or certificate	11	\$54,948	11,129	\$43,200	127.2%
33-1011	First-Line Supervisors of Correctional Officers	Previous work experience, no degree or certificate	2,829	\$57,417	3,950	\$62,200	92.3%

SOC CODE	OCCUPATION	EDUCATION AND TRAINING REQUIREMENTS	STATE GOVERNMENT EMPLOYMENT	AVERAGE STATE GOVERNMENT ANNUAL WAGES	TOTAL TEXAS EMPLOYMENT	AVERAGE TEXAS ANNUAL WAGES	STATE GOVT. WAGES COMPARED TO TEXAS AVERAGE WAGES
33-1012	First-Line Supervisors of Police and Detectives	Previous work experience, no degree or certificate	364	\$113,897	7,097	\$99,900	114.0%
33-1099	First-Line Supervisors of Protective Service Workers, All Other	Previous work experience, no degree or certificate	161	\$97,453	1,800	\$66,000	147.7%
33-2011	Firefighters	2-year degree or certificate	3	\$61,435	27,403	\$56,500	108.7%
33-3012	Correctional Officers and Jailers	Moderate-term OJT, no experience, no degree or certificate	18,411	\$46,558	35,658	\$47,400	98.2%
33-3021	Detectives and Criminal Investigators	Previous work experience, no degree or certificate	3,754	\$54,916	16,293	\$87,500	62.8%
33-3031	Fish and Game Wardens	Bachelor's degree	443	\$76,803	464	\$71,700	107.1%
33-3051	Police and Sheriffs Patrol Officers	Moderate-term OJT, no experience, no degree or certificate	3,824	\$78,475	59,778	\$71,300	110.1%
33-9032	Security Guards	Short-term OJT, no experience, no degree or certificate	550	\$32,541	94,269	\$36,700	88.7%
33-9099	Protective Service Workers, All Other	Short-term OJT, no experience, no degree or certificate	192	\$51,353	5,543	\$42,600	120.5%
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	Previous work experience, no degree or certificate	751	\$49,678	117,369	\$37,300	133.2%
35-2012	Cooks, Institution and Cafeteria	Short-term OJT, no experience, no degree or certificate	272	\$29,229	34,179	\$31,300	93.4%
35-3023	Fast Food and Counter Workers	Short-term OJT, no experience, no degree or certificate	394	\$23,943	359,521	\$24,700	96.9%
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	Previous work experience, no degree or certificate	55	\$35,293	24,228	\$42,600	82.8%

SOC CODE	OCCUPATION	EDUCATION AND TRAINING REQUIREMENTS	STATE GOVERNMENT EMPLOYMENT	AVERAGE STATE GOVERNMENT ANNUAL WAGES	TOTAL TEXAS EMPLOYMENT	AVERAGE TEXAS ANNUAL WAGES	STATE GOVT. WAGES COMPARED TO TEXAS AVERAGE WAGES
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	Short-term OJT, no experience, no degree or certificate	666	\$24,234	205,107	\$30,200	80.2%
37-3011	Landscaping and Groundskeeping Workers	Short-term OJT, no experience, no degree or certificate	67	\$27,507	97,199	\$35,200	78.1%
39-5012	Hairdressers, Hairstylists, and Cosmetologists	2-year degree or certificate	14	\$28,070	52,497	\$32,700	85.8%
39-9032	Recreation Workers	Short-term OJT, no experience, no degree or certificate	9	\$36,896	18,528	\$31,200	118.3%
39-9041	Residential Advisors	Short-term OJT, no experience, no degree or certificate	249	\$39,001	5,782	\$35,900	108.6%
40-6456	Administrative Services Managers	Bachelor's degree	2,516	\$120,979	20,629	\$110,700	109.3%
40-9743	Computer and Information Systems Managers	Bachelor's degree	74	\$130,524	46,745	\$161,300	80.9%
41-3031	Securities, Commodities, and Financial Services Sales Agents	Bachelor's degree	4	\$118,072	43,374	\$94,200	125.3%
41-3395	Financial Managers	Bachelor's degree	542	\$135,840	57,582	\$161,100	84.3%
41-9022	Real Estate Sales Agents	Moderate-term OJT, no experience, no degree or certificate	187	\$60,574	42,175	\$62,000	97.7%
42-4353	Purchasing Managers	Bachelor's degree	1	\$102,000	6,020	\$139,000	73.4%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	Previous work experience, no degree or certificate	6,195	\$70,916	156,064	\$64,900	109.3%
43-3021	Billing and Posting Clerks	Moderate-term OJT, no experience, no degree or certificate	39	\$36,190	41,959	\$43,500	83.2%

SOC CODE	OCCUPATION	EDUCATION AND TRAINING REQUIREMENTS	STATE GOVERNMENT EMPLOYMENT	AVERAGE STATE GOVERNMENT ANNUAL WAGES	TOTAL TEXAS EMPLOYMENT	AVERAGE TEXAS ANNUAL WAGES	STATE GOVT. WAGES COMPARED TO TEXAS AVERAGE WAGES
43-3031	Bookkeeping, Accounting, and Auditing Clerks	Moderate-term OJT, no experience, no degree or certificate	1,481	\$42,552	160,135	\$46,700	91.1%
43-3051	Payroll and Timekeeping Clerks	Moderate-term OJT, no experience, no degree or certificate	22	\$41,772	14,710	\$50,200	83.2%
43-3061	Procurement Clerks	Moderate-term OJT, no experience, no degree or certificate	52	\$40,057	5,597	\$46,700	85.8%
43-4031	Court, Municipal, and License Clerks	Long-term OJT and Apprenticeships, no experience, no degree or certificate	3,034	\$44,018	9,847	\$44,100	99.8%
43-4051	Customer Service Representatives	Short-term OJT, no experience, no degree or certificate	1,382	\$34,789	303,448	\$39,700	87.6%
43-4061	Eligibility Interviewers, Government Programs	Moderate-term OJT, no experience, no degree or certificate	5,353	\$40,379	8,963	\$42,500	95.0%
43-4071	File Clerks	Short-term OJT, no experience, no degree or certificate	16	\$36,664	8,986	\$37,300	98.3%
43-4121	Library Assistants, Clerical	Short-term OJT, no experience, no degree or certificate	23	\$28,018	4,644	\$28,600	98.0%
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	2-year degree or certificate	248	\$37,930	8,863	\$46,000	82.5%
43-4171	Receptionists and Information Clerks	Short-term OJT, no experience, no degree or certificate	75	\$26,694	91,326	\$32,500	82.1%
43-4199	Information and Record Clerks, All Other	Short-term OJT, no experience, no degree or certificate	92	\$33,836	20,936	\$40,200	84.2%
43-5031	Public Safety Telecommunicators	Moderate-term OJT, no experience, no degree or certificate	121	\$59,528	7,661	\$43,800	135.9%
43-5071	Shipping, Receiving, and Inventory Clerks	Short-term OJT, no experience, no degree or certificate	1	\$44,500	81,471	\$38,500	115.6%

SOC CODE	OCCUPATION	EDUCATION AND TRAINING REQUIREMENTS	STATE GOVERNMENT EMPLOYMENT	AVERAGE STATE GOVERNMENT ANNUAL WAGES	TOTAL TEXAS EMPLOYMENT	AVERAGE TEXAS ANNUAL WAGES	STATE GOVT. WAGES COMPARED TO TEXAS AVERAGE WAGES
43-6011	Executive Secretaries and Executive Administrative Assistants	Previous work experience, no degree or certificate	7,151	\$59,231	40,023	\$68,400	86.6%
43-6012	Legal Secretaries and Administrative Assistants	Moderate-term OJT, no experience, no degree or certificate	470	\$41,688	12,024	\$51,600	80.8%
43-6013	Medical Secretaries and Administrative Assistants	Moderate-term OJT, no experience, no degree or certificate	3,932	\$31,801	62,872	\$39,100	81.3%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	Short-term OJT, no experience, no degree or certificate	5,422	\$36,310	185,943	\$41,000	88.6%
43-9021	Data Entry Keyers	Short-term OJT, no experience, no degree or certificate	6	\$47,219	16,488	\$36,700	128.7%
43-9031	Desktop Publishers	2-year degree or certificate	1	\$89,350	1,158	\$37,000	241.5%
43-9061	Office Clerks, General	Short-term OJT, no experience, no degree or certificate	2,919	\$28,878	256,553	\$39,000	74.0%
43-9081	Proofreaders and Copy Markers	Bachelor's degree	7	\$49,975	629	\$44,600	112.1%
43-9199	Office and Administrative Support Workers, All Other	Short-term OJT, no experience, no degree or certificate	69	\$43,469	12,707	\$43,700	99.5%
44-6267	Human Resources Managers	Bachelor's degree	203	\$71,521	14,038	\$138,100	51.8%
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	Short-term OJT, no experience, no degree or certificate	95	\$43,225	16,912	\$32,000	135.1%

SOC CODE	OCCUPATION	EDUCATION AND TRAINING REQUIREMENTS	STATE GOVERNMENT EMPLOYMENT	AVERAGE STATE GOVERNMENT ANNUAL WAGES	TOTAL TEXAS EMPLOYMENT	AVERAGE TEXAS ANNUAL WAGES	STATE GOVT. WAGES COMPARED TO TEXAS AVERAGE WAGES
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	Previous work experience, no degree or certificate	1	\$57,804	93,112	\$74,800	77.3%
47-2073	Operating Engineers and Other Construction Equipment Operators	Moderate-term OJT, no experience, no degree or certificate	452	\$47,613	45,008	\$48,100	99.0%
47-2111	Electricians	Long-term OJT and Apprenticeships, no experience, no degree or certificate	51	\$54,608	69,796	\$56,100	97.3%
47-2152	Plumbers, Pipefitters, and Steamfitters	Long-term OJT and Apprenticeships, no experience, no degree or certificate	9	\$51,889	47,657	\$55,200	94.0%
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	Previous work experience, no degree or certificate	850	\$46,961	57,524	\$76,000	61.8%
49-2021	Radio, Cellular, and Tower Equipment Installers and Repairers	2-year degree or certificate	16	\$40,896	1,438	\$68,700	59.5%
49-2092	Electric Motor, Power Tool, and Related Repairers	Previous work experience, no degree or certificate	49	\$50,809	1,923	\$43,500	116.8%
49-3011	Aircraft Mechanics and Service Technicians	2-year degree or certificate	15	\$77,775	16,089	\$78,100	99.6%
49-3023	Automotive Service Technicians and Mechanics	2-year degree or certificate	3,892	\$44,722	65,322	\$51,900	86.2%
49-3051	Motorboat Mechanics and Service Technicians	Long-term OJT and Apprenticeships, no experience, no degree or certificate	9	\$66,390	1,634	\$45,400	146.2%

SOC CODE	OCCUPATION	EDUCATION AND TRAINING REQUIREMENTS	STATE GOVERNMENT EMPLOYMENT	AVERAGE STATE GOVERNMENT ANNUAL WAGES	TOTAL TEXAS EMPLOYMENT	AVERAGE TEXAS ANNUAL WAGES	STATE GOVT. WAGES COMPARED TO TEXAS AVERAGE WAGES
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2-year degree or certificate	84	\$48,569	37,954	\$54,400	89.3%
49-9052	Telecommunications Line Installers and Repairers	Long-term OJT and Apprenticeships, no experience, no degree or certificate	142	\$59,210	12,729	\$63,000	94.0%
49-9062	Medical Equipment Repairers	2-year degree or certificate	33	\$31,835	6,279	\$57,700	55.2%
49-9071	Maintenance and Repair Workers, General	Moderate-term OJT, no experience, no degree or certificate	939	\$36,969	135,555	\$42,700	86.6%
51-1011	First-Line Supervisors of Production and Operating Workers	Previous work experience, no degree or certificate	258	\$44,696	56,808	\$72,500	61.6%
51-4041	Machinists	Long-term OJT and Apprenticeships, no experience, no degree or certificate	3	\$36,075	25,366	\$51,900	69.5%
51-5111	Prepress Technicians and Workers	2-year degree or certificate	6	\$46,428	1,549	\$42,500	109.2%
51-6011	Laundry and Dry-Cleaning Workers	Short-term OJT, no experience, no degree or certificate	681	\$48,000	13,642	\$26,600	180.5%
51-8021	Stationary Engineers and Boiler Operators	Long-term OJT and Apprenticeships, no experience, no degree or certificate	34	\$40,394	1,715	\$52,600	76.8%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	Moderate-term OJT, no experience, no degree or certificate	16	\$65,320	50,462	\$46,100	141.7%

SOC CODE	OCCUPATION	EDUCATION AND TRAINING REQUIREMENTS	STATE GOVERNMENT EMPLOYMENT	AVERAGE STATE GOVERNMENT ANNUAL WAGES	TOTAL TEXAS EMPLOYMENT	AVERAGE TEXAS ANNUAL WAGES	STATE GOVT. WAGES COMPARED TO TEXAS AVERAGE WAGES
53-1048	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	Previous work experience, no degree or certificate	70	\$61,606	59,152	\$61,500	100.2%
53-2012	Commercial Pilots	2-year degree or certificate	47	\$106,598	5,261	\$117,100	91.0%
53-3053	Shuttle Drivers and Chauffeurs	Short-term OJT, no experience, no degree or certificate	195	\$28,897	14,661	\$30,900	93.5%
53-5011	Sailors and Marine Oilers	Moderate-term OJT, no experience, no degree or certificate	104	\$35,941	2,522	\$54,700	65.7%
53-5021	Captains, Mates, and Pilots of Water Vessels	2-year degree or certificate	42	\$66,037	3,358	\$111,100	59.4%
53-6041	Traffic Technicians	Moderate-term OJT, no experience, no degree or certificate	51	\$47,258	617	\$46,900	100.8%
53-7065	Stockers and Order Fillers	Short-term OJT, no experience, no degree or certificate	721	\$37,824	238,357	\$35,100	107.8%
	TOTAL		136,044	\$56,349	6,822,456	\$64,700	87.1%

Sources: U.S. Bureau of Labor Statistics, JobsEQ and Texas Comptroller of Public Accounts

Appendix 3: Transfers by Job Classification

Within each of the top five agencies that lost employees through transfers to other agencies, the following are the positions that accounted for the highest percentage of transfers in each agency from fiscal years 2020 through 2022.

Texas Health and Human Services (HHSC)

Texas Works Advisors (I – III) accounted for a total of 132 transfers out of HHSC in 2022, which is 19.9 percent of all HHSC transfers out in 2022 alone and 21.9 percent over the last 3 years cumulatively. They work directly with the public to determine eligibility for social service programs.⁷² Following closely behind, Program Specialists (I – VII) made up 7.9 percent of HHSC employees transferring to another state agency in 2022 and 7.1 percent over the last 3 years. These jobs are highly customizable and tailored to each agency’s need. In addition, many of these have more specific job titles within their given agency. They tend to be researchers, writers and/or analysts of some kind.⁷³ These two positions accounted for over a quarter of all HHSC transfers in 2022 and almost a third of all HHSC transfers between 2020 and 2022.

Transfers Out By Fiscal Year

JOB CLASSIFICATION	2020	2021	2022
Texas Works Advisor I	43	8	34
Texas Works Advisor II	71	85	91
Texas Works Advisor III	4	11	7
Program Specialist I	3	5	2
Program Specialist II	0	0	4
Program Specialist III	3	1	7
Program Specialist IV	6	4	10
Program Specialist V	11	5	8
Program Specialist VI	10	9	12
Program Specialist VII	4	2	9

Source: Texas Comptroller of Public Accounts

Texas Department of Criminal Justice (TDCJ)

Within TDCJ, Correction Officers and Parole Officers represented the highest number and percentages of employees transferring to other agencies. From 2020 through 2022, TDCJ lost nearly a third (29.0 percent) of Correction Officers and 18.6 percent of Parole Officers through transfers. Correction Officers work directly with offenders, providing care as well as managing security.⁷⁴ Parole Officers conduct parole investigations and prepare parole administration documentation.⁷⁵

Transfers Out By Fiscal Year

JOB CLASSIFICATION	2020	2021	2022
Correction Officer I	0	0	2
Correction Officer II	0	1	3
Correction Officer III	13	17	7
Correction Officer IV	29	47	40
Correction Officer V	5	7	20
Parole Officer I	11	18	25
Parole Officer II	16	20	26
Parole Officer III	2	2	4
Parole Officer IV	0	1	1
Parole Officer V	0	0	1

Source: Texas Comptroller of Public Accounts

Texas Department of Family and Protective Services (DFPS)

DFPS’ most-transferred positions are Child Protective Services Specialists (I – V), which have accounted for almost a third of all transfers out of DFPS each of the last 3 years (31.1 percent average). The transfers of Child Protective Services Specialists accounted for 2.1 percent of all employee loss in 2022 by DFPS. Child Protective Services Specialists work directly with children, conduct investigations on reports of abuse and/or neglect and take corrective action as needed.⁷⁶

Transfers Out By Fiscal Year

JOB CLASSIFICATION	2020	2021	2022
Child Protective Services Specialist I	16	18	25
Child Protective Services Specialist II	9	14	15
Child Protective Services Specialist III	13	9	21
Child Protective Services Specialist IV	10	12	22
Child Protective Services Specialist V	4	3	2
Human Services Technician III	12	11	12
Administrative Assistant I	7	19	29
Accountant II	8	4	6
Family & Protective Services Supervisor II	3	4	8
Program Specialist VI	6	5	8

Source: Texas Comptroller of Public Accounts

Texas Department of State Health Services (DSHS)

DSHS had the highest percentage of employees transferring out of its agency in 2022 compared to other state agencies, with Program Specialists (I – VI) leaving at a rate of 21.2 percent. Program Specialists left in greater numbers in 2022 than in each of the two prior fiscal years. Program Specialists in 2022 transferred out of DSHSs at almost twice the rate than in 2020.

Transfers Out By Fiscal Year

JOB CLASSIFICATION	2020	2021	2022
Program Specialist I	1	1	0
Program Specialist II	3	2	7
Program Specialist III	6	6	4
Program Specialist IV	3	6	6
Program Specialist V	3	10	9
Program Specialist VI	1	2	9
Accountant II	5	3	10
Customer Service Representative IV	4	4	9
Administrative Assistant II	3	7	4
Administrative Assistant III	3	2	6

Source: Texas Comptroller of Public Accounts

Texas Department of Public Safety (DPS)

DPS experienced a more leveled loss of employees by job classification, in that many transfers to another state agency were more evenly spread among job classification. License and Permit Specialists (II and III) by far exceeded the next job classification in terms of transfers out of the agency. They review applications for required data and approve/disapprove them based on all applicable criteria.⁷⁷

Transfers Out By Fiscal Year

JOB CLASSIFICATION	2020	2021	2022
License and Permit Specialist II	11	12	9
License and Permit Specialist III	2	7	21
Contract Specialist IV	4	0	0
Attorney I	3	3	3
Administrative Assistant II	0	1	2
Administrative Assistant III	8	0	0
Administrative Assistant IV	2	1	2
Administrative Assistant V	0	0	0
Security Officer IV	0	2	3
Trooper	2	3	3

Source: Texas Comptroller of Public Accounts

Appendix 4: CAPPS HR/Payroll Reason Codes Quick Reference for State Agencies Fiscal 2022-23

FISCAL YEAR-END CODES	
1	Legislative increase or decrease for line-item exempt employees.
FXX	Fiscal year conversion record.

LEGISLATIVE REALLOCATION CODES	
2	Reallocation to a higher or lower minimum salary group. No change unless below minimum or above the maximum of the new group.
3	Reallocation to a higher minimum salary group with an increase of not more than 6.8 percent on Schedule A or B.

SEPTEMBER RECLASSIFICATION CODES	
8	Reclassification to a classified position from a line-item exempt/unclassified position through legislative action.
9	Reclassification to a line-item exempt/unclassified position from a classified position.

EMPLOYEE ACQUISITION CODES	
10	Newly hired or rehired after a break in state service.
12	Interagency transfer in.
LEG	Interagency transfer in – legislatively mandated transfer.

INTRA-AGENCY MULTIPLE EMPLOYMENT CODES	
32	Intra-agency multiple employment start – for classified and line-item exempt or unclassified employees.
33	Intra-agency multiple employment stop – for classified and line-item exempt or unclassified employees.

SOCIAL SECURITY NUMBER (SSN) CHANGE CODE	
37	SSN change – for classified and line-item exempt or unclassified employees.

EMPLOYEE INFORMATION CHANGE CODES	
38	Update employee descriptive data. No change in salary rate.
41	Move to a temporary assignment. Classified employee may move to a salary group with the same or higher minimum salary, with or without a salary increase. Line-item exempt must remain line-item exempt and unclassified must remain unclassified.
42	Return from a temporary assignment to former classification and salary rate.
43	Leave without pay (LWOP) status change for all employee types.
50	Hourly position moving to a salaried position or vice versa. No change in salary rate.

EMPLOYEE TERMINATION CODES FOR STATE AND LEGISLATIVE AGENCIES	
57	Resignation in lieu of involuntary separation.
60	Voluntary separation from agency.
63	Termination at will.
64	Reduction in force.
65	Transfer to a different state agency or institution of higher education with no break in service.
67	Dismissal for cause.
68	Retirement.
69	Death.

OTHER CODES	
70	HRIS entitlement maintenance for all employee types.
99	Conversion to HRIS, SPRS or USPS for all agency and employee types.

SALARY ACTION CODES	
20	Promotion of classified employee to a higher minimum salary group with an increase of at least \$30 on Schedule A or at least 3.4 percent on Schedule B.
21	Demotion of classified employee to a lower minimum salary group with a decrease of at least \$30 on Schedule A or at least 3.4 percent on Schedule B.
23	Change of classified employee to a lower minimum salary group, in lieu of reduction in force. Salary may decrease or remain the same within the range.
A23	Change of classified employee to a lower minimum salary group, for which the employee has applied and been selected. Salary may increase, decrease or remain the same within the range.
25	Merit increase for classified employees on salary schedules A and B only. A minimum increase of at least \$30 on Schedule A, no maximum increase on Schedule A or B. Salary may not exceed the maximum in the range.
A25	Targeted pay raise authorized for a step/rate adjustment within the same salary group effective ONLY Sept. 1, 2015, and authorized ONLY for agencies 537 and 539.
27	Salary rate reduction for disciplinary reasons for classified employee.
28	Salary rate restored when employee's performance improves.
29	Salary, classification code or work hour change for line-item exempt/unclassified position.
30	Status change for an employee moving from a line-item exempt/unclassified position to a classified position. New salary must be less than or equal to old salary, unless below minimum of new group. A line-item exempt position cannot move to a classified position requiring a salary increase.
31	Status change for employee moving from a classified position to a line-item exempt/unclassified position.
34	Salary adjustment upward for certain classified employees. Only applies to TDCJ and TJJD (requires GAA authority).
35	One-time merit payment for classified employees.
36	Performance reward for classified employees of eligible agencies. (Not used effective Sept. 1, 2013.)
39	Emergency one-time merit for work performed during a natural disaster or other extraordinary circumstance.
40	Equity adjustment for classified employees. Salary must increase within the same pay group and job classification.
46	Lateral move to a different job class in the same minimum salary group. Salary may increase up to 3.4 percent, decrease, or remain the same.

SALARY ACTION CODES	
47	Governor's not-to-exceed increase for line-item exempt employees.
49	Step-level adjustment upward for Schedule C to record an increase in pay or a higher step for length of service.

MONTHLY RECLASSIFICATION CODES	
22	Reclassification to a higher minimum salary group. No change in salary unless below minimum.
24	Reclassification to a higher minimum salary group with an increase of not more than 6.8 percent on Schedule A or B.
26	Reclassification to a class in a group with the same minimum salary. No change in salary.
44	Reclassification to a lower minimum salary group. No change in salary unless above the maximum.

Source: <https://fmx.cpa.texas.gov/fmx/payper/reascode/22-23/ReasonCodeQuickRef.php>

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