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A Report on  
**The State's Law Enforcement  
Salary Schedule (Salary  
Schedule C) and Law  
Enforcement Position Parity**

August 2008  
Report No. 08-707



A Report on

# The State's Law Enforcement Salary Schedule (Salary Schedule C) and Law Enforcement Position Parity

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## Overall Conclusion

Salary Schedule C for state agency law enforcement positions is contained within the State's Position Classification Plan (Plan), which is part of the General Appropriations Act. Legislative action is required to make changes to it. This study's primary focus was to analyze the State's direct compensation for law enforcement positions and compare that compensation with the direct compensation paid by local Texas law enforcement departments that employ more than 1,000 commissioned law enforcement officers. Direct compensation includes base pay and various forms of supplemental pay, such as hazardous duty pay, education pay, and certification pay.

The analysis showed that, to make Salary Schedule C more competitive with the market, changes would need to be made. The changes recommended in this report would have a minimum estimated implementation cost to four state agencies of approximately \$50.2 million for the 2010-2011 biennium. The Department of Public Safety would bear 80 percent of that cost. The fiscal year 2007 turnover rate for Salary Schedule C employees was 6.0 percent. For these employees, the turnover rate ranged from 21.6 percent for entry-level positions in salary group C1 (for example, Trooper Trainee; Game Warden Trainee) to no turnover in positions in salary group C8 (for example, Commander, Public Safety; Major, Game Warden) (see Table 3 on page 3 in the Detailed Results section of this report).

Another objective of this study was to determine whether parity exists for the responsibilities of senior-level law enforcement positions (for example, sergeants, lieutenants, and captains) at the State's law enforcement agencies. The results of the analysis did not provide evidence to justify classifying these positions differently. The analysis determined that there are differences in job responsibilities for senior-level law enforcement positions; however, there is parity in terms of the complexity of the job responsibilities that those positions

### The State's Law Enforcement Salary Schedule (Salary Schedule C)

Salary schedule C contains salaries for the State's law enforcement positions and is part of the State's Position Classification Plan (Plan). This schedule provides the salary structure only for peace officers licensed by the Texas Commission on Law Enforcement Officers Standards and Education (TCLEOSE) who are employed by:

- The Department of Public Safety (80 percent of the State's law enforcement positions).
- The Parks and Wildlife Department (12 percent of the State's law enforcement positions).
- The Alcoholic Beverage Commission (6 percent of the State's law enforcement positions).
- The Department of Criminal Justice (2 percent of the State's law enforcement positions).

### Parity

Parity exists when positions of equal or similar responsibility receive similar levels of compensation.

*This study was conducted in accordance with Texas Government Code, Chapter 654.*

*For more information regarding this report, please contact Nicole Guerrero, Audit Manager, or John Keel, State Auditor, at (512) 936-9500.*

perform. In addition, 264 (99.6 percent) of the 265 senior-level Salary Schedule C positions reviewed were classified correctly. Appropriate action was taken to resolve the misclassified position.

Texas state agencies (excluding institutions of higher education) employ 4,339 full-time classified law enforcement officers who are paid in accordance with Salary Schedule C; this represents 3 percent of the total state agency workforce.<sup>1</sup> In fiscal year 2007:

- The State spent approximately \$246 million on base pay, hazardous duty pay, and overtime pay for these positions (see Table 1 on page 1 in the Detailed Results section of this report).
- The State spent an additional \$6.18 million on supplemental pay in the form of certification pay, education pay, and bilingual capability pay (see Table 2 on page 2 in the Detailed Results section of this report).
- Turnover for these positions in fiscal year 2007 was 6.0 percent (see Table 3 on page 3 in the Detailed Results section of this report). Statewide turnover in fiscal year 2007 was 17.1 percent.

Texas Government Code, Section 654.037(b), requires the State Classification Team within the State Auditor's Office to gather and analyze information regarding compensation provided by local law enforcement departments (see Appendix 2 for additional details). In reviewing salary rates for law enforcement positions, the State Classification Team used the following positions to represent the benchmark jobs for their respective salary groups:

- Trooper - Department of Public Safety (salary group C3).
- Sergeant - Department of Public Safety (salary group C4).
- Lieutenant - Department of Public Safety (salary group C5).
- Captain - Department of Public Safety (salary group C6).

## ***Key Points***

**Salary rates for certain salary groups within Salary Schedule C would need to be changed to achieve market competitiveness.**

Maximum salary rates for state **journey-level** law enforcement positions (for example, Troopers and Game Wardens in salary group C3) are within 13.4 percent of the average maximum pay of the local law enforcement departments

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<sup>1</sup> Law enforcement positions at institutions of higher education were not included in this review because institutions of higher education do not pay employees in accordance with the State's Position Classification Plan.

included in this study's analysis.<sup>2</sup> To place these positions directly in line with the market, a salary adjustment would be needed.

The salary rates for state senior-level law enforcement positions (for example, Sergeants, Lieutenants, and Captains in salary groups C4 through C6) are not competitive with the average maximum pay of the local law enforcement departments included in this study's analysis. These salary rates would need to be changed to achieve market competitiveness.

**Recommended changes to the law enforcement salary schedule have a minimum estimated cost to four agencies of approximately \$50.2 million for the 2010-2011 biennium.**

To determine the minimum estimated cost of implementing the recommended changes to the law enforcement salary schedule, the State Classification Team calculated the fiscal impact of moving the employees to the appropriate salary group and pay step within the law enforcement salary schedule. Most of the costs of the recommended law enforcement salary schedule changes are associated with positions in salary group C3, which includes Troopers and Game Wardens. The majority of these positions are at the Department of Public Safety.

The following table summarizes the minimum estimated costs associated with the recommendations for the law enforcement salary schedule. These costs do not include any of the benefit-related costs (for example, additional retirement, Medicare, and Social Security costs) that agencies would incur as a result of the recommended changes.

| Summary of Minimum Costs Associated with Recommended Changes to<br>The Law Enforcement Salary Schedule (Salary Schedule C)<br>For the 2010-2011 Biennium |  |  |   |
|--|--|--|---|
| Salary Group   | Job Classification Titles  | Biennial Costs Associated with Recommended Changes | Number of Employees Whose Salaries Would Be Affected by the Recommended Changes |
| C1   | Trooper Trainee; Investigator Trainee - Office of the Inspector General; Game Warden Trainee   | \$ 936,928   | 268   |
| C2   | Probationary Trooper; Agent Trainee; Probationary Game Warden  | 859,500  | 225   |
| C3   | Trooper; Corporal; Agent; Investigator - Office of the Inspector General; Game Warden  | 27,309,296   | 2,548   |
| C4   | Sergeant, Public Safety; Sergeant, Alcoholic Beverage; Pilot Investigator I; Regional Supervisor - Office of the Inspector General; Sergeant, Game Warden                                | 11,626,719   | 880   |
| C5   | Lieutenant, Public Safety; Public Safety Inspector I; Pilot Investigator II; Lieutenant, Alcoholic Beverage; Regional Manager - Office of the Inspector General; Lieutenant, Game Warden | 4,577,297  | 235   |

<sup>2</sup> Advanced Police Officer/Corporal maximum pay from these departments was included in the overall analysis for the Trooper position within salary group C3.

| <b>Summary of Minimum Costs Associated with Recommended Changes to<br/>The Law Enforcement Salary Schedule (Salary Schedule C)<br/>For the 2010-2011 Biennium</b> |   |  |   |
|---|---|--|---|
| Salary Group  | Job Classification Titles   | Biennial Costs Associated with Recommended Changes | Number of Employees Whose Salaries Would Be Affected by the Recommended Changes |
| C6  | Captain, Public Safety; Public Safety Inspector II; Pilot Investigator III; Captain, Alcoholic Beverage; Multi-Regional Administrator - Office of the Inspector General; Captain, Game Warden | 3,514,568  | 133   |
| C7  | Assistant Commander, Public Safety; Pilot Investigator IV; Chief Inspector - Office of the Inspector General (12 years or less); Assistant Commander, Game Warden                             | 397,073  | 13  |
| C8  | Commander, Public Safety; Major, Public Safety; Major, Alcoholic Beverage; Chief Inspector - Office of the Inspector General (More than 12 years); Commander, Game Warden; Major, Game Warden | 986,423  | 37  |
| <b>Totals</b>   |   | <b>\$50,207,804</b>                                | <b>4,339</b>  |

**The State also provides various types of supplemental pay to employees who are paid according to the law enforcement salary schedule.**

The State's supplemental pay (for example, education pay, certification pay, and bilingual pay) is below the average supplemental pay provided by local Texas law enforcement departments that employ more than 1,000 commissioned officers. The State's hazardous duty pay (known as longevity pay at the local law enforcement departments reviewed) is competitive.

**There is parity in the complexity of the job responsibilities of senior-level officer positions across the four state law enforcement agencies.**

Based on an analysis of job duties for Salary Schedule C positions in Salary Groups C4, C5, and C6 (for example, Sergeants, Lieutenants, and Captains, respectively), these positions are appropriately aligned based on the complexity of job duties. The analysis performed did not provide evidence to justify categorizing these positions differently.

Although parity exists, there are differences in the type of work performed by senior-level officers across agencies. For example, some sergeants at the Department of Public Safety are first-line supervisors who spend a large portion of their time on supervisory responsibilities. In contrast, sergeants at the Parks and Wildlife Department do not supervise employees and focus most of their time on investigations and enforcement of environmental and conservation laws. These differences are the result of each agency's unique mission, but parity in terms of the complexity of job responsibilities still exists. This is similar to differences found in positions within salary schedules A and B.

**The majority of senior-level law enforcement positions reviewed (99.6 percent) were appropriately classified.**

The State Classification Team reviewed 265 senior-level Salary Schedule C positions at four law enforcement agencies and found that 264 (99.6 percent) of these positions were classified correctly. Appropriate action was taken in resolving the misclassified position.

## ***Summary of Objectives, Scope, and Methodology***

The objectives of this study were to (1) analyze the direct compensation package the State provides to law enforcement personnel who are paid according to the law enforcement salary schedule, (2) determine whether parity exists among the responsibilities of selected law enforcement positions across state agencies, and (3) determine whether law enforcement positions were properly classified.

The scope of this study included a review of the State's law enforcement total direct compensation in relation to average maximum pay of the local law enforcement departments in this analysis. The State Classification Team conducted this review in accordance with the Position Classification Act in Texas Government Code, Section 654.037 (b) (see Appendix 2 for additional details). The objective regarding the classification of positions required the State Classification Team to conduct a classification compliance review to determine whether the law enforcement agencies are conforming to the Position Classification plan. This review helped ensure the proper classification of selected senior law enforcement positions in salary groups C4 (Sergeants), C5 (Lieutenants), and C6 (Captains).

The State Classification Team conducts periodic studies of salary rates and trends in other governmental agencies for work similar to that performed by the State's law enforcement positions classified within the law enforcement salary schedule. To determine current salary rates and trends, the State Classification Team conducted a survey of Texas local law enforcement departments with more than 1,000 commissioned law enforcement officers. As part of this review, job descriptions were gathered from seven local law enforcement departments to ensure that appropriate matches were made to similar jobs within the State. The survey and research were completed using generally accepted compensation practices. The State Classification Team used the Department of Public Safety's positions—for example, Trooper, Sergeant, Lieutenant, and Captain—contained in the law enforcement salary schedule to make comparisons to salaries at the local law enforcement departments in this analysis.

The State Classification Team uses the classification method of job evaluation when reviewing positions and determining proper classifications. These determinations are primarily based on the comparison of duties and responsibilities being performed with the state job description for each position.

This study was conducted under the requirements of Texas Government Code, Sections 654.036 (3) and 654.037 (b) (see Appendix 2 for additional details). The salary survey, parity study, and classification analysis were conducted from

March 2008 through May 2008. This project was a review; therefore, the information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy and compliance with generally accepted compensation practices.

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# Detailed Results

Chapter 1

## Background Information on the State's Law Enforcement Salary Schedule (Salary Schedule C)

Texas state agencies (excluding institutions of higher education) employ 4,339 full-time classified law enforcement officers who are paid in accordance with Salary Schedule C; this represents 3 percent of the total state agency workforce.<sup>3</sup> Eighty percent of the State's law enforcement employees work for the Department of Public Safety. The remainder work for the Parks and Wildlife Department (12 percent), the Alcoholic Beverage Commission (6 percent), and the Department of Criminal Justice (2 percent). These employees' salary rates are established in the law enforcement salary schedule (Salary Schedule C) of the State's Position Classification Plan (Plan).

In fiscal year 2007, the State spent approximately \$246 million in base pay, hazardous duty pay, and overtime pay for its law enforcement positions. Table 1 details these expenditures by agency. In addition, \$6.18 million was spent on supplemental pay (certification, education, and bilingual capabilities).

Table 1

| Summary of Compensation Expenditures for Law Enforcement Agencies<br>Fiscal Year 2007 |                      |                       |                     |                      |
|---|----------------------|-----------------------|---------------------|----------------------|
| Agency  | Base Pay             | Hazardous<br>Duty Pay | Overtime Pay        | Totals               |
| Alcoholic Beverage Commission   | \$ 13,705,081        | \$ 331,950            | \$ 65,989           | \$ 14,103,020        |
| Department of Criminal Justice  | 4,545,571            | 140,250               | 612,675             | 5,298,497            |
| Parks and Wildlife Department   | 26,245,383           | 789,620               | 106,548             | 27,141,551           |
| Department of Public Safety   | 182,197,270          | 5,264,238             | 11,879,663          | 199,341,170          |
| <b>Totals</b>   | <b>\$226,693,305</b> | <b>\$6,526,058</b>    | <b>\$12,664,875</b> | <b>\$245,884,238</b> |

Source: Uniform Statewide Personnel/Payroll System and Standardized Payroll/Personnel Reporting System. Excludes expenditures for education pay, certification pay, and bilingual pay.

<sup>3</sup> Law enforcement positions at institutions of higher education were not included in this review because institutions of higher education are not subject to the State's Position Classification Plan.

Table 2 provides the details of supplemental pay expenditures by agency.

Table 2

| Summary of Supplemental Pay Provided by State Law Enforcement Agencies<br>Fiscal Year 2007 |                     |
|--|---------------------|
| Agency   | Supplemental Pay    |
| Alcoholic Beverage Commission  | \$ 429,650          |
| Department of Criminal Justice   | 145,450             |
| Parks and Wildlife Department  | 758,608             |
| Department of Public Safety  | 4,846,207           |
| <b>Total</b>   | <b>\$ 6,179,915</b> |

Source: Uniform Statewide Personnel/Payroll System and Standardized Payroll/Personnel Reporting System.

Statewide turnover for classified regular full-time employees paid according to the law enforcement salary schedule (Salary Schedule C) was 6.0 percent in fiscal year 2007. The turnover rates for the law enforcement salary schedule are lower than the overall statewide turnover rate for fiscal year 2007, which was 17.1 percent.

Table 3 provides information regarding the number of full-time classified employees paid according to the law enforcement salary schedule during the second quarter of fiscal year 2008 and turnover information for fiscal year 2007.

Table 3

| Law Enforcement Salary Schedule (Salary Schedule C)<br>Number of Employees for the Second Quarter of Fiscal Year 2008<br>and Fiscal Year 2007 Turnover Rates |   |  |   |   |
|--|---|--|---|---|
| Salary Group   | Job Classification Titles   | Number of Full-time Classified Employees | Percentage of Salary Schedule C Employees | Fiscal Year 2007 Turnover Rate <sup>a</sup> |
| C1   | Trooper Trainee; Investigator Trainee - Office of the Inspector General; Game Warden Trainee  | 268                                      | 6.2%                                      | 21.6%                                       |
| C2   | Probationary Trooper; Agent Trainee; Probationary Game Warden   | 225                                      | 5.2%                                      | 6.4%  |
| C3   | Trooper; Corporal; Agent; Investigator - Office of the Inspector General; Game Warden   | 2,548                                    | 58.7%                                     | 5.6%  |
| C4   | Sergeant, Public Safety; Sergeant, Alcoholic Beverage; Pilot Investigator I; Regional Supervisor - Office of the Inspector General; Sergeant, Game Warden                                     | 880                                      | 20.3%                                     | 4.5%  |
| C5   | Lieutenant, Public Safety; Public Safety Inspector I; Pilot Investigator II; Lieutenant, Alcoholic Beverage; Regional Manager - Office of the Inspector General; Lieutenant, Game Warden      | 235                                      | 5.4%                                      | 7.0%  |
| C6   | Captain, Public Safety; Public Safety Inspector II; Pilot Investigator III; Captain, Alcoholic Beverage; Multi-Regional Administrator - Office of the Inspector General; Captain, Game Warden | 133                                      | 3.1%                                      | 8.0%  |
| C7   | Assistant Commander, Public Safety; Pilot Investigator IV; Chief Inspector - Office of the Inspector General (12 years or less); Assistant Commander, Game Warden                             | 13                                       | 0.3%                                      | 9.3%  |
| C8   | Commander, Public Safety; Major, Public Safety; Major, Alcoholic Beverage; Chief Inspector - Office of the Inspector General (More than 12 years); Commander, Game Warden; Major, Game Warden | 37                                       | 0.8%                                      | 0.0%  |
| <b>Totals</b>  |   | <b>4,339</b>                             | <b>100%</b>                               | <b>6.0%</b>                                 |

<sup>a</sup> The fiscal year 2007 turnover rate excludes interagency transfers and is only for classified regular full-time employees.

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

Although the turnover numbers for employees within salary group C1 (Trooper Trainee, Game Warden Trainee, and Investigator Trainee – Office of the Inspector General) appear high compared with other law enforcement positions in Salary Schedule C, these rates could be influenced by situations such as the vigorous demands of the trooper and game warden training and probationary programs.

**Texas Government Code,  
Section 654.037(b)**

The classification officer shall conduct, before September 1 of each even-numbered year, a survey of local law enforcement departments that employ more than 1,000 commissioned law enforcement officers to gather information about the total compensation provided by the departments to law enforcement officers.

Before January 1 of each odd-numbered year, the classification officer shall analyze the findings of the most recent survey conducted in accordance with this subsection and shall submit to the legislature a report on the findings of the survey and analysis. The report must identify the five local law enforcement departments that provide the highest average total compensation to local law enforcement officers who have been employed by the local law enforcement departments at the maximum salary level.

Texas Government Code, Chapter 654, gives the State Auditor's Office statutory responsibility for:

- Maintaining and keeping the Plan current.
- Making recommendations that are necessary and desirable about the operation of the Plan and for improvement of the Plan to the Governor and the Legislature.

Because the law enforcement salary schedule is contained within the Plan (which is part of the General Appropriations Act), legislative action is required to make changes to it. This report provides the results of the State Auditor's Office analysis and recommendations for changes to keep that salary schedule competitive with the market. In addition, Texas Government Code, Section 654.037(b), provides specific instructions for reviewing the salary rates of law enforcement positions (see text box for additional details).

The State's direct compensation package for law enforcement employees includes base pay and various forms of supplemental pay.

**Local Law Enforcement  
Departments with 1,000 or More  
Commissioned Officers**

- The City of Austin.
- The City of Dallas.
- The City of El Paso.
- The City of Fort Worth.
- The City of Houston.
- The City of San Antonio.
- Harris County.

The State Auditor's Office's State Classification Team analyzed the direct compensation packages provided by seven local law enforcement departments with more than 1,000 commissioned law enforcement officers. Direct compensation includes base pay and various forms of supplemental pay. For the purposes of this analysis, supplemental pay includes hazardous duty or longevity pay and other salary-related stipends (for example, education pay, certification pay, and bilingual pay).

Indirect compensation (for example, health care benefits, Social Security and Medicare, and retirement) was not reviewed;

however, the State Classification Team compiled a summary of retirement benefits provided by the seven local law enforcement departments in this analysis (see Appendix 3). Information on non-financial rewards (for example, employee recognition programs, professional training and career development, and a challenging and rewarding work environment) also was not reviewed. The State Auditor's Office previously reported on these types of benefits and rewards in *A Report on State Employee Benefits as a Percentage of Total Compensation* (State Auditor's Office Report No. 08-704, January 2008).

## Base Pay

The job classifications within the law enforcement salary schedule provide rates of pay based on rank and number of years of service. Typically, an employee starts at the lowest rank within an agency. Law enforcement employees compensated according to the law enforcement salary schedule currently are not eligible to receive merit increases or one-time merit payments. During the 80th legislative session, the service pay step for employees with 20 or more years of service was changed, and these employees now have the same rates of pay as employees with 16 or more years of service.

The law enforcement salary schedule was increased for the 2008-2009 biennium. Table 4 shows this salary schedule.

Table 4

| Law Enforcement Salary Schedule (Salary Schedule C)<br>2008-2009 Biennium |   |                      |                      |                      |                       |                       |                       |
|---|---|----------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|
| Salary Group  | Job Classification Titles   | < 4 Years of Service | ≥ 4 Years of Service | ≥ 8 Years of Service | ≥ 12 Years of Service | ≥ 16 Years of Service | ≥ 20 Years of Service |
| C1  | Trooper Trainee; Investigator Trainee - Office of the Inspector General; Game Warden Trainee  | \$34,965             |                      |                      |                       |                       |                       |
| C2  | Probationary Trooper; Agent Trainee; Probationary Game Warden   | \$38,199             |                      |                      |                       |                       |                       |
| C3  | Trooper; Corporal; Agent; Investigator - Office of the Inspector General; Game Warden   | \$45,100             | \$48,908             | \$52,666             | \$55,112              | \$57,733              | \$57,733              |
| C4  | Sergeant, Public Safety; Sergeant, Alcoholic Beverage; Pilot Investigator I; Regional Supervisor - Office of the Inspector General; Sergeant, Game Warden                                     |                      | \$55,616             | \$59,374             | \$61,664              | \$64,285              | \$64,285              |
| C5  | Lieutenant, Public Safety; Public Safety Inspector I; Pilot Investigator II; Lieutenant, Alcoholic Beverage; Regional Manager - Office of the Inspector General; Lieutenant, Game Warden      |                      | \$62,292             | \$66,082             | \$68,216              | \$70,837              | \$70,837              |
| C6  | Captain, Public Safety; Public Safety Inspector II; Pilot Investigator III; Captain, Alcoholic Beverage; Multi-Regional Administrator - Office of the Inspector General; Captain, Game Warden |                      | \$69,035             | \$72,790             | \$74,768              | \$77,389              | \$77,389              |
| C7  | Assistant Commander, Public Safety; Pilot Investigator IV; Chief Inspector - Office of the Inspector General (12 years or less); Assistant Commander, Game Warden                             |                      | \$81,554             | \$81,757             | \$81,757              | \$81,757              | \$81,757              |
| C8  | Commander, Public Safety; Major, Public Safety; Major, Alcoholic Beverage; Chief Inspector - Office of the Inspector General (More than 12 years); Commander, Game Warden; Major, Game Warden |                      | \$86,026             | \$86,125             | \$86,125              | \$86,125              | \$86,125              |

Increases associated with the revised salary schedule for the 2008-2009 biennium ranged from 0.4 percent to 10.0 percent, depending on an employee's rank and placement within the salary schedule. Table 5 provides information on the percentage change in salary that the majority of employees in the law enforcement salary schedule received.

Table 5

| Law Enforcement Salary Increases for the 2008-2009 Biennium |   |                      |                      |                      |                       |                       |                       |
|---|---|----------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|
| Salary Schedule C   |   |                      |                      |                      |                       |                       |                       |
| Salary Group  | Job Classifications   | < 4 Years of Service | ≥ 4 Years of Service | ≥ 8 Years of Service | ≥ 12 Years of Service | ≥ 16 Years of Service | ≥ 20 Years of Service |
| C1  | Trooper Trainee; Investigator Trainee - Office of the Inspector General; Game Warden Trainee  | 5.0%                 |                      |                      |                       |                       |                       |
| C2  | Probationary Trooper; Agent Trainee; Probationary Game Warden   | 4.8%                 |                      |                      |                       |                       |                       |
| C3  | Trooper; Corporal; Agent; Investigator - Office of the Inspector General; Game Warden   | 10.0%                | 7.5%                 | 7.5%                 | 5.0%                  | 5.0%                  | 0.4%                  |
| C4  | Sergeant, Public Safety; Sergeant, Alcoholic Beverage; Pilot Investigator I; Regional Supervisor - Office of the Inspector General; Sergeant, Game Warden                                     |                      | 7.5%                 | 7.5%                 | 5.0%                  | 5.0%                  | 0.9%                  |
| C5  | Lieutenant, Public Safety; Public Safety Inspector I; Pilot Investigator II; Lieutenant, Alcoholic Beverage; Regional Manager - Office of the Inspector General; Lieutenant, Game Warden      |                      | 7.4%                 | 7.5%                 | 5.0%                  | 5.0%                  | 1.3%                  |
| C6  | Captain, Public Safety; Public Safety Inspector II; Pilot Investigator III; Captain, Alcoholic Beverage; Multi-Regional Administrator - Office of the Inspector General; Captain, Game Warden |                      | 7.50%                | 7.5%                 | 5.0%                  | 5.0%                  | 1.6%                  |
| C7  | Assistant Commander, Public Safety; Pilot Investigator IV; Chief Inspector - Office of the Inspector General (12 years or less); Assistant Commander, Game Warden                             |                      | 7.5%                 | 6.4%                 | 5.0%                  | 5.0%                  | 5.0%                  |
| C8  | Commander, Public Safety; Major, Public Safety; Major, Alcoholic Beverage; Chief Inspector - Office of the Inspector General (More than 12 years); Commander, Game Warden; Major, Game Warden |                      | 7.5%                 | 6.3%                 | 5.0%                  | 5.0%                  | 5.0%                  |

Employees who were paid according to the law enforcement salary schedule were not eligible to receive the 2 percent salary increases the State provided to other state employees each year in fiscal years 2008 and 2009.

Although higher education institutions were not included in the scope of this review, the State Classification Team collected information on law enforcement salaries from the higher education institutions located in the same vicinity as the local law enforcement departments in this analysis. A summary of the salary rates from these higher education institutions is included in Appendix 4.

#### Supplemental Pay

During fiscal year 2007, the State spent \$6.53 million in hazardous duty pay and \$6.18 million in stipend pay for its law enforcement positions.

**Hazardous Duty Pay.** State law enforcement employees receive hazardous duty pay if they have completed at least 12 months of lifetime service credit by the last day of the preceding month. The amount of an employee's hazardous duty pay is based on the number of months served in a hazardous duty position, which is also known as "lifetime service credit." The 79th Legislature authorized an increase in hazardous duty pay from \$7 to \$10 per month for each 12-month period of lifetime service credit, not to exceed \$300 per month. The 80th Legislature passed legislation removing the cap on the maximum hazardous duty pay. For example, an employee in a position authorized to receive hazardous duty pay who has 31 years of state hazardous duty service earns an additional \$3,720 annually.

**Other Salary Stipends.** Provisions of the General Appropriations Act authorize the Department of Public Safety, the Department of Criminal Justice, the Parks and Wildlife Department, and the Alcoholic Beverage Commission to pay their commissioned peace officers salary stipends at rates that exceed the maximum rates designated in the law enforcement salary schedule. These salary stipends are paid to law enforcement officers who achieve certain levels of skill or certifications as approved by the agencies. Examples of these skills and certifications include:

- Education: \$50 per month for an associate's degree, \$100 per month for a bachelor's degree, and \$150 per month for a master's degree. At the master's degree education level, an employee would be eligible to receive \$1,800 per year.
- Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE) certification: \$50 per month for intermediate, \$100 per month for advanced, and \$150 per month for masters. At the highest TCLEOSE certification level, an employee would be eligible to receive \$1,800 per year.
- Bilingual capabilities: \$50 per month for the ability to speak a language other than English. On a yearly basis, this provides an additional \$600 to an employee's pay.

Commissioned peace officers may receive a stipend for education or certification, but not both.



**Additional Stipends.** Employees holding the rank of Corporal with the Department of Public Safety receive an additional \$50 per month. Employees assigned to this rank receive \$600 each fiscal year. According to the Department of Public Safety, this stipend is provided to Corporals who have been assigned additional administrative duties. If there is a change in duty assignments and rank, the stipend does not transfer with the employee. Therefore, this stipend is similar to assignment pay.

**Recruitment and Retention Incentives.** Texas Government Code, Section 659.262, provides authority for state agencies to provide recruitment and retention incentives to classified employees (see Appendix 2 for additional details). These incentives are intended to enhance the recruitment and retention of competent personnel. The amount of the one-time incentive payments may not exceed \$5,000. Currently, the four law enforcement agencies do not utilize these incentives to a great extent. In fiscal year 2007, the only agency using the incentive was the Parks and Wildlife Department.

**Total Direct Compensation**

Table 6 provides an overview of maximum total direct compensation provided to an employee assigned to salary group C3 (for example, Trooper) in the law enforcement salary schedule who has 30 or more years of state service.

Table 6

| Example of Maximum Total Direct Compensation<br>For a Trooper (C3) with at least 30 Years of State Service       |                 |
|--|-----------------|
| Base salary<br>(salary group C3 at 16 or more years of service)  | \$57,733        |
| Hazardous duty pay<br>(30 years of service)  | 3,600           |
| Certification pay (master's level)<br>or<br>education pay (master's level) <sup>a</sup>                          | 1,800           |
| Bilingual pay<br>(ability to speak a language other than English)  | 600             |
| <b>Total Direct Compensation</b>   | <b>\$63,733</b> |
| <sup>a</sup> Law enforcement employees are eligible to receive certification pay or education pay, but not both. |                 |

## ***Analysis of Law Enforcement Total Direct Compensation Package***

As required by statute, the State Classification Team conducted a survey of Texas local law enforcement departments that have 1,000 or more commissioned law enforcement officers. Table 7 provides information on the local law enforcement departments surveyed in Spring 2008.

Table 7

| <b>Texas Local Law Enforcement Departments That Have 1,000 Or More Commissioned Law Enforcement Officers</b> |  |
|--|--|
| <b>Law Enforcement Department</b>  | <b>Number of Officers <sup>a</sup></b> |
| State of Texas   | 4,339                                  |
| City of Austin   | 1,519                                  |
| City of Dallas   | 3,208                                  |
| City of El Paso  | 1,073                                  |
| City of Fort Worth   | 1,529                                  |
| City of Houston  | 5,060                                  |
| City of San Antonio  | 2,136                                  |
| Harris County  | 2,376                                  |

<sup>a</sup> Number of officers is dependent on how the law enforcement department reported its data, which could be either budgeted positions or actual number of employees in positions.

Source: State Auditor's Office Law Enforcement Survey and Electronic Classification Analysis System.

In reviewing salary rates for law enforcement positions, the State Classification Team used the following positions to represent the benchmark jobs for their respective salary groups:

- Trooper – Department of Public Safety (salary group C3).
- Sergeant – Department of Public Safety (salary group C4).
- Lieutenant – Department of Public Safety (salary group C5).
- Captain – Department of Public Safety (salary group C6).

A benchmark job refers to a job or a group of jobs that is used for making pay comparisons, either within or outside an organization. The State Classification Team used these benchmarks to determine where positions fell in relation to the market.

Salary rates for state journey-level law enforcement positions would need to be changed to achieve market competitiveness.

During this review, the Department of Public Safety provided information that supports including Advanced Police Officer and Corporal maximum pay rates in the review of pay for journey-level officer positions. Using this approach, the analysis indicated that the State’s maximum pay for journey-level law enforcement positions in salary group C3 (for example, Troopers) is below that of the seven local law enforcement departments in this analysis. Table 8 provides information regarding this analysis.

Table 8

| Law Enforcement Salary Schedule Market Analysis for Trooper (C3) Positions |                        |   |                       |
|--|------------------------|---|-----------------------|
| Salary Group (Rank)  | State’s Maximum Salary | Average Maximum Salary of Seven Local Law Enforcement Departments in Analysis | Percentage Difference |
| Trooper (C3)   | \$57,733               | \$66,635  | 13.4%                 |

Source: State Auditor’s Office Law Enforcement Survey.

The State’s maximum pay for Troopers, Game Wardens, Agents, and Investigators – Office of the Inspector General in salary group C3 (\$57,733) was within 13.4 percent of the maximum average market pay (\$66,635) of the seven local law enforcement departments in this analysis. Table 9 provides the ranking based on maximum pay for Police Officers and Corporals (salary group C3) in the seven local law enforcement departments in this analysis.

Table 9

| Salary Ranking Based on Maximum of Salary Range<br>(Based on Maximum Rates for Police Officer, Senior Police Officer, and Corporal positions) |   |                         |   |
|---|---|-------------------------|---|
| Local Law Enforcement Department  | Ranking based on Maximum Base Pay Available | Maximum of Salary Range | Local Law Enforcement Department Maximum as a Percent of State Maximum Salary |
| City of Austin  | 1   | \$ 87,787               | 152%  |
| City of Fort Worth  | 2   | \$ 75,067               | 130%  |
| City of Dallas  | 3   | \$ 71,273               | 123%  |
| City of San Antonio   | 4   | \$ 61,764               | 107%  |
| Harris County   | 5   | \$ 58,052               | 101%  |
| City of Houston   | 6   | \$ 56,893               | 99%   |
| City of El Paso   | 7   | \$ 55,612               | 96%   |
| Average   |   | \$ 66,635               |   |
| State of Texas  |   | \$ 57,733               |   |

Source: State Auditor’s Office Law Enforcement Survey.

Appendix 5 provides information on other law enforcement maximum pay for Texas cities with populations of 50,000 or more who participated in the Texas Municipal League Salary Survey. These cities' average maximum pay for a position similar to that of positions in Salary Group C3 (for example, a Trooper) was \$56,815.

Currently, the State compensates Department of Public Safety employees who are assigned to duties that are similar to Corporal ranks by providing a stipend of \$50 per month. This provides an additional \$600 to an employee's annual pay. As discussed in Chapter 1, if there is a change in duty assignments, the Department of Public Safety indicated that the stipend does not transfer with the employee. Therefore, this stipend is similar to assignment pay. At present, the other three law enforcement agencies are not authorized to provide a Corporal rank stipend.

Salary rates for state senior-level and supervisory law enforcement positions would need to be changed to achieve market competitiveness.

Salary rates for senior-level and supervisory law enforcement positions currently in salary groups C4 through C6 (for example, Sergeants, Lieutenants, and Captains) would need to be adjusted to make them competitive with the market. Table 10 provides additional details that show the competitiveness of the state's law enforcement senior-level and supervisory positions.

Table 10

| Market Analysis for Senior-Level and Supervisory Law Enforcement Benchmark Jobs |                      |                            |                       |
|---|----------------------|----------------------------|-----------------------|
| Current Salary Group (Benchmark Job)  | Salary Range Maximum | Market Average Maximum Pay | Percentage Difference |
| Sergeant - Department of Public Safety (C4)                                     | \$64,285             | \$75,109                   | 14.4%                 |
| Lieutenant - Department of Public Safety (C5)                                   | \$70,837             | \$84,569                   | 16.2%                 |
| Captain - Department of Public Safety (C6)                                      | \$77,389             | \$96,049                   | 19.4%                 |

Source: State Auditor's Office Law Enforcement Survey.

The review of the senior-level and supervisory maximum pay for cities with populations of 50,000 or more indicated that the maximum average for a Sergeant position was \$66,975. For the Lieutenant position, the average maximum pay was \$75,385, and for the Captain position, the maximum average pay was \$88,239. Salary data for the seven local law enforcement departments was excluded in determining the maximum averages. Table 11 provides a summary of the average maximum pay for these cities.

Table 11

| Market Analysis for Senior-Level and Supervisory-Level Law Enforcement Benchmark Jobs |                      |                            |
|---|----------------------|----------------------------|
| Current Salary Group (Benchmark Job)  | Salary Range Maximum | Market Average Maximum Pay |
| Sergeant - Department of Public Safety (C4)   | \$64,285             | \$66,975                   |
| Lieutenant - Department of Public Safety (C5)   | \$70,837             | \$75,385                   |
| Captain - Department of Public Safety (C6)  | \$77,389             | \$88,239                   |

Source: State Salary Schedule C and Texas Municipal League Salary Survey.

## Recommendations

The Legislature should consider adopting a revised law enforcement salary schedule (Salary Schedule C) to provide competitive salaries to journey-level, senior-level, and supervisory law enforcement positions. Table 12 presents the recommended salary schedule for law enforcement positions.

This revised salary schedule reinstates a distinct service step for employees with 20 or more years of service. The recommended schedule would bring the positions in salary groups C3 (for example, Troopers) to the market average maximum pay when compared to the seven other law enforcement departments.

Table 12

| Recommended Law Enforcement Salary Schedule (Salary Schedule C) For the 2010-2011 Biennium |  |                      |                      |                      |                       |                       |                       |
|--|--|----------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|
| Salary Group   | Job Classification Titles  | < 4 Years of Service | ≥ 4 Years of Service | ≥ 8 Years of Service | ≥ 12 Years of Service | ≥ 16 Years of Service | ≥ 20 Years of Service |
| C1   | Trooper Trainee; Investigator Trainee - Office of the Inspector General; Game Warden Trainee | \$36,713             |                      |                      |                       |                       |                       |
| C2   | Probationary Trooper; Agent Trainee; Probationary Game Warden                                | \$40,109             |                      |                      |                       |                       |                       |
| C3   | Trooper; Corporal; Agent; Investigator - Office of the Inspector General; Game Warden        | \$49,610             | \$53,331             | \$57,331             | \$60,197              | \$63,207              | \$66,367              |

**Recommended Law Enforcement Salary Schedule (Salary Schedule C)  
For the 2010-2011 Biennium**

| Salary Group | Job Classification Titles   | < 4 Years of Service | ≥ 4 Years of Service | ≥ 8 Years of Service | ≥ 12 Years of Service | ≥ 16 Years of Service | ≥ 20 Years of Service |
|--------------|---|----------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|
| C4           | Sergeant, Public Safety; Sergeant, Alcoholic Beverage; Pilot Investigator I; Regional Supervisor - Office of the Inspector General; Sergeant, Game Warden                                     |                      | \$59,787             | \$64,271             | \$67,485              | \$70,859              | \$74,402              |
| C5           | Lieutenant, Public Safety; Public Safety Inspector I; Pilot Investigator II; Lieutenant, Alcoholic Beverage; Regional Manager - Office of the Inspector General; Lieutenant, Game Warden      |                      | \$66,964             | \$71,986             | \$75,586              | \$79,365              | \$83,333              |
| C6           | Captain, Public Safety; Public Safety Inspector II; Pilot Investigator III; Captain, Alcoholic Beverage; Multi-Regional Administrator - Office of the Inspector General; Captain, Game Warden |                      | \$74,213             | \$79,779             | \$83,768              | \$87,956              | \$92,354              |
| C7           | Assistant Commander, Public Safety; Pilot Investigator IV; Chief Inspector - Office of the Inspector General (12 years or less); Assistant Commander, Game Warden                             |                      | \$94,663             | \$97,029             | \$97,029              | \$97,029              | \$97,029              |
| C8           | Commander, Public Safety; Major, Public Safety; Major, Alcoholic Beverage; Chief Inspector - Office of the Inspector General (More than 12 years); Commander, Game Warden; Major, Game Warden |                      | \$97,029             | \$99,455             | \$99,455              | \$99,455              | \$99,455              |

## ***Recommended Changes to the Law Enforcement Salary Schedule Would Cost Agencies an Estimated \$50.2 Million for the 2010-2011 Biennium***

The minimum estimated cost to state agencies to implement the recommended changes to the law enforcement salary schedule is \$50.2 million for the 2010-2011 biennium. To determine the minimum estimated cost, the State Classification Team calculated the fiscal impact of moving the employees to the proposed new rates of pay for the classifications in the various salary groups.

The recommended changes would affect 4,339 classified regular full-time employees. Table 13 provides the estimated cost for each of the salary groups.

Table 13

| <b>Cost to Implement<br/>Recommended Changes by Salary Group<br/>For the 2010-2011 Biennium</b> |   |  |  |
|---|---|--|--|
| <b>Recommended<br/>Salary Group</b>   | <b>Job Classification Titles</b>  | <b>Cost<br/>Associated<br/>with Change</b> | <b>Percentage of<br/>Implementation<br/>Cost</b> |
| C1  | Trooper Trainee; Investigator Trainee - Office of the Inspector General; Game Warden Trainee  | \$ 936,928                                 | 1.9%   |
| C2  | Probationary Trooper; Agent Trainee; Probationary Game Warden   | 859,500                                    | 1.7%   |
| C3  | Trooper; Corporal; Agent; Investigator - Office of the Inspector General; Game Warden   | 27,309,296                                 | 54.4%  |
| C4  | Sergeant, Public Safety; Sergeant, Alcoholic Beverage; Pilot Investigator I; Regional Supervisor - Office of the Inspector General; Sergeant, Game Warden                                     | 11,626,719                                 | 23.2%  |
| C5  | Lieutenant, Public Safety; Public Safety Inspector I; Pilot Investigator II; Lieutenant, Alcoholic Beverage; Regional Manager - Office of the Inspector General; Lieutenant, Game Warden      | 4,577,297                                  | 9.1%   |
| C6  | Captain, Public Safety; Public Safety Inspector II; Pilot Investigator III; Captain, Alcoholic Beverage; Multi-Regional Administrator - Office of the Inspector General; Captain, Game Warden | 3,514,568                                  | 7.0%   |
| C7  | Assistant Commander, Public Safety; Pilot Investigator IV; Chief Inspector - Office of the Inspector General (12 years or less); Assistant Commander, Game Warden                             | 397,073                                    | 0.7%   |
| C8  | Commander, Public Safety; Major, Public Safety; Major, Alcoholic Beverage; Chief Inspector - Office of the Inspector General (More than 12 years); Commander, Game Warden; Major, Game Warden | 986,423                                    | 2.0%   |
| <b>Total Biennial Cost</b>  |   | <b>\$50,207,804</b>                        | <b>100.0%</b>                                    |

Table 14 provides a list of the associated costs by agency.

Table 14

| Cost to Implement Recommended Salary Schedule C Changes by Agency<br>For the 2010-2011 Biennium |  |                                   |
|---|--|-----------------------------------|
| Agency  | Cost Associated with Recommended Salary Schedule Modifications | Percentage of Implementation Cost |
| Department of Public Safety   | \$40,130,463   | 79.9%                             |
| Parks and Wildlife Department   | 6,205,335  | 12.4%                             |
| Alcoholic Beverage Commission   | 2,955,911  | 5.9%                              |
| Department of Criminal Justice  | 916,095  | 1.8%                              |
| <b>Total Biennial Cost</b>  | <b>\$50,207,804</b>  | <b>100%</b>                       |

The minimum estimated cost includes only the cost associated with moving job classifications to the new rate of pay within the salary groups. The minimum estimated cost does not include any of the additional benefit-related costs (for example, additional retirement and mandated income protection programs) that agencies incur during the Plan conversion process. The minimum estimated cost includes the additional funds that would be needed to move employees with 20 or more years of service back to the appropriate step.



## ***In Addition to Base Pay, the State Provides Supplemental Pay to Individuals in Law Enforcement Positions***

In fiscal year 2007, the state paid \$6.18 million to law enforcement officers for supplemental pay such as education pay, certification pay, or bilingual pay. Table 15 provides information regarding the various types of supplemental pay (for example, education pay, certification pay, bilingual pay) provided by the seven local law enforcement departments with more than 1,000 commissioned law enforcement officers reviewed in this analysis. The table also shows the difference between the State's maximum supplemental pay and the supplemental pay provided by the seven local law enforcement departments. Appendix 6 provides details regarding the supplemental pay provided by these departments.

Table 15

| <b>Average Supplemental Pay for Seven Law Enforcement Departments Compared with Supplemental Pay for the State of Texas</b>   |                              |                           |                           |
|---|------------------------------|---------------------------|---------------------------|
| <b>Supplemental Pay Type</b>  | <b>Average Annual Amount</b> | <b>State of Texas</b>     | <b>Percent Difference</b> |
| Education pay - bachelor's degree   | \$2,337                      | \$ 1,200                  | -49%                      |
| Certification pay - master's certification <sup>a</sup>   | \$3,900                      | 1,800                     | -54%                      |
| Longevity pay <sup>b</sup>  | \$2,888                      | 3,600                     | 25%                       |
| Language pay  | \$1,600                      | 600                       | -63%                      |
| Field training officer (FTO) duty pay <sup>c</sup>  | \$2,677                      | Not Available to Officers | -100%                     |
| Shift differential pay <sup>c</sup>   | \$3,284                      | Not Available to Officers | -100%                     |
| <b>Potential Total Supplemental Pay</b>   | <b>\$16,686</b>              | <b>\$6,000</b>            | <b>-64%</b>               |
| <sup>a</sup> Two of the seven departments provide either education pay or certification pay, but not both.<br><sup>b</sup> In Texas for law enforcement agencies that use Salary Schedule C, hazardous duty pay is paid in lieu of longevity pay. The calculation shown above is based on 30 years of service. There is no cap on the amount of hazardous duty pay a law enforcement officer may receive.<br><sup>c</sup> FTO duty pay and shift differential pay calculations are based on the average salary for the respective organization. |                              |                           |                           |

### **Education Pay and Certification Pay**

All seven local law enforcement departments with more than 1,000 commissioned law enforcement officers provide education pay. This education pay can be earned by completing college-level courses that are beyond the minimum requirements for the position. Typically, law enforcement departments provide this pay at various amounts for an associate's degree, a

bachelor's degree, or a master's degree. The average education pay for a bachelor's degree at the seven law enforcement departments in this analysis was \$2,337. In comparison, state law enforcement employees are authorized to receive a maximum of \$1,200 in education pay for a bachelor's degree.

Certification pay or a similar type pay is available at all seven local law enforcement departments in this analysis. To qualify for certification pay, a law enforcement officer must meet the proficiency requirements in Title 37, Texas Administrative Code, Section 221.3. Certification pay can be earned by completing a combination of training hours or degrees and having certain experience as a peace officer. Typically, law enforcement departments provide this pay at various amounts for intermediate certification, advance certification, and master certification or levels determined by the department. The City of Austin and the City of Fort Worth provided either education pay or certification pay. The average certification pay for a master's certification at the other five law enforcement departments, excluding Austin and Fort Worth, is \$3,900. In comparison, state law enforcement employees are authorized to receive a maximum of \$1,800 in certification pay for a master's certification.

#### **Longevity and Hazardous Duty Pay**

All seven local law enforcement departments in this analysis provide longevity pay. The maximum amounts range from \$1,200 per year (City of Dallas) to \$11,118 (City of San Antonio<sup>4</sup>). The average maximum longevity pay provided by these seven departments is \$2,888 per year.

The State provides a similar type of pay to its authorized law enforcement officers called "hazardous duty" pay. Currently, this pay is authorized at \$10 per month for each 12-month period of lifetime service credit. The 80th Legislature passed legislation removing the cap on the maximum hazardous duty pay. For example, an employee in a position authorized to receive hazardous duty pay who has 31 years of state hazardous duty service earns an additional \$3,720 annually.

In fiscal year 2007, the State spent approximately \$6.53 million on "hazardous duty" pay for the four agencies with law enforcement officers.

#### **Bilingual Pay**

Six of the seven local law enforcement departments provide bilingual pay. The average bilingual pay for these six departments is \$1,600. The State has authorized compensation for qualified Salary Schedule C employees of \$600 per year for bilingual speaking proficiencies.

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<sup>4</sup> The City of San Antonio's longevity calculation provides that each officer's base pay shall be increased by three percent (3 percent) for each five years of service (5 years of longevity), to a maximum of 30 years. For example, a 30-year veteran would receive an additional 18 percent added to his or her base pay. In addition, on each officer's anniversary date that is not a multiple of five, the officer receives an \$8 increase in longevity pay per month, provided that the officer no longer receives monthly longevity pay of \$4 per year of service, to a maximum of 25 years as set forth in state law, and that the \$8 interim monthly adjustment will not increase any fifth-year level.

### Local Law Enforcement Departments Provide Other Types of Pay

The majority of the local law enforcement departments in this analysis provide two additional types of pay: field officer training pay and shift pay. Currently, Texas does not provide these types of pay to officers.

Field officer training (FTO) pay is provided to law enforcement officers who provide guidance to new law enforcement officers in areas related to (1) policies and procedures and (2) additional training upon completion of an officer's basic training program. The average FTO pay at the seven local law enforcement departments reviewed is \$2,677 per year.

Shift pay is compensation paid to employees who work shifts that are different from a normal schedule. Six of the seven local law enforcement departments reviewed provide shift pay. The average shift pay for these departments is \$3,284 per year.

In addition, two law enforcement departments provide recruiting incentives for law enforcement officer recruits. These incentives range from \$10,000 in the City of Dallas to \$12,000 in the City of Houston. These cities require a minimum time commitment be made to the departments.

## *The Job Responsibilities of Senior-level Law Enforcement Officer Positions Across Agencies Are of Similar Complexity*

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There is parity in the complexity of the job responsibilities of senior-level officer positions across the four state law enforcement agencies.

The parity study was conducted to determine whether parity existed among the responsibilities of selected law enforcement positions across state agencies. Parity exists when positions of equal or similar responsibility receive similar levels of compensation positions. The study's findings did not provide evidence to justify categorizing these positions differently.

Based on an analysis of job duties for Salary Schedule C positions in Salary Groups C4, C5, and C6 (for example, Sergeants, Lieutenants, and Captains, respectively), these positions are appropriately aligned based on the complexity of job duties. Appendix 7 provides a summary of these senior-level officer duties by rank and agency. This data was compiled using the job descriptions supplied by the agencies.

Although parity exists, there are differences in the types of work performed by senior-level Salary Schedule C officer positions at the four law enforcement agencies. For example, some Sergeants at the Department of Public Safety are first line supervisors who spend a large portion of their time on supervisory responsibilities; in contrast, at the Parks and Wildlife Department, Sergeants typically do not supervise and instead focus most of their time on covert and overt environmental and criminal investigations and enforcing various environmental and conservation laws. There are also positions at the Department of Public Safety in the Sergeant rank that do not have supervisory responsibilities, such as Texas Rangers and the Criminal Intelligent Service Sergeants.

Positions at the law enforcement agencies have very different job duties and responsibilities. However, based on this analysis, these differences are a result of each agency having different internal organizational missions. Despite these differences, parity exists in the level of complexity and scope of duties and responsibilities. This is similar to differences found in positions which fall within salary schedules A and B. For example, agencies may use the highest levels of a Budget Analyst or an Engineer to support specific program needs but may not require them to supervise employees because of the agency's organizational structure. It is not uncommon for state agencies to assign senior-level employees to non-supervisory positions to take advantage of their technical or subject matter expertise.

During this analysis, the State Classification Team also gathered information on the types of supervision provided, such as direct and/or indirect supervision. Table 16 provides a summary of the information collected.

Table 16

| Summary of Supervision Provided   |                 |   |   |
|---|-----------------|---|---|
| Salary Group  | Number Reviewed | Percentage that Provide Direct Supervision <sup>a</sup> | Percentage that Provide Indirect Supervision <sup>b</sup> |
| <b>Alcoholic Beverage Commission</b>  |                 |   |   |
| C4  | 29              | 100.0%  | 65.5%   |
| C5  | 17              | 94.1%   | 94.1%   |
| C6  | 6               | 100.0%  | 83.5%   |
| <b>Department of Criminal Justice</b>   |                 |   |   |
| C4  | 9               | 100.0%  | 66.7%   |
| C5  | 4               | 100.0%  | 100.0%  |
| C6  | 2               | 100.0%  | 100.0%  |
| <b>Parks and Wildlife Department</b>  |                 |   |   |
| C4  | 14              | 7.1%  | 21.4%   |
| C5  | 15              | 40.0%   | 93.3%   |
| C6  | 37              | 100.0%  | 97.3%   |
| <b>Department of Public Safety</b>  |                 |   |   |
| C4  | 64              | 31.3%   | 7.8%  |
| C5  | 35              | 97.1%   | 54.3%   |
| C6  | 33              | 97.0%   | 93.9%   |
| <sup>a</sup> Direct Supervision means to personally oversee or control work performance and conduct of others in which there is opportunity for control or inspection of work performed.<br><sup>b</sup> Indirect Supervision means to assist in providing training, work direction, and problem solving. |                 |   |   |

As part of this review, the State Classification Team also collected information on the education and certification levels of the officers covered in the classification review. Table 17 on the next page provides a summary of this information. The majority of the senior-level officers reviewed (88 percent) hold a master's-level TCLEOSE certification. Sixty-nine percent of senior-level officers (for example, officers in salary groups C4, C5, and C6) have at least an associate's degree or higher.

Table 17

| Education and Certification Summary  |  |  |   |        |
|--|--|--|---|--------|
| Level  | Salary Group<br>C4<br>(for example,<br>Sergeant) | Salary Group<br>C5<br>(for example,<br>Lieutenant) | Salary Group<br>C6<br>(for example,<br>Captain) | Totals |
| <b>Texas Commission on Law Enforcement Officer Standards<br/>and Education Certification Level</b> |  |  |   |        |
| Basic  | 2  | 3  | 2   | 7      |
| Intermediate   | 2  | 0  | 0   | 2      |
| Advanced   | 18   | 3  | 3   | 24     |
| Master's   | 94   | 65   | 73  | 232    |
| <b>Education Level</b>   |  |  |   |        |
| High School  | 38   | 18   | 27  | 83     |
| Associate's Degree   | 23   | 8  | 18  | 49     |
| Bachelor's Degree  | 53   | 39   | 29  | 121    |
| Master's Degree  | 2  | 6  | 4   | 12     |

## The Majority of Senior-level Law Enforcement Positions Reviewed Were Appropriately Classified

### Background Information

The Texas Government Code, Sections 654.036 (2) and (3), specifies that the State Auditor's Office's State Classification Office "shall advise and assist state agencies in equitably and uniformly applying the [classification] plan and conduct classification compliance audits to ensure conformity with the plan."

The State Auditor's Office's State Classification Team reviewed 265 Salary Schedule C positions at four law enforcement agencies and found that 264 (99.6 percent) of these positions were classified correctly. Appropriate action was taken in resolving the misclassified position.

To address the one employee position that was misclassified, the Department of Public Safety chose to reclassify the position from Public Safety Inspector II to Program Specialist VI with no change in salary. Reclassification is the act of changing a position from one job classification to another job classification

to better reflect the level or type of work being performed. It does not refer to a change in an employee's duty assignment.

Tables 18 through 21 shows the agencies and the specific job classifications covered in this review.

Table 18

| Alcoholic Beverage Commission - Summary of Employee Positions Reviewed |                                |                             |                                       |  |
|--|--------------------------------|-----------------------------|---------------------------------------|--|
| Sergeant, Alcoholic Beverage   | Lieutenant, Alcoholic Beverage | Captain, Alcoholic Beverage | Number of Employee Positions Reviewed | Number of Employee Positions Misclassified |
| 29   | 17                             | 6                           | 52                                    | 0  |

Table 19

| Department of Criminal Justice - Summary of Employee Positions Reviewed |                  |                              |                                       |  |
|---|------------------|------------------------------|---------------------------------------|--|
| Regional Supervisor   | Regional Manager | Multi-Regional Administrator | Number of Employee Positions Reviewed | Number of Employee Positions Misclassified |
| 9   | 4                | 2                            | 15                                    | 0  |

Table 20

| Parks and Wildlife Department - Summary of Employee Positions Reviewed |                         |                      |                                       |  |
|--|-------------------------|----------------------|---------------------------------------|--|
| Sergeant, Game Warden  | Lieutenant, Game Warden | Captain, Game Warden | Number of Employee Positions Reviewed | Number of Employee Positions Misclassified |
| 14   | 15                      | 37                   | 66                                    | 0  |

Table 21

| Department of Public Safety - Summary of Employee Positions Reviewed <sup>a</sup> |                                 |                              |                         |  |   |   |
|---|---------------------------------|------------------------------|-------------------------|--|---|---|
| Sergeant,<br>Public<br>Safety   | Lieutenant,<br>Public<br>Safety | Captain,<br>Public<br>Safety | Pilot<br>Investigator I | Public Safety<br>Inspector II<br>and Pilot<br>Investigator III | Number<br>of<br>Employee<br>Positions<br>Reviewed | Number of<br>Employee<br>Positions<br>Misclassified |
| 61  | 35                              | 27                           | 3                       | 6  | 132   | 1   |
| <sup>a</sup> Numbers represent a sample of the population.                        |                                 |                              |                         |  |   |   |



# Appendices

Appendix 1

## *Objectives, Scope, and Methodology*

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### Objectives

The objectives of this study were to:

- Analyze the direct compensation package the State provides to personnel paid according to the law enforcement salary schedule (Salary Schedule C) within the State's Position Classification Plan (Plan).
- Determine whether parity existed among the responsibilities of selected law enforcement positions across state agencies.
- Conduct a classification compliance review to determine whether the law enforcement agencies are conforming to the Plan.

### Scope

The scope of this study included a review of the State's law enforcement total direct compensation in relation to market pay. The State Auditor's Office's State Classification Team conducted this review in accordance with the Position Classification Act, Texas Government Code, Section 654.036 (see Appendix 2 for additional details), which requires it to:

- Make periodic studies of salary rates in other governmental units and in industry for similar work performed in state government and report those findings.
- Maintain the Plan and keep it current.
- Make necessary and desirable recommendations to improve the Plan.

In addition, Section 654.037(b) (see Appendix 2 for additional details) of the Texas Government Code requires the State Classification Team to:

- Conduct, before September 1 of each even-numbered year, a survey of local law enforcement departments that employ more than 1,000 commissioned law enforcement officers to gather information about the total compensation provided by the departments to law enforcement officers.
- Analyze, before January 1 of each odd-numbered year, the findings of the most recent survey conducted in accordance with this subsection and submit to the Legislature a report on the findings of the survey and analysis.
- Identify the five local law enforcement departments that provide the highest average total compensation to local law enforcement officers who

have been employed by the local law enforcement departments at the maximum salary level (see Appendix 8 on page 45).

The scope of the classification compliance review included employees classified within selected senior-law and supervisory-level enforcement positions such as Sergeants, Lieutenants, and Captains, as well as other positions within the law enforcement salary groups C4, C5, and C6. The classification compliance review was conducted in accordance with Texas Government Code, Section 654.036 (3) (see Appendix 2 for additional details).

## Methodology

### Salary Survey Review

The State Classification Team conducts periodic studies of salary rates and trends in private industry and other governmental agencies for work similar to that performed in state government. In addition, the State Classification Team is responsible for reviewing the Plan and providing recommendations to ensure that the Plan effectively meets the needs of its users. In developing recommendations, the State Classification Team analyzed the following:

- Salary Schedule C as approved during the 80th Legislative Session.
- Maximum salaries and job descriptions for similar law enforcement positions at local law enforcement departments with 1,000 or more commissioned law enforcement officers. These positions were compared with positions in the relevant labor market for the state of Texas by using the State Auditor's Office Law Enforcement Salary Survey (April 2008).
- Sources used to compile data on full-time classified state employees and their salaries included:
  - ♦ Salary for each job classification/classification series as of the second quarter of fiscal year 2008.
  - ♦ The number of incumbents in each job classification/classification series as of the second quarter of fiscal year 2008.
  - ♦ Turnover data for each Salary Schedule C job classification/classification series for fiscal year 2007.
- Other research was gathered from the Texas Government Code.
- Market maximum salary was determined using generally accepted compensation practices.
- The biennial cost of each recommendation was estimated as follows:
  - ♦ To determine the cost for the recommendations for Salary Schedule C, the State Classification Team used the number of full-time classified employees in each of the classifications as of the end of the second quarter of fiscal year 2008. This information was extracted from the Comptroller of Public Accounts' Human Resources Information System and the Uniform Statewide Payroll/Personnel System.

- ♦ The minimum estimated costs for implementing the recommended Salary Schedule C were calculated by determining the effect of moving employees to the recommended pay at the same placement within the salary schedule.

#### Parity Study and Classification Review

In determining whether positions were appropriately classified, the State Classification Team reviewed the following:

- State and agency job descriptions.
- Surveys completed by employees and verified by their supervisors.
- Internal relationships.

In conducting the parity study and classification review, all senior-level positions in salary groups C4, C5, and C6 were reviewed at the Alcoholic Beverage Commission, the Department of Criminal Justice, and the Parks and Wildlife Department. Samples of positions were reviewed for the Department of Public Safety for these salary groups. When determining the sample for the Department of Public Safety, only classified regular full-time employees were considered as the population. This decision was made because 184 sworn law enforcement employees at the Department of Public Safety are in unclassified positions (these officers had not met the physical fitness standards when this review began).

The State Classification Team uses the classification method of job evaluation when reviewing positions and determining proper classifications. These classification determinations are primarily based on the comparison of duties and responsibilities being performed with the state job description for each position.

When determining proper classification, the State Classification Team does not focus on specific differences between one level and the next in a job classification series. Instead, the team considers whether an employee is appropriately classified within broad responsibility levels.

The State Classification Team has a standardized job evaluation process. Employees were asked to complete surveys describing the work they perform and the percentage of time they spend performing their duties. Supervisors were asked to review and verify employees' survey responses.

After the State Classification Team's review and analysis, an initial determination of whether the positions were appropriately classified was made. If necessary, agencies were given the opportunity to review and address potential misclassifications.

To address each potential misclassification, agencies could reclassify an employee to a job classification title consistent with the work performed, change an employee's duties to conform to the assigned job classification title, or provide justification to explain why an employee was appropriately classified.

The State Classification Team made follow-up calls to determine and validate proper classification of positions and to gather additional information to resolve discrepancies.

### **Project Information**

This study was conducted under the requirements of Texas Government Code, Section 654.036 (3), and Texas Government Code, Section 654.037 (b) (see Appendix 2 for additional details). The salary survey review and the parity study and classification analysis fieldwork were conducted from March 2008 through May 2008. This study was conducted in accordance with generally accepted compensation practices and standards.

This project was a review; therefore, the information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy and compliance with generally accepted compensation practices.

The following members of the State Auditor's Office's staff conducted this review in accordance with the Position Classification Act, Texas Government Code, Chapter 654:

- Stacey Robbins McClure, MBA, PHR (Project Manager)
- Sharon Schneider, PHR
- Michael Boehme, CIA, PHR
- Rebecca Beachy, CIA, CGAP
- Michelle DeFrance, MA
- Leslie Ashton, CPA (Quality Control Reviewer)
- Nicole Guerrero, MBA, CGAP, CIA (Audit Manager)

**Excerpts from the Texas Government Code**

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**Section 654.036. GENERAL DUTIES OF CLASSIFICATION OFFICER.**

The classification officer shall:

(1) maintain and keep current the position classification plan; (2) advise and assist state agencies in equitably and uniformly applying the plan; (3) conduct classification compliance audits to ensure conformity with the plan; and (4) make recommendations that the classification officer finds necessary and desirable about the operation and for improvement of the plan to the governor and the legislature.

**Section 654.037. SALARY STUDIES AND RECOMMENDATIONS.**

(a) The classification officer shall: (1) make periodic studies of salary rates in other governmental units and in industry for similar work performed in state government; and (2) report the classification officer's findings from the studies made under Subdivision (1) to the governor's budget office and the Legislative Budget Board not later than October 1 preceding each regular session of the legislature.

(b) The classification officer shall conduct, before September 1 of each even-numbered year, a survey of local law enforcement departments that employ more than 1,000 commissioned law enforcement officers to gather information about the total compensation provided by the departments to law enforcement officers. Before January 1 of each odd-numbered year, the classification officer shall analyze the findings of the most recent survey conducted in accordance with this subsection and shall submit to the legislature a report on the findings of the survey and analysis. The report must identify the five local law enforcement departments that provide the highest average total compensation to local law enforcement officers who have been employed by the local law enforcement departments at the maximum salary level.

(c) To improve the ability of the state to recruit and retain qualified law enforcement officers, the legislature may consider the report submitted under Subsection (b) in determining the salaries of all state law enforcement officers who hold a position classified under the state employee classification system and are compensated under Salary Schedule C of the General Appropriations Act.

**Section 659.262. ADDITIONAL COMPENSATION FOR CERTAIN CLASSIFIED STATE EMPLOYEES.**

(a) In this section, "state agency" means an agency of any branch of state government that employs individuals who are classified under Chapter 654.

(b) To enhance the recruitment of competent personnel for certain classified employee positions, a state agency may provide to a state employee,

at the time of the employee's hiring for a classified position, additional compensation in the form of a one-time recruitment payment not to exceed \$5,000. If the employee discontinues employment with the state agency for any reason less than three months after the date of receiving the recruitment payment, the employee shall refund to the state agency the full amount of the recruitment payment. If the employee discontinues employment with the state agency for any reason three months or longer but less than 12 months after the date of receiving the recruitment payment, the employee shall refund to the state agency an amount computed by: (1) subtracting from 12 months the number of complete calendar months the employee worked after the date of receiving the recruitment payment; (2) dividing the number of months computed under Subdivision (1) by 12 months; and (3) multiplying the fraction computed under Subdivision (2) by the amount of the recruitment payment.

(c) To enhance the retention of employees who are employed in certain classified positions that are identified by the chief administrator of a state agency as essential for the state agency's operations, a state agency may enter into a deferred compensation contract with a classified employee to provide to the employee a one-time additional compensation payment not to exceed \$5,000 to be added to the employee's salary payment the month after the conclusion of the 12-month period of service under the deferred compensation contract.

(d) To be eligible to enter into a contract for deferred compensation under Subsection (c), a state employee must have already completed at least 12 months of service in a classified position.

(e) The chief administrator of a state agency shall determine whether additional compensation is necessary under this section on a case-by-case basis, considering: (1) the criticality of the employee position in the operations of the state agency; (2) evidence of high turnover rates among employees filling the position or an extended period during which the position is or has in the past been vacant; (3) evidence of a shortage of employees qualified to fill the position or a shortage of qualified applicants; and (4) other relevant factors.

(f) Before an agency provides or enters into a contract to provide additional compensation to an employee under this section, the chief administrator of the state agency must certify to the comptroller in writing the reasons why the additional compensation is necessary.

(g) Additional compensation paid to an employee under this section is specifically exempted from any limitation on salary or salary increases prescribed by this chapter.

## ***Retirement Benefits Provided by the Seven Local Law Enforcement Departments Reviewed***

Table 22 provides a summary of the retirement benefits provided by the seven local law enforcement departments with more than 1,000 commissioned law enforcement employees.

Table 22

| <b>Retirement Benefits Provided by<br/>Seven Local Law Enforcement Departments with More than 1,000 Commissioned Law Enforcement Employees</b> |   |                            |   |   |   |                          |                  |
|--|---|----------------------------|---|---|---|--------------------------|------------------|
| Local Law Enforcement Department   | Retirement System                             | Employee Contribution Rate | Local Law Enforcement Contribution Rate | Benefit Multiplier  | Retirement Eligibility  | Social Security (Yes/No) | Type of Plan     |
| City of Austin   | Austin Police Retirement System               | 9.00%                      | 18.00%                                  | 3.00%   | Age 55 and 20-years creditable service. (excluding pre-membership military service)   | Yes                      | Defined Benefits |
| City of Dallas   | Dallas Police and Fire Pension System         | 8.50%                      | 27.50%                                  | 3.00%   | 5 at 50 – If employee has at least five years of pension service, employee is entitled to receive an unreduced pension at age 50 or later | No                       | Defined Benefits |
| City of El Paso  | El Paso Firemen and Policemen's Pension Fund  | 13.89%                     | 18.00%                                  | 2.75%   | At least age 45, with 20 years of service = 100%  | Yes                      | Defined Benefits |
| City of Fort Worth   | City of Fort Worth Employees' Retirement Fund | 8.37%                      | 16.46%                                  | 3.00%   | Police officers may retire after completing 25 years of service regardless of age = 100%  | No                       | Defined Benefits |
| City of Houston  | Houston Police Officers' Pension System       | 9.00%                      | 16.00%                                  | 2.75%   | If hired before October 9, 2004: 20 years creditable service. If hired after October 9, 2004: Age 55 with 10 years creditable service     | No                       | Defined Benefits |
| City of San Antonio  | San Antonio Fire and Police                   | 12.32%                     | 24.64%                                  | [2.25% x (High 36 Mos. Salary) x YCS 1-20] + [4.5% x (High 36 Mos. Salary) x YCS 21-27] + [3% x (High 36 Mos. Salary) x YCS 28-30] + [0.5% x (High 36 Mos. Salary) x YCS 31-34] | 20 years creditable service   | No                       | Defined Benefits |

**Retirement Benefits Provided by  
Seven Local Law Enforcement Departments with More than 1,000 Commissioned Law Enforcement Employees**

| Local Law Enforcement Department | Retirement System                           | Employee Contribution Rate | Local Law Enforcement Contribution Rate | Benefit Multiplier  | Retirement Eligibility   | Social Security (Yes/No) | Type of Plan                         |
|----------------------------------|---|----------------------------|---|---|--|--------------------------|--------------------------------------|
| Harris County                    | Texas County and District Retirement System | 7.00%                      | 9.64% (2008)                            | [(Accumulated member contributions + Earned interest on member account) + Subdivision-financed monetary credits]/annuity purchase price | Combined age and credited service of 75 or more; 8 years of credited service at age 60; or 30 years of credited service at any age | Yes                      | Non-Traditional Defined Benefit Plan |
| State of Texas                   | Employees Retirement System                 | 6.00%                      | 6.45%                                   | 2.80%   | 20 years, Age 50 = 100%  | Yes                      | Defined Benefits                     |

Source: *2007 Guide to Public Retirement Systems in Texas*, Texas Pension Review Board; Law Enforcement Salary Surveys submitted by cities and counties.



## Law Enforcement Pay at Selected Higher Education Institutions

Tables 23 through 27 provide a summary of law enforcement salary schedules at higher education institutions located within the same geographic area as the seven local law enforcement departments in the State Classification Team's analysis. This information was not considered in this analysis and was gathered for informational purposes only. Higher education institutions establish minimum pay for police positions. However, they may hire individuals at higher pay rates than the established minimum of the pay ranges if the new hire has a higher level of qualifications.

Table 23

| Pay for Police Cadets at Higher Education Institutions            |                                       |             |
|---|---------------------------------------|-------------|
| Higher Education Institution                                      | Minimum Pay                           | Maximum Pay |
| The University of Texas at Austin                                 | \$36,096                              | \$38,736    |
| The University of Texas at Dallas                                 | \$28,620                              | \$44,064    |
| The University of Texas at El Paso                                | \$24,720                              | 37,572      |
| The University of North Texas Health Science Center at Fort Worth | \$26,016                              | \$37,728    |
| The University of Houston   | University does not use this position |             |
| The University of Texas at San Antonio                            | \$23,460                              | \$37,548    |
| Average   | \$27,782                              | \$ 39,130   |
| State of Texas  | \$34,965                              |             |

Table 24

| Pay for Police Officers at Higher Education Institutions          |             |             |
|---|-------------|-------------|
| Higher Education Institution                                      | Minimum Pay | Maximum Pay |
| The University of Texas at Austin                                 | \$37,320    | \$57,360    |
| The University of Texas at Dallas                                 | \$33,696    | \$64,272    |
| The University of Texas at El Paso                                | \$28,956    | \$57,696    |
| The University of North Texas Health Science Center at Fort Worth | \$26,016    | \$37,728    |
| The University of Houston   | \$30,321    | \$46,970    |
| The University of Texas at San Antonio                            | \$28,392    | \$56,124    |
| Average   | \$30,783    | \$53,358    |
| State of Texas  | \$45,100    | \$57,733    |

Table 25

| Pay for Sergeants at Higher Education Institutions                |             |             |
|---|-------------|-------------|
| Higher Education Institution                                      | Minimum Pay | Maximum Pay |
| The University of Texas at Austin                                 | \$51,300    | \$74,712    |
| The University of Texas at Dallas                                 | \$43,056    | \$70,608    |
| The University of Texas at El Paso                                | \$46,452    | \$64,896    |
| The University of North Texas Health Science Center at Fort Worth | \$33,204    | \$48,156    |
| The University of Houston   | \$40,099    | \$62,118    |
| The University of Texas at San Antonio                            | \$41,904    | \$69,144    |
| Average   | \$42,669    | \$64,939    |
| State of Texas  | \$55,616    | \$64,285    |

Table 26

| Pay for Lieutenants at Higher Education Institutions             |             |             |
|--|-------------|-------------|
| Higher Education Institution                                     | Minimum Pay | Maximum Pay |
| The University of Texas at Austin                                | \$60,648    | \$87,816    |
| The University of Texas at Dallas                                | \$46,728    | \$77,580    |
| The University of Texas at El Paso                               | \$56,652    | \$77,256    |
| The University of North Texas Health Science Center - Fort Worth | \$37,488    | \$54,360    |
| The University of Houston  | \$59,812    | \$95,639    |
| The University of Texas at San Antonio                           | \$46,932    | \$77,448    |
| Average  | \$51,377    | \$78,350    |
| State of Texas   | \$62,292    | \$70,837    |

Table 27

| Pay for Captains at Higher Education Institutions                |                 |                 |
|--|-----------------|-----------------|
| Higher Education Institution                                     | Minimum Pay     | Maximum Pay     |
| The University of Texas at Austin                                | \$64,116        | \$91,176        |
| The University of Texas at Dallas                                | \$50,712        | \$85,224        |
| The University of Texas at El Paso                               | \$66,948        | \$90,636        |
| The University of North Texas Health Science Center - Fort Worth | \$42,468        | \$61,584        |
| The University of Houston  | \$67,486        | \$111,684       |
| The University of Texas at San Antonio                           | \$51,600        | \$ 87,708       |
| <b>Average</b>   | \$57,222        | \$88,002        |
| <b>State of Texas</b>  | <b>\$69,035</b> | <b>\$77,389</b> |

## Local Law Enforcement Pay for Selected Positions at Selected Cities

Table 28 provides information on local law enforcement pay for journey-level positions at cities that participated in the most recent Texas Municipal League Salary Survey. The data summarized was reported by cities that have populations greater than 50,000. The State's comparable position would be a Trooper in Salary Group C3. Tables 29 through 31 provide information on other positions.

Table 28

| Texas Municipal League - Salary Survey Data - Journey-Level |            |                                |                                     |                             |             |
|---|------------|--------------------------------|-------------------------------------|-----------------------------|-------------|
| Municipality  | Population | Council of Government Region   | Job Title                           | Number of Employees in Rank | Maximum Pay |
| Euless  | 53,400     | Where the West Begins-Ft Worth | Police Officer                      | 12                          | \$60,540.00 |
| Conroe  | 53,484     | San Jacinto-Houston Area       | Patrol Officer                      | 82                          | \$53,720.04 |
| Mansfield   | 54,363     | Where the West Begins-Ft Worth | Police Officer                      | 44                          | \$75,660.00 |
| Temple  | 56,000     | Heart of Texas-Waco Area       | Police Officer                      | 92                          | \$51,684.00 |
| Galveston   | 59,070     | San Jacinto-Houston Area       | Patrol Officer                      | 121                         | \$54,996.00 |
| Victoria  | 60,603     | Coastal Bend-Corpus Christi    | Patrol Officer/Sr<br>Patrol Officer | 67                          | \$49,290.00 |
| Flower Mound  | 61,550     | Where the West Begins-Ft Worth | Police Officer                      | 55                          | \$60,972.00 |
| Baytown   | 66,430     | San Jacinto-Houston Area       | Police Officer                      | 103                         | \$56,616.00 |
| Bryan   | 69,356     | Highland Lakes-Austin Area     | Police Officer                      | 83                          | \$55,785.96 |
| Sugar Land  | 70,098     | San Jacinto-Houston Area       | Police Officer                      | 83                          | \$60,422.88 |
| College Station   | 73,000     | Highland Lakes-Austin Area     | Police Officer                      | 85                          | \$59,964.00 |
| Longview  | 73,344     | Tyler-Longview Area            | Police Officer                      | 132                         | \$50,052.00 |
| Allen   | 77,465     | North Central Texas-Dallas     | Police Officer II                   | 51                          | \$61,562.40 |
| Harlingen   | 84,832     | Lower Rio Grande Valley        | Police Officer                      | 101                         | \$41,796.00 |
| Pearland  | 85,000     | San Jacinto-Houston Area       | Police Officer                      | 80                          | \$59,352.00 |
| San Angelo  | 88,474     | Hub of Texas-Abilene Area      | Police Officer                      | 104                         | \$45,756.00 |
| Lewisville  | 91,550     | Where the West Begins-Ft Worth | Police Officer                      | 106                         | \$60,537.24 |
| Odessa  | 93,195     | Permian Basin-Odessa Area      | Police Officer                      | 20                          | \$53,532.00 |
| Richardson  | 97,720     | North Central Texas-Dallas     | Police Officer                      | 99                          | \$65,844.00 |
| Frisco  | 99,000     | North Central Texas-Dallas     | Police Officer                      | 81                          | \$63,108.00 |
| Midland   | 103,174    | Permian Basin-Odessa Area      | Police Officer                      | 110                         | \$59,616.00 |
| Wichita Falls   | 107,635    | Red River Valley-Wichita Falls | Police Officer                      | 147                         | \$55,462.56 |

| Texas Municipal League - Salary Survey Data - Journey-Level |            |                              |   |                             |                          |
|---|------------|------------------------------|---|-----------------------------|--------------------------|
| Municipality  | Population | Council of Government Region | Job Title   | Number of Employees in Rank | Maximum Pay              |
| Waco  | 114,000    | Heart of Texas-Waco Area     | Police Officer  | 170                         | \$49,620.00              |
| McKinney  | 117,000    | North Central Texas-Dallas   | Police Officer  | 94                          | \$61,548.00              |
| Abilene   | 119,687    | Hub of Texas-Abilene Area    | Police Officer  | 137                         | \$51,085.32              |
| Mesquite  | 131,000    | North Central Texas-Dallas   | Police Officer  | 179                         | \$65,172.00              |
| Amarillo  | 179,287    | Amarillo                     | Police Officer  | 143                         | \$52,502.04              |
| Lubbock   | 212,365    | Caprock-Lubbock              | Police Officer  | 182                         | \$54,624.00              |
|   |            |                              |   | 2,763<br>(total)            | \$56,815.00<br>(average) |
| State of Texas  | 23,507,783 | (not applicable)             | All job titles in Salary Group C3<br>(for example, Trooper) | 2,548                       | \$57,733.00              |

Sources: Texas Municipal League Salary Survey and *Texas Fact Book*, 2008, Legislative Budget Board.

Table 29

| Texas Municipal League - Salary Survey Data - Sergeant |            |                                |                 |                             |               |
|--|------------|--------------------------------|-----------------|-----------------------------|---------------|
| Municipality   | Population | Council of Government Region   | Job Title       | Number of Employees in Rank | Range Maximum |
| Eules  | 53,400     | Where the West Begins-Ft Worth | Police Sergeant | 8                           | \$74,748.00   |
| Conroe   | 53,484     | San Jacinto-Houston Area       | Police Sergeant | 11                          | \$65,037.00   |
| Mansfield  | 54,363     | Where the West Begins-Ft Worth | Police Sergeant | 8                           | \$82,152.00   |
| Temple   | 56,000     | Heart of Texas-Waco Area       | Sergeant        | 16                          | \$60,444.00   |
| Galveston  | 59,070     | San Jacinto-Houston Area       | Police Sergeant | 35                          | \$62,400.00   |
| Victoria   | 60,603     | Coastal Bend-Corpus Christi    | Police Sergeant | 12                          | \$54,102.00   |
| Flower Mound   | 61,550     | Where the West Begins-Ft Worth | Police Sergeant | 7                           | \$77,160.00   |
| Baytown  | 66,430     | San Jacinto-Houston Area       | Police Sergeant | 15                          | \$66,648.00   |
| Bryan  | 69,356     | Highland Lakes-Austin Area     | Police Sergeant | 17                          | \$65,208.00   |
| Sugar Land   | 70,098     | San Jacinto-Houston Area       | Police Sergeant | 5                           | \$70,053.00   |
| College Station  | 73,000     | Highland Lakes-Austin Area     | Police Sergeant | 16                          | \$70,452.00   |
| Longview   | 73,344     | Tyler-Longview Area            | Police Sergeant | 22                          | \$58,116.00   |
| Allen  | 77,465     | North Central Texas-Dallas     | Police Sergeant | 11                          | \$74,064.00   |
| Harlingen  | 84,832     | Lower Rio Grande Valley        | Police Sergeant | 12                          | \$48,696.00   |
| Pearland   | 85,000     | San Jacinto-Houston Area       | Police Sergeant | 7                           | \$70,872.00   |

**Texas Municipal League - Salary Survey Data - Sergeant**

| Municipality   | Population | Council of Government Region   | Job Title   | Number of Employees in Rank | Range Maximum            |
|----------------|------------|--------------------------------|---|-----------------------------|--------------------------|
| San Angelo     | 88,474     | Hub of Texas-Abilene Area      | Police Sergeant   | 27                          | \$53,100.00              |
| Lewisville     | 91,550     | Where the West Begins-Ft Worth | Police Sergeant   | 13                          | \$73,799.52              |
| Richardson     | 97,720     | North Central Texas-Dallas     | Police Sergeant   | 15                          | \$78,168.00              |
| Frisco         | 99,000     | North Central Texas-Dallas     | Police Sergeant   | 14                          | \$80,784.00              |
| Midland        | 103,174    | Permian Basin-Odessa Area      | Police Sergeant   | 28                          | \$68,832.00              |
| Wichita Falls  | 107,635    | Red River Valley-Wichita Falls | Police Sergeant   | 25                          | \$64,588.44              |
| Waco           | 114,000    | Heart of Texas-Waco Area       | Police Sergeant   | 34                          | \$57,780.00              |
| McKinney       | 117,000    | North Central Texas-Dallas     | Police Sergeant   | 18                          | \$77,760.00              |
| Abilene        | 119,687    | Hub of Texas-Abilene Area      | Police Sergeant   | 23                          | \$59,097.96              |
| Amarillo       | 179,287    | Amarillo                       | Sergeant  | 63                          | \$62,441.04              |
| Lubbock        | 212,365    | Caprock-Lubbock                | Police Sergeant   | 52                          | \$64,860.00              |
|                |            |                                |   | 514<br>(total)              | \$66,975.50<br>(average) |
| State of Texas | 23,507,783 | (not applicable)               | All job titles in Salary Group C4 (for example, Sergeant) | 880                         | \$64,285.00              |

Sources: Texas Municipal League Salary Survey and *Texas Fact Book*, 2008, Legislative Budget Board.

Table 30

**Texas Municipal League - Salary Survey Data - Lieutenants**

| Municipality    | Population | Council of Government Region   | Job Title         | Number of Employees in Rank | Maximum Pay |
|-----------------|------------|--------------------------------|-------------------|-----------------------------|-------------|
| Eules           | 53,400     | Where the West Begins-Ft Worth | Police Lieutenant | 6                           | \$82,764.00 |
| Conroe          | 53,484     | San Jacinto-Houston Area       | Police Lieutenant | 5                           | \$78,900.00 |
| Temple          | 56,000     | Heart of Texas-Waco Area       | Lieutenant        | 5                           | \$70,872.00 |
| Galveston       | 59,070     | San Jacinto-Houston Area       | Police Lieutenant | 7                           | \$70,008.00 |
| Victoria        | 60,603     | Coastal Bend-Corpus Christi    | Police Lieutenant | 9                           | \$59,919.60 |
| Baytown         | 66,430     | San Jacinto-Houston Area       | Police Lieutenant | 8                           | \$74,148.00 |
| Bryan           | 69,356     | Highland Lakes-Austin Area     | Police Lieutenant | 6                           | \$73,112.04 |
| Sugar Land      | 70,098     | San Jacinto-Houston Area       | Police Lieutenant | 7                           | \$77,540.88 |
| College Station | 73,000     | Highland Lakes-Austin Area     | Police Lieutenant | 6                           | \$91,980.00 |
| Longview        | 73,344     | Tyler-Longview Area            | Police Lieutenant | 6                           | \$67,476.00 |
| Allen           | 77,465     | North Central Texas-Dallas     | Police Lieutenant | 2                           | \$84,180.00 |
| Harlingen       | 84,832     | Lower Rio Grande Valley        | Police Lieutenant | 5                           | \$56,604.00 |
| Pearland        | 85,000     | San Jacinto-Houston Area       | Police Lieutenant | 6                           | \$77,448.00 |
| San Angelo      | 88,474     | Hub of Texas-Abilene Area      | Police Lieutenant | 7                           | \$59,820.00 |

**Texas Municipal League - Salary Survey Data - Lieutenants**

| Municipality   | Population | Council of Government Region   | Job Title   | Number of Employees in Rank | Maximum Pay           |
|----------------|------------|--------------------------------|---|-----------------------------|-----------------------|
| Lewisville     | 91,550     | Where the West Begins-Ft Worth | Police Lieutenant   | 4                           | \$84,562.44           |
| Odessa         | 93,195     | Permian Basin-Odessa Area      | Police Lieutenant   | 7                           | \$65,040.00           |
| Richardson     | 97,720     | North Central Texas-Dallas     | Police Lieutenant   | 6                           | \$90,600.00           |
| Frisco         | 99,000     | North Central Texas-Dallas     | Police Lieutenant   | 7                           | \$96,036.00           |
| Midland        | 103,174    | Permian Basin-Odessa Area      | Police Lieutenant   | 10                          | \$79,644.00           |
| Wichita Falls  | 107,635    | Red River Valley-Wichita Falls | Police Lieutenant   | 7                           | \$72,830.04           |
| Waco           | 114,000    | Heart of Texas-Waco Area       | Commander   | 10                          | \$64,848.00           |
| McKinney       | 117,000    | North Central Texas-Dallas     | Police Lieutenant   | 2                           | \$91,656.00           |
| Abilene        | 119,687    | Hub of Texas-Abilene Area      | Police Lieutenant   | 10                          | \$67,652.76           |
| Amarillo       | 179,287    | Amarillo                       | Lieutenant  | 13                          | \$72,189.96           |
| Lubbock        | 212,365    | Caprock-Lubbock                | Police Lieutenant   | 10                          | \$74,796.00           |
|                |            |                                |   | 171 (total)                 | \$75,385.11 (Average) |
| State of Texas | 23,507,783 | (not applicable)               | All job titles in Salary Group C5 (for example, Lieutenant) | 235                         | \$70,837.00           |

Sources: Texas Municipal League Salary Survey and *Texas Fact Book*, 2008, Legislative Budget Board.

Table 31

**Texas Municipal League - Salary Survey Data - Captains**

| Municipality  | Population | Council of Government Region   | Job Title              | Number of Employees in Rank | Maximum Pay  |
|---------------|------------|--------------------------------|------------------------|-----------------------------|--------------|
| Mansfield     | 54,363     | Where the West Begins-Ft Worth | Commander              | 3                           | \$90,060.00  |
| Galveston     | 59,070     | San Jacinto-Houston Area       | Police Captain         | 3                           | \$82,728.00  |
| Victoria      | 60,603     | Coastal Bend-Corpus Christi    | Police Captain         | 2                           | \$74,284.20  |
| Flower Mound  | 61,550     | Where the West Begins-Ft Worth | Police Captain         | 3                           | \$120,876.00 |
| Sugar Land    | 70,098     | San Jacinto-Houston Area       | Police Captain         | 4                           | \$84,196.80  |
| Harlingen     | 84,832     | Lower Rio Grande Valley        | Police Captain         | 3                           | \$64,800.00  |
| Pearland      | 85,000     | San Jacinto-Houston Area       | Police Captain         | 2                           | \$87,168.00  |
| Lewisville    | 91,550     | Where the West Begins-Ft Worth | Police Captain         | 3                           | \$93,647.52  |
| Odessa        | 93,195     | Permian Basin-Odessa Area      | Police Captain         | 3                           | \$73,332.00  |
| Richardson    | 97,720     | North Central Texas-Dallas     | Police Captain         | 3                           | \$102,444.00 |
| Frisco        | 99,000     | North Central Texas-Dallas     | Police Captain         | 2                           | \$107,676.00 |
| Wichita Falls | 107,635    | Red River Valley-Wichita Falls | Police Captain         | 3                           | \$85,785.12  |
| Waco          | 114,000    | Heart of Texas-Waco Area       | Assistant Police Chief | 3                           | \$73,872.00  |
| McKinney      | 117,000    | North Central Texas-Dallas     | Police Captain         | 3                           | \$98,616.00  |

**Texas Municipal League - Salary Survey Data - Captains**

| Municipality   | Population | Council of Government Region | Job Title  | Number of Employees in Rank | Maximum Pay              |
|----------------|------------|------------------------------|--|-----------------------------|--------------------------|
| Amarillo       | 179,287    | Amarillo                     | Captain  | 4                           | \$81,510.00              |
| Lubbock        | 212,365    | Caprock-Lubbock              | Police Captain   | 8                           | \$84,276.00              |
| Dallas         | 1,208,318  | North Central Texas-Dallas   | Police Captain   | 2                           | \$93,828.00              |
| Houston        | 2,000,000  | San Jacinto-Houston Area     | Police Captain   | 42                          | \$89,208.00              |
|                |            |                              |  | 96<br>(total)               | \$88,239.31<br>(Average) |
| State of Texas | 23,507,783 | (not applicable)             | All job titles in Salary Group C6 (for example, Captain) | 133                         | \$77,389.00              |

Sources: Texas Municipal League Salary Survey and *Texas Fact Book*, 2008, Legislative Budget Board.



**Summary of Supplemental Pay Provided by Local Law Enforcement Departments with More than 1,000 Commissioned Law Enforcement Officers**

Table 32 provides details on the maximum supplemental pay provided by local law enforcement departments with more than 1,000 commissioned law enforcement officers.

Table 32

| Supplemental Pay Provided by Local Law Enforcement Departments With More than 1,000 Commissioned Law Enforcement Officers |                                   |  |               |              |                                       |                                     |
|---|-----------------------------------|--|---------------|--------------|---------------------------------------|-------------------------------------|
| Law Enforcement Department  | Education Pay (Bachelor's Degree) | Certification Pay (Master's Certification) | Longevity Pay | Language Pay | Field Training Officer (FTO) Duty Pay | Shift Differential Pay <sup>b</sup> |
| State of Texas  | \$1,800                           | \$1,800                                    | \$3,600       | \$ 600       | None                                  | None                                |
| City of Austin <sup>a</sup>   | \$2,640                           | \$1,800                                    | \$840         | \$2,100      | \$2,100                               | \$3,600                             |
| City of Dallas  | \$1,200                           | None                                       | \$1,200       | \$1,200      | \$1,200                               | \$3,349                             |
| City of El Paso   | \$ 480                            | \$1,260                                    | \$1,200       | None         | \$1,320                               | \$1,248                             |
| City of Fort Worth <sup>a</sup>   | \$1,440                           | \$1,440                                    | \$1,200       | \$1,800      | \$5,437                               | \$2,718                             |
| City of Houston   | \$3,640                           | \$3,361                                    | \$1,300       | \$1,800      | \$1,802                               | \$1,800                             |
| City of San Antonio   | \$3,780                           | \$2,880                                    | \$8,789       | \$ 600       | \$3,180                               | \$4,200                             |
| Harris County   | \$2,400                           | \$3,060                                    | \$1,800       | \$1,800      | \$2,100                               | None                                |

<sup>a</sup> The City of Austin and the City of Fort Worth provide education pay or certification pay, but not both.

<sup>b</sup> Can be paid in a flat amount or per hour. If paid per hour, amount in this table is based on average pay reported for the Police Officer position.

Source: State Auditor's Office Law Enforcement Survey.

## Summary of Senior-level Job Duties by Agency and Rank

Table 33 provides information regarding senior-level job duties at the State’s law enforcement agencies. This information was compiled using the agency-supplied job descriptions.

Table 33

| Senior-level Job Duties at State Law Enforcement Agencies |   |   |   |
|---|---|---|---|
| Agency  | Sergeant  | Lieutenant  | Captain   |
| Alcoholic Beverage Commission                             | <b>Sergeant:</b> Performs administrative enforcement work. Work involves managing the operations of an enforcement team. May oversee the day-to-day operations of a small enforcement field office. Plans, assigns, and/or leads the work of others. Works under minimal supervision with considerable latitude for the use of initiative and independent judgment.   | <b>Lieutenant:</b> Performs regional administrative enforcement work in Enforcement Division. Work involves managing a headquarters enforcement unit or one or more service areas within an enforcement region. Plans, assigns, and supervises the work of others. Works under general direction with considerable latitude for the use of initiative and independent judgment.   | <b>Captain:</b> Performs regional supervisory, administrative, and professional tasks. Work involves managing and overseeing enforcement activities, offices, and staff. Plans, assigns, and supervises the work of others. Works under limited direction with extensive latitude for the use of initiative and independent judgment.   |
| Department of Criminal Justice                            | <b>Regional Supervisor:</b> Performs supervisory and investigative program activities. Work involves assisting in the coordination of activities of staff engaged in the review and investigation of violations of department policies and procedures, federal court orders, and criminal law; and assigning and supervising the work of others. Works under minimal supervision with considerable latitude for the use of initiative and independent judgment.   | <b>Regional Manager:</b> Performs administrative work managing an investigative program. Work involves establishing program goals and objectives; developing and recommending guidelines, policies, procedures, rules, and regulations; evaluating program activities; coordinating program activities; and assigning and supervising the work of others. Works under general direction with considerable latitude for the use of initiative and independent judgment.  | <b>Multi-Regional Administrator:</b> Performs administrative work managing an investigative program. Work involves establishing program goals and objectives; developing schedules, priorities, and standards for achieving program goals; developing budget requests to achieve program goals, evaluating program activities; coordinating program activities; and assigning and supervising the work of others. Works under general supervision with considerable latitude for the use of initiative and independent judgment.  |
| Parks and Wildlife Department                             | <b>Sergeant, Special Investigator (Marine, Wildlife, and Covert):</b> Under the direction of the assigned supervisor, is responsible for enforcement of the Texas Parks and Wildlife Code, Proclamations, Texas Penal Code, Texas Code of Criminal Procedure, and other regulatory acts. Responsible for execution of search warrants, arrest warrants, and subpoenas as ordered by the courts resulting from law enforcement activities. Responsible for conducting covert and overt investigations and law enforcement activities as assigned by the supervisor anywhere in the state and possibly continuing into adjoining states. Responsible for establishing and implementing techniques for intelligence gathering designed to enhance law enforcement duties. Responsible for the preparation and submission of reports and other paperwork required by the agency, division and unit procedures, as well as case reports, affidavits, and any documentation required by other agencies and the courts. Documents the collection, security, and maintenance of evidence according to court-accepted practices. | <b>Lieutenant, Regional:</b> Primary duties involve managing, evaluating, and assisting with administrative and operational activities related to conservation and other law enforcement work in an assigned region. Responsibilities include overseeing staff and office administration, analysis of programs and activities, and providing guidance and leadership to other personnel. Works under minimal supervision of the Regional Major with considerable latitude for the use of initiative and independent judgment. | <b>Captain, Game Warden, District Supervisor:</b> Performs wildlife and natural resource enforcement work. Work involves overseeing law enforcement staff and programs; overseeing emergency management and homeland security operations; and conducting analyses of law enforcement programs and activities. Provides current and accurate information regarding legislative bills, statutes, regulations, policies, and procedures. Responsible for accuracy of required paperwork and reports. Responsible for overseeing and approving all purchasing activities for assigned district personnel. Helps in preparing the annual budget. Responsible for planning and implementing staff training. Conducts investigations concerning complaints from the public and special criminal investigations. Responsible for planning and monitoring equipment maintenance. Plans, assigns, and supervises the work of others in their assigned districts. Supervises assigned employees in the enforcement of applicable statutes and regulations. Duties also involve the supervision of staff, programs, |

Senior-level Job Duties at State Law Enforcement Agencies

| Agency | Sergeant  | Lieutenant | Captain  |
|--------|---|------------|--|
|        | <p>Provides specialized law enforcement training as assigned. Performs special assignments for emergency management and homeland security efforts. Assists other law enforcement agencies when requested, and must be available to respond to calls on a 24-hour basis.</p> <p><b>Sergeant, Special Investigator Environmental Crimes:</b> Under the direction of the assigned supervisor, is responsible for enforcement of the Texas Parks and Wildlife Code, Proclamations, Texas Penal Code, Code of Criminal Procedure, and other regulatory acts to include the Texas Water Code, Texas Health and Safety Code, and other criminal environmental statutes and regulations. Conducts emergency management and homeland security operations. Responsible for documenting the collection, security, and maintenance of evidence according to court-accepted practices. Provides specialized law enforcement training as assigned. Responsible for the execution of search warrants, arrest warrants, and subpoenas as ordered by the courts resulting from law enforcement activities. Responsible for conducting covert and overt environmental crimes investigations and other investigations and law enforcement activities as assigned by the supervisor anywhere in the state and possibly continuing into adjoining states, and assisting in complex criminal environmental cases initiated by the Texas Environmental Task Force. Responsible for establishing and implementing techniques for intelligence gathering designed to enhance law enforcement duties. Responsible for the preparation and submission of reports and other paperwork required by the agency, division, and unit procedures, as well as case reports, affidavits, and any documentation required by other agencies and the courts. Responsible for the development and presentation of instructional material for the training of other Parks and Wildlife Department personnel, as well as outside agency personnel.</p> |            | <p>and district office administration; and the analysis and reporting of data related to enforcement programs and activities. Responsible for responses to homeland security and emergency management situations. Works under minimal supervision of the Regional Major with considerable latitude for the use of initiative and independent judgment in applying regulations, policies, and operational procedures.</p> <p><b>Captain, Special Investigations:</b> Under the direction of the Major of Special Operations, responsible for the supervision of Law Enforcement Division personnel assigned to the Covert, Marine Theft, and Wildlife Investigation Units. Duties include supervising and guiding the enforcement of all provisions of the Texas Parks and Wildlife Code, including regulatory acts adopted under the code, as well as the Texas Penal Code, Texas Code of Criminal Procedure, and selected statutes and regulations as directed by the Major of Special Operations. Provides current and accurate information regarding legislative bills, statutes, regulations, policies, and procedures. Responsible for developing an annual budget and managing the budget during the fiscal year. Oversees all purchasing activities for assigned personnel. Responsible for scheduling and implementing staff training. Conducts investigations concerning complaints from the public and special criminal investigations. Responsible for scheduling and monitoring equipment maintenance. Responsible for ensuring all assigned personnel receive required training and operate within the General Orders of the Law Enforcement Division and the Policy Manual of the Parks and Wildlife Department. Responsible for implementing, maintaining, and encouraging open communication between management and field personnel and ensuring that staff assigned to the investigative units maintain the highest possible levels of motivation, creativity, and productivity. Responsible for participating in and supervising personnel during homeland security and natural disaster operations (emergency management) as required by the Division.</p> <p><b>Captain, Environmental Investigations:</b> Under the direction of the Major of Special Operations, responsible for the supervision of Law Enforcement Division personnel assigned to the Environmental Investigation Unit. Duties include supervising and guiding the enforcement of all provisions of the</p> |

Senior-level Job Duties at State Law Enforcement Agencies

| Agency                                    | Sergeant   | Lieutenant  | Captain  |
|---|--|---|--|
|   |  |   | <p>Texas Parks and Wildlife Code, including regulatory acts adopted under the Code, as well as the Texas Penal Code, Texas Code of Criminal Procedure, Texas Water Code, and selected statutes and regulations as directed by the Major of Special Operations. Provides current and accurate information regarding legislative bills, statutes, regulations, policies, and procedures. Responsible for developing an annual budget and managing the budget during the fiscal year. Oversees all purchasing activities for assigned personnel. Responsible for scheduling and implementing staff training. Conducts investigations concerning complaints from the public and special criminal investigations. Responsible for scheduling and monitoring equipment maintenance. Responsible for ensuring all assigned personnel receive required training and operate within the General Orders of the Law Enforcement Division and the Policy Manual of the Parks and Wildlife Department. Responsible for implementing, maintaining, and encouraging open communication between management and field personnel and ensuring that staff assigned to the investigative units maintain the highest possible levels of motivation, creativity, and productivity. Responsible for participating in and supervising personnel during homeland security and natural disaster operations (emergency management) as required by the Division.</p> |
| <p><b>Department of Public Safety</b></p> | <p><b>Highway Patrol:</b> Supervises clerical personnel and Troopers engaged in enforcement, regulator, licensing, and inspection duties. Administers training programs and monitors progress of assigned personnel. Engages in criminal work, participates in safety programs, and performs special assignments as necessary. Supervises and participates in public relations work. Prepares correspondence and reports, and performs administrative tasks in support of assigned area. Work is performed under the general supervision of a Lieutenant or Sergeant.</p> <p><b>Texas Ranger:</b> Performs varied specialized police work in the enforcement of criminal law in an assigned geographical area of the Department of Public Safety. Responsible for investigating criminal offenses committed within the assigned area. Responsible for maintaining law and order in the event of riots, prison breaks, natural disasters, civil disorders, or protest demonstrations. Work is performed under the general supervision of a Ranger Lieutenant.</p> | <p><b>Highway Patrol:</b> Performs technical, supervisory, staff, and administrative duties in a regional, district, or sub-district office. Provides administrative assistance to the Captain, supervises and conducts special investigations, supervises line operations, and serves as supervisor of technical enforcement responsibilities. May coordinate and supervise Department of Public Safety building maintenance and upkeep. Serves in the capacity of the Captain during his or her absence. Supervises Sergeants and Troopers. Work is performed under general supervision of a Captain or Regional Commander.</p> <p><b>Texas Ranger:</b> Performs limited supervisory and specialized police work in the Texas Ranger Division of the Department of Public Safety. Responsible for first-line supervision of Ranger Sergeants and clerical personnel assigned to the geographical area encompassed by the Company of Texas Rangers. Work is performed under the general supervision of a Ranger Captain.</p> | <p><b>Highway Patrol:</b> Performs supervisory and administrative law enforcement duties as Service Commander in an assigned geographical area. Supervises and coordinates all activities related to enforcement, regulatory, licensing, and inspection duties performed in a regional or geographical area. Provides administrative supervision and support within assigned operational area. May perform as Regional Commander in the absence of the Commander and as Regional Duty Officer. May serve as Regional Recruiting Coordinator. Participates in public safety and public relations activities. Supervises Lieutenants and Sergeants. Work is performed under general supervision of the Regional Commander.</p> <p><b>Texas Ranger:</b> Performs responsible supervisory law enforcement work in a Regional or District Office of the Department of Public Safety. Responsible for the supervision and coordination of all activities of a Company of Texas Rangers engaged in investigative and criminal law enforcement work, including clerical</p>  |

Senior-level Job Duties at State Law Enforcement Agencies

| Agency | Sergeant   | Lieutenant   | Captain  |
|--------|--|--|--|
|        | <p><b>Sergeant/Investigator, Criminal Intelligence Service:</b> Performs responsible investigative duties in a designated geographic area of Texas in the criminal law enforcement service of the Department of Public Safety. Investigates suspected violations in accordance with standard investigative methods, departmental policy, and state laws and uses independent judgment in determining methods of investigating violations. Work is performed under general supervision.</p> | <p><b>Lieutenant, Criminal Intelligence Service:</b> Performs responsible investigative work as a first-line supervisor for Sergeant/Investigators assigned to a Criminal Law Enforcement Service of the Department of Public Safety. Plans and makes work assignments, evaluates performance and reports of subordinates. Uses independent judgment in directing instigative activities to meeting changing situations. Work is performed under supervision in accordance with departmental policy, procedures, state law, and regulations.</p> | <p>personnel. Work is performed under general supervision of the Chief, Texas Rangers.</p> <p><b>Captain, Criminal Intelligence Service:</b> Performs responsible supervisory work in a designated geographical area of Texas in a Criminal Law Enforcement Service of the Department of Public Safety. Work involves planning and directing subordinates in collecting and evaluating information related to special investigations and the apprehension of criminal law violators. Work is performed under general supervision with latitude for independent judgment in applying methods, policy, and procedures within the limits determined by law and departmental policy.</p> |

## ***Five Local Law Enforcement Departments that Provide the Highest Average Total Direct Compensation***

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Texas Government Code, Section 654.037(b), requires the State Auditor's Office to conduct a survey of the local law enforcement departments in Texas with 1,000 or more commissioned law enforcement officers. The following information lists the five local law enforcement departments that provide the highest average total compensation to local law enforcement officers who have been employed at the maximum salary level. Table 34 provides a summary of direct compensation provided by these five local law enforcement departments for a Police Officer. A Police Officer position is comparable to a salary group C3 position (for example, Trooper) contained in Salary Schedule C.

Table 34

| <b>The Five Local Law Enforcement Departments<br/>That Provide the Highest Average Total Direct Compensation</b> |                    |  |                                      |
|--|--------------------|--|--------------------------------------|
| <b>Local Law<br/>Enforcement<br/>Department</b>  | <b>Maximum Pay</b> | <b>Value of<br/>Supplemental<br/>Pay</b> | <b>Total Direct<br/>Compensation</b> |
| City of Austin   | \$87,787           | \$12,840                                 | \$100,627                            |
| City of Fort Worth   | \$75,067           | \$15,402                                 | \$90,469                             |
| City of Dallas   | \$71,273           | \$16,033                                 | \$87,306                             |
| City of San Antonio  | \$61,764           | \$25,758                                 | \$87,522                             |
| City of Houston  | \$56,893           | \$13,700                                 | \$70,593                             |
| State of Texas   | \$57,733           | \$6,000                                  | \$63,733                             |

## Law Enforcement Salary Survey Results

Tables 35 through 41 provide a summary of the minimum and maximum salaries obtained for the ranks within each of the local law enforcement departments with more than 1,000 local law enforcement officers. These tables also include the number of employees currently budgeted or employed in the rank and the average pay for the employees within that rank as provided by the law enforcement survey respondents.

Table 35

| City of Austin  |                             |               |               |             |
|-----------------|-----------------------------|---------------|---------------|-------------|
| Rank            | Number of Employees in Rank | Minimum Pay   | Maximum Pay   | Average Pay |
| Police Cadet    | 42                          | \$32,001      | \$32,001      | \$32,001    |
| Police Officer  | 870                         | \$49,608      | \$80,539      | \$62,379    |
| Detective       | 288                         | \$66,972      | \$87,787      | \$79,437    |
| Corporal        | 73                          | \$66,972      | \$87,787      | \$81,191    |
| Sergeant        | 154                         | \$78,109      | \$95,685      | \$91,630    |
| Lieutenant      | 64                          | \$89,826      | \$110,040     | \$108,715   |
| Commander       | 22                          | \$111,138     | \$127,243     | \$126,845   |
| Assistant Chief | 5                           | Not available | Not available | \$145,288   |
| Chief           | 1                           | Not available | Not available | \$177,049   |
| <b>Total</b>    | <b>1,519</b>                |               |               |             |

Table 36

| City of Dallas              |                             |             |             |             |
|-----------------------------|-----------------------------|-------------|-------------|-------------|
| Rank                        | Number of Employees in Rank | Minimum Pay | Maximum Pay | Average Pay |
| Police Trainee              | 213                         | \$41,690    | \$41,690    | \$41,710    |
| Police Apprentice Officer   | 128                         | \$41,690    | \$41,690    | \$41,742    |
| Probationary Police Officer | 87                          | \$41,690    | \$41,690    | \$41,714    |
| Police Officer              | 773                         | \$41,690    | \$65,651    | \$51,891    |
| Corporal                    | 27                          | \$48,249    | \$64,651    | \$62,371    |
| Senior Corporal             | 1429                        | \$42,860    | \$71,273    | \$64,052    |
| Sergeant                    | 420                         | \$49,235    | \$78,063    | \$71,738    |
| Lieutenant                  | 105                         | \$54,028    | \$85,503    | \$80,203    |
| Captain                     | 2                           | \$59,278    | \$93,834    | \$89,366    |
| Deputy Chief                | 17                          | \$64,821    | \$98,890    | \$89,229    |
| Assistant Chief             | 6                           | \$65,698    | \$124,107   | \$110,053   |
| Chief                       | 1                           | \$86,459    | \$185,769   | \$168,498   |
| <b>Total</b>                | <b>3,208</b>                |             |             |             |

Table 37

| City of El Paso                  |                             |               |                             |             |
|----------------------------------|-----------------------------|---------------|-----------------------------|-------------|
| Rank                             | Number of Employees in Rank | Minimum Pay   | Maximum Pay                 | Average Pay |
| Police Officer Trainee           |                             |               | City does not use this rank |             |
| Probationary Officer             |                             |               | City does not use this rank |             |
| Police Officer                   | 732                         | \$34,092      | \$55,612                    | \$45,687    |
| Advance Police Officer/Detective | 163                         | \$41,439      | \$55,612                    | \$49,410    |
| Sergeant                         | 125                         | \$52,869      | \$63,910                    | \$60,230    |
| Lieutenant                       | 38                          | \$62,507      | \$75,435                    | \$69,971    |
| Commander                        | 8                           | \$71,032      | \$88,998                    | \$80,015    |
| Assistant Police Chief           | 6                           | \$108,178     | \$119,266                   | \$113,587   |
| Police Chief                     | 1                           | Not available | Not available               | \$132,000   |
| <b>Total</b>                     | <b>1,073</b>                |               |                             |             |



Table 38

| City of Fort Worth        |                             |             |             |             |
|---------------------------|-----------------------------|-------------|-------------|-------------|
| Rank                      | Number of Employees in Rank | Minimum Pay | Maximum Pay | Average Pay |
| Police Officer Trainee    | 113                         | \$36,296    | \$36,296    | \$36,296    |
| Police Officer            | 1,014                       | \$46,051    | \$68,037    | \$57,894    |
| Police Corporal           | 181                         | \$58,822    | \$75,067    | \$70,389    |
| Police Sergeant           | 156                         | \$68,078    | \$82,742    | \$79,509    |
| Police Lieutenant         | 45                          | \$75,067    | \$91,229    | \$89,440    |
| Police Captain            | 13                          | \$86,029    | \$100,610   | \$99,155    |
| Assistant Police Director | 1                           | \$86,029    | \$141,948   | \$98,592    |
| Police Deputy Chief       | 5                           | \$100,256   | \$116,064   | \$113,905   |
| Police Chief              | 1                           | \$107,806   | \$177,881   | \$149,989   |
| <b>Total</b>              | <b>1,529</b>                |             |             |             |

Table 39

| City of Houston                  |                             |               |               |             |
|----------------------------------|-----------------------------|---------------|---------------|-------------|
| Rank                             | Number of Employees in Rank | Minimum Pay   | Maximum Pay   | Average Pay |
| Police Cadet                     | 148                         | \$30,160      | \$30,160      | \$30,160    |
| Probationary Police Officer      | 213                         | \$28,169      | \$28,169      | \$28,169    |
| Police Officer                   | 1,587                       | \$37,103      | \$51,540      | \$45,902    |
| Senior Police Officer            | 1,934                       | \$52,648      | \$56,893      | \$55,577    |
| Sergeant                         | 937                         | \$63,638      | \$69,383      | \$67,878    |
| Lieutenant                       | 185                         | \$71,435      | \$77,875      | \$76,927    |
| Captain                          | 42                          | \$79,422      | \$86,613      | \$89,096    |
| Assistant Chief                  | 9                           | \$114,793     | \$120,564     | \$117,653   |
| Executive Assistant Police Chief | 4                           | \$132,620     | \$139,334     | \$137,635   |
| Police Chief                     | 1                           | Not available | Not Available | \$193,550   |
| <b>Total</b>                     | <b>5,060</b>                |               |               |             |

Table 40

| City of San Antonio         |                             |             |             |             |
|-----------------------------|-----------------------------|-------------|-------------|-------------|
| Rank                        | Number of Employees in Rank | Minimum Pay | Maximum Pay | Average Pay |
| Police Cadet                | 89                          | \$27,600    | \$27,600    | \$27,607    |
| Probationary Police Officer | 72                          | \$36,144    | \$36,144    | \$36,144    |
| Police Officer              | 1,340                       | \$41,604    | \$55,560    | \$52,620    |
| Detective/Investigator      | 363                         | \$58,248    | \$61,764    | \$59,924    |
| Sergeant                    | 200                         | \$66,168    | \$67,488    | \$66,986    |
| Lieutenant                  | 47                          | \$74,112    | \$75,588    | \$74,897    |
| Captain                     | 17                          | \$85,044    | \$86,748    | \$86,046    |
| Deputy Police Chief         | 5                           | \$117,708   | \$117,708   | \$117,708   |
| Assistant Police Chief      | 2                           | \$127,128   | \$127,128   | \$127,128   |
| Chief                       | 1                           | \$171,290   | \$171,290   | \$171,290   |
| <b>Total</b>                | <b>2,136</b>                |             |             |             |

Table 41

| Harris County      |                             |                                       |               |                        |
|--------------------|-----------------------------|---------------------------------------|---------------|------------------------|
| Rank               | Number of Employees in Rank | Minimum Pay                           | Maximum Pay   | Average Pay            |
| Deputy             | 1,476                       | \$39,457                              | \$54,367      | Not provided by county |
| Senior Deputy      | 449                         | \$58,052                              | \$58,052      | Not provided by county |
| Crime Investigator | 124                         | Harris County does not use this rank. |               |                        |
| Sergeant           | 238                         | \$61,547                              | \$68,494      | Not provided by county |
| Lieutenant         | 54                          | \$70,553                              | \$76,315      | Not provided by county |
| Captain            | 21                          | \$80,121                              | \$88,296      | Not provided by county |
| Major              | 11                          | \$119,225                             | \$119,225     | Not provided by county |
| Chief              | 2                           | \$114,816                             | \$114,816     | Not provided by county |
| Sheriff            | 1                           | Not available                         | Not available | Not provided by county |
| <b>Total</b>       | <b>2,376</b>                |                                       |               |                        |

## Responses from the Four State Agencies that Employ Law Enforcement Officers

### TEXAS DEPARTMENT OF PUBLIC SAFETY

5805 N. LAMAR BLVD. - BOX 4087 - AUSTIN, TEXAS 78773

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COMMISSION  
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July 28, 2008

John Keel  
State Auditor  
Robert E. Johnson Building  
1501 N. Congress Avenue  
P.O. Box 12067  
Austin, Texas 78711-2067

Dear Mr. Keel:

I would like to thank you for the opportunity to respond to your office's draft report on Salary Schedule C. The Department of Public Safety generally agrees with the findings of the State Auditor's Office (SAO) Report on the State's Law Enforcement Salary Schedule (Schedule C). The comparison with the other large law enforcement agencies in the state shows that Department law enforcement salaries are falling behind the average for the other agencies, particularly with regards to supervisory ranks. In addition, the report finds that other agencies pay a higher amount in supplemental salary stipends.

I would like to take this opportunity to let you know that your staff has been very responsive to our comments and concerns. Please extend to them my appreciation of all their hard work.

If I can be of further assistance, please feel free to contact me at (512) 424-7771.

Sincerely,

Thomas A. Davis, Jr.  
Director  
Texas Department of Public Safety

TAD:PKL

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July 28, 2008

Ms. Nicole Guerrero, Audit Manager  
State Auditor's Office  
P.O. Box 12067  
Austin, Texas 78711-2067

Dear Ms. Guerrero:

Thank you for the opportunity to review the draft report on the State's Law Enforcement Salary Schedule (Salary Schedule C) and Law Enforcement Position Parity.

The agency concurs with all findings and recommendations contained in the report; all proposed recommendations will be appropriately implemented by our agency Human Resources Director (Al Bingham) and Law Enforcement Director (Colonel Pete Flores) upon approval by the Legislature or as otherwise directed.

While the agency is supportive of the salary and total compensation increases proposed in the report, an equivalent amount of general revenue would need to be appropriated to us by the Legislature in order to implement these recommendations. Also note that the proposed salary increases (particularly for Major Game Wardens- C8) will create salary compression issues among our other senior-level (Schedule B) directors that we would hope to address through internal means.

We should note, too, that our estimated cost for the biennium is \$6.5 million or approximately \$300,000 greater than the implementation cost shown on page 15 of the draft report. The difference is due to tenure increases in the Schedule C that have occurred in FY 2008 and will occur in FY 2009.

Thank you again for your support and assistance in this matter. Please contact Al Bingham, Human Resources Director, at (512) 389-4808 or by email at [al.bingham@tpwd.state.tx.us](mailto:al.bingham@tpwd.state.tx.us) if you require additional information regarding this response.

Sincerely,

Carter Smith  
Executive Director

CS:AB:vc-s

cc: The Honorable Peter Holt, Chairman , Texas Parks and Wildlife Commission  
Mr. Carlos Contreras, Internal Audit Director  
Mr. Al Bingham, PHR, Human Resources Director  
Col. Pete Flores, Law Enforcement Division Director

4200 SMITH SCHOOL ROAD  
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Alan Steen  
Administrator

John Steen  
Chairman-San Antonio

José Cuevas, Jr.  
Member-Midland

Steven M. Weinberg, MD, JD  
Member-Colleyville

July 25, 2008

Nicole Guerrero, MBA, CGAP, CIA  
State Auditor's Office  
Robert E. Johnson Building  
1501 N. Congress Avenue  
Austin, Texas 78701

Dear Ms. Guerrero:

I have reviewed the draft report on the State's Law Enforcement Salary Schedule (Salary Schedule C) and Law Enforcement Position Parity. Please consider this letter a formal response to the State Auditor's Office (SAO) proposal. The information regarding the Texas Alcoholic Beverage Commission is accurate. Your staff was very efficient, open to our input and timely in gathering the information.

Our agency does not have any significant reservations towards the proposed changes in the salary schedule. We believe that all of our employees should be fairly compensated for the duties and responsibilities that they perform. However, if the changes are not completely funded they could impact other budget areas. We appreciate the effort that the State Auditor's Office makes on behalf of the employees of the State of Texas. If additional information or assistance is needed, please contact me by phone at (512) 206-3217 or by email at [alan.steen@tabc.state.tx.us](mailto:alan.steen@tabc.state.tx.us)

Sincerely,

Alan Steen  
Administrator

cc: Joel Moreno, Chief of Field Services  
Loretta Doty, Director of Human Resources

P.O. Box 13127, Austin, Texas 78711-3127

• (512) 206-3333 •

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**Texas Department of Criminal Justice**

**Brad Livingston**  
Executive Director

July 16, 2008

John Keel  
Texas State Auditor  
Robert E. Johnson Building  
1501 N. Congress Avenue  
Austin, TX 78701

RE: SAO Report on The State's Law Enforcement Salary Schedule and Law Enforcement Position Parity

Dear Mr. Keel:

Thank you for the opportunity to review the report. Although the report did not contain a recommendation for TDCJ to consider, we support the ongoing efforts of the state to ensure parity in state employee salaries as well as any actions which would increase compensation for state employees.

We appreciate the effort your staff made to complete the audit. Please feel free to contact me if you have any questions or need more information.

Sincerely,

A handwritten signature in black ink that reads "Brad Livingston". The signature is stylized and extends to the right with a long, sweeping tail.

Brad Livingston  
Executive Director

---

*Our mission is to provide public safety, promote positive change in offender behavior, reintegrate offenders into society, and assist victims of crime.*

P.O. Box 99  
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