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A Report on

**The State's Law Enforcement
Salary Schedule
(Salary Schedule C)
for the 2016-2017 Biennium**

November 2014
Report No. 15-702



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Overall Conclusion

As of February 28, 2014, the State's law enforcement positions paid according to the State's law enforcement salary schedule (Salary Schedule C) represented approximately 3.1 percent (4,580) of the State's classified workforce (excluding employees of higher education institutions and legislative agencies). The majority of those positions were at the Department of Public Safety; however, the Parks and Wildlife Department, the Alcoholic Beverage Commission, and the Department of Criminal Justice also have law enforcement positions on Salary Schedule C.

The State Auditor's Office compared the State's direct compensation for positions paid according to Salary Schedule C to the direct compensation that the seven largest local law enforcement departments in the state provide.¹ Direct compensation includes base pay and various forms of supplemental pay, such as pay for education, certifications, bilingual skills, hazardous duty, longevity, field training officer duty, and shift differential. See Table 1 in Chapter 1 of this report for information on the direct compensation that the seven largest local law enforcement departments provide and that the State provides.

The 83rd Legislature authorized salary increases for the State's law enforcement positions within Salary Schedule C and authorized adjustments to Salary Schedule C. As a result, Salary Schedule C has become more competitive with the direct compensation that the seven largest local law enforcement departments in the state provide.

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. The State Auditor's Office has statutory responsibilities to:

- Survey and analyze the total compensation provided by selected local law enforcement departments in accordance with Texas Government Code, Section 654.037(b).
- Review the State's Position Classification Plan in accordance with Texas Government Code, Chapter 654.

As of February 28, 2014, the State employed 4,580 law enforcement officers paid according to Salary Schedule C at four agencies:

- The Department of Public Safety (80.8 percent of law enforcement officers).
- The Parks and Wildlife Department (11.3 percent of law enforcement officers).
- The Alcoholic Beverage Commission (5.0 percent of law enforcement officers).
- The Department of Criminal Justice (2.9 percent of law enforcement officers).

¹ The local law enforcement departments included in this study were 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, and Harris County.

For example:

- The State's maximum base pay² for positions in salary group C3 (for example, Troopers) is 2.3 percent below the average maximum base pay of the seven largest local law enforcement departments in the state. That is a significant improvement from fiscal year 2012, when the State's maximum base pay for positions in salary group C3 was 20.6 percent below the average maximum base pay of the seven largest local law enforcement departments in the state.
- The State's mid-range base pay³ for positions in salary group C3 (for example, Troopers) is 2.9 percent above the average mid-range base pay of the seven largest local law enforcement departments in the state. That is a significant improvement from fiscal year 2012, when the State's mid-range base pay for positions in salary group C3 was 9.3 percent below the average mid-range base pay of the seven largest local law enforcement departments in the state.

Analysis Based on Maximum and Mid-range Base Pay

Although Salary Schedule C has become more competitive, certain adjustments would still be necessary to match the maximum base pay in Salary Schedule C to the average maximum base pay of the seven largest local law enforcement departments in the state. That is particularly the case for the senior state law enforcement positions in salary groups C5 and C6. Specifically:

- The maximum base pay for positions in salary groups C3 and C4 (for example, Troopers and Sergeants) is 2.3 percent and 1.0 percent, respectively, below the average maximum base pay of the seven largest local law enforcement departments in the state.
- The maximum base pay for positions in salary groups C5 and C6 (for example, Lieutenants and Captains) is 3.5 percent and 11.7 percent, respectively, below the average maximum base pay of the seven largest local law enforcement departments in the state.

While the mid-range base pay for positions in salary group C3 (for example, Troopers) is 2.9 percent above the average mid-range base pay of the seven largest local law enforcement departments in the state, for some positions, adjustments would still be necessary to match the average mid-range base pay of the seven largest local law enforcement departments in the state. Specifically, the mid-range base pay for positions in salary groups C5 and C6 (for example, Lieutenants and Captains) is 3.1 percent and 4.1 percent, respectively, below the average mid-range base pay of the seven largest local law enforcement departments in the state.

See Table 2 in Chapter 1 of this report for a detailed comparison of the State's maximum and mid-range base pay for law enforcement positions to the average

² For purposes of this report, "maximum base pay" refers to the highest level of pay within a salary range.

³ For purposes of this report, "mid-range base pay" refers to the middle of a salary range, which is calculated by summing the minimum and maximum of the salary range and dividing by two.

maximum base pay and average mid-range base pay of the seven largest local law enforcement departments in the state.

This report offers two options for maintaining the competitiveness of Salary Schedule C:

- **Option 1: Align Salary Schedule C with the market maximum base pay.** Texas Government Code, Section 654.037(b), requires a comparison of Salary Schedule C with the market average maximum base pay. Aligning Salary Schedule C with the market average maximum base pay would have a total implementation cost to four state agencies of approximately \$8.52 million in each year of the 2016-2017 biennium. That cost includes the costs to reallocate positions at the Office of the Inspector General within the Department of Criminal Justice (see Chapters 1 and 3 for more information). The Department of Public Safety would incur approximately 74 percent of the total cost of aligning Salary Schedule C with the market average maximum base pay.
- **Option 2: Align Salary Schedule C with the market mid-range base pay.** Aligning Salary Schedule C with the market average mid-range base pay would have a total implementation cost to four state agencies of approximately \$2.24 million in each year of the 2016-2017 biennium. That cost includes the costs to reallocate positions at the Office of the Inspector General within the Department of Criminal Justice (see Chapters 1 and 3 for more information). The Department of Public Safety would incur approximately 73 percent of the total cost of aligning Salary Schedule C with the market average mid-range base pay.

Tables 3 and 4 in Chapter 1 of this report present the proposed salary schedules for the two options discussed above. Table 5 in Chapter 1 of this report presents the annual cost to four state agencies for each option.

Additional Recommendations for the State's Position Classification Plan

The State Auditor's Office also reviewed the portion of the State's Position Classification Plan related to law enforcement positions and recommends:

- Adding a new job classification for an Investigator position for the Office of the Inspector General within the Department of Criminal Justice. There would be no cost to implement that change.
- Reallocating four existing Investigator job classifications to a higher salary group to allow for salary parity with positions performing similar type work at other state agencies. The State would incur approximately (1) \$301,000 in annual costs to implement this change if Salary Schedule C was aligned with the market maximum base pay or (2) \$237,000 in annual costs to implement this change if Salary Schedule C was aligned with the market mid-range base pay.
- Deleting one existing Investigator job classification.
- Changing the title of one existing job classification.

Table 9 in Chapter 3 of this report presents information on the recommended changes to the State's Position Classification Plan for the Law Enforcement occupational category.

Key Points

Salary rates for all salary groups within Salary Schedule C have increased since fiscal year 2013 and are now more competitive with the market; however, adjustments would still be needed to match the average maximum base pay of the seven largest local law enforcement departments in the state.

Maximum base pay for state journey-level law enforcement positions (for example, Troopers and Game Wardens in salary group C3) would need to increase by 2.3 percent to match the average maximum base pay of the seven largest local law enforcement departments in the state.

Maximum base pay for state senior-level law enforcement positions (for example, Sergeants, Lieutenants, and Captains in salary groups C4 through C6) would need to increase 1.0 percent to 11.7 percent to match the average maximum base pay of the seven largest local law enforcement departments in the state.

In most cases, the State's supplemental pay for employees in Salary Schedule C is less than the supplemental pay that the seven largest local law enforcement departments in the state provide.

In most cases, the State's supplemental pay for education, certifications, and bilingual skills for employees in Salary Schedule C is less than the supplemental pay the seven largest local law enforcement departments in the state provide. (See Table 6 in Chapter 2 of this report for additional information.)

All seven local law enforcement departments included in this study provide longevity pay. While the State provides its Salary Schedule C employees hazardous duty pay, it does not offer longevity pay to its Salary Schedule C employees. (See Table 7 in Chapter 2 of this report for additional information.)

In addition, most of the local law enforcement departments included in this study provide other types of supplemental pay (for example, field training officer duty pay and shift differential pay) that the State does not offer. (See Table 8 in Chapter 2 of this report for additional information.)

Summary of Objective, Scope, and Methodology

The objective of this project was to conduct a study of the market competitiveness of the law enforcement salary schedule (Salary Schedule C).

The scope of this study focused on a comparison of the State's law enforcement pay according to Salary Schedule C with the pay of local law enforcement departments in Texas with more than 1,000 commissioned law enforcement officers. The State Auditor's Office analyzed the State's direct compensation in

relation to the average maximum and average mid-range base pay of the seven largest local law enforcement departments in Texas. The State Auditor's Office conducted this study in accordance with Texas Government Code, Sections 654.036 and 654.037.

In reviewing salaries for the State's law enforcement positions, the State Auditor's Office compared the maximum base pay and mid-range base pay of the seven largest local law enforcement departments in Texas to the base pay of the following state positions that 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).

This study was based on a May 2014 survey that the State Auditor's Office conducted of the seven largest local law enforcement departments in Texas. Those local law enforcement departments included:

- 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.

Contents

Detailed Results

Chapter 1	
Analysis and Options for the State’s Law Enforcement Salary Schedule (Salary Schedule C) for the 2016-2017 Biennium.....	1
Chapter 2	
Supplemental Pay Included in Direct Compensation	12
Chapter 3	
Recommended Changes to the State’s Position Classification Plan for the Law Enforcement Occupational Category	17

Appendices

Appendix 1	
Objective, Scope, and Methodology	21
Appendix 2	
Law Enforcement Salary Schedule (Salary Schedule C) For the 2014-2015 Biennium	24
Appendix 3	
Headcount and Turnover by State Agency and Law Enforcement Job Title	25
Appendix 4	
Comparison of Entry-level Positions at State Agencies and the Seven Largest Local Law Enforcement Departments in Texas.....	27
Appendix 5	
Law Enforcement Pay at Selected Higher Education Institutions	28
Appendix 6	
State Agency Compensation Expenditures for Law Enforcement Positions in Salary Schedule C in Fiscal Year 2014.....	30

Detailed Results

Chapter 1

Analysis and Options for the State's Law Enforcement Salary Schedule (Salary Schedule C) for the 2016-2017 Biennium

Law Enforcement Schedule (Salary Schedule C)

As of February 28, 2014, the State's law enforcement positions paid according to the State's law enforcement salary schedule (Salary Schedule C) represented approximately 3.1 percent (4,580) of the State's classified workforce (excluding employees of higher education institutions and legislative agencies). Law enforcement positions are paid in accordance to Salary Schedule C, which establishes salary ranges and salary steps.

In fiscal year 2013, the overall turnover rate for the State's law enforcement occupational group was 5.0 percent.

See Appendix 3 for additional details on law enforcement employee headcount and turnover by state agency.

Definitions for the Purposes of This Study

Direct Compensation - Includes base pay and various forms of supplemental pay.

Salary Range - A range of salaries from minimum to maximum.

Salary Steps - Specific levels within a salary range. Generally, an employee progresses from step to step based on established criteria.

Minimum Base Pay - The lowest level of pay within a salary range.

Maximum Base Pay - The highest level of pay within a salary range.

Mid-range Base Pay - The middle of a salary range, which is calculated by summing the minimum and maximum of the salary range and dividing by two (also referred to as "mid-point").

Reallocation - The process by which the assigned salary range for a job classification is changed.

Background Information

This study's primary focus was to compare the State's direct compensation for positions paid according to the State's law enforcement salary schedule (Salary Schedule C) to the direct compensation that the seven largest local law enforcement departments in the state provide. Those local law enforcement departments were 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, and Harris County. The State Auditor's Office also determined which of those local law enforcement departments had the highest direct compensation (see Table 1 on the next page).

Direct compensation includes base pay and various forms of supplemental pay, such as pay for education, certifications, bilingual skills, hazardous duty, longevity, field training officer duty, and shift differential. Direct compensation does not include benefits or retirement, which are considered indirect compensation.⁴ (See text box for additional definitions.)

In fiscal year 2014, base pay and additional pay (including overtime pay and supplemental pay) for state agency law enforcement positions in Salary Schedule C totaled \$335.6 million.⁵ Specifically:

- The State spent approximately \$283.0 million in base pay (see Table 15 in Appendix 6 for more details).

⁴ Because of the changing and complex nature of retirement plans and benefits, this study did not review the retirement plans and benefits of the state or the local law enforcement departments included in the study. Information on the State's retirement plans and benefits for state commissioned law enforcement officers is available from the Employees Retirement System at http://www.ers.state.tx.us/Employees/Retirement/Types_of_Retirement/. Information on the local law enforcement departments' retirement plans and benefits is available in the Texas Pension Review Board's *Guide to Public Retirement Systems in Texas* at <http://www.prb.state.tx.us/agency-information/publicationsreports/>.

⁵ Law enforcement positions at higher education institutions were not included in this study because higher education institutions do not pay employees in accordance with the State's Position Classification Plan.

- The State spent approximately \$52.6 million on additional pay, including overtime pay and supplemental pay for education, certifications, bilingual skills, and hazardous duty (see Table 15 in Appendix 6 for more details).

Table 1 ranks direct compensation for the seven largest local law enforcement departments in the state.

Table 1

Ranking of Direct Compensation at the Seven Largest Local Law Enforcement Departments in the State For a Police Officer, Corporal, or Detective As of April 2014				
Rank	Department	Maximum Base Pay	Supplemental Pay ^a	Direct Compensation (Maximum Base Pay plus Supplemental Pay)
1	City of Austin	\$99,802	\$14,075	\$113,877
2	City of Fort Worth	\$86,174	\$17,066	\$103,240
3	City of San Antonio ^b	\$74,484	\$28,287	\$102,771
4	City of Dallas	\$77,089	\$18,811	\$95,900
5	Harris County	\$74,651	\$16,200	\$90,851
6	City of Houston ^c	\$62,187	\$21,224	\$83,411
7	City of El Paso	\$69,643	\$9,832	\$79,475
	State of Texas ^d	\$75,947	\$6,000	\$81,947

^a Supplemental pay includes pay for education, certifications, bilingual skills, hazardous duty, longevity, field training officer duty, and shift differential. The State provides hazardous duty pay and does not provide pay for longevity, field training officer duty or shift differential. The seven largest local law enforcement departments in the state do not provide hazardous duty pay. The City of Austin, the City of Fort Worth, and the State provide either certification pay or education pay but not both. For purposes of this supplemental pay analysis, the State Auditor's Office used the supplement for a master's degree and a Texas Commission on Law Enforcement (TCOLE) master's level certification in the calculations. The City of Dallas does not provide a supplement for a master's degree; therefore, for that entity, the State Auditor's Office used the supplement for a bachelor's degree. The City of El Paso does not provide certification pay at the TCOLE master's level; therefore, for that entity, the State Auditor's Office used pay for the advanced level certification. See Chapter 2 for more information on supplemental pay.

^b For the City of San Antonio, the analysis used supplemental pay provided for a master's degree; however, the City of San Antonio also provides supplemental pay for a doctorate degree in the amount of \$4,200.

^c For the City of Houston, the analysis used supplemental pay provided for a master's degree; however, the City of Houston also provides supplemental pay for a doctorate degree in the amount of \$8,840.

^d The State of Texas maximum base pay is based on the Trooper position, salary group C3, in Salary Schedule C.

Sources: State Auditor's Office local law enforcement department survey conducted in May 2014 and the State's Salary Schedule C in the General Appropriations Act (83rd Legislature), Article IX, Section 2.01, for fiscal year 2015.

Analysis Based on Maximum and Mid-range Base Pay

The 83rd Legislature authorized salary increases for the State's law enforcement positions within Salary Schedule C and authorized adjustments to Salary Schedule C. As a result, Salary Schedule C has become more competitive with the direct compensation that the seven largest local law enforcement departments in the state provide. For example:

- The State's maximum base pay for positions in salary group C3 (for example, Troopers) is 2.3 percent below the average maximum base pay of the seven largest local law enforcement departments in the state. That is a significant improvement from fiscal year 2012, when the State's maximum base pay for positions in salary group C3 was 20.6 percent below the average maximum base pay of the seven largest local law enforcement departments in the state.⁶ The Trooper position in salary group C3 is comparable to a Police Officer, Corporal, or Detective position at the seven largest local law enforcement departments in the state.
- The State's mid-range base pay for positions in salary group C3 (for example, Troopers) is 2.9 percent above the average mid-range base pay of the seven largest local law enforcement departments in the state. That is a significant improvement from fiscal year 2012, when the State's mid-range base pay for positions in salary group C3 was 9.3 percent below the average mid-range base pay of the seven largest local law enforcement departments in the state.⁷

Although Salary Schedule C has become more competitive, certain adjustments would still be necessary to match the maximum base pay in Salary Schedule C to the average maximum base pay of the seven largest local law enforcement departments in the state. That is particularly the case for the senior state law enforcement positions in salary groups C5 and C6. Specifically:

- The maximum base pay for positions in salary groups C3 and C4 (for example, Troopers and Sergeants) is 2.3 percent and 1.0 percent, respectively, below the average maximum base pay of the seven largest local law enforcement departments in the state.
- The maximum base pay for positions in salary groups C5 and C6 (for example, Lieutenants and Captains) is 3.5 percent and 11.7 percent, respectively, below the average maximum base pay of the seven largest local law enforcement departments in the state.

⁶ See *A Report on the State's Law Enforcement Salary Schedule (Salary Schedule C) for the 2014-2015 Biennium*, SAO Report No. 13-702, October 2012.

⁷ See *A Report on the State's Law Enforcement Salary Schedule (Salary Schedule C) for the 2014-2015 Biennium*, SAO Report No. 13-702, October 2012.

While the mid-range base pay for positions in salary group C3 (for example, Troopers) is 2.9 percent above the average mid-range base pay of the seven largest local law enforcement departments in the state, for some positions, adjustments would still be necessary to match the average mid-range base pay of the seven largest local law enforcement departments in the state. Specifically, the mid-range base pay for positions in salary groups C5 and C6 (for example, Lieutenants and Captains) is 3.1 percent and 4.1 percent, respectively, below the average mid-range base pay of the seven largest local law enforcement departments in the state.

Table 2 on the next page compares the State's maximum and mid-range base pay for law enforcement positions in Salary Schedule C to the average maximum base pay and average mid-range base pay of the seven largest local law enforcement departments in the state.

Table 2

Maximum and Mid-range Base Pay Comparison for Law Enforcement Positions As of April 2014				
Local Law Enforcement Department	Journey Level	Senior Level		
	Police Officer/ Corporal/ Detective	Sergeant	Lieutenant	Captain
Maximum Base Pay Comparison for Law Enforcement Positions				
City of Austin	\$99,802	\$108,781	\$125,099	\$144,654
City of Dallas	\$77,089	\$84,425	\$92,471	\$101,481
City of El Paso	\$69,643	\$76,580	\$90,631	\$104,808
City of Fort Worth	\$86,174	\$94,952	\$104,686	\$115,398
City of Houston	\$62,187	\$75,839	\$85,121	\$97,512
City of San Antonio	\$74,484	\$81,384	\$91,164	\$104,604
Harris County	\$74,651	\$74,838	\$83,387	\$96,470
Average Maximum Base Pay	\$77,719	\$85,257	\$96,080	\$109,275
State of Texas Maximum Base Pay	\$75,947^a	\$84,385^b	\$92,870^b	\$97,833^b
Comparison	State of Texas maximum base pay is 2.3% below the market	State of Texas maximum base pay is 1.0% below the market	State of Texas maximum base pay is 3.5% below the market	State of Texas maximum base pay is 11.7% below the market
Mid-range Base Pay Comparison for Law Enforcement Positions				
City of Austin	\$78,099	\$98,789	\$113,608	\$135,501
City of Dallas	\$60,015	\$67,569	\$74,060	\$81,270
City of El Paso	\$54,943	\$69,881	\$81,455	\$93,193
City of Fort Worth	\$69,441	\$87,433	\$98,592	\$109,990
City of Houston	\$51,372	\$72,699	\$81,602	\$93,464
City of San Antonio	\$61,836	\$79,812	\$89,394	\$102,576
Harris County	\$58,885	\$71,042	\$80,247	\$92,019
Average Mid-range Base Pay	\$62,084	\$78,175	\$88,422	\$101,145
State of Texas Mid-range Base Pay	\$63,945^a	\$77,662^b	\$85,744^b	\$97,162^b
Comparison	State of Texas mid-range base pay is 2.9% above the market	State of Texas mid-range base pay is 0.7% below the market	State of Texas mid-range base pay is 3.1% below the market	State of Texas mid-range base pay is 4.1% below the market
^a The State of Texas maximum base pay and mid-range base pay are based on salary group C3 in Salary Schedule C (which includes Troopers). ^b The State of Texas maximum base pay and mid-range base pay are based on senior level law enforcement positions in salary groups C4, C5, and C6 in Salary Schedule C (which includes Sergeants, Lieutenants, and Captains).				

Sources: State Auditor's Office local law enforcement department survey conducted in May 2014 and the State's Salary Schedule C in the General Appropriations Act (83rd Legislature), Article IX, Section 2.01, for fiscal year 2015.

Law Enforcement Salary Schedule (Salary Schedule C) Options

This report offers two options for maintaining the competitiveness of Salary Schedule C (see Table 3 on page 7 and Table 4 on page 8 for more information):

- **Option 1: Align Salary Schedule C with the market maximum base pay.** Texas Government Code, Section 654.037(b), requires a comparison of Salary Schedule C with the market average maximum base pay. Aligning Salary Schedule C with the market average maximum base pay would have a total implementation cost to four state agencies of approximately \$8.52 million in each year of the 2016-2017 biennium (see Table 5 on page 9 for more information). That cost includes the costs to reallocate positions at the Office of the Inspector General within the Department of Criminal Justice (see Chapter 3 for more information). The Department of Public Safety would incur approximately 74 percent of the total cost of aligning Salary Schedule C with the market average maximum base pay.
- **Option 2: Align Salary Schedule C with the market mid-range base pay.** Aligning Salary Schedule C with the market average mid-range base pay would have a total implementation cost to four state agencies of approximately \$2.24 million in each year of the 2016-2017 biennium (see Table 5 on page 9 for more information). That cost includes the costs to reallocate positions at the Office of the Inspector General within the Department of Criminal Justice (see Chapter 3 for more information). The Department of Public Safety would incur approximately 73 percent of the total cost of aligning Salary Schedule C with the market average mid-range base pay.

Table 3 presents a proposed Salary Schedule C for option 1 based on the market maximum base pay analysis.

Table 3

Option 1 (Based on the Market <u>Maximum</u> Base Pay) For Salary Schedule C for the 2016-2017 Biennium						
	< 4 Years of Service	≥ 4 Years of Service	≥ 8 Years of Service	≥ 12 Years of Service	≥ 16 Years of Service	≥ 20 Years of Service
Salary Group C1 - Including Trooper Trainee						
Fiscal Year 2015	\$39,366	Not Applicable				
Option 1	\$40,280					
Salary Group C2 - Including Probationary Trooper						
Fiscal Year 2015	\$43,007	Not Applicable				
Option 1	\$44,006					
Salary Group C3 - Including Trooper						
Fiscal Year 2015	\$51,943	\$63,336	\$67,845	\$70,842	\$74,115	\$75,947
Option 1	\$53,149	\$64,807	\$69,420	\$72,487	\$75,836	\$77,710
Salary Group C4 - Including Sergeant						
Fiscal Year 2015	Not Applicable	\$70,938	\$75,745	\$78,850	\$82,333	\$84,385
Option 1		\$71,671	\$76,528	\$79,665	\$83,184	\$85,257
Salary Group C5 - Including Lieutenant						
Fiscal Year 2015	Not Applicable	\$78,617	\$83,685	\$86,901	\$90,595	\$92,870
Option 1		\$81,334	\$86,577	\$89,904	\$93,726	\$96,080
Salary Group C6 - Including Captain						
Fiscal Year 2015	Not Applicable	\$96,491	\$97,382	\$97,833	\$97,833	\$97,833
Option 1		\$107,776	\$108,771	\$109,275	\$109,275	\$109,275
Salary Group C7 - Including Assistant Commander						
Fiscal Year 2015	Not Applicable	\$100,320	\$101,129	\$101,633	\$101,633	\$101,633
Option 1		\$112,053	\$112,956	\$113,519	\$113,519	\$113,519
Salary Group C8 - Including Commander/Major						
Fiscal Year 2015	Not Applicable	\$113,514	\$113,588	\$113,633	\$113,633	\$113,633
Option 1		\$126,790	\$126,873	\$126,923	\$126,923	\$126,923

Sources: State Auditor's Office local law enforcement department survey conducted in May 2014 and Salary Schedule C in the General Appropriations Act (83rd Legislature), Article IX, Section 2.01, for fiscal year 2015.

Table 4 presents a proposed Salary Schedule C for option 2 based on the market mid-range base pay analysis. Under that option, no changes are recommended to Salary Groups C1, C2, and C3. As a result, the Option 2 salary rates presented in Table 4 for Salary Groups C1, C2, and C3 are the same as those effective for fiscal year 2015. Salary rate increases based on the market mid-range base pay analysis are recommended only for Salary Groups C4 through C8.

Table 4

Option 2 (Based on the Market <u>Mid-range</u> Base Pay) For Salary Schedule C for the 2016-2017 Biennium						
	< 4 Years of Service	≥ 4 Years of Service	≥ 8 Years of Service	≥ 12 Years of Service	≥ 16 Years of Service	≥ 20 Years of Service
Salary Group C1 - Including Trooper Trainee						
Fiscal Year 2015	\$39,366	Not Applicable				
Option 2	\$39,366					
Salary Group C2 - Including Probationary Trooper						
Fiscal Year 2015	\$43,007	Not Applicable				
Option 2	\$43,007					
Salary Group C3 - Including Trooper						
Fiscal Year 2015	\$51,943	\$63,336	\$67,845	\$70,842	\$74,115	\$75,947
Option 2	\$51,943	\$63,336	\$67,845	\$70,842	\$74,115	\$75,947
Salary Group C4 - Including Sergeant						
Fiscal Year 2015	Not Applicable	\$70,938	\$75,745	\$78,850	\$82,333	\$84,385
Option 2		\$71,407	\$76,246	\$79,371	\$82,877	\$84,943
Salary Group C5 - Including Lieutenant						
Fiscal Year 2015	Not Applicable	\$78,617	\$83,685	\$86,901	\$90,595	\$92,870
Option 2		\$81,073	\$86,299	\$89,616	\$93,425	\$95,771
Salary Group C6 - Including Captain						
Fiscal Year 2015	Not Applicable	\$96,491	\$97,382	\$97,833	\$97,833	\$97,833
Option 2		\$100,446	\$101,374	\$101,843	\$101,843	\$101,843
Salary Group C7 - Including Assistant Commander						
Fiscal Year 2015	Not Applicable	\$100,320	\$101,129	\$101,633	\$101,633	\$101,633
Option 2		\$104,432	\$105,274	\$105,799	\$105,799	\$105,799
Salary Group C8 - Including Commander/Major						
Fiscal Year 2015	Not Applicable	\$113,514	\$113,588	\$113,633	\$113,633	\$113,633
Option 2		\$118,167	\$118,244	\$118,291	\$118,291	\$118,291

Sources: State Auditor's Office local law enforcement department survey conducted in May 2014 and Salary Schedule C in the General Appropriations Act (83rd Legislature), Article IX, Section 2.01, for fiscal year 2015.

Annual Cost to Implement Law Enforcement Salary Schedule (Salary Schedule C) Options by State Agency and Salary Group

Four state agencies would incur costs to align Salary Schedule C with the market: the Department of Public Safety, the Parks and Wildlife Department, the Alcoholic Beverage Commission, and the Department of Criminal Justice. Table 5 presents the annual cost to those agencies for each of the two options discussed in Tables 3 and 4.

Table 5

Annual Cost to Implement Proposed Salary Schedule C Options by Agency And Salary Group		
Salary Group	Option 1 - Based on <u>Maximum</u> Base Pay	Option 2 - Based on <u>Mid-range</u> Base Pay
Department of Public Safety		
C1	\$ 131,616	\$ 0
C2	208,791	0
C3	3,056,123	0
C4	800,264	511,854
C5	663,202	599,451
C6	984,012	344,860
C7	0	0
C8	491,730	172,346
Subtotals for Department of Public Safety	\$6,335,738	\$1,628,511
Parks and Wildlife Department		
C1	\$ 0	\$ 0
C2	27,972	0
C3	603,714	0
C4	11,640	7,445
C5	72,161	65,225
C6	377,268	132,222
C7	83,143	29,141
C8	159,480	55,896
Subtotals for Parks and Wildlife Department	\$1,335,378	\$289,929
Alcoholic Beverage Commission		
C1	\$ 0	\$ 0
C2	36,963	0
C3	212,441	0
C4	23,156	14,812
C5	49,279	44,541

Annual Cost to Implement Proposed Salary Schedule C Options by Agency And Salary Group		
Salary Group	Option 1 - Based on <u>Maximum</u> Base Pay	Option 2 - Based on <u>Mid-range</u> Base Pay
C6	34,220	11,994
C7	0	0
C8	39,870	13,974
Subtotals for Alcoholic Beverage Commission	\$395,929	\$85,321
Department of Criminal Justice		
C1	\$ 6,398	\$ 0
C2	4,995	0
C3	142,812	0
C4 ^a	0	0
C5 ^b	153,962	149,983
C6 ^b	84,343	54,717
C7 ^b	62,496	31,814
C8 ^c	0	0
Subtotals for Department of Criminal Justice	\$455,006	\$236,514
All Agencies		
C1	\$ 138,014	\$ 0
C2	278,721	0
C3	4,015,090	0
C4	835,060	534,111
C5	938,604	859,200
C6	1,479,843	543,793
C7	145,639	60,955
C8	691,080	242,216
Totals for All Agencies	\$8,522,051	\$2,240,275
<p>^a There are no costs associated with the new classification in salary group C4.</p> <p>^b The costs presented include the cost of reallocating current positions in salary groups C4, C5, C6, and C7 into salary groups C5, C6, C7, and C8, using the new proposed salary rates for Salary Schedule C based on the market maximum and mid-range base pay.</p> <p>^c No current Department of Criminal Justice employees are paid according to salary group C8; therefore, the associated cost is \$0.</p>		

Some local law enforcement departments in this study provide across-the-board annual increases in base wages in accordance with meet and confer agreements. Those annual increases range from 1.0 percent to 4.0 percent for each year of the meet and confer agreements. A meet and confer agreement is negotiated between a city and its police officers' association or union and is effective for multiple years. As a result, if local law enforcement departments in this study continue to provide regular increases in base pay but Salary Schedule C remains the same, that will affect the future competitiveness of Salary Schedule C.

Supplemental Pay Included in Direct Compensation

The State Auditor's Office requested information regarding supplemental pay that enhances the direct compensation of the seven largest local law

The State's Supplemental Pay for Education, Certifications, and Bilingual Skills

Education Pay - This pay can be earned by completing a college degree at an associate's, bachelor's, or master's level.

Certification Pay - To qualify for this pay, a State of Texas law enforcement officer must meet the proficiency requirements required by the Texas Commission on Law Enforcement to obtain an intermediate, advanced, or master's certification.

Bilingual Skills Pay - This pay is provided for the ability to speak a language other than English.

State commissioned peace officers may receive a stipend for education level or certification level, but not both.

Source: General Appropriations Act (83rd Legislature), Article IX, Section 3.01(g).

enforcement departments in the state. For purposes of this study, direct compensation includes base pay and various forms of supplemental pay, such as pay for education, certifications, bilingual skills, hazardous duty, longevity, field training officer duty, and shift differential.

Education, Certification, and Bilingual Skills Pay

In fiscal year 2014, the State spent approximately \$6.7 million on supplemental pay for education, certifications, and bilingual skills. See Table 15 in Appendix 6 for more information.

Table 6 presents information on annual supplemental pay for education, certifications, and bilingual skills for the local law enforcement departments included in this study and for the State. In most cases, the State's supplemental pay for education, certifications, and bilingual skills for employees in Salary Schedule C is less than the supplemental pay provided by the seven largest local law enforcement departments in the state. (See text box for more information on the State's supplemental pay for education, certifications, and bilingual skills.)

Table 6

Annual Education, Certification, and Bilingual Skills Pay At the Seven Local Law Enforcement Departments Surveyed and the State				
Education Pay		Texas Commission on Law Enforcement Certification Pay		Bilingual Skills Pay
City of Austin ^a				
Associate's Degree	\$1,200	Intermediate Certification ^b	\$600	\$2,100
Bachelor's Degree	\$2,640	Advanced Certification ^b	\$1,200	
Master's Degree	\$3,600	Master's Certification	\$1,800	
City of Dallas				
Associate's Degree ^c	Not offered	Intermediate Certification	\$2,400	\$1,800 ^d
Bachelor's Degree	\$3,600	Advanced Certification	Not offered	
Master's Degree	Not offered	Master's Certification	\$6,000	

**Annual Education, Certification, and Bilingual Skills Pay
At the Seven Local Law Enforcement Departments Surveyed and the State**

Education Pay		Texas Commission on Law Enforcement Certification Pay		Bilingual Skills Pay
City of El Paso				
Associate's Degree	\$240	Intermediate Certification	\$660	Not offered
Bachelor's Degree	\$1,500	Advanced Certification	\$1,260	
Master's Degree	\$1,800	Master's Certification	Not offered	
City of Fort Worth^a				
Associate's Degree	\$720	Intermediate Certification	\$360	\$1,500 ^e
Bachelor's Degree	\$1,440	Advanced Certification	\$720	
Master's Degree	\$1,440	Master's Certification	\$1,440	
City of Houston^f				
Associate's Degree	Not offered	Intermediate Certification	\$1,400	\$1,800
Bachelor's Degree	\$3,640	Advanced Certification	\$3,361	
Master's Degree	\$6,240	Master's Certification	\$8,282	
City of San Antonio^g				
Associate's Degree	\$2,580	Intermediate Certification	\$1,920	\$600
Bachelor's Degree	\$3,780	Advanced Certification	\$2,400	
Master's Degree	\$4,020	Master's Certification	\$2,880	
Harris County				
Associate's Degree	\$1,320	Intermediate Certification	\$1,560	\$1,800
Bachelor's Degree	\$3,180	Advanced Certification	\$3,420	
Master's Degree	\$4,500	Master's Certification	\$6,000	
State of Texas^h				
Associate's Degree	\$600	Intermediate Certification	\$600	\$600
Bachelor's Degree	\$1,200	Advanced Certification	\$1,200	
Master's Degree	\$1,800	Master's Certification	\$1,800	

^a Law enforcement officers of the City of Austin and the City of Fort Worth are eligible to receive certification pay or education pay but not both.

^b No officer of the City of Austin hired after March 25, 2001, is eligible for intermediate or advanced certificate pay.

^c The City of Dallas provides educational incentive pay at a rate of \$12 per month for every additional 3 hours of credit above 45 hours, up to 60 hours (105 hours total). Educational incentive pay is limited to a maximum of \$240 per month without a bachelor's degree or \$300 per month with a bachelor's degree, regardless of the number of degrees an officer earns.

^d The City of Dallas's bilingual skills pay is dependent on proficiency and ranges from \$1,320 and \$1,800 (the maximum is presented above in this table).

^e The City of Fort Worth's bilingual skills pay is dependent on proficiency and ranges from \$1,200 and \$1,500 (the maximum is presented above in this table).

**Annual Education, Certification, and Bilingual Skills Pay
At the Seven Local Law Enforcement Departments Surveyed and the State**

Education Pay	Texas Commission on Law Enforcement Certification Pay	Bilingual Skills Pay
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^f The City of Houston also provides educational incentive pay for a doctorate degree in the amount of \$8,840 annually. For the direct compensation analysis in Table 1 in this report, the State Auditor’s Office used the annual amount paid for a master’s degree.

^g The City of San Antonio also provides educational incentive pay for a doctorate degree in the amount of \$4,200 annually. For the direct compensation analysis in Table 1 in this report, the State Auditor’s Office used the annual amount paid for a master’s degree.

^h The General Appropriations Act (83rd Legislature), Article IX, Section 3.01(g), specifies that commissioned peace officers may receive a stipend for education level or certification level, but not both.

Sources: State Auditor’s Office local law enforcement department survey conducted in May 2014 and the General Appropriations Act (83rd Legislature), Article IX, Section 3.01(g).

Hazardous Duty Pay and Longevity Pay

State law enforcement officers 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 hazardous duty pay is based on the number of months served in a hazardous duty position. That pay is authorized at \$10 per month for each 12-month period of lifetime service credit. For example, an employee in a position authorized to receive hazardous duty pay who has 30 years of state hazardous duty service earns an additional \$3,600 annually.⁸ In fiscal year 2014, the State spent approximately \$6.3 million on hazardous duty pay for Salary Schedule C employees. See Table 15 in Appendix 6 for more information.

Although the local law enforcement departments included in this study do not offer hazardous duty pay, in some cases they offer pay for performing certain assignments that may be considered hazardous or specialized, such as assignments to a bomb squad, a special weapons and tactics unit, and a dive team.

All seven local law enforcement departments included in this study provide longevity pay, which is pay tied to years of service. For example, at the City of Dallas, a law enforcement officer receives \$4 per month for each year of service up to a maximum of \$100. An officer who has 25 years of service would receive \$1,200 annually.

Table 7 on the following page presents information on the maximum annual longevity pay offered by the seven local law enforcement departments. The State does not offer longevity pay to its Salary Schedule C employees.

⁸ For the purposes of this example, the State Auditor’s Office used 30 years of service for the calculation; however, the State does not have a maximum number of years for hazardous duty pay.

Table 7

Maximum Annual Longevity Pay		
Local Law Enforcement Department	Maximum Annual Longevity Pay ^a	Number of Years of Service Needed to Reach Maximum
City of Austin	\$2,675	25 years
City of Dallas	\$1,200	25 years
City of El Paso	\$1,200	25 years
City of Fort Worth	\$1,200	25 years
City of Houston	\$1,300	25 years
City of San Antonio	\$13,407	30 years
Harris County	\$1,800	30 years
State of Texas	Not Offered	Not Applicable
^a With the exception of the City of San Antonio, longevity pay is based on a dollar amount per pay period, month, or year (based on years of service). The City of San Antonio calculates longevity pay based on a percentage of base pay.		

Source: State Auditor's Office local law enforcement department survey conducted in May 2014.

Field Training Officer Duty Pay and Shift Differential Pay

Field training officer duty pay is provided to an employee who works closely with trainees or probationary officers. Generally, a field training officer serves as a mentor, coach, and supporter of recruits and/or probationary officers to help them transition from the classroom setting to working in the field.

Shift differential pay is provided when an employee works a schedule that differs from the standard day shift. Standard day shifts and shifts (or work hours) eligible for shift differential pay vary according to department. Examples of shifts (or work hours) eligible for shift differential pay are shifts that begin after 12:00 p.m.; shifts that begin at or after 2:00 p.m.; or any time worked between the hours of 6:00 p.m. and 6:00 a.m.

All seven local law enforcement departments included in this study provide field training officer duty pay, and six of them provide shift differential pay. The State does not offer field training officer duty pay and shift differential pay. Table 8 presents information on annual field training officer duty pay and shift differential pay offered by the local law enforcement departments.

Table 8

Annual Field Training Officer Duty Pay and Shift Differential Pay		
Local Law Enforcement Department	Field Training Officer Duty Pay ^a	Shift Differential Pay ^b
City of Austin	\$2,100	\$3,600
City of Dallas	\$1,200	\$5,011
City of El Paso	\$2,786	\$2,786
City of Fort Worth	\$8,617	\$4,309
City of Houston	\$1,802	\$1,800
City of San Antonio	\$3,180	\$4,200
Harris County	\$2,100	Not Offered
State of Texas	Not Offered	Not Offered
^a Field training officer (FTO) duty pay is based on a dollar amount per pay period or month, except for the cities of El Paso and Fort Worth, which calculate FTO duty pay based on a percentage of base pay. ^b Shift differential pay is based on a dollar amount per pay period or month, except for the cities of Dallas, El Paso, and Fort Worth, which calculate shift differential pay based on a percentage of base pay.		

Source: State Auditor's Office local law enforcement department survey conducted in May 2014.

Recommended Changes to the State's Position Classification Plan for the Law Enforcement Occupational Category

During this study, the State Auditor's Office requested input from the State's agencies with Salary Schedule C employees on recommended changes to the State's Position Classification Plan (Plan). The Department of Criminal Justice requested the following changes:

- Reallocating 4 job classifications to a higher salary group.
- Changing the title for 1 job classification.
- Adding 1 new job classification.
- Deleting 1 job classification.

Implementing those changes would allow for salary parity with positions performing similar type work at other state agencies.

The State would incur no costs to make the title change, addition, and deletion discussed above. To reallocate the four existing job classifications to a higher salary group, the State would incur approximately (1) \$301,000 in annual costs to implement this change if Salary Schedule C was aligned with the market maximum base pay or (2) \$237,000 in annual costs to implement this change if Salary Schedule C was aligned with the market mid-range base pay.

Table 9 provides the recommended changes to keep the Plan current and competitive. The table presents current job classification titles, recommended job classification titles, and a description of the recommended change.

Table 9

Recommendations for Law Enforcement Positions in the State's Position Classification Plan						
2014-2015 Biennium			Recommended for the 2016-2017 Biennium			
Job Classification Number	Salary Group	Job Classification Title	Job Classification Number	Salary Group	Job Classification Title	Recommended Change
Department of Public Safety						
9901	C5	Public Safety Inspector I	9901	C5	Public Safety Inspector I	No change recommended
9902	C6	Public Safety Inspector II	9902	C6	Public Safety Inspector II	No change recommended
9905	C4	Pilot Investigator I	9905	C4	Pilot Investigator I	No change recommended
9906	C5	Pilot Investigator II	9906	C5	Pilot Investigator II	No change recommended

Recommendations for Law Enforcement Positions in the State's Position Classification Plan						
2014-2015 Biennium			Recommended for the 2016-2017 Biennium			
Job Classification Number	Salary Group	Job Classification Title	Job Classification Number	Salary Group	Job Classification Title	Recommended Change
9907	C6	Pilot Investigator III	9907	C6	Pilot Investigator III	No change recommended
9908	C7	Pilot Investigator IV	9908	C7	Pilot Investigator IV	No change recommended
9920	C1	Trooper Trainee	9920	C1	Trooper Trainee	No change recommended
9922	C2	Probationary Trooper	9922	C2	Probationary Trooper	No change recommended
9928	C3	Trooper	9928	C3	Trooper	No change recommended
9935	C3	Corporal	9935	C3	Corporal	No change recommended
9940	C4	Sergeant, Public Safety	9940	C4	Sergeant, Public Safety	No change recommended
9941	C5	Lieutenant, Public Safety	9941	C5	Lieutenant, Public Safety	No change recommended
9942	C6	Captain, Public Safety	9942	C6	Captain, Public Safety	No change recommended
9943	C7	Assistant Commander, Public Safety	9943	C7	Assistant Commander, Public Safety	No change recommended
9944	C8	Commander, Public Safety	9944	C8	Commander, Public Safety	No change recommended
9945	C8	Major, Public Safety	9945	C8	Major, Public Safety	No change recommended
Parks and Wildlife Department						
9980	C1	Game Warden Trainee	9980	C1	Game Warden Trainee	No change recommended
9981	C2	Probationary Game Warden	9981	C2	Probationary Game Warden	No change recommended
9987	C3	Game Warden	9987	C3	Game Warden	No change recommended
9990	C4	Sergeant, Game Warden	9990	C4	Sergeant, Game Warden	No change recommended
9991	C5	Lieutenant, Game Warden	9991	C5	Lieutenant, Game Warden	No change recommended
9992	C6	Captain, Game Warden	9992	C6	Captain, Game Warden	No change recommended
9993	C7	Assistant Commander, Game Warden	9993	C7	Assistant Commander, Game Warden	No change recommended
9994	C8	Commander, Game Warden	9994	C8	Commander, Game Warden	No change recommended

Recommendations for Law Enforcement Positions in the State's Position Classification Plan						
2014-2015 Biennium			Recommended for the 2016-2017 Biennium			
Job Classification Number	Salary Group	Job Classification Title	Job Classification Number	Salary Group	Job Classification Title	Recommended Change
9995	C8	Major, Game Warden	9995	C8	Major, Game Warden	No change recommended
Alcoholic Beverage Commission						
9950	C2	Agent Trainee	9950	C2	Agent Trainee	No change recommended
9956	C3	Agent	9956	C3	Agent	No change recommended
9960	C4	Sergeant, Alcoholic Beverage	9960	C4	Sergeant, Alcoholic Beverage	No change recommended
9961	C5	Lieutenant, Alcoholic Beverage	9961	C5	Lieutenant, Alcoholic Beverage	No change recommended
9962	C6	Captain, Alcoholic Beverage	9962	C6	Captain, Alcoholic Beverage	No change recommended
9963	C8	Major, Alcoholic Beverage	9963	C8	Major, Alcoholic Beverage	No change recommended
Department of Criminal Justice						
9965	C1	Investigator I, Trainee - Office of the Inspector General	9965	C1	Investigator I, Trainee - Office of the Inspector General	No change recommended
9970	C2	Investigator II - Office of the Inspector General	9970	C2	Investigator II - Office of the Inspector General	No change recommended
9971	C3	Investigator III - Office of the Inspector General	9971	C3	Investigator III - Office of the Inspector General	No change recommended
			9972	C4	Investigator IV - Office of the Inspector General	New job classification
9972	C4	Regional Supervisor - Office of the Inspector General	9973	C5	Regional Supervisor - Office of the Inspector General	Reallocation
9973	C5	Regional Manager - Office of the Inspector General	9974	C6	Regional Manager - Office of the Inspector General	Reallocation
9974	C6	Multi-Regional Administrator - Office of the Inspector General	9975	C7	Multi-Regional Administrator - Office of the Inspector General	Reallocation

Recommendations for Law Enforcement Positions in the State's Position Classification Plan						
2014-2015 Biennium			Recommended for the 2016-2017 Biennium			
Job Classification Number	Salary Group	Job Classification Title	Job Classification Number	Salary Group	Job Classification Title	Recommended Change
9975	C7	Chief Inspector - Office of the Inspector General (less than 12 years of service)	9976	C8	Chief Inspector - Office of the Inspector General	Reallocation and title change
9976	C8	Chief Inspector - Office of the Inspector General (more than 12 years of service)				Deletion

Sources: Salary Schedule C in the General Appropriations Act (83rd Legislature), Article IX, Section 2.01, and State Auditor's Office analysis.

Appendices

Appendix 1

Objective, Scope, and Methodology

Objective

The objective of this project was to conduct a study of the market competitiveness of the law enforcement salary schedule (Salary Schedule C).

Scope

The scope of this study focused on a comparison of the State's law enforcement pay according to Salary Schedule C with the pay of local law enforcement departments in Texas with more than 1,000 commissioned law enforcement officers. The State Auditor's Office analyzed the State's direct compensation in relation to the average maximum and average mid-range base pay of the seven largest local law enforcement departments in Texas. The State Auditor's Office conducted this study in accordance with Texas Government Code, Sections 654.036 and 654.037.

Methodology

In reviewing salaries for the State's law enforcement positions, the State Auditor's Office compared the maximum base pay and mid-range base pay of the seven largest local law enforcement departments in Texas to the base pay of the following state positions that 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).

This study was based on a May 2014 survey that the State Auditor's Office conducted of the seven largest local law enforcement departments in Texas. Those local law enforcement departments included:

- 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 following state agencies have employees classified within Salary Schedule C:

- Department of Public Safety.
- Parks and Wildlife Department.
- Alcoholic Beverage Commission.
- Department of Criminal Justice.

For this study, the State Auditor’s Office analyzed the following:

- Salary Schedule C as approved during the 83rd legislative session for the 2014-2015 biennium.
- Salary range maximums and mid-ranges for law enforcement positions at the seven largest local law enforcement departments in Texas with more than 1,000 commissioned law enforcement officers that the State Auditor’s Office collected through a survey conducted in May 2014.
- A request received from the Department of Criminal Justice – Office of the Inspector General for changes to the State’s Position Classification Plan.
- Salaries and headcounts of employees in each job classification within Salary Schedule C as of February 28, 2014.
- Turnover rate data for each job classification within Salary Schedule C for fiscal year 2013.

The State Auditor’s Office calculated the estimated costs of aligning Salary Schedule C with market salaries by determining the effect of moving employees to the realigned pay rate at the same placement within the salary schedule. To do that, the State Auditor’s Office extracted information from the Office of the Comptroller of Public Accounts’ Uniform Statewide Payroll/Personnel System, Human Resource Information System, and Standardized Payroll/Personnel Reporting System.

In addition, the State Auditor’s Office reviewed supplemental pay information provided by the seven largest local law enforcement departments in the state. That included pay for education, certifications, bilingual skills, hazardous duty, longevity, field training officer duty, and shift differential.

Project Information

This study was conducted in accordance with Texas Government Code, Sections 654.036 and 654.037. Fieldwork was conducted from May 2014 through September 2014. This was not an audit; therefore, the information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy.

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

- Juan R. Sanchez, MPA, CIA, CGAP (Project Manager)
- Sharon K. Schneider, CCP, PHR (Assistant Project Manager)
- Lara Tai, PHR
- Michelle Ann Duncan Feller, CPA, CIA (Quality Control Reviewer)
- John Young, MPAff (Audit Manager)

Law Enforcement Salary Schedule (Salary Schedule C) For the 2014-2015 Biennium

Tables 10 and 11 present the law enforcement salary schedules (Salary Schedule C) for fiscal year 2014 and fiscal year 2015, respectively. (Table 9 in Chapter 3 contains a list of job classification titles assigned to Salary Schedule C.)

Table 10

Law Enforcement Salary Schedule (Salary Schedule C) Fiscal Year 2014						
Salary Group	< 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	\$37,576					
C2	\$41,052					
C3	\$49,582	\$56,997	\$61,182	\$64,001	\$67,034	\$68,689
C4		\$64,085	\$68,531	\$71,444	\$74,668	\$76,522
C5		\$71,378	\$76,091	\$79,109	\$82,534	\$84,599
C6		\$83,574	\$86,418	\$88,169	\$89,931	\$91,017
C7		\$93,932	\$94,744	\$95,200	\$95,200	\$95,200
C8		\$102,357	\$102,761	\$103,014	\$103,014	\$103,014

Source: General Appropriations Act (83rd Legislature), Article IX, Section 2.01.

Table 11

Law Enforcement Salary Schedule (Salary Schedule C) Fiscal Year 2015						
Salary Group	< 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	\$39,366					
C2	\$43,007					
C3	\$51,943	\$63,336	\$67,845	\$70,842	\$74,115	\$75,947
C4		\$70,938	\$75,745	\$78,850	\$82,333	\$84,385
C5		\$78,617	\$83,685	\$86,901	\$90,595	\$92,870
C6		\$96,491	\$97,382	\$97,833	\$97,833	\$97,833
C7		\$100,320	\$101,129	\$101,633	\$101,633	\$101,633
C8		\$113,514	\$113,588	\$113,633	\$113,633	\$113,633

Source: General Appropriations Act (83rd Legislature), Article IX, Section 2.01.

Headcount and Turnover by State Agency and Law Enforcement Job Title

Table 12 presents headcount as of February 28, 2014, and turnover for fiscal year 2013 by state agency and law enforcement job classification title.

Table 12

Headcount and Turnover for State Agencies by Job Classification Title			
Job Classification Title	Salary Group	Headcount as of February 28, 2014	Turnover Rate for Fiscal Year 2013
Department of Public Safety			
Trooper Trainee	C1	144	34.0%
Probationary Trooper	C2	209	3.7%
Trooper	C3	1,803	3.3%
Corporal	C3	225	5.0%
Sergeant, Public Safety	C4	950	3.7%
Pilot Investigator I	C4	33	2.9%
Lieutenant, Public Safety	C5	205	5.6%
Pilot Investigator II	C5	9	11.1%
Public Safety Inspector I	C5	0	0.0%
Captain, Public Safety	C6	84	3.5%
Pilot Investigator III	C6	2	0.0%
Public Safety Inspector II	C6	0	0.0%
Assistant Commander, Public Safety	C7	0	0.0%
Pilot Investigator IV	C7	0	0.0%
Commander, Public Safety	C8	1	0.0%
Major, Public Safety	C8	36	8.7%
Subtotals for the Department of Public Safety		3,701	4.7%
Parks and Wildlife Department			
Game Warden Trainee	C1	0	51.4%
Probationary Game Warden	C2	28	2.2%
Game Warden	C3	401	2.9%
Sergeant, Game Warden	C4	14	0.0%
Lieutenant, Game Warden	C5	24	0.0%
Captain, Game Warden	C6	33	0.0%
Assistant Commander, Game Warden	C7	7	14.8%
Commander, Game Warden	C8	0	0.0%
Major, Game Warden	C8	12	0.0%
Subtotals for the Parks and Wildlife Department		519	4.2%

Headcount and Turnover for State Agencies by Job Classification Title			
Job Classification Title	Salary Group	Headcount as of February 28, 2014	Turnover Rate for Fiscal Year 2013
Alcoholic Beverage Commission			
Agent Trainee	C2	37	7.5%
Agent	C3	141	8.1%
Sergeant, Alcoholic Beverage	C4	29	14.7%
Lieutenant, Alcoholic Beverage	C5	16	13.1%
Captain, Alcoholic Beverage	C6	3	0.0%
Major, Alcoholic Beverage	C8	3	36.4%
Subtotals for the Alcoholic Beverage Commission		229	9.4%
Department of Criminal Justice			
Investigator I, Trainee - Office of the Inspector General ^a	C1	7	0.0%
Investigator II - Office of the Inspector General ^b	C2	5	Not applicable
Investigator III - Office of the Inspector General ^c	C3	97	7.7%
Regional Supervisor - Office of the Inspector General	C4	14	0.0%
Regional Manager - Office of the Inspector General	C5	4	0.0%
Multi-Regional Administrator - Office of the Inspector General	C6	4	0.0%
Chief Inspector - Office of the Inspector General (less than 12 years of service)	C7	0	0.0%
Chief Inspector - Office of the Inspector General (12 or more years of service)	C8	0	200.0% ^d
Subtotals for the Department of Criminal Justice		131	6.4%
All Agencies			
Law Enforcement Occupational Category Totals		4,580	5.0%
<p>^a This job classification title resulted from a title change that became effective in fiscal year 2014. The previous title was Investigator Trainee - Office of the Inspector General and the turnover rate presented is for that job classification.</p> <p>^b This job classification title was new in fiscal year 2014. As a result, there is no turnover rate for fiscal year 2013.</p> <p>^c This job classification title resulted from a title change that became effective in fiscal year 2014. The previous title was Investigator - Office of the Inspector General and the turnover rate presented is for that job classification.</p> <p>^d The State Auditor's Office calculates turnover by dividing the number of employee separations during a fiscal year by the average number of employees during the fiscal year, then multiplying by 100. The average number of employees is calculated by totaling the number of employees for each quarter of a fiscal year and then dividing that total by four. In this case, the number of employee separations for the Chief Inspector - Office of the Inspector General (12 or more years of service) job title in fiscal year 2013 was one, and the average number of employees for that job title was 0.50 because the position was filled only during the first and second quarters of fiscal year 2013. As a result, the turnover rate was 200.0 percent (1/0.50 x 100).</p>			

Sources: State Auditor's Office Electronic Classification Analysis System and the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System, Standardized Payroll/Personnel Reporting System, and Human Resource Information System.

Comparison of Entry-level Positions at State Agencies and the Seven Largest Local Law Enforcement Departments in Texas

The State Auditor's Office collected information for entry-level positions paid according to Salary Schedule C and for entry-level positions at the seven largest local law enforcement departments in Texas. Table 13 presents information on the entry-level pay and minimum qualifications for those positions.

Table 13

Comparison of Entry-level Positions at State Agencies and the Seven Largest Local Law Enforcement Departments in Texas				
Agency or Local Law Enforcement Department	Entry-level Salary ^a	Time to Next Rank	Minimum Education Requirement	Peace Officer Certification Required?
State Agencies				
Department of Public Safety	\$39,366	20 weeks	60 hours of college credit	No
Parks and Wildlife Department	\$36,366	30 weeks	Bachelor's degree	No
Alcoholic Beverage Commission ^b	\$43,007	52 weeks	High school diploma	Yes
Department of Criminal Justice - Investigator I, Trainee, Office of the Inspector General	\$39,366	52 weeks	90 hours of college credit or bachelor's degree	Yes, with 90 hours of college credit; no, with bachelor's degree
Local Law Enforcement Departments				
City of Austin	\$40,000	32 weeks	High school diploma	No
City of Dallas	\$42,941	35 weeks	45 hours of college credit	No
City of El Paso	\$34,538	30 weeks	12 hours of college credit	No
City of Fort Worth	\$38,501	26 weeks	12 hours of college credit	No
City of Houston	\$35,160	26 weeks	48 hours of college credit	No
City of San Antonio	\$28,428	33 weeks	High school diploma	No
Harris County	\$33,716	33 weeks	30 hours of college credit	Yes
<p>^a Entry-level salaries for the state agencies are based on Salary Schedule C for fiscal year 2015. Entry-level salaries for the local law enforcement departments were reported through the State Auditor's Office local law enforcement department survey conducted in May 2014.</p> <p>^b The Alcoholic Beverage Commission hires Agent Trainees at Salary Group C2.</p>				

Sources: Information obtained from the seven largest local law enforcement departments in May 2014 and from state agencies in May 2014.

Law Enforcement Pay at Selected Higher Education Institutions

Although higher education institutions were not included in the scope of this study, the State Auditor's Office collected information on law enforcement salary ranges from selected higher education institutions as a point of comparison. Table 14 presents law enforcement pay at selected higher education institutions.

Table 14

Law Enforcement Base Pay at Selected Higher Education Institutions - As of May 2014						
Entry and Journey Level						
Higher Education Institution	Police Cadet/ Trainee		Police Officer			
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
The University of Texas at Austin	\$36,096	\$38,736	\$40,008			\$65,004
The University of Texas at Dallas	\$30,502	\$46,961	\$35,912			\$68,498
The University of Texas at El Paso	\$28,272	\$35,352	\$31,104			\$65,760 ^a
University of North Texas Health Science Center at Fort Worth	Not applicable	Not applicable	\$38,208			\$57,204
University of Houston	\$27,696	\$41,544	\$35,904			\$63,972 ^b
The University of Texas at San Antonio ^c	\$26,328	\$42,120	\$31,848			\$69,252 ^d
Texas A&M University ^e	\$35,963	No maximum	\$39,770			No maximum
State of Texas	\$39,366	\$43,007	\$51,943			\$75,947
Senior Level						
Higher Education Institution	Sergeant		Lieutenant		Captain	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
The University of Texas at Austin	\$51,300	\$74,712	\$60,648	\$87,816	\$70,884	\$105,000
The University of Texas at Dallas	\$45,887	\$75,250	\$49,801	\$82,681	\$54,046	\$90,827
The University of Texas at El Paso	\$46,452	\$64,896	\$60,000	\$90,000	\$74,664	\$112,008
University of North Texas Health Science Center at Fort Worth	\$46,608	\$69,804	\$55,704	\$89,004	\$63,204	\$101,100
University of Houston	\$46,572	\$74,496	\$61,620	\$98,508	\$69,504	\$115,020
The University of Texas at San Antonio	\$47,016	\$77,568	\$51,684	\$87,852	\$57,888	\$98,400
Texas A&M University	\$53,622	No maximum	\$59,176	No maximum	Not applicable	
State of Texas	\$70,938	\$84,385	\$78,617	\$92,870	\$96,491	\$97,833

Law Enforcement Base Pay at Selected Higher Education Institutions - As of May 2014

- a The maximum salary is for the Corporal job title at the University of Texas at El Paso.
- b The maximum salary is for the Corporal job title at the University of Houston.
- c The University of Texas at San Antonio also has a Police Officer in Training job title with a maximum salary of \$46,332.
- d The maximum salary is for the Corporal job title at the University of Texas at San Antonio.
- e Texas A&M University also has a Police Officer in Training job title with a minimum salary of \$37,211.

Sources: Higher education institution pay plans as of May 2014 and Salary Schedule C in the General Appropriations Act (83rd Legislature), Article IX, Section 2.01, for fiscal year 2015.

State Agency Compensation Expenditures for Law Enforcement Positions in Salary Schedule C in Fiscal Year 2014

Table 15 presents compensation expenditures by state agency for law enforcement positions in Salary Schedule C in fiscal year 2014.

Table 15

Summary of State Agency Compensation Expenditures for Law Enforcement Positions in Salary Schedule C Fiscal Year 2014					
Agency	Base Pay	Hazardous Duty Pay	Overtime Pay	Supplemental Pay (Education, Certifications, and Bilingual Skills)	Totals
Department of Public Safety	\$229,057,618	\$5,228,930	\$38,166,820	\$5,363,745	\$277,817,113
Parks and Wildlife Department	\$32,563,860	\$662,500	\$591,455	\$815,850	\$34,633,665
Alcoholic Beverage Commission	\$13,758,580	\$255,120	\$156,387	\$367,550	\$14,537,637
Department of Criminal Justice	\$7,691,729	\$197,488	\$574,636	\$196,215	\$8,660,068
Totals	\$283,071,787	\$6,344,038	\$39,489,298	\$6,743,360	\$335,648,483

Sources: The Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System, Standardized Payroll/Personnel Reporting System, and the Uniform Statewide Accounting System.

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