The agency's full-time equivalent (FTE) employee limitation increased by 0.03 percent to 39,471.1 FTEs in fiscal year 2022 compared with fiscal year 2021. Compared with fiscal year 2018, the agency had a decrease of 7,037.0 (19.5 percent) in the total number of FTEs. In addition, in fiscal years 2018, 2019, 2020, 2021, and 2022, the agency also employed 15.4, 17.7, 17.3, 31.2, and 22.2 federally funded FTEs. Those FTEs do not count toward the FTE limitation.

### Compensation Information

The average agency salary of $44,788 in fiscal year 2022 represented an increase of 10.8 percent compared with the average agency salary in fiscal year 2018. In fiscal year 2022, 58.0 percent of employees were paid below the midpoint of the salary range to which they were assigned. Total agency expenditures for salaries and benefits were lower compared with fiscal year 2018.

#### Salary and Benefits Expenditures (in Millions)

<table>
<thead>
<tr>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary Expenditures</td>
<td>$2,211.5</td>
<td>$2,244.9</td>
<td>$2,274.6</td>
<td>$2,184.6</td>
</tr>
<tr>
<td>Benefits Expenditures</td>
<td>$582.7</td>
<td>$577.9</td>
<td>$569.5</td>
<td>$540.3</td>
</tr>
<tr>
<td>Total (Salary and Benefits)</td>
<td>$2,794.2</td>
<td>$2,822.8</td>
<td>$2,844.1</td>
<td>$2,724.9</td>
</tr>
</tbody>
</table>

#### Average Salary Trends

<table>
<thead>
<tr>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director</td>
<td>$266,500</td>
<td>$266,500</td>
<td>$275,501</td>
<td>$275,501</td>
</tr>
<tr>
<td>Agency Average</td>
<td>$40,417</td>
<td>$40,282</td>
<td>$41,460</td>
<td>$41,673</td>
</tr>
<tr>
<td>Article Average</td>
<td>$43,981</td>
<td>$44,081</td>
<td>$45,657</td>
<td>$46,228</td>
</tr>
<tr>
<td>Statewide Average</td>
<td>$47,506</td>
<td>$47,994</td>
<td>$49,500</td>
<td>$50,590</td>
</tr>
</tbody>
</table>

### Employee Turnover

Excluding interagency transfers, the turnover rate within the agency (31.6 percent) was higher than the statewide turnover rate (22.7 percent) and higher than the turnover rate of Article V agencies (26.4 percent) during fiscal year 2022. The fiscal year 2022 agency turnover rate including employees who transferred to another state agency or higher education institution was 32.5 percent.

#### Number of Salary Actions

<table>
<thead>
<tr>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotions</td>
<td>11,184</td>
<td>6,102</td>
<td>11,678</td>
<td>6,146</td>
</tr>
<tr>
<td>Merits</td>
<td>220</td>
<td>66</td>
<td>1,569</td>
<td>259</td>
</tr>
<tr>
<td>One-Time Merits</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Equity Adjustments</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Reclassifications</td>
<td>1</td>
<td>14</td>
<td>550</td>
<td>155</td>
</tr>
<tr>
<td>Other</td>
<td>7,267</td>
<td>6,289</td>
<td>17,074</td>
<td>2,482</td>
</tr>
<tr>
<td>Totals</td>
<td>18,672</td>
<td>12,471</td>
<td>30,871</td>
<td>9,042</td>
</tr>
</tbody>
</table>

### Turnover and Salary Trends Information

- Turnover and salary trends information was taken from the Office of the Comptroller of Public Accounts’ Uniform Statewide Payroll/Personnel System and Standardized Payroll/Personnel Reporting System. Unless otherwise indicated, the data reported is for classified regular, full-time and part-time employees. Salary and benefit information was taken from the Office of the Comptroller of Public Accounts’ Uniform Statewide Accounting System.
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- Merit raises and one-time merit payments are not allowed for those TDCJ personnel eligible for the salary level adjustments in the career-ladder system. However, TDCJ may provide salary adjustments for correctional officers and ranking staff, laundry and food service managers, and parole officers. These adjustments only allow for a rate adjustment in the appropriate salary group.
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On average, employees at the agency were 43.4 years old and had 6.8 years of agency length of service. Of the agency’s employees, 58.3 percent were 40 years old or older, and 52.8 percent had fewer than 5 years of agency length of service. The Employees Retirement System estimates that between fiscal years 2022 and 2026, 18.0 percent of the agency’s workforce will be eligible to retire (based on fiscal year 2022 data).

### Gender

- **Female**
  - Agency: 48.4%
  - All State Agencies: 57.9%
- **Male**
  - Agency: 51.6%
  - All State Agencies: 42.1%

### Ethnicity

- **White**
  - Agency: 38.6%
  - All State Agencies: 43.0%
- **Black**
  - Agency: 37.9%
  - All State Agencies: 24.1%
- **Hispanic**
  - Agency: 19.9%
  - All State Agencies: 27.9%
- **Other**
  - Agency: 3.6%
  - All State Agencies: 5.0%

### Age

- **Under 30 years**
  - Agency: 20.3%
  - All State Agencies: 14.1%
- **30 - 39 years**
  - Agency: 21.4%
  - All State Agencies: 23.6%
- **40 - 49 years**
  - Agency: 23.5%
  - All State Agencies: 25.5%
- **50 - 59 years**
  - Agency: 22.8%
  - All State Agencies: 24.4%
- **60 years or older**
  - Agency: 12.0%
  - All State Agencies: 12.4%

### Agency Length of Service

- **Fewer than 2 years**
  - Agency: 30.8%
  - All State Agencies: 26.1%
- **2 to 4 years**
  - Agency: 22.0%
  - All State Agencies: 23.5%
- **5 to 9 years**
  - Agency: 23.5%
  - All State Agencies: 24.4%
- **10 to 14 years**
  - Agency: 11.3%
  - All State Agencies: 10.5%
- **15 years or more**
  - Agency: 13.4%
  - All State Agencies: 13.2%

### Veteran Employment

Effective fiscal year 2016, Texas Government Code, Section 657.004, sets for state agencies a goal of employing veterans in full-time positions equal to at least 20.0 percent of the total number of agency employees.

In fiscal year 2022, the agency's total percent of veterans employed was higher than the statewide average and had decreased since fiscal year 2021.

### Veteran Employment Data

- **FY 2018**
  - Agency: 13.9%
- **FY 2019**
  - Agency: 13.0%
- **FY 2020**
  - Agency: 12.6%
- **FY 2021**
  - Agency: 12.2%
- **FY 2022**
  - Agency: 11.7%

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*d* Demographic information was taken from the Office of the Comptroller of Public Accounts’ Uniform Statewide Payroll/Personnel System and Standardized Payroll/Personnel Reporting System. Data includes classified regular, full-time and part-time employees. Demographic data may appear skewed for agencies with fewer than 50 employees.

*e* Veteran employment information was obtained from the Office of the Comptroller of Public Accounts. Statewide totals include state agencies and higher education institutions.