



Texas Department *of* Motor Vehicles

HELPING TEXANS GO. HELPING TEXAS GROW.

Texas Department of Motor Vehicles

Workforce Plan

Fiscal Years 2025-2029

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Executive Summary

The Texas Department of Motor Vehicles' (TxDMV) workforce plan is developed to align the organizational objectives with the diverse skills, capabilities, and resources of employees. The aim is to refine TxDMV's workforce structure, nurture employee growth, and enhance overall productivity, ensuring that the workforce reflects the state's varied population. Through deliberate planning and collaborative efforts, TxDMV is dedicated to fostering a dynamic, agile workforce that drives the success in serving the citizens of Texas.

Highlights from Fiscal Year (FY) 2023:

- In FY 2023 the average Full Time Equivalent (FTE) count at the TxDMV effectively remained the same as FY 2022 (756.5 compared to 757).
- Total TxDMV employee turnover is lower than the state-wide average, 16.3% compared to 20.2%.
- TxDMV average annual salary for FY 2023 was \$60,061, compared to the state-wide average annual salary of \$56,576.
- TxDMV demographics indicate that its workforce is significantly older, with more employees over 50 at 52.8% compared to other state agencies at 37.1%.

As the department looks forward to the future, TxDMV recognizes that recruiting, developing, and retaining a qualified workforce is imperative to achieving its goals, now and in the years to come. While employee compensation will always be one of the most important factors in recruiting and retaining a qualified workforce, the department recognizes that in today's workplace, factors such as telecommuting, costs of living and transportation, and work-life balance play significant roles.

TxDMV Overview

The workforce of the Texas Department of Motor Vehicles (TxDMV) engages in the following program activities:

- Registers and titles motor vehicles, issues license plates and disabled placards;
- Licenses and regulates the motor vehicle industry;
- Conducts administrative hearings and adjudicates Lemon Law and warranty repair complaints;
- Licenses and regulates the motor carrier industry;
- Manages customer relations and the Customer Contact Center;
- Supports technology infrastructure and services for use by external stakeholders and departmental staff;
- Enforces the laws regulating motor vehicle industry and motor carrier industries;
- Administers grant programs designed to prevent motor vehicle crime; and

- Provides departmental support functions, including finance and operations, governmental relations and communication, human resources, information technology, internal audit, and legal services.

Workforce Overview

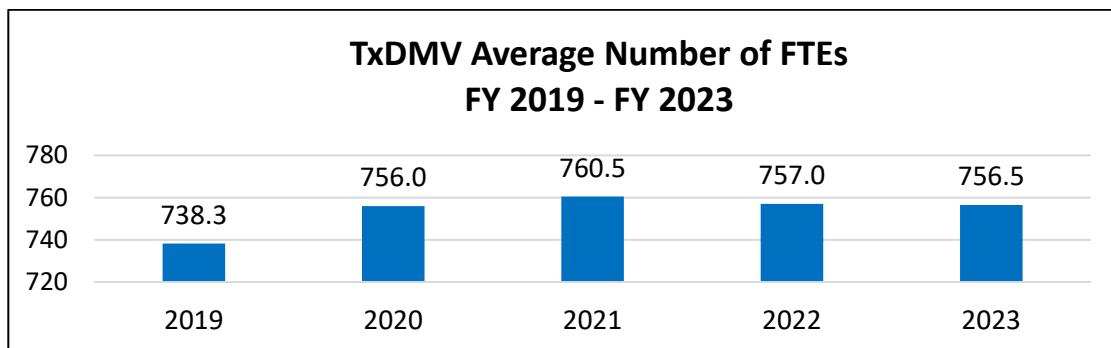
For the 2022– 2023 biennium, the department was authorized 808 FTE positions in the General Appropriations Act (GAA). TxDMV is organized into 14 divisions and offices as follows in Table 1:

Table 1

Division	FTE Allocation
Consumer Relations Division	62
Enforcement Division	106
Executive Office	9
Finance and Operations	73
Government and Strategic Communications Division	9
Human Resources Division	10
Information Technology Services Division	111
Internal Audit Division	5
Motor Carrier Division	114
Motor Vehicle Crime Prevention Authority	5
Motor Vehicle Division	34
Office of Administrative Hearings	5
Office of General Counsel	15
Vehicle Titles and Registration Division	250
TxDMV Total FTEs	808

Over the last five fiscal years, TxDMV’s average employee FTE count increased from 738.3 in FY 2019 to 756.5 in FY 2023 as shown in Figure 1.¹ The average FTE count is lower than the authorized number of FTEs due to turnover and vacancies.

Figure 1

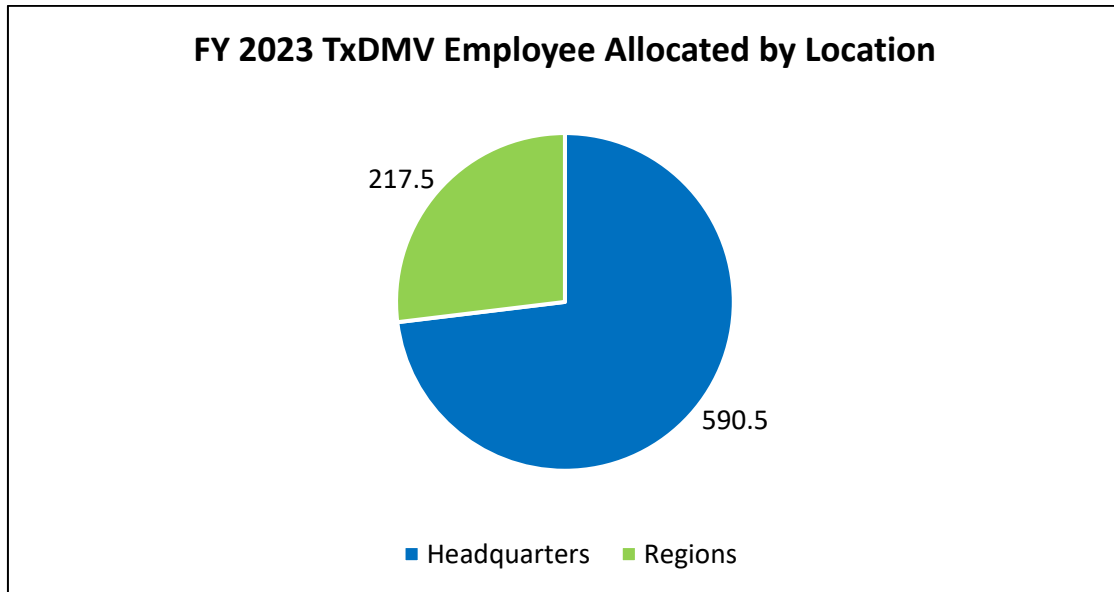


¹ Source: State Auditor’s Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

Workforce Distribution by Location

The department's headquarters office is located in Austin, Texas. Additionally, TxDMV operates 16 Regional Service Centers (RSCs) and employs staff throughout the state to meet the needs of its customers. Seventy three percent of TxDMV staff (590.5 employees) work in the Austin headquarters and 27% percent (217.5 employees) work in various locations across the state, as shown in Figure 2.²

Figure 2



Workforce Distribution by Job Classification

In FY 2023, TxDMV used 60 different position descriptions taken from the classification series in the State of Texas Position Classification Plan.³ The classification series with the largest number of employees was Customer Service Representatives (CSR) with 26%. Following the CSR classification, the two-classification series that account for the next largest number of employees compared to total employees were License and Permit Specialists and Program Specialists, with 10%, and 9% respectively. The remaining 55% of employees were dispersed throughout the other 57 job classification series in use.

² Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

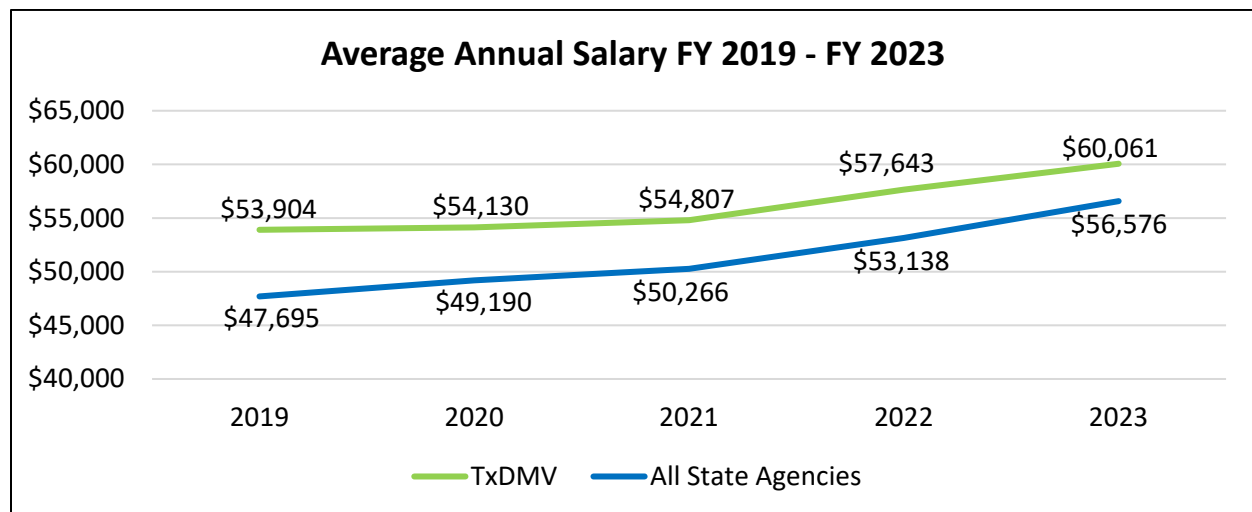
³ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

Workforce Salary

The average annual salary of TxDMV employees in FY 2023 was \$60,061; 5.8% higher than the statewide average salary of Texas state employees of \$56,576. The median annual salary for TxDMV employees was \$54,500 compared to the median salary of \$50,969 for all Texas State government employees in FY 2023, a 10.5% increase since FY 2021.

Over the last five years, the gap between the average annual salary of TxDMV employees and the Statewide average continues to decrease, as shown in Figure 3⁴.

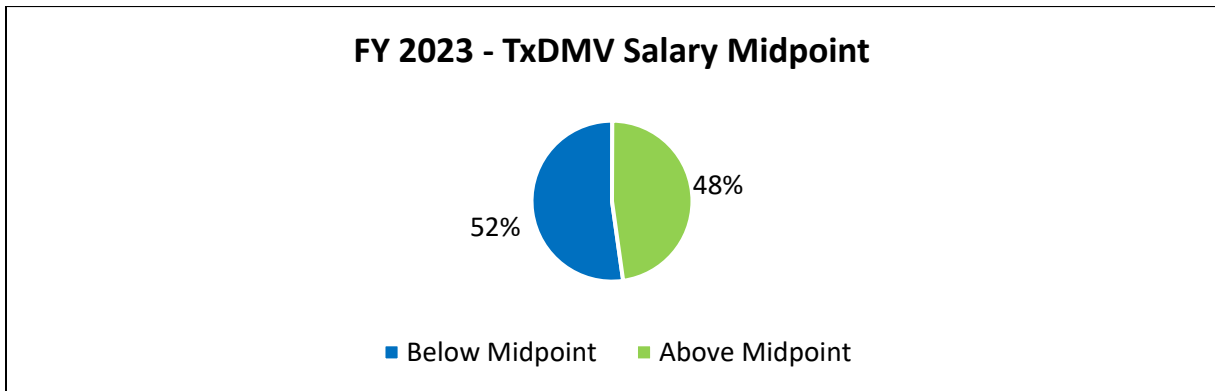
Figure 3



⁴ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

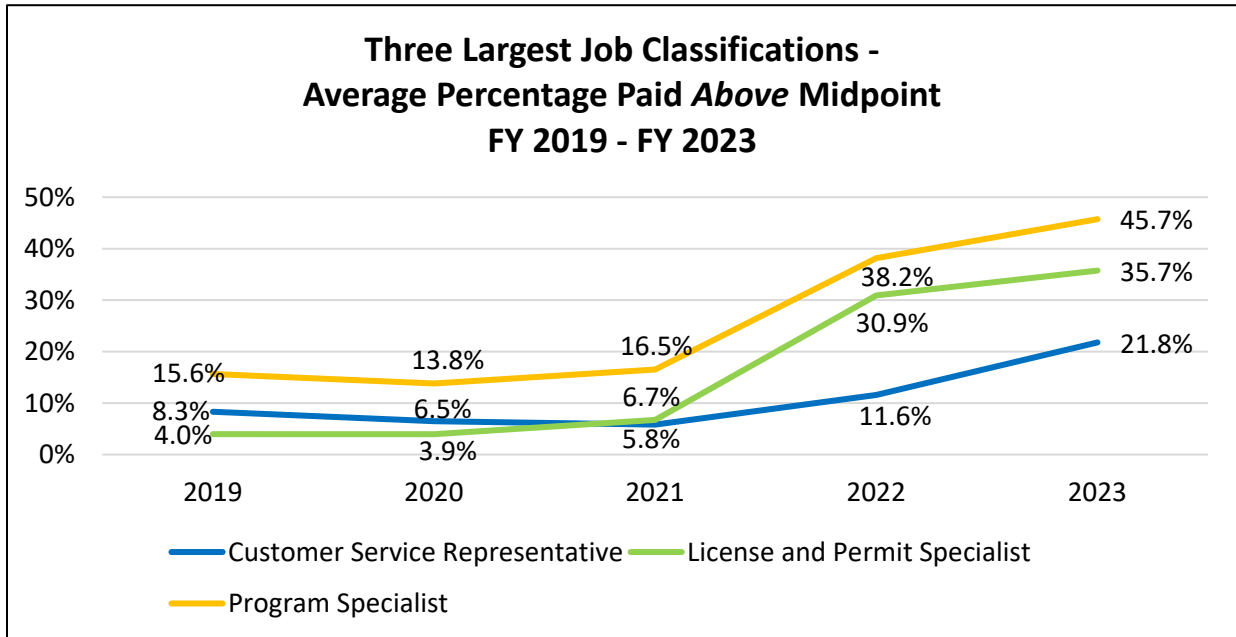
Fifty-two percent of TxDMV employees are paid below the midpoint of their salary range, as shown in Figure 4. Employee pay compared to midpoint is significant because midpoints represent market rates of pay. The State Auditor’s Office (SAO) establishes midpoints of each pay range corresponding to each job classification. These market rates of pay include comparable positions for each job title in both the public and private sector.

Figure 4



TxDMV continuously reviews compensation for equity utilizing data provided by the SAO. As of FY 2023, employees in job classifications with the greatest number of employees, 200 Customer Service Representatives, 76 License and Permit Specialists, and 67 of the Program Specialists, are paid above their salary midpoint, as shown in Figure 5.⁵

Figure 5



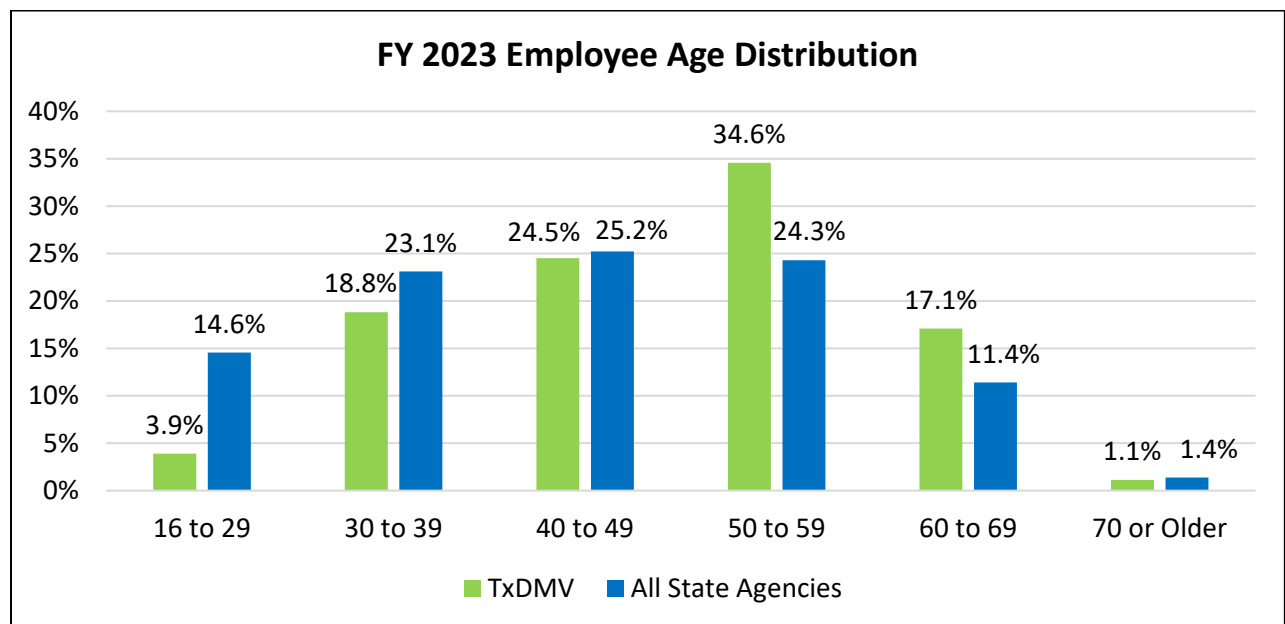
⁵ Source: State Auditor’s Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

Demographics of Current Workforce

Age

TxDMV has a significantly older workforce when compared to the rest of the Texas state government. In FY 2023, only 3.9% of TxDMV employees were under the age of 30; the percentage of employees under 30 was significantly less than other Texas state agencies at 14.6%. At the other end of the age range, TxDMV's workforce has significantly more employees over 50 compared to other state agencies with 52.8% of employees older than 50 compared to other state agencies at 37.1%⁶.

Figure 6

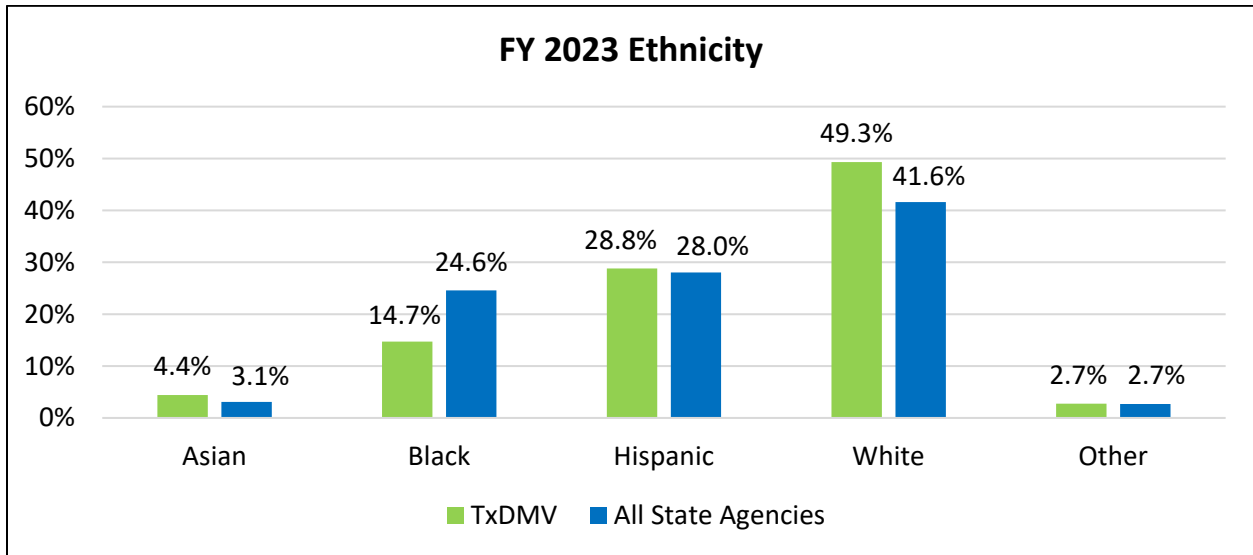


⁶ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

Ethnicity

In FY 2023, TxDMV had a lower percentage of black employees when compared to the rest of the State government employment. ⁷ TxDMV is actively working to increase its recruitment efforts in the next year and beyond.

Figure 7



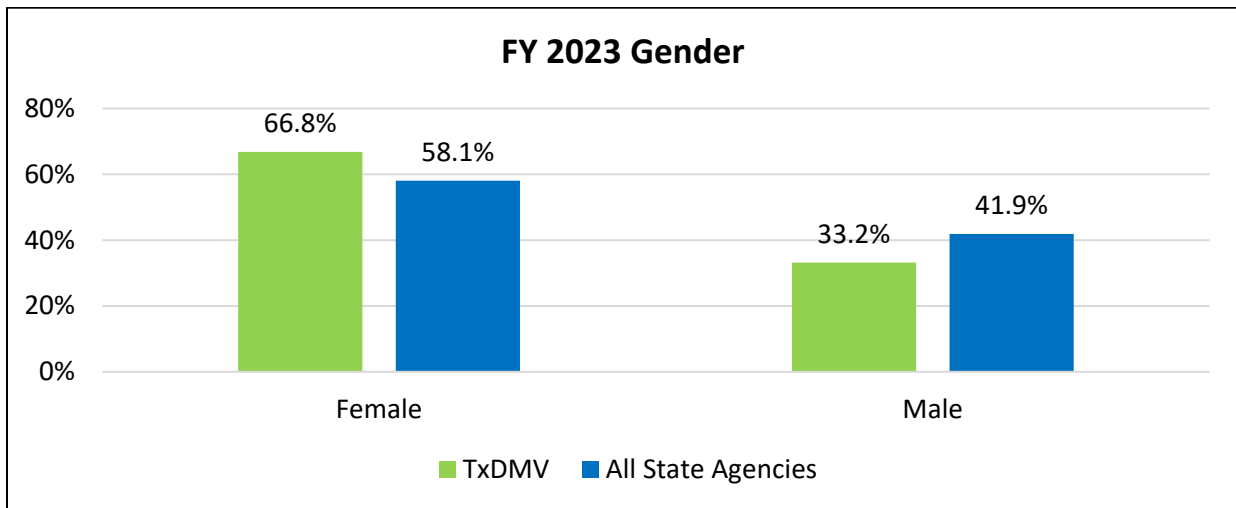
Gender

Consistent with overall Texas state government, females make up the majority of the workforce. ⁸

⁷ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

⁸ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

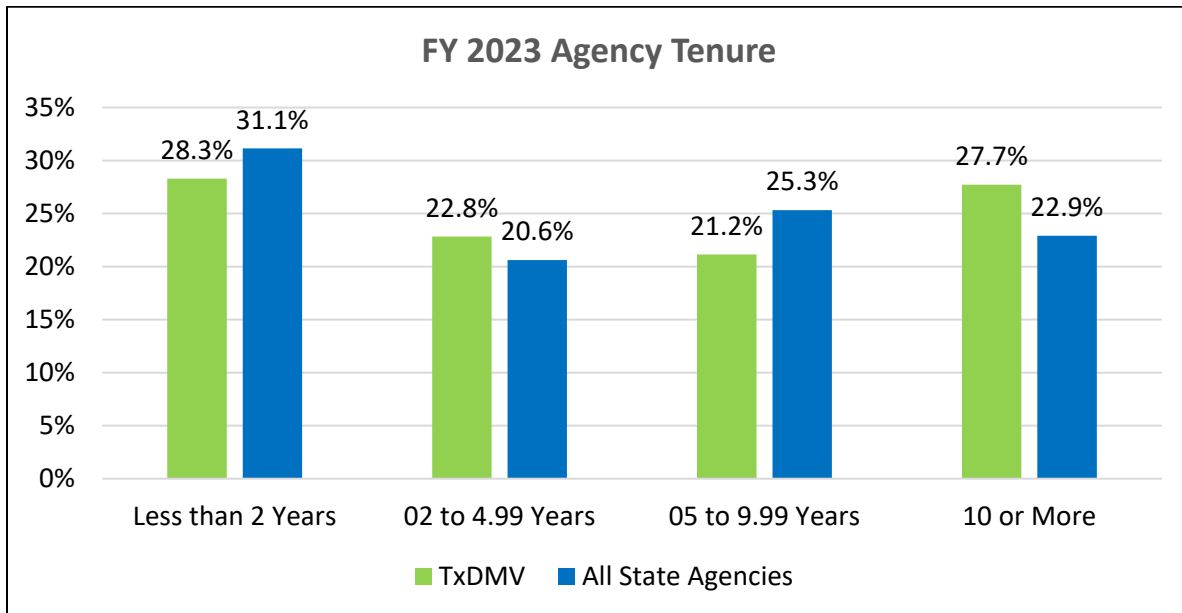
Figure 8



TxDMV Service Tenure

Slightly less than half of TxDMV employees (48.9%) have been at the department for at least five years; this is very similar to all other State agencies at 48.2%, as shown in Figure 9.⁹

Figure 9



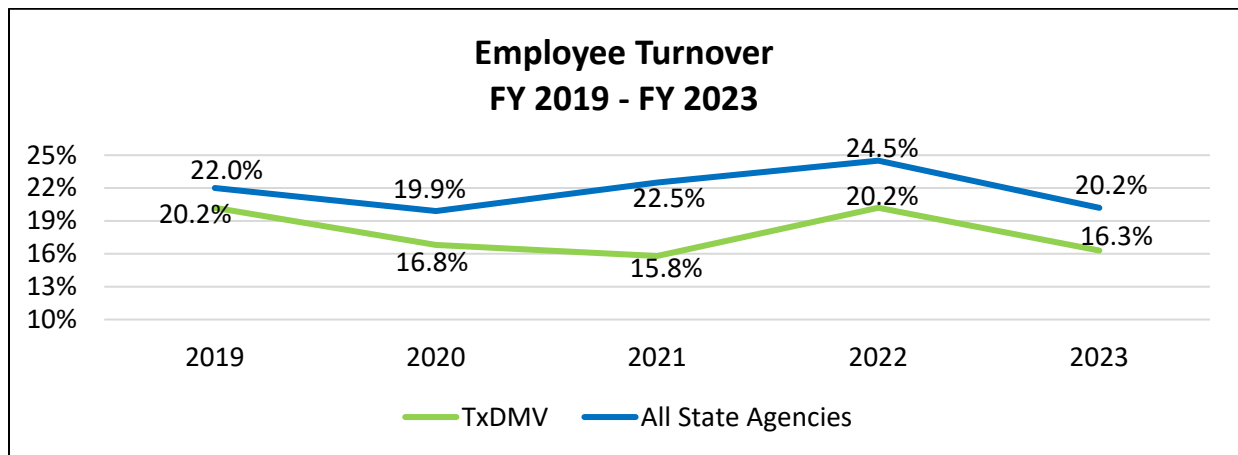
⁹ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

Employee Turnover

The overall turnover rate for all of Texas State Government was 20.2% compared to TxDMV's turnover rate of 16.3% in FY 2023, as shown in Figure 10.¹⁰ Both turnover rates include interagency transfers.

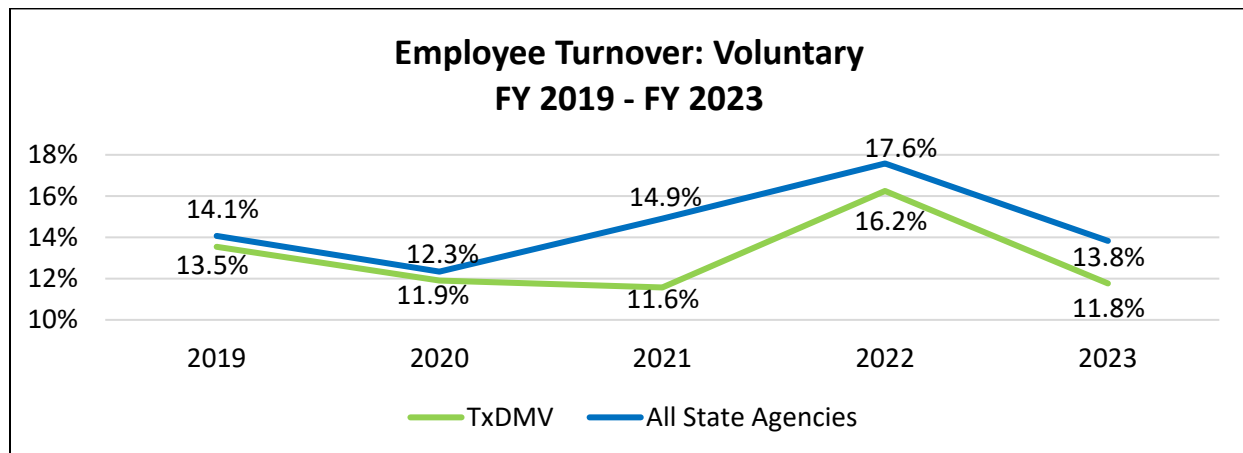
Historically, TxDMV's total turnover rate has been significantly below the statewide average until FY 2019 when TxDMV's turnover rate was close to the statewide average. The department continues to remain below the statewide average for employee turnover.

Figure 10



The statewide voluntary turnover rate was 13.8% compared to TxDMV's voluntary turnover rate of 11.8% in FY 2023, excluding involuntary separations and retirements, as shown in Figure 11¹¹. Both TxDMV and other state agencies had a significant spike in FY 2022 and a decline in FY 2023.

Figure 11



¹⁰ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

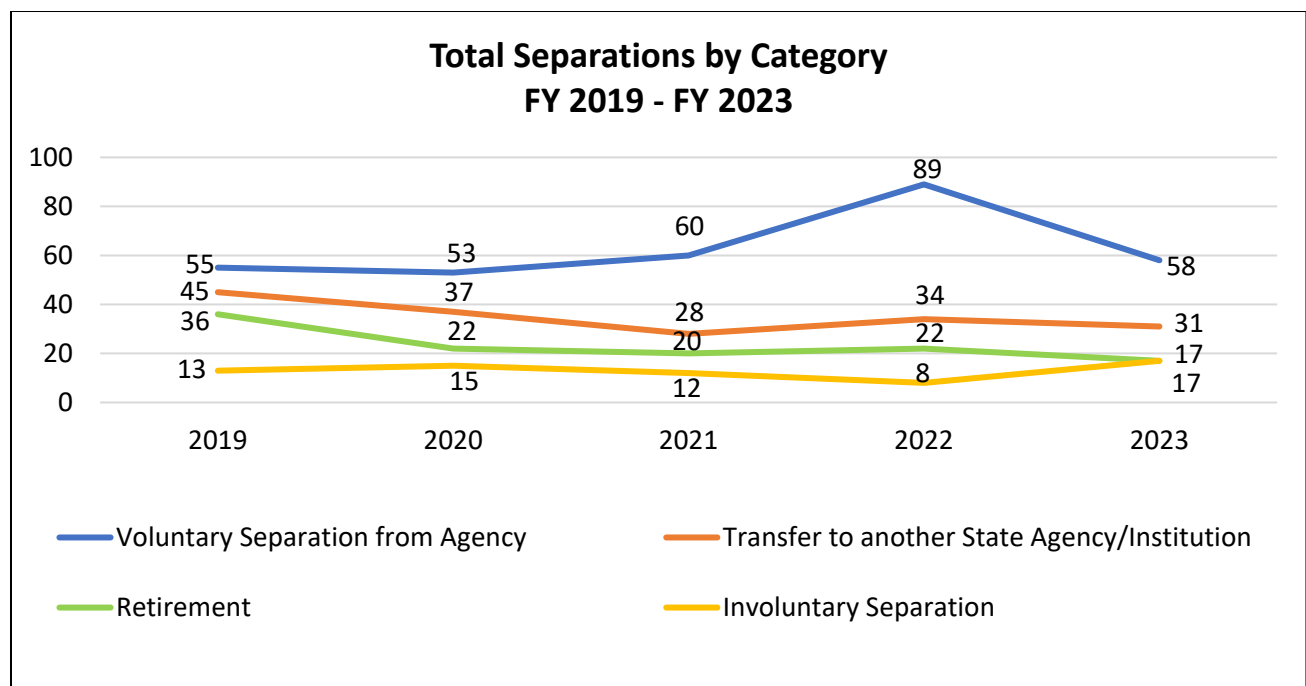
¹¹ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

TxDMV had 123 total employee separations in FY 2023. Following are the separation categories and the number and percentage of employees who separated in each category.¹²

Voluntary separation from Agency	58 employees	(7.7%)
Transfer to another State Agency	31 employees	(4.1%)
Retirement	17 employees	(2.2%)
Involuntary separation	17 employees	(2.2%)
TOTAL	123 employees	(16.3%)

Figure 12 displays the number of separations in each category from FY 2019 to FY 2023.

Figure 12



All employees who separate voluntarily are provided the opportunity to complete an anonymous exit survey collected and compiled by the SAO. According to self-reported data in FY 2023 from employees who chose to complete the survey, the top two reasons for employees leaving the department were Better Pay/Benefits (51.4%) and Retirement (10.8%).

According to the SAO survey, the two issues that separating employees would most like to change about TxDMV are compensation and benefits (81.3% of separating employees), leadership (37.5% of separating employees), and work environment (37.5% of separating employees), which tied.

¹² Source: State Auditor’s Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

More than two-thirds (72.2%) of TxDMV separating employees indicated they would work for the department again in the future. The percentage of separating employees who stated they would work for TxDMV was nearly identical to FY 2021 at 72.3%¹³.

Retirees and Retirement Eligibility

In FY 2023, the percentage of employees who retired from agencies across Texas state government was 2.2% which was the same as TxDMV's employee retirement rate.¹⁴

Using TxDMV's current workforce composition the department projects that in FY 2029, 31% of TxDMV employees will be eligible to retire or will be a return-to-work retiree.¹⁵

Equal Employment Opportunity (EEO) Commitment

TxDMV is an equal opportunity employer. The department does not allow discrimination based on another's race, color, religion, sex (including pregnancy, sexual orientation, or gender identity), national origin, age, disability, genetic information, military status, protected activity, and on basis of an employee's hair texture or protective hairstyle.

TxDMV's workplace is comprised of a diverse team of people. The department, through its policies and training, maintains a workplace environment for all applicants and employees that is productive, efficient, free from discrimination, intimidation, harassment, and retaliation.

Any conduct violating this policy or that is degrading or abusive toward anyone in the workplace, or instances of retaliation, may result in disciplinary action up to and including termination.

EEO Categories

Equal Employment Opportunity Commission (EEOC) reporting requires TxDMV to report the composition of the workforce by race/ethnicity and gender categories. Below are descriptions of the department's EEOC job categories and percentage of TxDMV employees in each category as shown in Table 2.

Administrative Support (including Clerical): Occupations which require employees to engage in internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.

Officials and Administrators: Occupations which require employees to set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the department's operations, or provide specialized consultation on a regional, district or area basis.

¹³ Source: State Auditor's Office (SAO) Exit Survey Results

¹⁴ Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2021

¹⁵ Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

Professionals: Occupations which require employees with specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.

Service Maintenance Workers: Workers in both protective and non-protective service occupations.

Skilled Craft Workers: Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work. Exercise considerable independent judgment and usually receive an extensive period of training.

Technicians: Occupations which require employees with a combination of basic scientific or technical knowledge and manual skills which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.¹⁶

Table 2

FY 2023 EEO Distribution by Race/Ethnicity						
EEO Category	White	Hispanic	Black	Asian	Other	Percent of Total FTEs
Administrative Support	42.6%	35.2%	17.2%	1.9%	3.1%	55.1%
Officials & Administrators	56.8%	22.1%	12.4%	5.5%	3.2%	12.6%
Professionals	60.2%	18.8%	10.6%	8.1%	2.3%	21.3%
Service Maintenance & Skilled Craft	66.7%	33.3%	0.0%	0.0%	0.0%	0.5%
Technicians	52.4%	23.5%	13.5%	9.4%	1.3%	10.5%

Table 3

FY 2023 EEO Distribution by Gender			
EEO Category	Female	Male	Total FTE Count
Administrative Support	80.6%	19.4%	417.0
Officials & Administrators	58.2%	41.8%	95.0
Professionals	55.3%	44.7%	161.0
Service, Maintenance & Skilled Craft	13.3%	86.7%	3.8
Technicians	30.7%	69.3%	79.8

¹⁶ Source: State Auditor’s Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2023

Workforce Supply

According to the U.S. Census Bureau, the number of people in Texas grew by 473,453 from July 2022 to July 2023, bringing the state's total population to slightly over 30.5 million.¹⁷ While the Texas population continues to grow, in past years the unemployment rate had continually decreased prior to the COVID-19 pandemic. However, at the beginning of the pandemic in 2020, the US unemployment rate spiked from 3.5% in February to as high as 14.7% in April. During the pandemic employers saw a dramatic increase in turnover which some have referred to as the “great resignation.” However, since April 2020 the unemployment rate has consistently declined close to pre-pandemic levels. As of April 2023, the US unemployment rate was 3.4% which was similar to the Texas unemployment rate of 3.9%.¹⁸

Projection

TxDMV currently possesses the human resources necessary to provide premier customer service to the motoring public. Top priorities during the next five years include reducing overall department turnover, reviewing salary equity across the department and managing the workforce with a large number of employees who are eligible for retirement.

As of March 2024, 126 TxDMV employees (16.7%) are eligible to retire or are return-to-work retirees. This includes 99 eligible for retirement and 27 employees who are currently return-to-work retirees.

Demand Analysis and Future Workforce Skills Needed

The future workforce skills needed will continually evolve. With technological advances, the information needs and expectations of the public continue to expand. TxDMV must continue to recruit skilled staff and develop the skills of current employees necessary to meet these needs. In addition, the department will continue to use technology to revise and streamline work processes and provide additional web-based services. Any legislative changes could expand or modify the workforce needs and FTE requirements of TxDMV.

Anticipated Increase/Decrease in FTEs

TxDMV is currently in the process of assessing its workforce needs for the next biennium. Any requests for increasing/decreasing the department’s FTE allocation will be reflected in the department’s FY 2026-2027 Legislative Appropriation Request, anticipated to be finalized in August 2025.

¹⁷ Source: <https://www.census.gov/quickfacts/fact/table/TX/PST045221#PST045221>

¹⁸ Unemployment rate 3.4 percent in April 2023: The Economics Daily: U.S. Bureau of Labor Statistics (bls.gov) and Texas: Southwest Information Office: U.S. Bureau of Labor Statistics (bls.gov)

Recruitment and Retention

TxDMV focuses on recruiting and retaining a diverse and qualified workforce as described below.

Recruitment

- Recruit employees from across the state for those positions that are able to work remotely 100% of the time or allow for hybrid telecommuting work schedules.
- Continue encouraging managers to recruit individuals qualified for military employment preference to apply to meet the department's goal of employing a workforce comprised of 20% military veterans.
- Continue recruiting a diverse and well-qualified applicant pool by announcing job postings on the department's website, Facebook page, Twitter account, the Centralized Accounting and Payroll/Personnel System (CAPPS) job posting page, and the WorkinTexas website.
- Expand formal and informal recruiting of employees in underutilized race or gender categories.
- Increase formal recruitment efforts through attendance at job fairs and more targeted job postings on industry-specific and occupation-specific job posting sites.
- Monitor and evaluate recruiting tactics for success in hiring underutilized categories.
- Target college students and recent college graduates by providing paid internships, Information Technology Apprenticeships, and University of Texas CAPSTONE student programs.

Retention

- Provide the department with an Employee Ombudsman.
- Develop career paths to allow for internal employee promotions and professional advancement.
- Continue reviewing salary equity across the department.
- Continue providing paid leave to reward outstanding performance.
- Continue and expand the employee wellness committee's activities and programs.
- Maintain and expand training and development by:
 - Continuing to provide department-wide training and development activities both online and instructor-led for all staff.
 - Continuing leadership training for all supervisors and managers.
- Increase the use of alternative work schedules.
- Continue offering employee benefits such as tuition assistance, student loan forgiveness, and an Employee Assistance Program (EAP).
- Continue to recognize employees' state service through the State Service Award program.
- Continue utilizing the Survey of Employee Engagement.
- Continue and expand rewarding employees whose performance exceeds that which is normally expected or required with one-time and/or recurring merit pay increases.

Conclusion

TxDMV is acutely aware that it operates in a highly competitive job market. TxDMV is focusing on new and innovative approaches to recruit and retain the highest performing and talented individuals to meet its future workforce needs, especially in the areas of technology, customer service and leadership.

TxDMV continues to recruit a diverse workforce, support the development of its employees through various activities and initiatives and provide a wide array of benefits to retain its employees. This commitment not only aligns with TxDMV's organizational values but also ensures that the department remains innovative, adaptive, and competitive in an ever-evolving landscape.