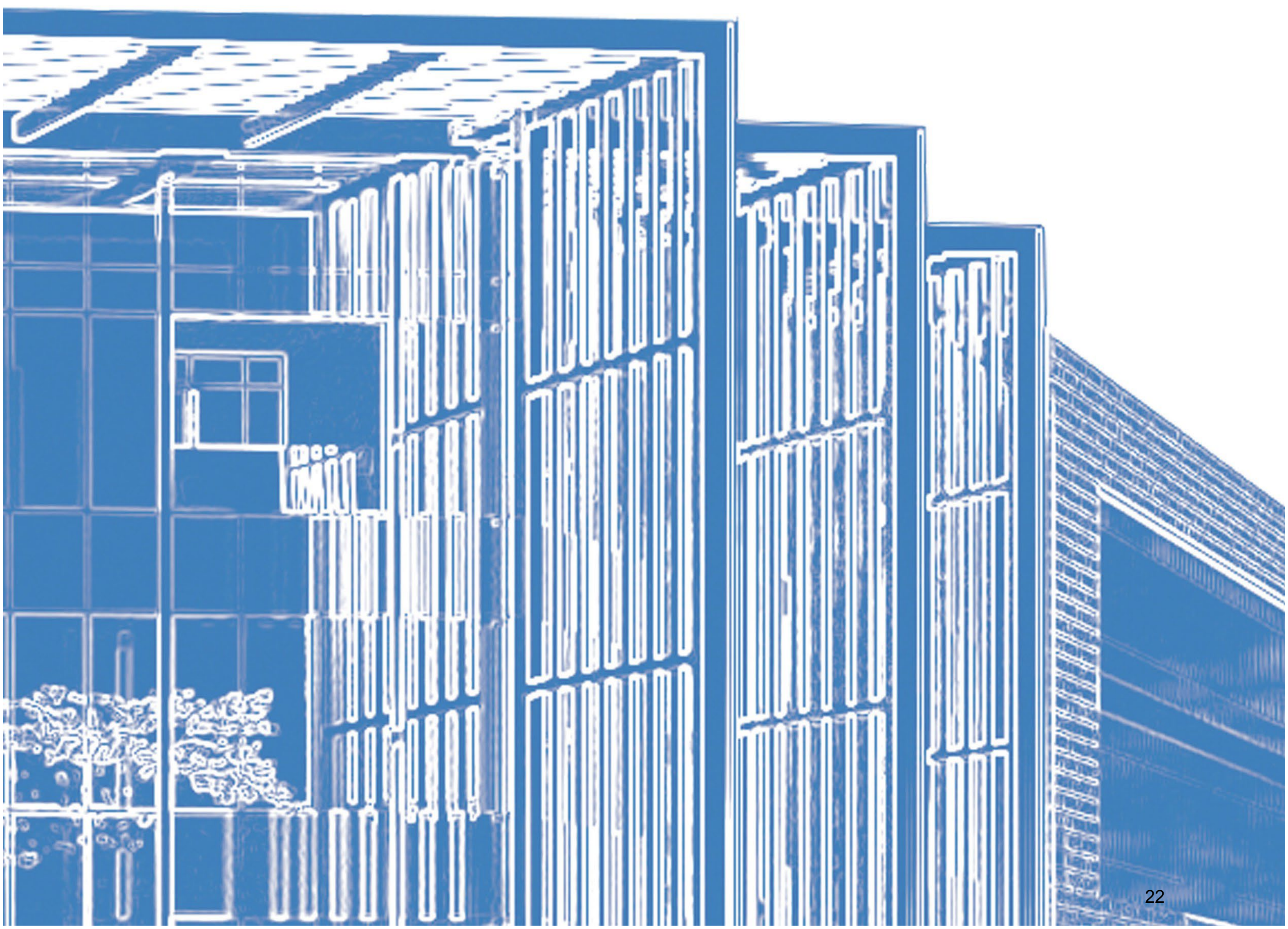
Texas Department *of* Motor Vehicles

Workforce Plan

Fiscal Years 2027 - 2031



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Executive Summary

The Texas Department of Motor Vehicles' (TxDMV) workforce plan is developed to align the organizational objectives with the skills, capabilities, and resources of employees. The aim is to refine TxDMV's workforce structure, nurture employee growth, and enhance overall productivity. 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) 2025:

- The average Full Time Equivalent (FTE) count remained relatively consistent from FY 2021 through FY 2023 and significantly increased in FY 2024 and into FY 2025 (760.5 FTEs in FY 2021 compared to 877.3 FTEs in FY 2025).
- Total TxDMV employee turnover is lower than the state-wide average, 10.8% compared to 16.3%, respectively.
- TxDMV average annual salary for FY 2025 was $68,655, compared to the state-wide average annual salary of $64,571.
- TxDMV demographics indicate that its workforce is significantly older, with more employees aged 50 or over at 48.4% compared to other state agencies at 37.3%.

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 teleworking, 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

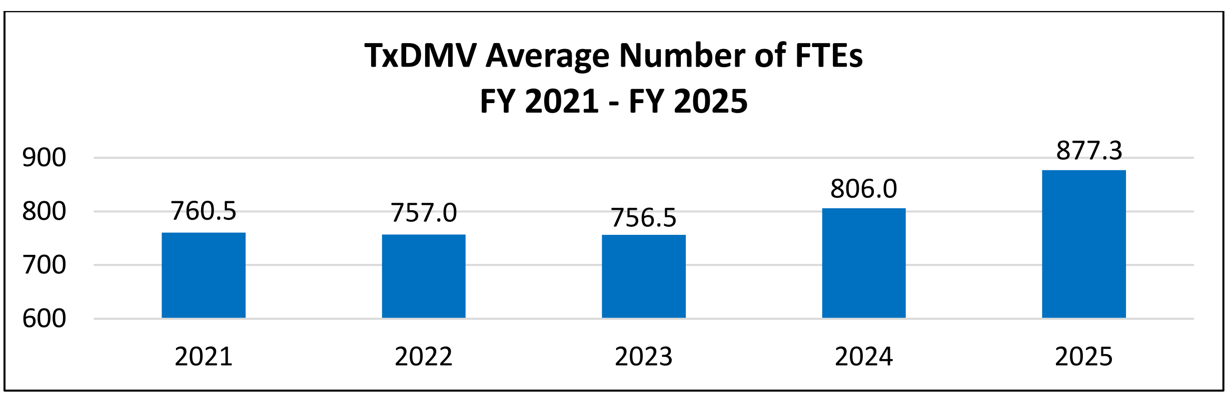
For the 2024 – 2025 biennium, the department was authorized 902 FTE positions in the General Appropriations Act (GAA). TxDMV is organized into 14 divisions and offices as shown in Table 1:

Table 1

Division	FTE Allocation
Consumer Relations Division	62
Enforcement Division	142
Executive Office	8
Finance and Operations	76
Government and Strategic Communications Division	9
Human Resources Division	11
Information Technology Services Division	124
Internal Audit Division	6
Motor Carrier Division	114
Motor Vehicle Crime Prevention Authority	15
Motor Vehicle Division	50
Office of Administrative Hearings	5
Office of General Counsel	15
Vehicle Titles and Registration Division	265
TxDMV Total FTEs	**902**

Over the last five fiscal years, TxDMV's average employee FTE count increased from 760.5 in FY 2021 to 877.3 in FY 2025, 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

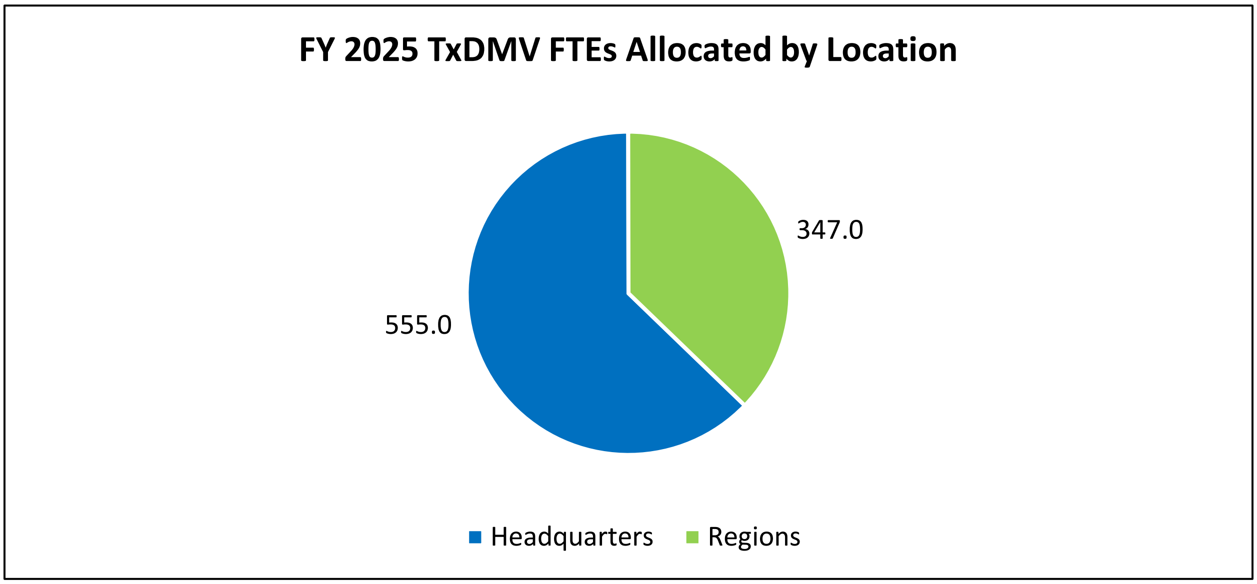


[1] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2025

Workforce Distribution by Location

The department's headquarters office is located in Austin, Texas. Additionally, TxDMV operates 18 Regional Service Centers (RSCs) and employs staff throughout the state to meet the needs of its customers. Approximately 62% (61.5%) of TxDMV staff (555 FTEs) work in the Austin headquarters and 38% (38.5%) (347 FTEs) work in various locations across the state, as shown in Figure 2.[2] This chart reflects both filled and vacant FTE position locations as of August 31, 2025.

Figure 2



Workforce Distribution by Job Classification

In FY 2025, TxDMV used 65 different classification series from the State of Texas Position Classification Plan.[3] The classification series with the largest number of employees was Customer Service Representatives (CSR) with 23.5%. Following the CSR classification, the two-classification series that account for the next largest number of employees were Program Specialists and License and Permit Specialists, with 10.1%, and 8.9% respectively. The remaining 57.5% of employees were dispersed throughout the other 62 job classification series in use by TxDMV.

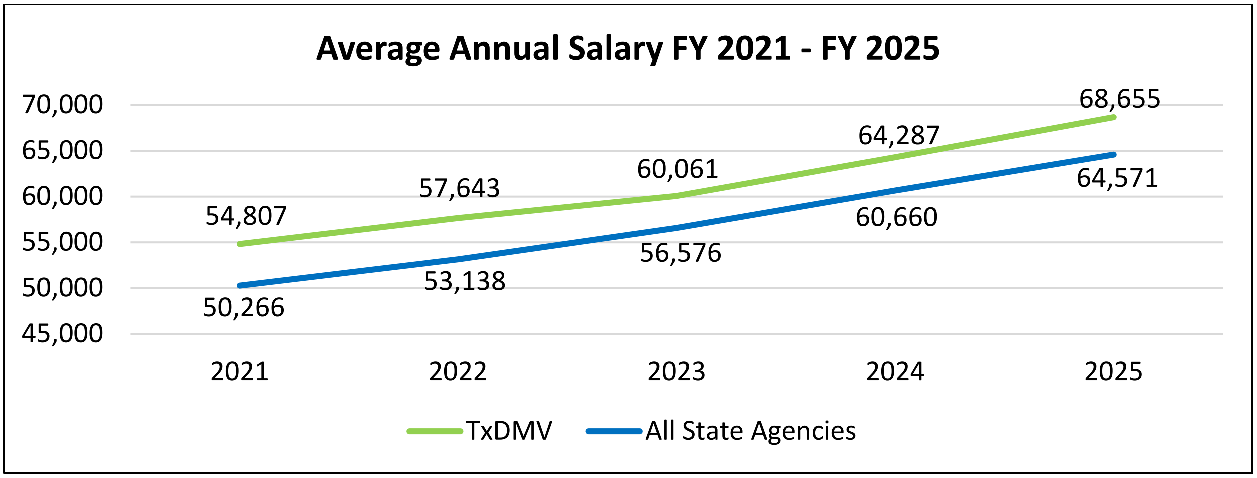
[2] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2025
[3] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2025

Workforce Salary

The average annual salary of TxDMV employees in FY 2025 was $68,655; 6.3% higher than the statewide average salary of Texas state employees of $64,571. The median annual salary for TxDMV employees was $61,770 compared to the median salary of $57,338 for all Texas state government employees in FY 2025.

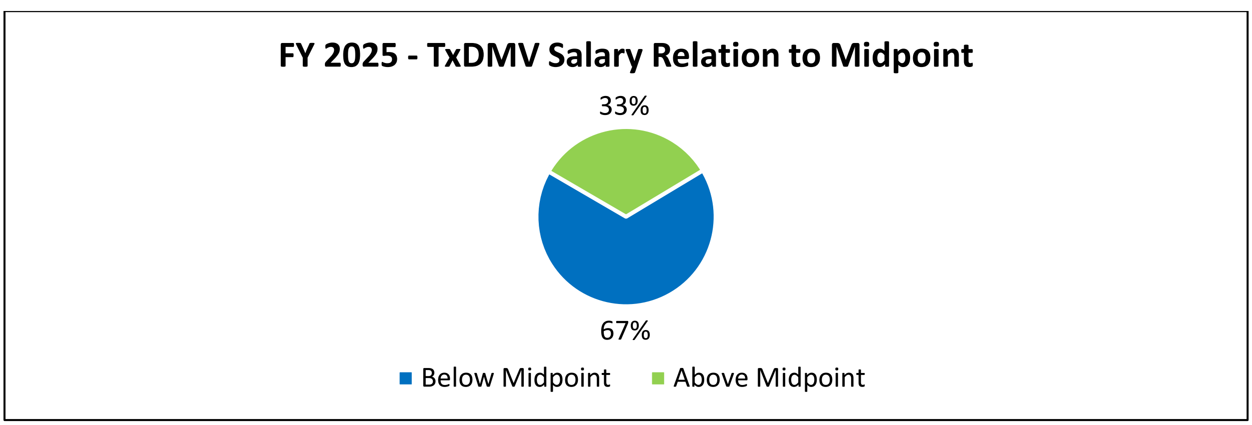
Over the last five years, the gap between the average annual salary of TxDMV employees and the statewide average has remained relatively consistent, as shown in Figure 3.[4]

Figure 3



Sixty-seven 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



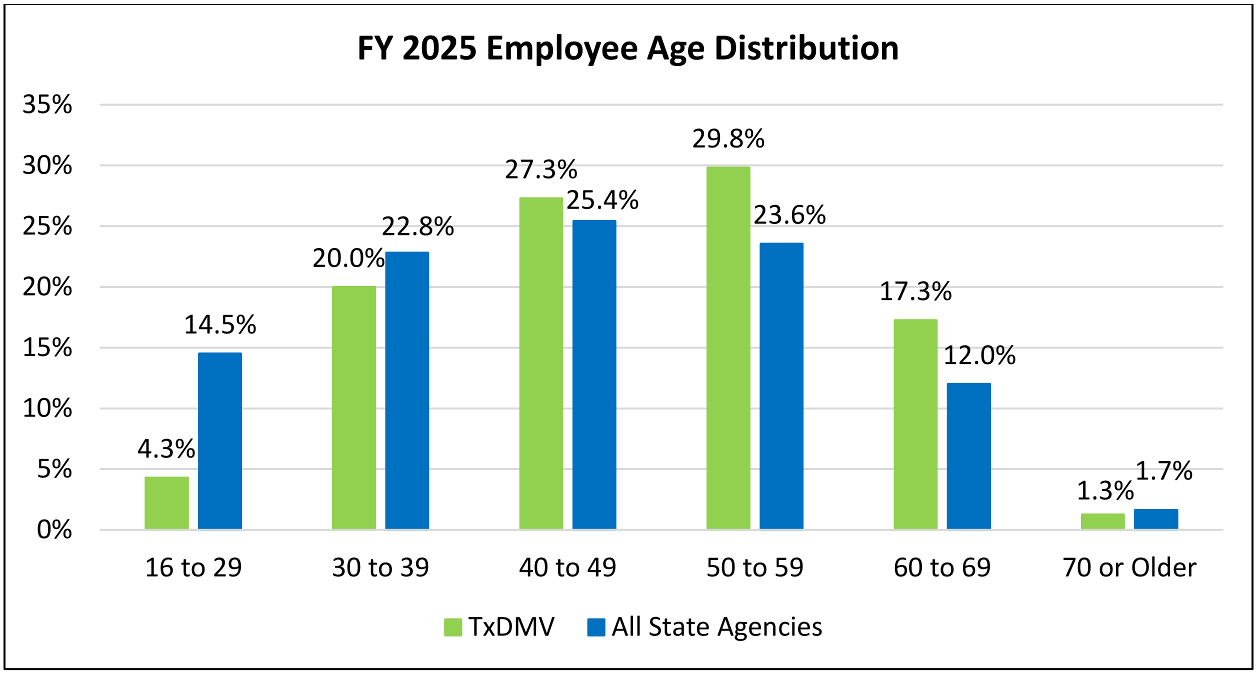
[4] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2025

Demographics of Current Workforce

Age

TxDMV has a significantly older workforce when compared to the rest of the Texas state government. In FY 2025, only 4.3% of TxDMV employees were under the age of 30; the percentage of employees under 30 was significantly less than other Texas state agencies at 14.5%. At the other end of the age range, TxDMV's workforce has significantly more employees with ages 50 and over at 48.4% compared to other state agencies with 37.3%.[5]

Figure 6

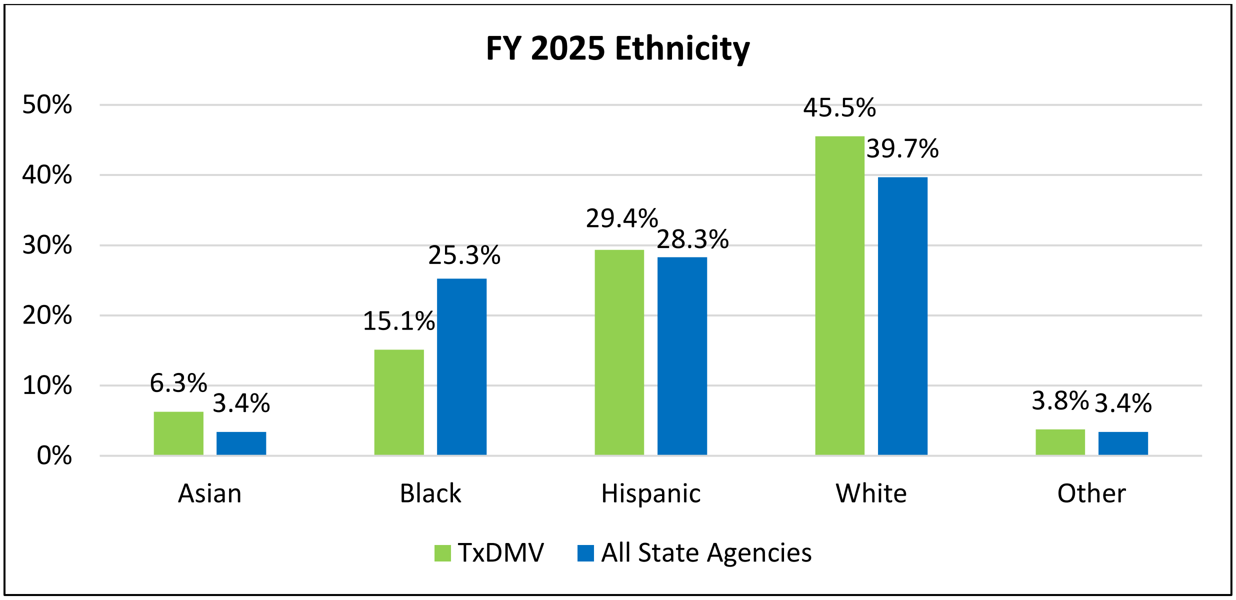


[5] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2025

Ethnicity

In FY 2025, TxDMV had a lower percentage of black employees when compared to the rest of the state government employment. [6]

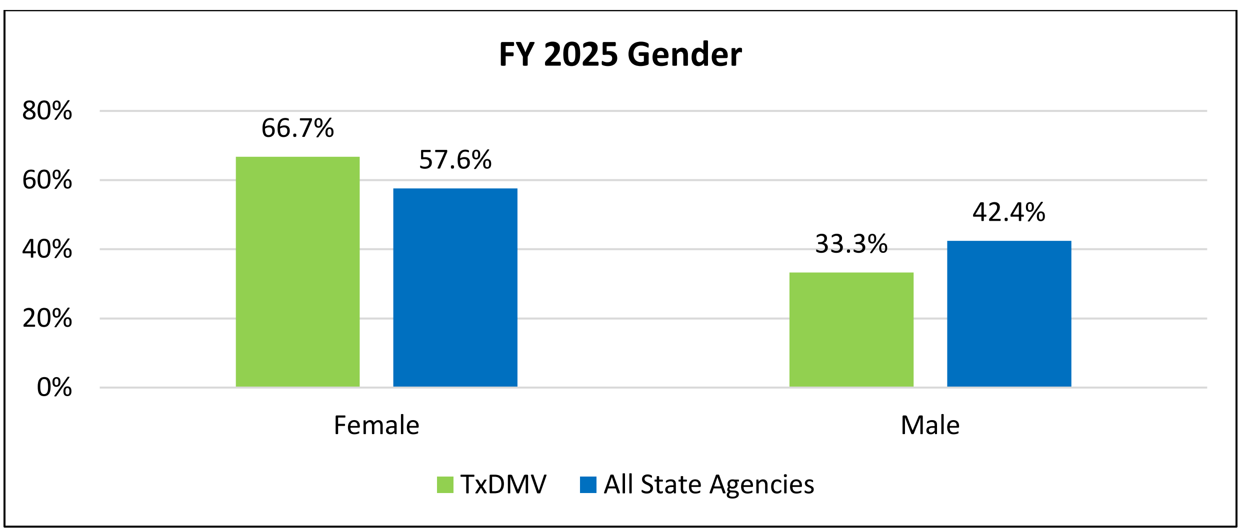
Figure 7



Gender

Consistent with overall Texas state government, females make up the majority of the workforce. [7]

Figure 8

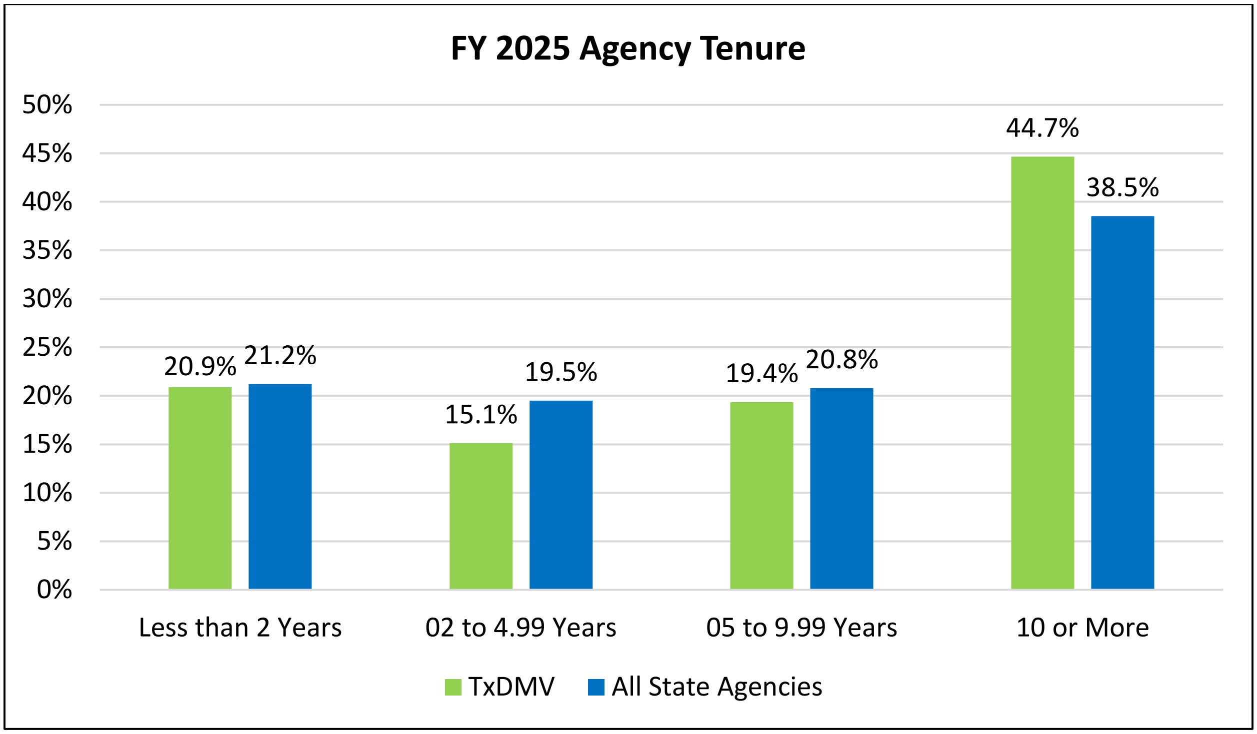


[6] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2025
[7] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2025

TxDMV Service Tenure

More than half of TxDMV employees (64.1%) have been at the department for at least five years; this is very similar to all other State agencies at 59.3%, as shown in Figure 9.[8]

Figure 9

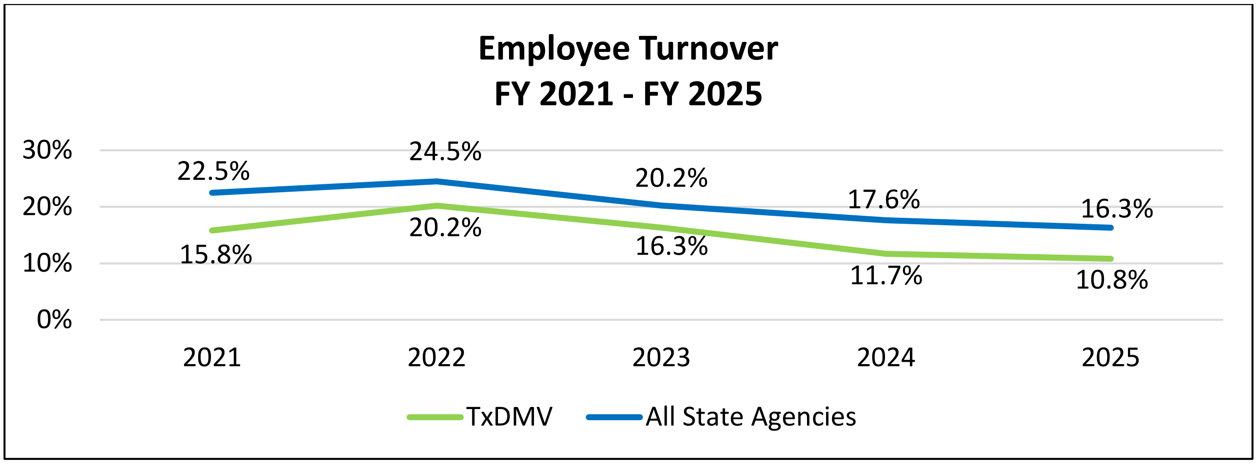


[8] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2025

Employee Turnover

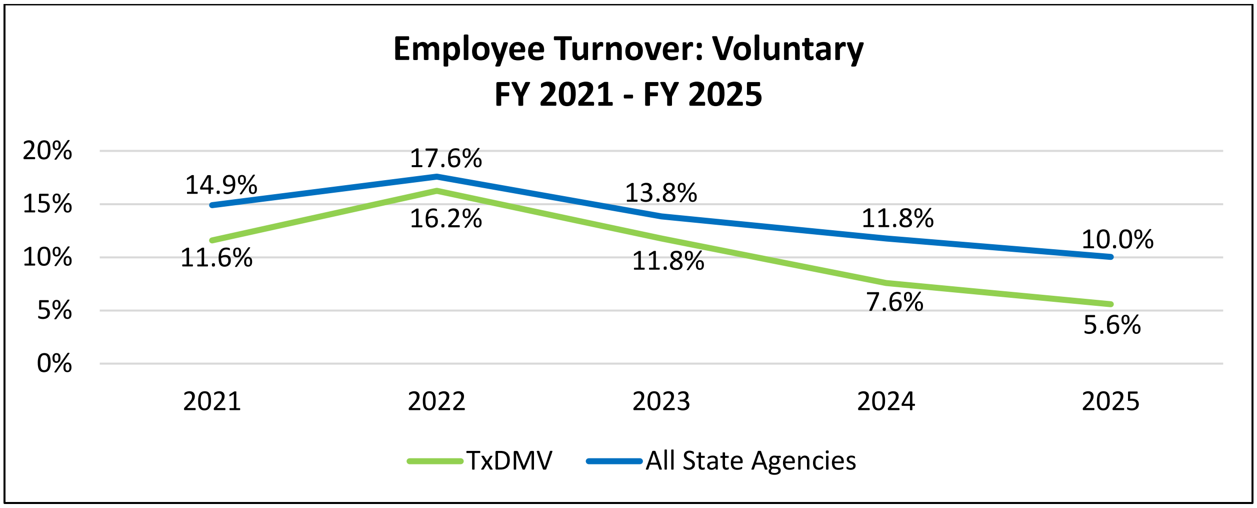
The overall turnover rate for all of Texas state government was 16.3% compared to TxDMV's turnover rate of 10.8.% in FY 2025, as shown in Figure 10.[9] Both turnover rates include interagency transfers. Historically, TxDMV's total turnover rate has remained below the statewide average but mirrors the statewide turnover trends.

Figure 10



The statewide voluntary turnover rate (including transfers to another agency) was 10.0% compared to TxDMV's voluntary turnover rate of 5.6% in FY 2025, excluding involuntary separations and retirements, as shown in Figure 11.[10] Both TxDMV and other state agencies had a significant spike in FY 2022 and a decline in FY 2023, and has continued to decline each year since.

Figure 11



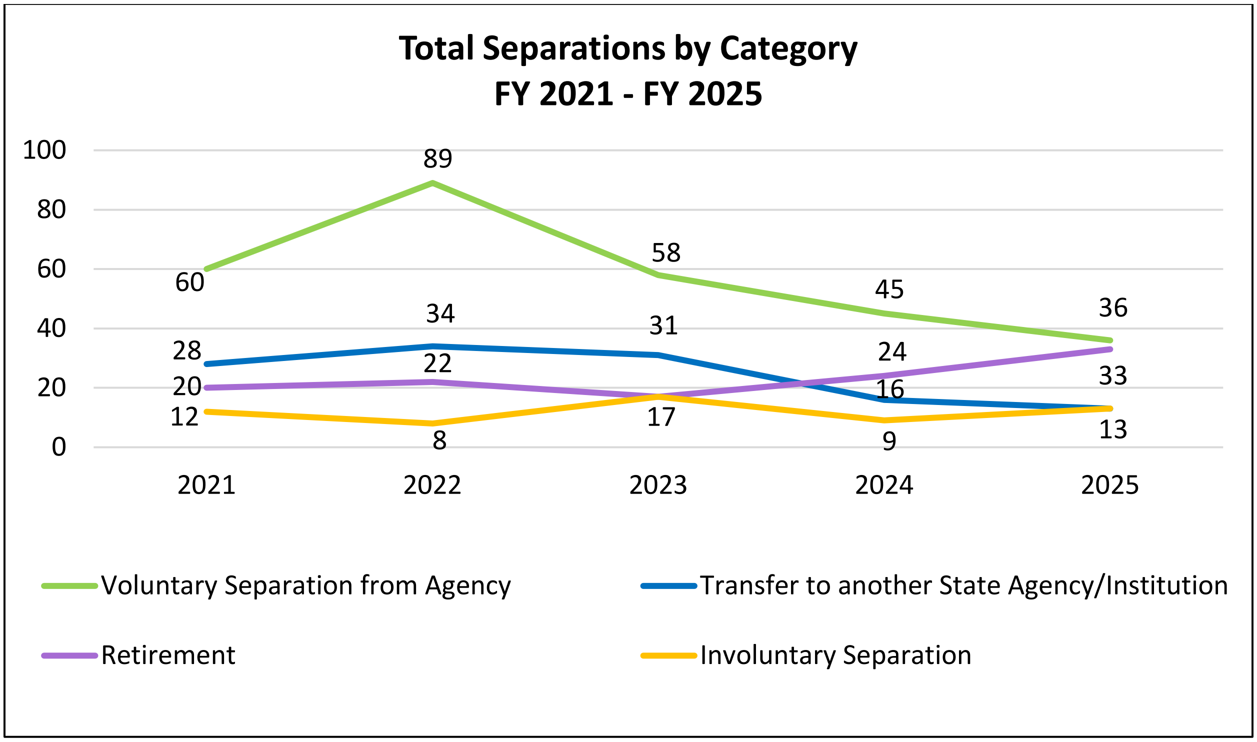
[9] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2025
[10] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2025

TxDMV had 95 total employee separations in FY 2025. Following are the separation categories and the number and percentage of employees that separated in each category of the 95 total separations.[11]

Voluntary separation from Agency	36 employees	(37.9%)
Transfer to another State Agency	13 employees	(13.7%)
Retirement	33 employees	(34.7%)
Involuntary separation	13 employees	(13.7%)
TOTAL	**95 employees**	

Figure 12 displays the number of separations in each category from FY 2021 to FY 2025.

Figure 12



All employees who separate voluntarily are provided with the opportunity to complete an anonymous exit survey collected and compiled by the SAO. According to self-reported data in FY 2025 from employees who chose to complete the survey, the top two reasons for employees leaving the department were Retirement (26.7%) and Better Pay/Benefits (20.0%).

According to the SAO survey, the top two issues that separating employees would most like to change about TxDMV are Compensation/Benefits (72.7%) and Training (63.6%).

More than three-fourths (80.0%) of separating employees indicated they would work for the TxDMV again in the future.[12]

[11] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2025
[12] Source: State Auditor's Office (SAO) Exit Survey Results, Fiscal Year 2025

Retirees and Retirement Eligibility

In FY 2025, the percentage of employees who retired from agencies across Texas state government was 2.2% while TxDMV's employee retirement rate was 3.8%.[13]

Using TxDMV's current workforce composition the department projects that in FY 2031, 245 (27.9%) TxDMV employees will be eligible to retire or will be a return-to-work retiree. [14]

Equal Employment Opportunity (EEO) Commitment

TxDMV is an equal opportunity employer committed to providing fair and equal treatment for all employees and applicants without regard to race, color, religion, sex, national origin, pregnancy, disability, military status, age, or any other characteristic protected by federal or state law. This commitment extends to vendors, contractors, and the customers we serve.

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.

[13] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2025
[14] Source: Centralized Accounting and Payroll/Personnel System (CAPPS)

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.

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.[15]

Table 2

FY 2025 EEO Distribution by Race/Ethnicity						
EEO Category	**White**	**Hispanic**	**Black**	**Asian**	**Other**	**Percent of Total FTEs**
Administrative Support	40.0%	35.6%	16.4%	2.8%	5.2%	54.8%
Officials & Administrators	52.6%	23.2%	13.6%	8.7%	1.9%	12.1%
Professionals	53.9%	17.4%	12.6%	13.5%	2.6%	24.3%
Service Maintenance	35.3%	47.1%	5.9%	0.0%	11.8%	0.5%
Technicians	47.4%	30.8%	16.6%	5.2%	0.0%	8.2%

Table 3

[15] Source: State Auditor's Office (SAO) E-Class System, Classified Regular Full Time & Part Time, Fiscal Year 2025

FY 2025 EEO Distribution by Gender			
EEO Category	**Female**	**Male**	**Total FTE Count**
Administrative Support	77.6%	22.4%	480.8
Officials & Administrators	57.7%	42.3%	106.5
Professionals	58.1%	41.9%	213.5
Service Maintenance	11.8%	88.2%	4.3
Technicians	36.3%	63.7%	72.3

Projection

Top priorities during the next five years include reducing overall department turnover, reviewing salary equity across the department, management and employee training, and managing the workforce with a large number of employees who are eligible for retirement.

As of April 2026, 164 TxDMV employees (17.5%) are eligible to retire or are return-to-work retirees. This includes 134 employees eligible for retirement and 30 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 in modernization, 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 2028-2029 Legislative Appropriation Request, anticipated to be finalized in August 2027.

Recruitment and Retention

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

Recruitment

- 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 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.
- Increase formal recruitment efforts through attendance at job fairs and more targeted job postings on industry-specific and occupation-specific job posting sites.
- Target college students and recent college graduates by providing paid internships, Information Technology Apprenticeships, and University of Texas CAPSTONE student programs.

Retention

- Continue providing 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 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.