

State of Arizona Workforce Report





Janice K. Brewer
Governor

Scott A. Smith
Director

ARIZONA DEPARTMENT OF ADMINISTRATION

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The Honorable Janice K. Brewer
Governor, State of Arizona
The Honorable Russell Pearce
President, Arizona State Senate
The Honorable Andy Tobin
Speaker, Arizona House of Representatives
1700 West Washington
Phoenix, Arizona 85007

Dear Governor Brewer, President Pearce and Speaker Tobin:

It is my pleasure to share with you the 2011 annual report on state personnel and the operation of the state personnel system. This year's Workforce Report includes over 30 charts and tables of information regarding the status of the State's workforce.

During this past fiscal year state government endured another year of unprecedented challenges as the state and the nation struggled to recover from the economic recession of the past two years. The state implemented a hiring freeze in February 2008 which continued throughout fiscal year 2011, and agency budgets remain significantly reduced from years past. Many agencies experienced layoffs and reductions in force during fiscal years 2009 and 2010, and although staffing levels have increased slightly, the overall size of the workforce remains significantly smaller. The impacts of these actions are clearly illustrated in many of the charts and tables contained herein:

- There were 31,496 active employees at the end of FY2011 (page iii). This is the second-lowest staffing level in the past 10 years and represents a decrease of 15.6% since 2007.
- The average salary of a covered employee (\$37,535) decreased slightly from the past two years (page 2).
- The average cost for sick leave used decreased by 12.7% from last year resulting in a cost avoidance of over \$4.9 million (page 5).
- The separation rate of covered employees (page 10) decreased from 15.5% last year to the current rate of 13.9% and is significantly below the public sector benchmarks.

We hope the information provided in this report will assist you when making decisions regarding Arizona State government and its employees.

Sincerely,

Scott A. Smith
Director

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Overview

Arizona Revised Statutes (ARS) §41-763.01 requires the Director of the Arizona Department of Administration (ADOA) to provide an annual report to the Governor and the Legislature on the status of the state's human resources and the operation of the state human resources system. The statute requires that the report include information on the following:

- All state employees including the executive, legislative and judicial branch agencies.
- The number of employees affected by and reasons for turnover within state service.
- Information concerning employee compensation during the preceding year.
- Overtime pay requirements of all state agencies.
- Other information as determined by the Director.

Figure A – Fiscal Year 2011 Active Employee Headcount

Agency	Active Employees
ADOA Human Resources Personnel System	31,496
Arizona Schools for the Deaf And Blind	361
Auditor General's Office	172
Cotton Research Council	47
Court Of Appeals Div I (Phoenix)	97
Court Of Appeals Div II (Tucson)	36
Gaming, Dept of	104
Government Information Technology Agency	18
Governor's Office	170
Governor's Office of Equal Opportunity	3
House Of Representatives	196
Joint Legislative Budget Committee	20
Legislative Council	38
Public Safety, Dept of	1,833
Retirement System	218
Secretary of State/Library, Archives & Public Records	132
Senate	122
Supreme Court	532
Tourism, Office of	23
TOTAL	35,618

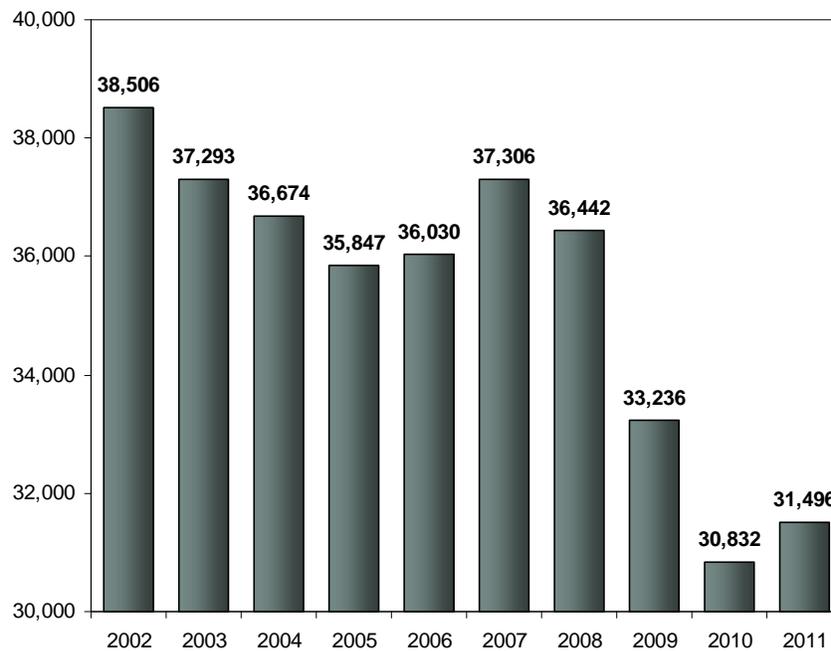
Source: The state's Human Resources Information Solution. Data includes covered and uncovered, regular, active employees at fiscal year end (June 30).

In Arizona State government the majority of agencies are subject to the jurisdiction of the ADOA Human Resources System. However, there are 19 agencies that are not included in this personnel system. Agencies that are not within the ADOA Human Resources System have the authority to develop their own employment, compensation, attendance/leave, and employee relations policies and procedures. Figure A identifies the agencies (excluding the universities) within Arizona State Government and the number of active employees at the end of the fiscal year.

The largest of the human resources systems within Arizona State Government is the ADOA Human Resources System, also known as the Arizona State Service. The ADOA Human Resources System and the Law Enforcement Merit System Council (the Department of Public Safety's personnel system) are the State's only merit systems established by statute. Merit system employees may only be separated from service for cause. Non-merit employees of all systems serve at the pleasure of the appointing authorities and can be separated without the right of appeal. They are considered "at will" employees.

The total number of employees in the ADOA Human Resources System increased slightly in 2011, but remained at the second-lowest staffing levels in the past ten years. The increase in the number of active employees in the past year was 2.2%. Compared to the workforce of 2008, the state experienced a reduction of 13.6%, and compared to 2007, when the state entered a hiring freeze, the reduction was 15.6%. This reduction in the size of the workforce has been unprecedented and includes a total reduction of over 7,000 filled positions compared with the staffing levels of 2002. Figure B illustrates the long term trend of decreased staffing levels in state government.

**Figure B – Employee Headcount – ADOA Personnel System
Fiscal Year 2001 – 2010**



The remainder of this report addresses the ADOA Human Resources System. This report is intended to focus attention on the majority of the state’s workforce which is comprised of regular, permanent, full-time employees. Therefore employees that were in positions identified as limited, seasonal, or working part-time of less than 0.25 full time equivalents have been excluded.

Section One – Compensation

This section provides information concerning the compensation of state employees.

Section Two – Mobility

This section illustrates mobility patterns of employees, including turnover rates of different categories of employees and future projections of retirement eligibility.

Section Three – Equal Employment

Comparative data is presented to illustrate the ethnic, gender, and occupational diversity of the state’s workforce.

Section Four – Workforce Characteristics

The majority of the information presented in this section illustrates agency level detail with five years of historical information.

The HRIS system captures information from approximately 100 different agencies, boards, and commissions that are included within the ADOA Human Resources System. Many of these organizations are quite small in size. For many of the tables contained herein, organizations with less than 50 active employees have been consolidated into one line item noted as “small agencies”.

1

Compensation

- Average Salary of Covered Employees by Agency
- Total Overtime Costs by Agency
- Distribution of Overtime Costs by Agency
- Average Sick Leave Use and Cost

... the average annual salary for covered employees decreased slightly from the past two years ...

**Table 1-1 – Agency Comparison of Average Salary per Covered Employee
Fiscal Year 2007 - 2011**

Agency	Average Covered Employee Wages				
	2007	2008	2009	2010	2011
Small Agencies	\$34,857	\$35,422	\$35,224	\$35,750	\$37,071
Administration	\$36,224	\$36,736	\$39,433	\$40,631	\$40,358
Agriculture	\$34,946	\$37,064	\$35,561	\$34,649	\$33,871
AHCCCS	\$32,607	\$33,184	\$33,577	\$34,219	\$34,164
Attorney General	\$38,132	\$39,889	\$38,858	\$38,965	\$40,784
Corporation Commission	\$42,538	\$41,895	\$42,709	\$43,142	\$44,550
Corrections	\$39,913	\$39,286	\$39,572	\$39,367	\$39,127
Early Childhood Development	N/A	\$36,875	\$36,082	\$36,479	\$36,987
Economic Security	\$34,497	\$34,673	\$35,018	\$35,085	\$34,713
Education	\$41,375	\$41,952	\$42,397	\$43,900	\$45,223
Environmental Quality	\$40,651	\$40,655	\$40,799	\$40,745	\$40,783
Forestry	N/A	\$40,567	\$40,765	\$40,930	\$42,179
Game & Fish	\$45,402	\$45,392	\$47,220	\$47,072	\$47,576
Health Services	\$41,319	\$41,845	\$41,814	\$41,856	\$41,976
Housing Dept	\$47,536	\$47,536	\$34,475	\$34,475	\$34,475
Industrial Commission	\$35,459	\$36,097	\$36,124	\$35,863	\$36,852
Insurance Dept	\$38,861	\$39,087	\$39,119	\$39,701	\$39,797
Juvenile Corrections	\$38,463	\$38,299	\$38,729	\$39,589	\$38,434
Land Dept	\$43,434	\$45,793	\$46,395	\$46,738	\$47,195
Lottery Commission	\$38,176	\$38,863	\$38,479	\$37,575	\$37,641
Military Affairs	\$30,320	\$30,894	\$33,289	\$35,804	\$37,217
Nursing	\$37,967	\$38,679	\$37,104	\$36,622	\$34,393
Pioneers Home	\$29,076	\$30,964	\$31,911	\$30,917	\$30,853
Registrar of Contractors	\$36,390	\$36,223	\$36,393	\$35,954	\$36,218
Revenue	\$34,613	\$34,633	\$35,158	\$35,095	\$35,525
State Parks	\$36,393	\$36,692	\$36,987	\$36,827	\$37,228
Transportation	\$35,645	\$36,261	\$36,736	\$36,810	\$37,050
Veterans Service	\$30,271	\$32,107	\$30,817	\$31,659	\$31,291
Water Resources	\$43,821	\$44,658	\$44,727	\$48,441	\$48,359
Overall Average	\$37,151	\$37,224	\$37,636	\$37,684	\$37,535

Source: The state's Human Resources Information Solution. Calculations are based on annual salary from fiscal year-end (June 30). Performance pay and other additional compensation (stipends) are not included, and furloughs and other unpaid time off are also not included. The Early Childhood Development agency was first established in FY2008; Forestry was previously a division within the Land Dept but in FY2008 became identified within the HRIS system as a separate entity. In FY2010, the Retirement System and the Secretary of State were no longer included within the ADOA Personnel System.

Analysis: The statewide average salary for covered employees decreased slightly from the previous two years. Ten agencies experienced a decrease in the average salary for their covered employees and seventeen agencies experienced an increase.

... total costs for overtime expenditures increased by 136% last year, reversing the downward trend of the past three years ...

**Table 1-2 – Total Overtime Costs by Agency
Fiscal Year 2007 - 2011**

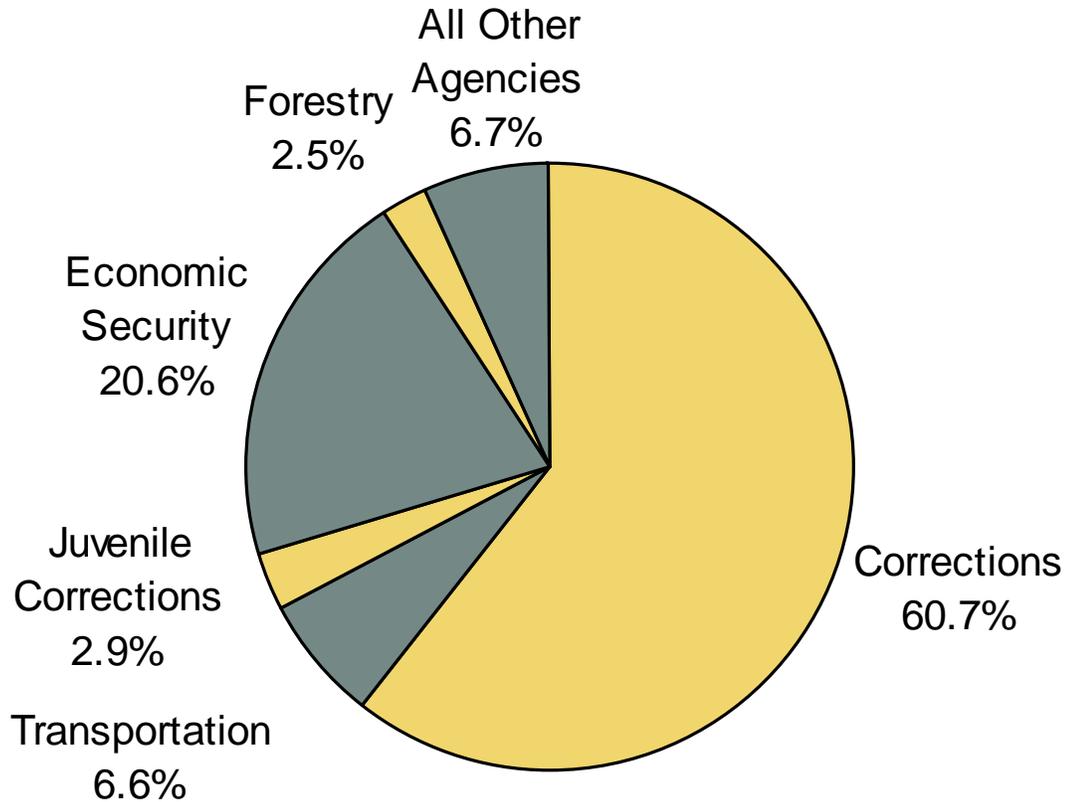
Agency	2007	2008	2009	2010	2011
Small Agency	\$526,039	\$560,400	\$467,011	\$254,565	\$299,166
Administration	\$391,164	\$465,108	\$685,851	\$102,580	\$162,877
Agriculture	\$361,905	\$302,617	\$334,525	\$330,397	\$332,778
AHCCCS	\$89,634	\$134,349	\$8,312	\$78	\$330
Attorney General	\$171,527	\$182,392	\$92,866	\$114,335	\$153,413
Corporation Commission	\$139,473	\$18,944	\$7,860	\$6,862	\$3,131
Corrections	\$34,727,394	\$14,074,189	\$8,151,499	\$7,613,439	\$24,100,804
Early Childhood Development	N/A	\$0	\$369	\$0	\$0
Economic Security	\$12,675,683	\$11,960,865	\$8,072,263	\$3,720,439	\$8,195,741
Education	\$107,917	\$87,397	\$58,406	\$8,375	\$3,525
Environmental Quality	\$56,938	\$81,885	\$64,874	\$33,739	\$26,077
Forestry	N/A	\$0	\$1,300,947	\$964,026	\$991,712
Game & Fish	\$220,373	\$105,015	\$58,045	\$56,371	\$64,142
Health Services	\$1,267,574	\$844,764	\$622,925	\$169,875	\$675,924
Housing	\$0	\$0	\$0	\$0	\$0
Industrial Commission	\$162	\$614	\$863	\$0	\$0
Insurance	\$91	\$0	\$0	\$0	\$0
Juvenile Corrections	\$3,327,468	\$2,887,795	\$1,191,177	\$612,709	\$1,161,137
Land Dept	\$765,460	\$1,439,639	\$762	\$1,032	\$136
Lottery Commission	\$14,863	\$9,597	\$7,844	\$9,787	\$4,809
Military Affairs	\$312,590	\$583,836	\$641,178	\$500,940	\$450,875
Nursing	\$3,112	\$23	\$667	\$119	\$14,485
Pioneers Home	\$12,153	\$15,500	\$29,659	\$17,784	\$19,500
Registrar of Contractors	\$48,176	\$43,130	\$16,066	\$624	\$3,345
Revenue	\$213,985	\$143,393	\$93,609	\$47,302	\$69,251
State Parks	\$38,127	\$26,904	\$19,197	\$6,656	\$29,367
Transportation	\$5,578,432	\$5,968,928	\$2,541,254	\$1,910,901	\$2,636,057
Veterans Service	\$428,341	\$589,884	\$518,484	\$364,500	\$332,570
Water Resources	\$8,178	\$924	\$304	\$207	\$0
Overall Total	\$61,521,238	\$40,591,020	\$25,020,122	\$16,848,191	\$39,731,151

Source: The state's financial system (Arizona Financial Information System) accessed via OpenBooks.az.gov, Arizona's official transparency web site. Data is based on a fiscal year after all corrections have been made at the close of the fiscal year. Expenses may be charged to prior "appropriation years" yet in general are illustrated in the year in which the expense occurred. Data includes all funding sources, but does not include expenditures for compensatory time earned by employees at the appropriate rate for their overtime hours worked. The Early Childhood Development agency was first established in FY2008; Forestry was previously a division within the Land Dept but in FY2008 became identified within the HRIS system as a separate entity. In FY2010, the Retirement System and the Secretary of State were no longer included within the ADOA Personnel System.

Analysis: The State's total overtime expenses increased by 136% from last year and 59% compared to 2009. Twelve agencies experienced an increase of 25% or more, including nine that increased by over 50%. However, five agencies experienced a decrease of 50% or more.

... five agencies accounted for over 93% of the State's overtime expenses. . .

**Table 1-3 – Distribution of Overtime Costs by Agency
Fiscal Year 2011**



Source: The state's financial system (Arizona Financial Information System). Data is based on a fiscal year after all corrections have been made at the close of the fiscal year. Expenses may be charged to prior "appropriation years" yet in general are illustrated in the year in which the expense occurred. Data includes all funding sources, but does not include expenditures for compensatory time earned by employees at the appropriate rate for their overtime hours worked.

Analysis: Five agencies accounted for over 93% of the State's total overtime expenses last year.

... the average number of sick leave days used and the average cost of sick leave decreased from last year. . .

**Table 1-4 – Average Sick Leave Use and Average Costs
Per Employee by Agency
Fiscal Year 2008 - 2011**

Agency	Avg Sick Leave Days				Avg Sick Leave Costs			
	2008	2009	2010	2011	2008	2009	2010	2011
Small Agencies	6.2	7.6	7.6	7.3	\$1,080	\$1,337	\$1,394	\$1,325
Administration	8.8	7.9	7.6	6.6	\$1,489	\$1,462	\$1,423	\$1,254
Agriculture	7.6	6.1	6.3	8.9	\$1,066	\$877	\$940	\$1,303
AHCCCS	9.3	9.1	9.3	8.7	\$1,386	\$1,335	\$1,407	\$1,306
Attorney General	8.4	7.6	8.0	8.2	\$1,747	\$1,597	\$1,675	\$1,809
Corporation Commission	10.1	9.5	11.1	9.9	\$1,922	\$1,805	\$2,173	\$2,061
Corrections	10.3	9.6	9.9	8.3	\$1,608	\$1,511	\$1,559	\$1,302
Early Childhood Development	5.5	5.5	7.9	5.9	\$1,372	\$1,189	\$1,752	\$1,254
Economic Security	10.2	9.4	10.3	8.9	\$1,394	\$1,295	\$1,440	\$1,234
Education	8.8	9.5	9.6	7.9	\$1,691	\$1,851	\$1,924	\$1,519
Environmental Quality	9.7	10.1	10.3	9.9	\$1,669	\$1,688	\$1,740	\$1,678
Forestry	3.8	6.6	6.9	5.8	\$619	\$1,061	\$1,149	\$913
Game & Fish	5.9	6.5	6.9	6.7	\$1,048	\$1,163	\$1,255	\$1,282
Health Services	9.7	9.2	9.9	9.6	\$1,714	\$1,612	\$1,762	\$1,679
Housing Dept	10.2	8.5	7.9	7.8	\$2,022	\$1,640	\$1,511	\$1,511
Industrial Commission	8.5	8.0	9.6	8.4	\$1,222	\$1,143	\$1,407	\$1,278
Insurance Dept	8.5	6.1	8.5	7.5	\$1,445	\$1,078	\$1,523	\$1,296
Juvenile Corrections	9.0	8.3	9.4	8.8	\$1,465	\$1,365	\$1,572	\$1,448
Land Dept	7.6	10.8	10.1	8.4	\$1,322	\$1,954	\$1,833	\$1,588
Lottery Commission	10.1	8.2	8.8	9.4	\$1,662	\$1,302	\$1,442	\$1,520
Military Affairs	8.3	6.8	8.2	7.8	\$1,277	\$1,108	\$1,328	\$1,294
Nursing	8.3	6.7	7.5	6.6	\$1,330	\$1,074	\$1,354	\$1,024
Pioneers Home	8.4	7.7	7.9	8.6	\$1,086	\$1,017	\$998	\$1,080
Registrar of Contractors	8.1	8.3	9.4	9.5	\$1,321	\$1,261	\$1,395	\$1,468
Revenue	10.0	9.6	10.9	9.1	\$1,549	\$1,540	\$1,766	\$1,471
State Parks	7.7	9.0	8.7	6.6	\$1,185	\$1,413	\$1,335	\$990
Transportation	9.2	9.3	10.3	8.5	\$1,357	\$1,377	\$1,535	\$1,288
Veterans Service	8.5	7.4	8.3	8.2	\$1,143	\$1,003	\$1,169	\$1,156
Water Resources	8.9	9.5	7.8	7.1	\$1,726	\$1,799	\$1,658	\$1,482
Overall Average	9.5	9.1	9.8	8.5	\$1,464	\$1,411	\$1,520	\$1,327

Source: The Human Resources Information Solution. The above calculations include donated leave and family leave in addition to sick leave. Data includes covered and uncovered employees. The Early Childhood Development agency was first established in FY2008; Forestry was previously a division within the Land Dept but in FY2008 became identified within the HRIS system as a separate entity. In FY2010, the Retirement System and the Secretary of State were no longer included within the ADOA Personnel System.

Analysis: The average cost of sick leave decreased by 12.7% last year, resulting in an estimated cost avoidance of over \$4.9 million. Thirteen agencies experienced cost decreases of 10% or more and five of those experienced decreases in excess of 20%. Only one agency experienced an increase in sick leave costs of 10% or more from the prior year.

2

Employee Mobility

- Changes in Separations by Covered & Uncovered Employees
- Separation Rates of Covered Employees by Agency
- Voluntary and Involuntary Separations by Agency
- Arizona Separation Rates Compared to Benchmarks
- Most Populous Covered Classes
- Covered Classes with the Highest Separation Rates
- Separation Rates by Ethnicity
- Separation Rates by Occupation
- Separation Rates by Age Distribution
- Separation Rates by Length of Service
- Difference in Age Distribution–New Hires and Separations
- Difference in Ethnic Distribution–New Hires and Separations
- Percentage of Separations Due to Retirement
- Retirement Eligibility by Agency

... the separation rate for covered employees decreased to the lowest rate since 2002. . .

**Table 2-1 – Ten Years of Changes in Separations
by Covered and Uncovered Employees
Fiscal Year 2002 - 2011**

Year		Total Employees	Retirements		Resignations		Terminations		Other		Total Separations	
			Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
2002	Covered	31,986	249	0.8%	2,897	9.1%	638	2.0%	292	0.9%	4,076	12.7%
	Uncovered	4,360	19	0.4%	284	6.5%	67	1.5%	63	1.4%	433	9.9%
2003	Covered	31,828	523	1.6%	3,323	10.4%	629	2.0%	423	1.3%	4,898	15.4%
	Uncovered	4,589	92	2.0%	412	9.0%	109	2.4%	142	3.1%	755	16.5%
2004	Covered	30,831	420	1.4%	1,886	6.1%	766	2.5%	1,516	4.9%	4,588	14.9%
	Uncovered	5,843	114	2.0%	314	5.4%	20	0.3%	632	10.8%	1,080	18.5%
2005	Covered	29,742	715	2.4%	2,358	7.9%	963	3.2%	2,275	7.6%	6,311	21.2%
	Uncovered	6,105	159	2.6%	433	7.1%	20	0.3%	538	8.8%	1,150	18.8%
2006	Covered	29,488	635	2.2%	2,195	7.4%	830	2.8%	1,605	5.4%	5,265	17.9%
	Uncovered	6,542	160	2.4%	459	7.0%	14	0.2%	635	9.7%	1,268	19.4%
2007	Covered	30,192	684	2.3%	2,072	6.9%	951	3.1%	1,515	5.0%	5,222	17.3%
	Uncovered	7,114	228	3.2%	405	5.7%	24	0.3%	663	9.3%	1,320	18.6%
2008	Covered	29,840	478	1.6%	1,690	5.7%	850	2.8%	1,392	4.7%	4,410	14.8%
	Uncovered	6,602	317	4.8%	316	4.8%	21	0.3%	538	8.1%	1,192	18.1%
2009	Covered	27,155	435	1.6%	1,052	3.9%	1,813	6.7%	944	3.5%	4,244	15.6%
	Uncovered	6,081	89	1.5%	242	4.0%	154	2.5%	418	6.9%	903	14.8%
2010	Covered	25,252	923	3.7%	1,664	6.6%	947	3.8%	387	1.5%	3,921	15.5%
	Uncovered	5,580	213	3.8%	318	5.7%	209	3.7%	224	4.0%	964	17.3%
2011	Covered	25,882	756	2.9%	2,056	7.9%	695	2.7%	78	0.3%	3,585	13.9%
	Uncovered	5,614	192	3.4%	540	9.6%	105	1.9%	87	1.5%	924	16.5%

Source: The state's Human Resources Information Solution. Data represents separations during the fiscal year (July 1 – June 30).

Analysis: The separation rate for covered and uncovered employees decreased from the rate experienced last year. The average separation rate for both categories combined (covered and uncovered) was 14.3% which is less than last year's combined rate of 15.8%. Resignations remain the leading category of separations, and showed the largest increase from last year, increasing by an average of 1.8% for covered and uncovered combined. All other categories of separations decreased from the year before.

... the average separation rate of covered employees (13.9%) is the lowest rate in the past four years ...

**Table 2-2 – Separation Rates of Covered Employees
by Agency
Fiscal Year 2007 - 2011**

Agency Name	2007	2008	2009	2010	2011
Small Agencies	23.1%	18.2%	17.2%	28.7%	22.6%
Administration	19.1%	17.0%	35.4%	18.2%	12.5%
Agriculture	13.3%	15.4%	32.1%	21.7%	8.0%
AHCCCS	16.7%	10.6%	13.8%	28.3%	11.8%
Attorney General	21.3%	18.3%	17.9%	13.2%	8.7%
Corporation Commission	15.3%	11.7%	7.5%	9.5%	3.9%
Corrections	16.4%	13.1%	8.6%	11.6%	11.4%
Early Childhood Development	N/A	6.3%	21.7%	41.7%	30.4%
Economic Security	17.8%	16.4%	22.6%	15.9%	17.1%
Education	26.3%	22.8%	16.9%	21.8%	13.1%
Environmental Quality	10.8%	9.0%	8.1%	15.9%	8.7%
Forestry	N/A	1.7%	15.4%	22.9%	16.3%
Game & Fish	11.1%	9.5%	5.9%	4.6%	6.0%
Health Services	20.2%	17.0%	13.4%	14.3%	18.4%
Housing Dept	0.0%	0.0%	100%	0%	0%
Industrial Commission	32.4%	15.2%	11.1%	8.3%	13.3%
Insurance Dept	18.2%	5.3%	43.1%	6.1%	8.5%
Juvenile Corrections	27.0%	28.3%	24.7%	65.4%	24.2%
Land Dept	13.9%	16.0%	9.2%	10.4%	10.3%
Lottery Commission	6.9%	4.4%	4.2%	9.1%	5.8%
Military Affairs	15.4%	44.4%	0.0%	9.1%	10.0%
Nursing	10.9%	10.9%	6.3%	16.7%	18.5%
Pioneers Home	23.8%	23.3%	19.8%	23.5%	20.7%
Registrar of Contractors	25.0%	18.4%	4.7%	8.9%	7.9%
Revenue	14.9%	16.2%	74.3%	14.2%	12.2%
State Parks	7.5%	9.3%	15.8%	35.8%	19.8%
Transportation	15.2%	12.0%	7.7%	11.1%	10.8%
Veterans Service	28.3%	39.7%	26.8%	25.2%	29.3%
Water Resources	12.7%	6.2%	8.7%	192.0%	12.5%
Totals	17.3%	14.8%	15.6%	15.5%	13.9%

Source: The state's Human Resources Information Solution. Data represents separations of covered employees from state service during the fiscal year (July 1 – June 30). The Early Childhood Development agency was first established in FY2008; Forestry was previously a division within the Land Dept but in FY2008 became identified within the HRIS system as a separate entity. In FY2010, the Retirement System and the Secretary of State were no longer included within the ADOA Personnel System.

Analysis: The overall rate of separations from state service decreased from last year, and suggests a long-term downward trend from 2007. Eight of the larger agencies (29%) experienced an increase in separation rates of covered employees from 2010, while nineteen agencies (68%) experienced a decrease. Four agencies experienced separation rates greater than 20% and only one agency experienced separation rates greater than 30%.

... voluntary separations are the most common reason for covered employees leaving state service ...

Table 2-3 – Voluntary and Involuntary Separations of Covered Employees by Agency Fiscal Year 2011

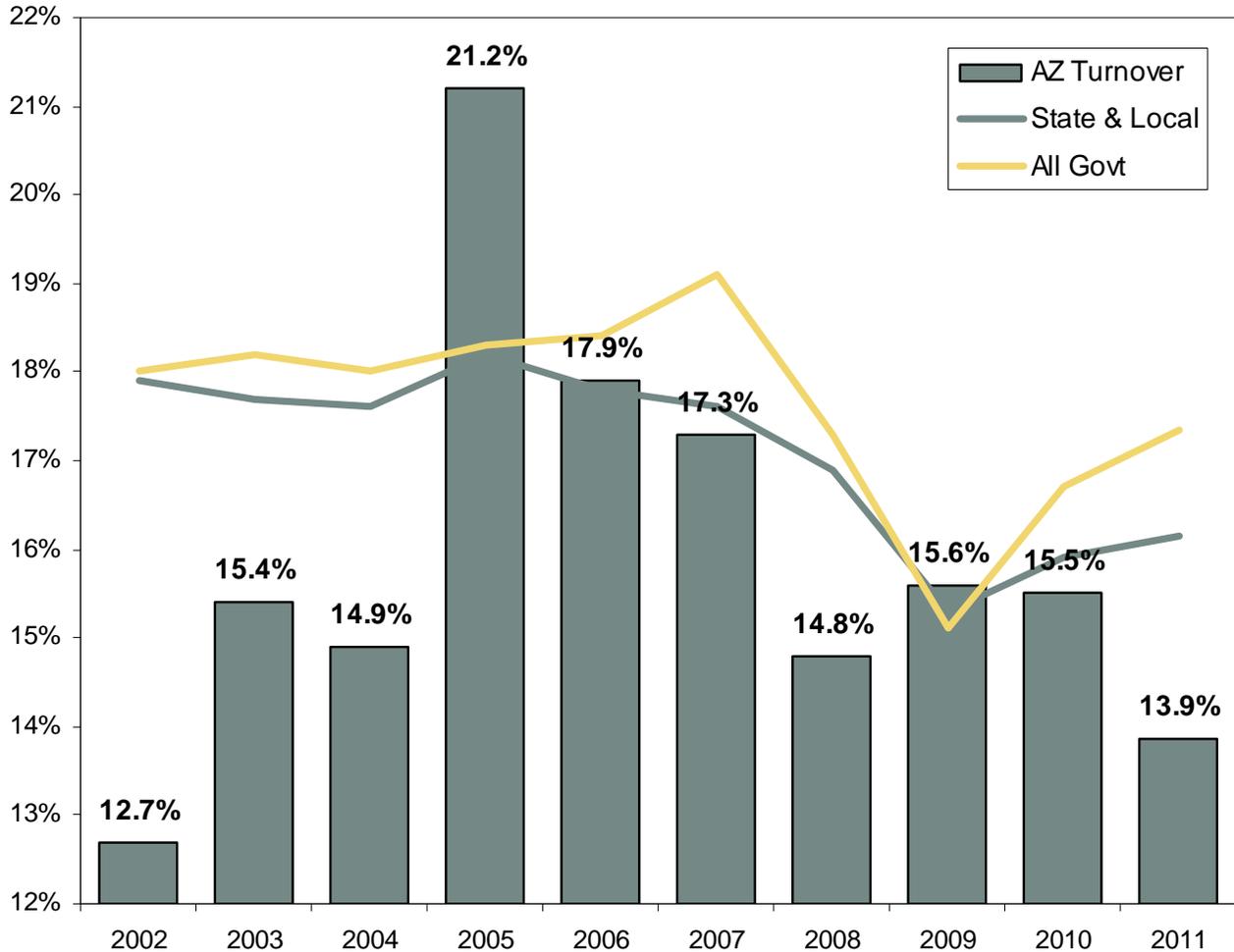
Agency	Voluntary		Involuntary		Total	
	Number	Percent	Number	Percent	Number	Percent
Small Agencies	30	16.1%	12	6.5%	42	22.6%
Administration	24	9.4%	8	3.1%	32	12.5%
Agriculture	1	4.0%	1	4.0%	2	8.0%
AHCCCS	58	9.0%	18	2.8%	76	11.8%
Attorney General	8	7.8%	1	1.0%	9	8.7%
Corporation Commission	4	3.1%	1	0.8%	5	3.9%
Corrections	871	9.8%	146	1.6%	1,017	11.4%
Early Childhood Development	6	26.1%	1	4.3%	7	30.4%
Economic Security	1,128	13.7%	281	3.4%	1,409	17.1%
Education	21	11.9%	2	1.1%	23	13.1%
Environmental Quality	23	8.0%	2	0.7%	25	8.7%
Forestry	5	11.6%	2	4.7%	7	16.3%
Game & Fish	23	5.5%	2	0.5%	25	6.0%
Health Services	159	13.7%	54	4.7%	213	18.4%
Housing						
Industrial Commission	21	11.2%	4	2.1%	25	13.3%
Insurance	3	6.4%	1	2.1%	4	8.5%
Juvenile Corrections	87	16.3%	42	7.9%	129	24.2%
Land Dept	8	8.2%	2	2.1%	10	10.3%
Lottery Commission	4	5.8%	0	0.0%	4	5.8%
Military Affairs	1	10.0%	0	0.0%	1	10.0%
Nursing	4	14.8%	1	3.7%	5	18.5%
Pioneers Home	10	12.2%	7	8.5%	17	20.7%
Registrar of Contractors	5	6.6%	1	1.3%	6	7.9%
Revenue	45	9.3%	14	2.9%	59	12.2%
State Parks	22	17.5%	3	2.4%	25	19.8%
Transportation	286	8.5%	75	2.2%	361	10.8%
Veterans Service	28	20.0%	13	9.3%	41	29.3%
Water Resources	5	10.4%	1	2.1%	6	12.5%
Total	2,890	11.2%	695	2.7%	3,585	13.9%

Source: The state's Human Resources Information Solution. Data represents separations of employees in covered positions from state service during the fiscal year (July 1 – June 30).

Analysis: Voluntary separations are the most common type of separation from state service, accounting for over 80% of separations of covered employees this past year.

... the separation rate of covered employees was significantly less than the separation rate of other public sector entities last year ...

**Table 2-4 – Separation Rates
Arizona Compared to Benchmarks
Fiscal Year 2002 - 2011**



Source: The state's Human Resources Information Solution. Data represents separation rate of covered employees from state service during the fiscal year (July 1 – June 30). Comparative data from the national Bureau of Labor Statistics, U.S. Department of Labor, seasonally adjusted turnover rates. State and Local includes State and local government entities in the 50 States and the District of Columbia. All Government includes Federal, State, and local government entities in the 50 States and the District of Columbia.

Analysis: The above chart shows the separation rates of covered employees compared to national statistics for other public sector organizations. Arizona has typically experienced a lower separation rate than benchmark organizations. In 2005, the state experienced a relatively high separation rate, however, the rate has decreased each of the next three years, then showed an increase in 2009. The separation rate in 2010 and 2011 was less than both State & Local governments and All Government. In 2011 the separation rate was 2.3% less than State & Local and 3.5% less than All Government.

*... the Corrections Officer class is the most populous class title ...
 ... Youth Correctional Officers had the highest separation rates ...*

**Table 2-5 – Most Populous Covered Class Titles
 Fiscal Year 2011**

Class Title	Number
Corrections Officer (I, II, III, IV)	6,436
Program Services Evaluator (I, II, III, IV, V)	2,149
Child Protective Services Specialist (I, II, III)	981
Customer Services Representative (I, II, III)	926
Administrative Assistant (I, II, III)	909
Human Services Specialist (I, II, III)	891
Information Technology Specialist (1, 2, 3, 4, 5)	679
Corrections Sergeant	600
Highway Operations Technician (1, 2, 3, 4)	544
Motor Vehicle Division Customer Services Rep	434
Program and Project Specialist (I, II)	392
Habitation Technician (II, III)	361

Source: The state's Human Resources Information Solution. Data represents active employees in covered positions (June 2011).

Analysis: The title of Corrections Officer is by far the most populated class series in the state, followed by Program Services Evaluator, and Child Protective Services Specialist.

**Table 2-6 – Covered Classes With The
 Highest Separation Rates
 Fiscal Year 2011**

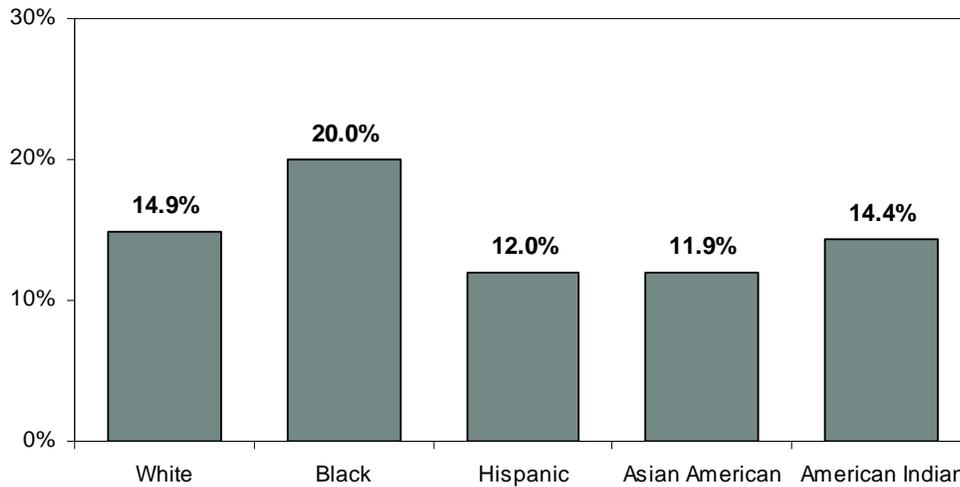
Class Title	Separation Rate
Youth Correctional Officer I	52.9%
Child Protective Services Specialist I	39.4%
Mental Health Program Specialist II	37.8%
Habilitation Technician II	31.8%
Child Protective Services Specialist III	22.5%
Correctional Registered Nurse	22.0%
Federal & State Licensing Surveyor	21.4%
Licensed Practical Nurse	21.1%
Enforcement & Compliance Field Officer II	20.8%
Child Protective Services Unit Supervisor	19.8%
Collector III	19.7%
Child Protective Services Specialist III	19.6%

Source: The state's Human Resources Information Solution. Classes considered in this table include those with 50 or more active covered employees in the respective class. Data represents separations of covered employees from state service during the fiscal year (July 1 – June 30).

Analysis: Classes associated with the Correctional and Social Services industries experienced the highest separation rates relative to the number of employees in their respective classes.

*... the Black ethnic group had the highest separation rate ...
 ... in the occupational groups, the highest rate was in the Technicians group .*

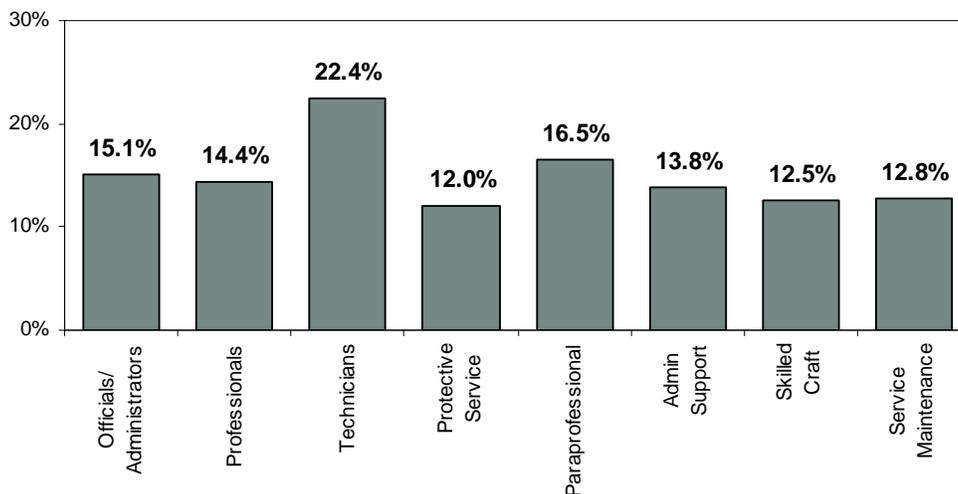
**Table 2-7 – Separation Rates by Ethnic Group
 Fiscal Year 2011**



Source: The state's Human Resources Information Solution. Percentages are based upon covered and uncovered employees responding – a small percentage of employees choose not to disclose their ethnicity. Data represents separations from state service during the fiscal year (July 1 – June 30).

Analysis: The highest rate of separations was in the Black ethnic group. Separation rates were lowest among Asian American employees.

**Table 2-8 – Separation Rates by Occupational Code
 Fiscal Year 2011**

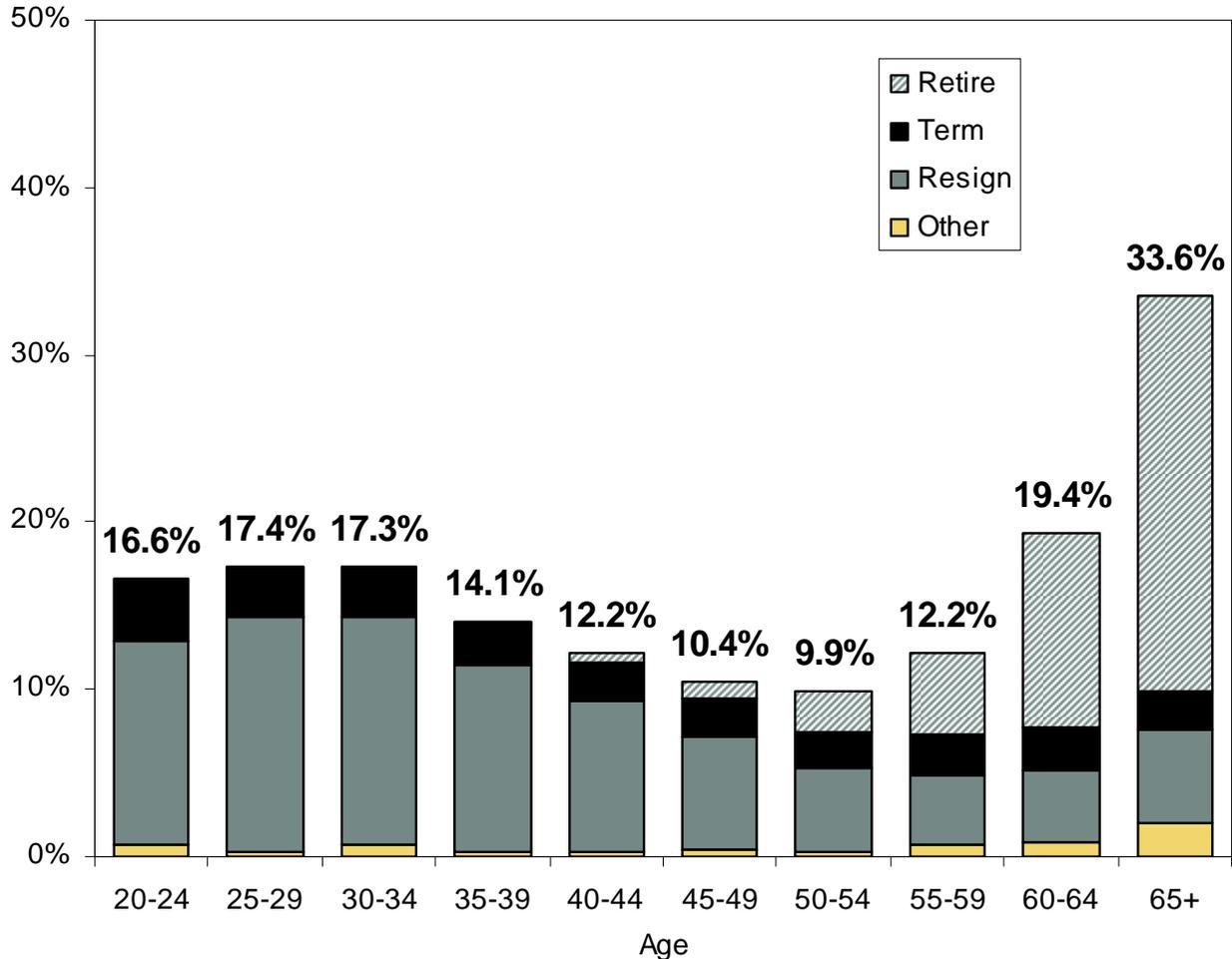


Source: The state's Human Resources Information Solution. Data represents separations from state service during the fiscal year (July 1 – June 30). Data includes covered and uncovered employees.

Analysis: The highest rate of separations was in the Technicians occupational group. Separation rates were lowest among employees assigned to Protective Services positions.

... resignations generally decrease with increasing age, while the rate of retirements generally increases ...

**Table 2-9 – Separation Rates by Age Distribution
Fiscal Year 2011**

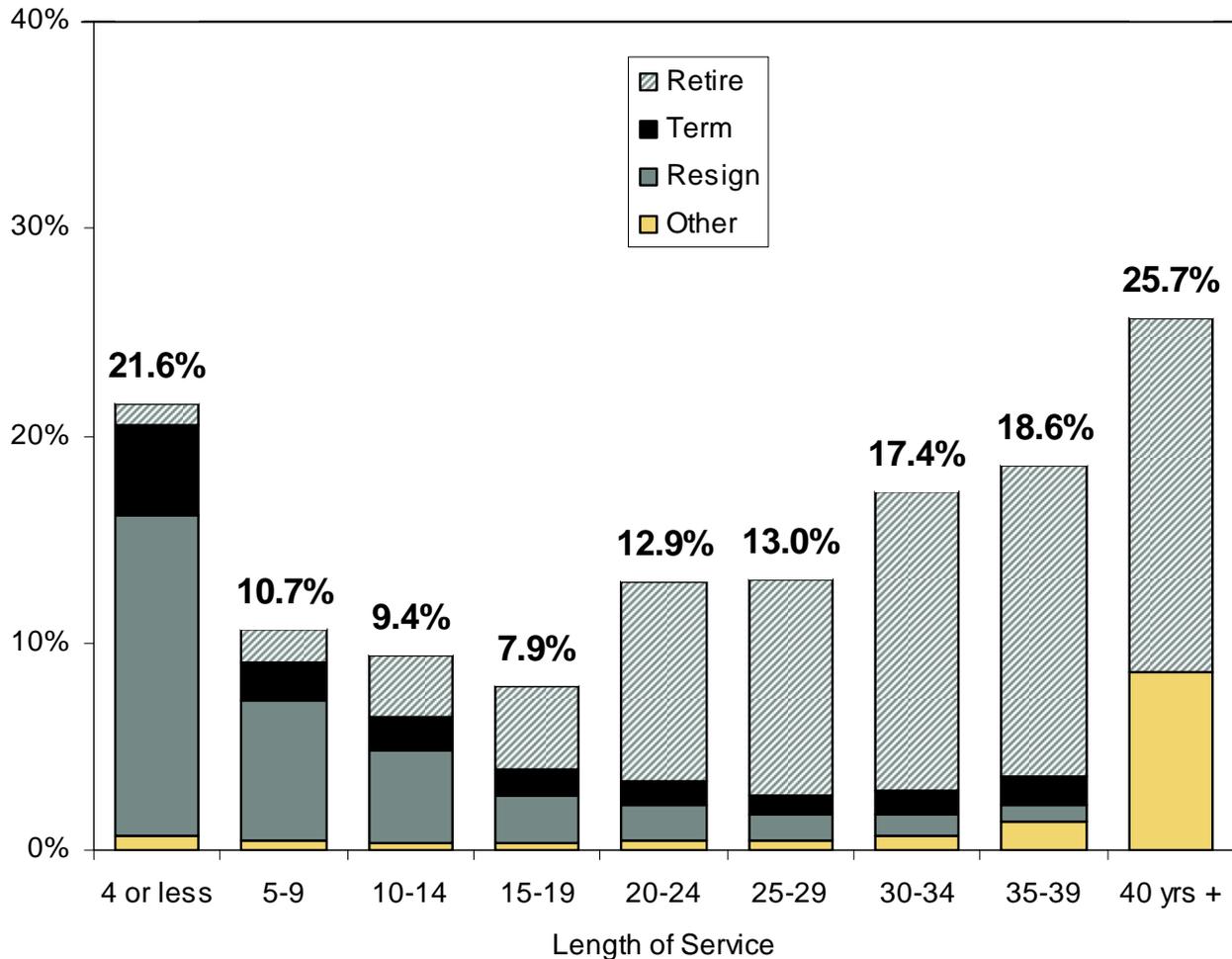


Source: The state's Human Resources Information Solution. Data represents separations from state service during the fiscal year (July 1 – June 30). Data includes covered and uncovered employees.

Analysis: The above chart shows the separation rates by age group for all employees. In 2011, employees in the three youngest age brackets experienced a separation rate of about 17%. The separation rate generally decreases as the average age increases until employees reach the age of 55, when the separation rate begins to climb again. The relative percentage of separations due to resignations generally decreases with increasing age, while the relative percentage of separations due to retirements generally increases.

... resignations generally decrease with increasing length of service, while retirements generally increase ...

**Table 2-10 – Separation Rates by Length of Service
Fiscal Year 2011**

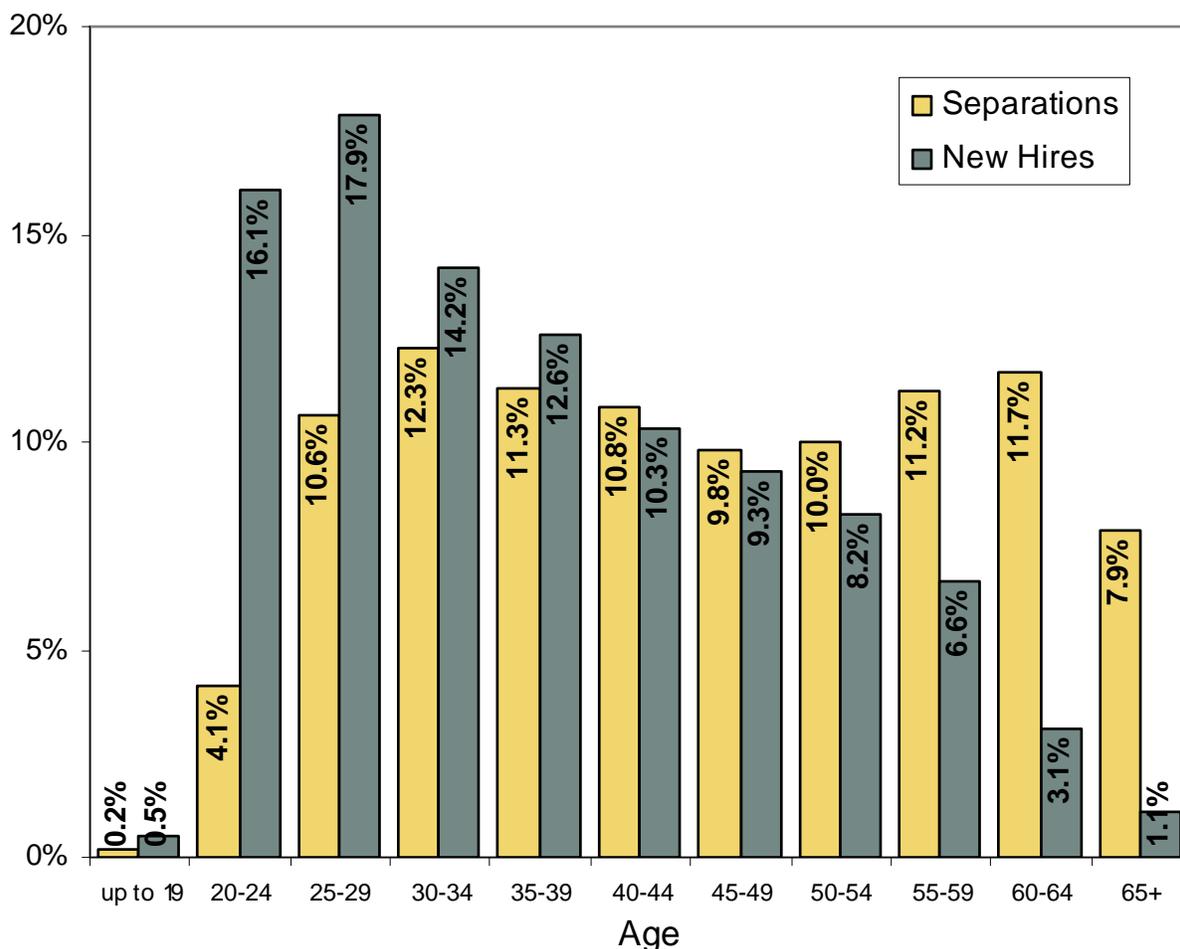


Source: The state's Human Resources Information Solution. Data represents separations from state service during the fiscal year (July 1 – June 30). Data includes covered and uncovered employees.

Analysis: The above chart shows the relative separation rates for the length of service distributions of all employees. In 2011, employees with more than 30 years of service experienced an average separation rate of 18.1%. The separation rate was lowest for employees with fifteen to nineteen years of service. The relative percentage of separations due to resignations generally decreases with increasing length of service, while the relative percentage of separations due to retirements generally increases.

... more new hires are in the younger age groups when compared to the age distribution of separating employees ...

Table 2-11 – Difference in Age Distribution between New Hires and Separations Fiscal Year 2011

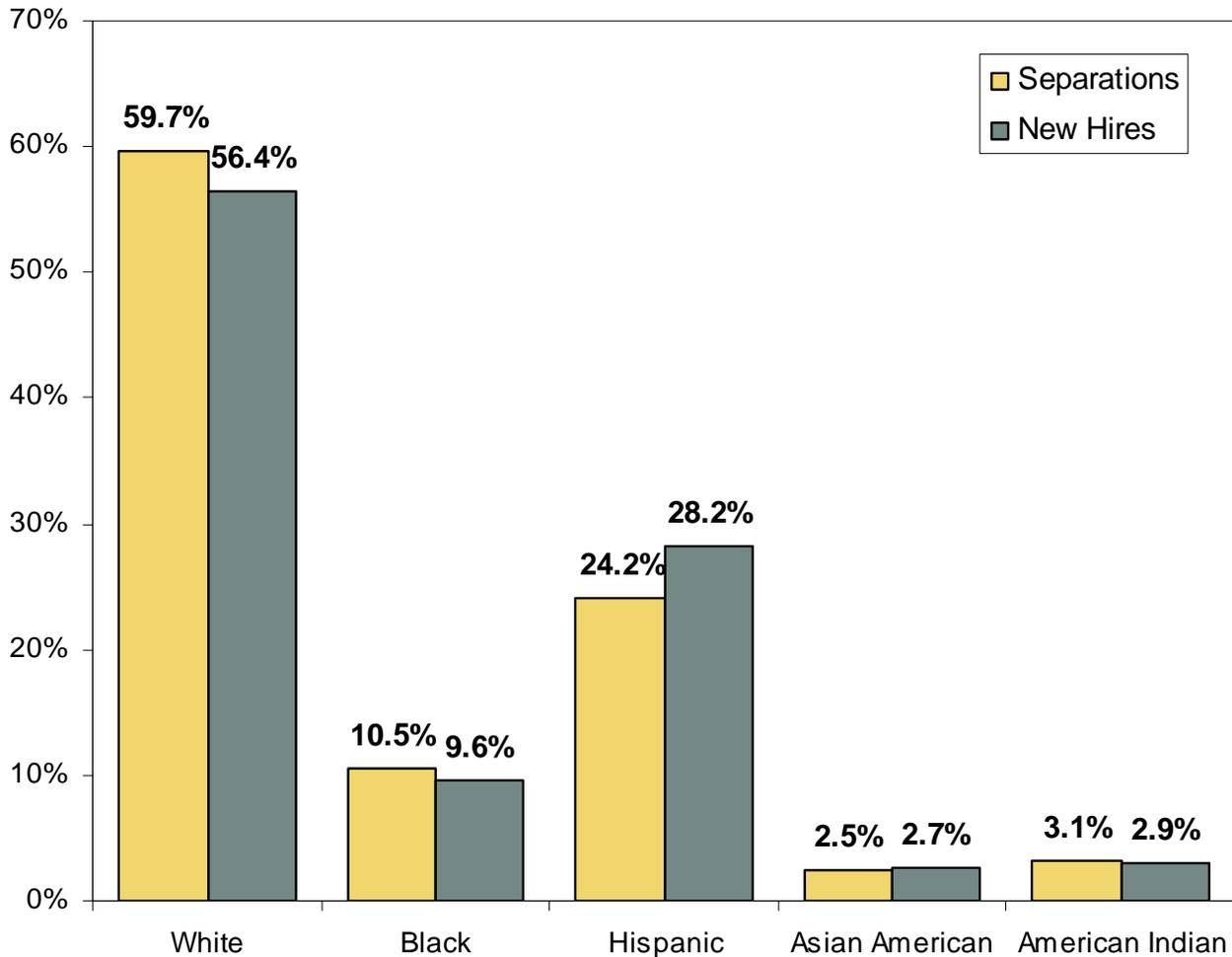


Source: The state's Human Resources Information Solution. Data represents separations from state service during the fiscal year and employees newly hired into state service during the fiscal year (July 1 – June 30). Data includes covered and uncovered employees.

Analysis: The above chart shows the relative difference in age distribution between those employees that separated from the state and those that were newly hired into the state. The average age of a separating employee was 45.8, while the average age of a newly hired employee was 37.7. There was a higher percentage of new hires than separations in all age groups below 40 years of age. Above 40 years of age, the trend reverses and there is a higher percentage of separations. The largest difference between the two groups occurs in the 20-24, 25-29, and 60-64 age groups.

... there was a higher distribution of separations among the White ethnic group than new hires ...

Table 2-12 – Difference in Ethnic Distribution between New Hires and Separations Fiscal Year 2011

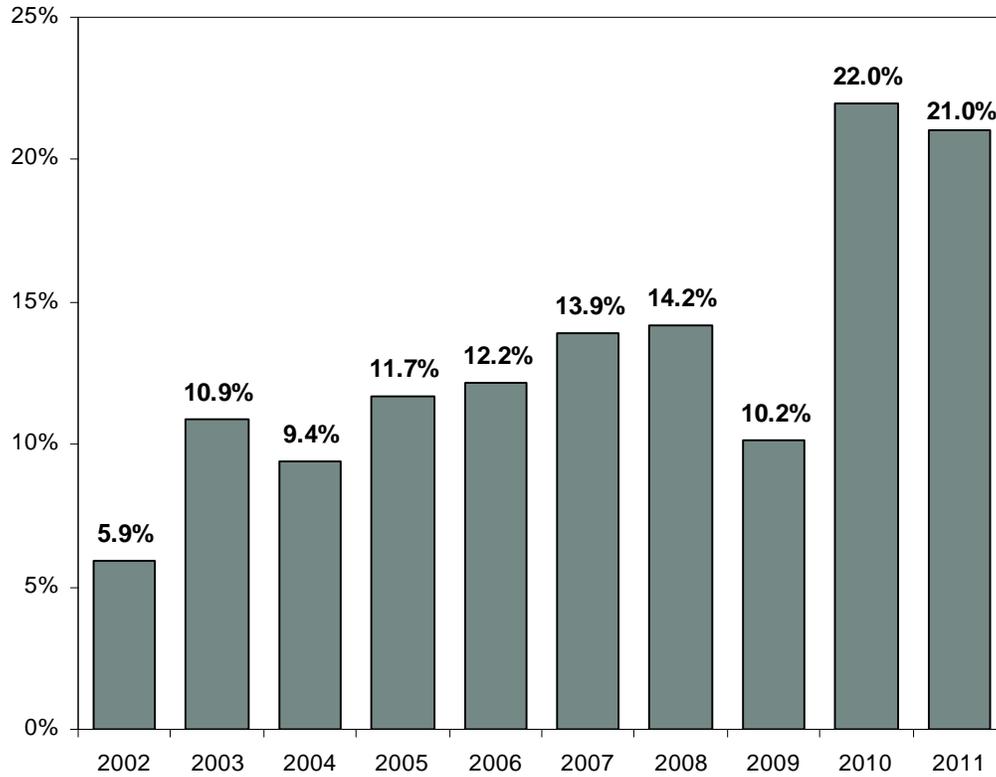


Source: The state's Human Resources Information Solution. Data represents separations from state service during the fiscal year and employees newly hired into state service during the fiscal year (July 1 – June 30). Data includes covered and uncovered employees that voluntarily disclosed their ethnicity – a small percentage of employees choose not to disclose this information.

Analysis: The above chart shows the relative difference in ethnic distribution between those employees that separated from the state and those that were newly hired into the state. In 2011, there was a relatively higher distribution of separations of the White ethnic group compared to new hires. The Hispanic ethnic group had a higher distribution of new hires than separations.

.. the percentage of separations as a result of retirement decreased slightly from last year . . .

**Table 2-13 – Percentage of Separations Due to Retirement
Fiscal Year 2002 - 2011**



Source: The state's Human Resources Information Solution. Data represents separations from state service during the fiscal year (July 1 – June 30). Includes covered and uncovered employees.

Analysis: The ratio of separations that are due to retirements decreased slightly in 2011, but remained at a high level compared with previous years. The average rate of increase in separations due to retirements is 1.37% over a ten-year span.

... over 89% of the larger state agencies are expected to have at least one quarter of their active workforce eligible to retire in the next five years ...

**Table 2-14 – Retirement Eligibility
Fiscal Year 2012 - 2016**

Agency Name	2012	2013	2014	2015	2016
Small Agencies	18.4%	22.9%	26.8%	32.1%	36.2%
Administration	13.9%	19.0%	22.5%	27.1%	30.4%
Agriculture	20.8%	24.2%	27.1%	30.0%	36.2%
AHCCCS	16.9%	21.1%	25.2%	30.4%	34.8%
Attorney General	15.4%	19.2%	22.3%	28.4%	33.3%
Corporation Commission	15.9%	19.1%	23.5%	29.5%	35.1%
Corrections	10.0%	12.8%	16.0%	19.9%	23.5%
Early Childhood Development	2.2%	3.6%	5.8%	7.2%	10.9%
Economic Security	13.6%	17.0%	20.2%	24.2%	28.1%
Education	12.3%	14.3%	18.8%	21.4%	27.1%
Environmental Quality	20.6%	27.2%	33.0%	36.6%	42.6%
Forestry	20.0%	22.0%	28.0%	32.0%	40.0%
Game & Fish	16.1%	20.8%	26.0%	31.3%	36.1%
Health Services	15.6%	19.5%	24.1%	28.6%	33.0%
Housing	16.7%	16.7%	22.9%	27.1%	35.4%
Industrial Commission	15.1%	20.7%	26.3%	33.2%	37.5%
Insurance	24.7%	27.0%	37.1%	43.8%	46.1%
Juvenile Corrections	13.0%	15.6%	20.8%	24.6%	31.6%
Land Dept	25.9%	29.3%	37.9%	43.1%	48.3%
Lottery Commission	26.1%	29.3%	30.4%	32.6%	35.9%
Military Affairs	13.8%	16.9%	18.6%	23.7%	27.1%
Nursing	21.2%	23.1%	32.7%	36.5%	40.4%
Pioneers Home	8.2%	11.8%	17.6%	21.2%	24.7%
Registrar of Contractors	25.7%	28.7%	32.7%	41.6%	46.5%
Revenue	20.1%	24.9%	28.8%	34.9%	39.5%
State Parks	28.2%	33.6%	36.2%	43.6%	47.7%
Transportation	16.0%	19.6%	22.8%	26.2%	30.5%
Veterans Service	11.9%	13.1%	16.8%	23.0%	26.2%
Water Resources	15.1%	19.4%	22.6%	26.9%	32.3%
Totals	13.7%	17.1%	20.6%	24.7%	28.9%

Source: The state's Human Resources Information Solution. Projected retirement eligibility is based on years of service and age criteria for the Arizona State Retirement System and Public Safety Personnel Retirement System. Many state employees continue to remain employed with the state after they become eligible to retire. Also, employees may have "purchased" credited service in other organizations resulting in an earlier eligibility date than that which was calculated. Actual retirement rates may differ from the numbers shown above. Data includes covered and uncovered employees.

Analysis: Over 89% of the larger agencies are projected to have at least 25% of their active employees eligible for retirement in five years, and twenty-one agencies will have at least 30% of their workforce eligible to retire in 2015. Fourteen agencies are anticipated to have over 35% of their active employees eligible to retire in five years. Only one agency is expected to have less than 15% of their employees eligible to retire in 2015.

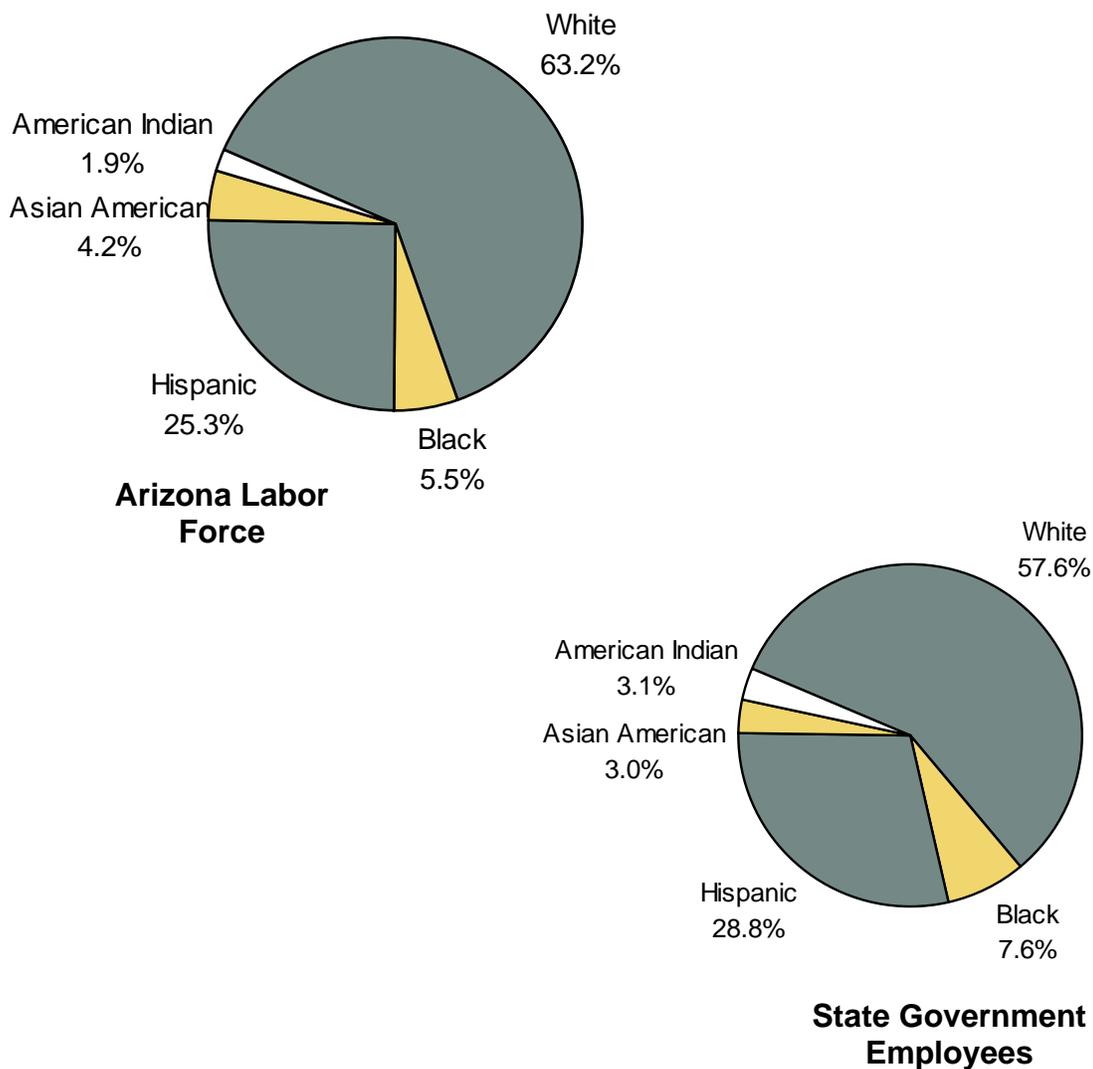
3

Equal Employment

- Distribution of Employees by Ethnic Group
- Distribution of Employees by Occupation
- Minority Representation by Agency
- Gender Representation by Agency
- Changes in Employment by Ethnicity and Gender

... the state's workforce closely resembles the available labor force within Arizona ...

Table 3-1 – Distribution of State Government Employees by Ethnic Group Fiscal Year 2011

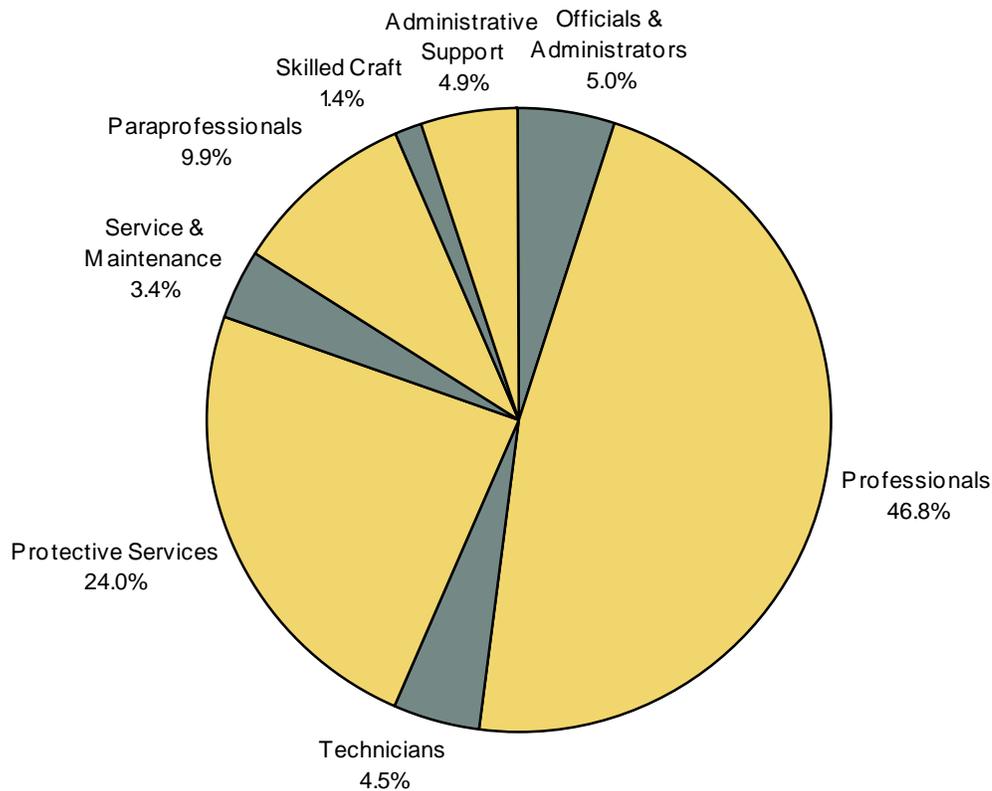


Source: Arizona Labor Force data from the U.S. Equal Employment Commission 2009 EEO-1 Report; State Government Employees data from the State's Human Resources Information Solution June 2011; includes covered and uncovered employees. Percentages are based upon employees responding – a small percentage of employees choose not to disclose their ethnicity.

Analysis: The majority of the state's workforce is comprised of the White and Hispanic ethnic groups. The state government's workforce has a higher percentage of Black, Hispanic, and American Indian ethnic groups than the Arizona Labor Force.

... the professional occupational group accounts for the largest portion of the state's workforce, followed by protective services and paraprofessionals ...

**Table 3-2 – Distribution of State Government Employees by Occupational Group
Fiscal Year 2011**

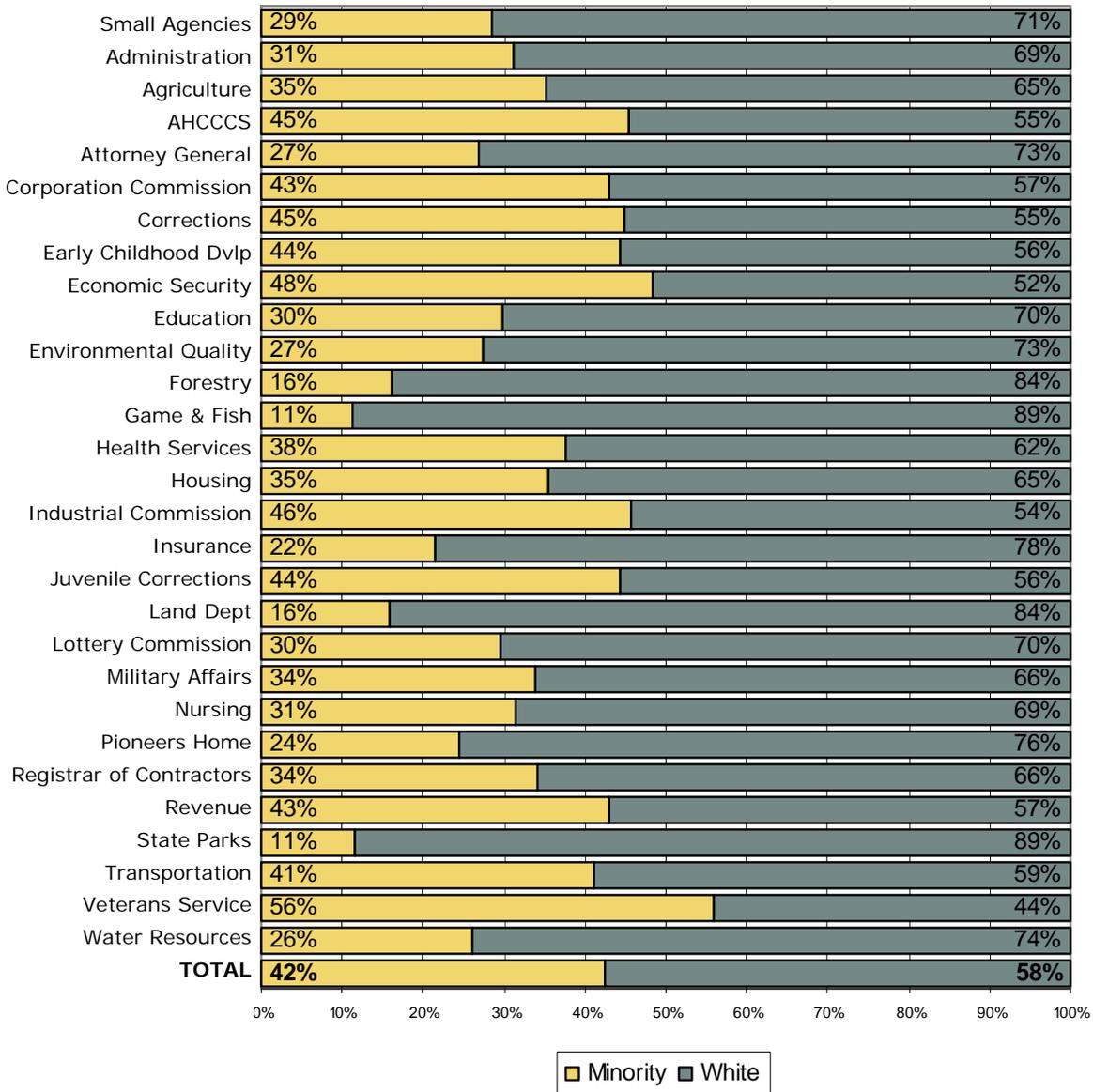


Source: The State's Human Resources Information Solution, June 2011; includes covered and uncovered employees. Categories are based upon the Equal Employment Opportunity Commission's Occupational Categories for State and Local Government (EEO-4).

Analysis: State employees in positions categorized as Professional comprise the largest percentage (47%) of the eight occupational groupings. Skilled craft (1.4%) and service workers (3.4%) encompass the smallest percentage.

... minorities comprise 42% of the employees in the ADOA Human Resources System ...

**Table 3-3 – Minority Representation by Agency
Fiscal Year 2011**

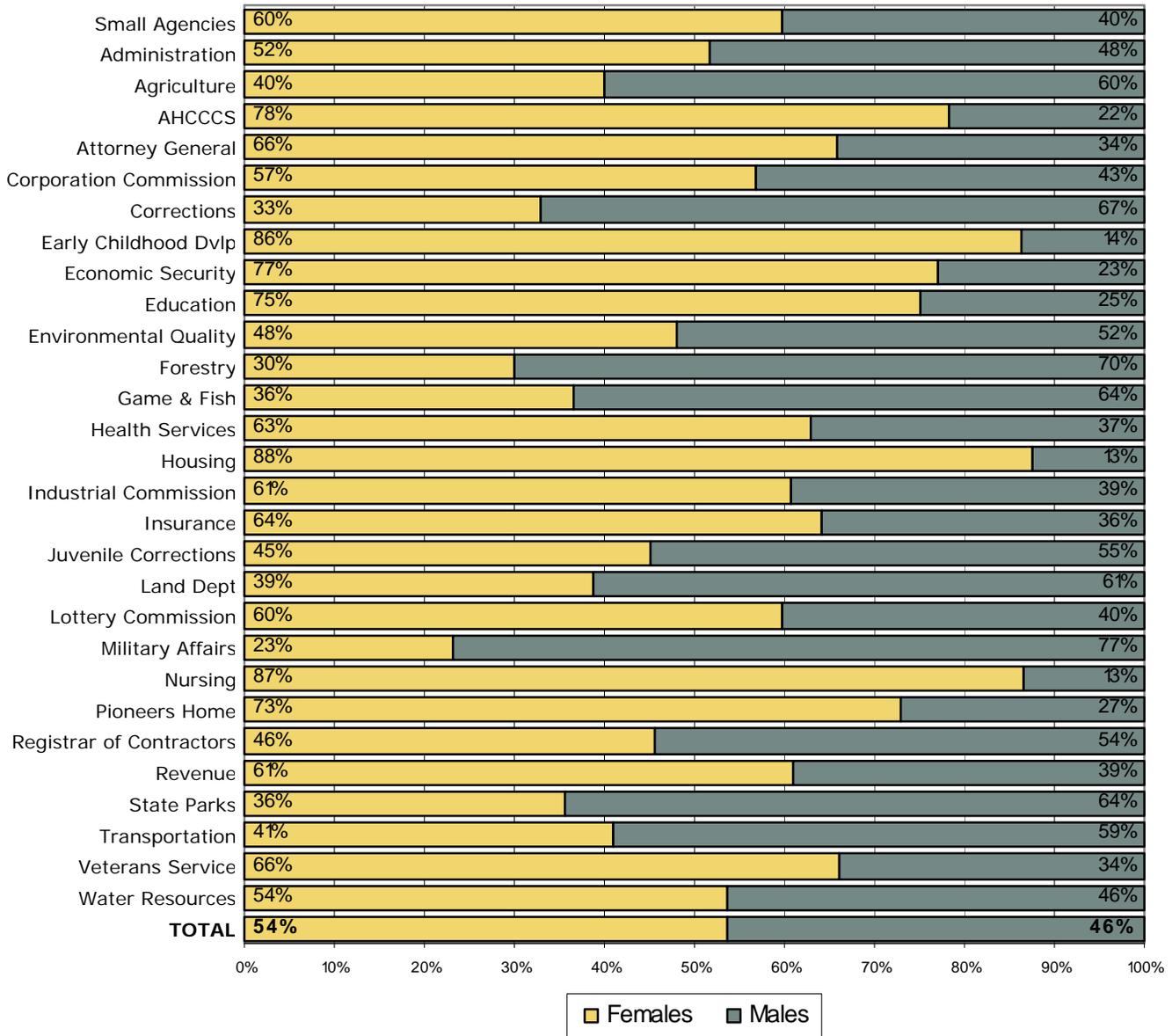


Source: The State's Human Resources Information Solution (HRIS), June 2011. Percentages are based upon covered and uncovered employees that identified their ethnicity – a small percentage of employees choose not to disclose this information.

Analysis: The table above shows the proportion of minority employees of each of the larger state agencies. One of the larger agencies had a minority distribution that was 10% greater than the statewide average, while 5 agencies had a minority distribution that was 20% or more less than the statewide average.

... females comprise 54% of the employees in the ADOA Human Resources System ...

**Table 3-4 – Gender Representation by Agency
Fiscal Year 2011**

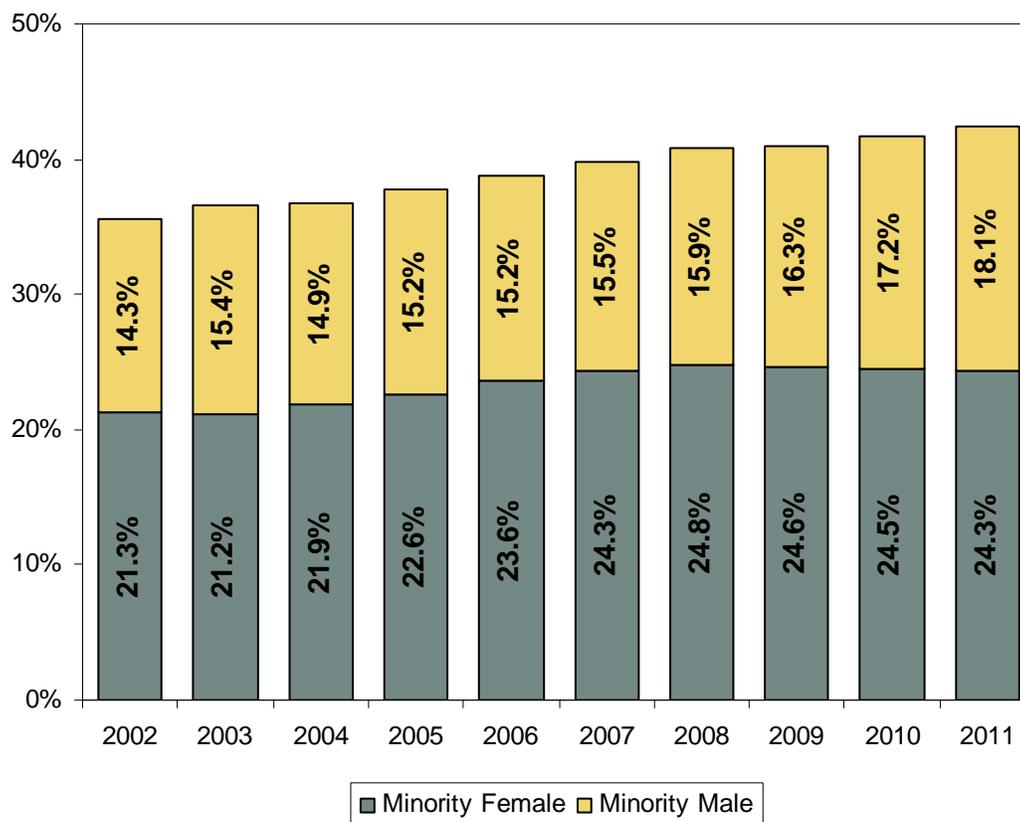


Source: The state's Human Resources Information Solution; June 2011. Includes covered and uncovered employees.

Analysis: Seventeen of the twenty-eight larger agencies (61%) have a workforce where females are in the majority. Ten of the larger agencies had a distribution of females that was 10% or greater than the statewide average, while 8 agencies had a distribution of females that was 10% or less than the statewide average.

... the total percentage of minorities increased again compared with last year, due to the relative increases in minority males. . .

**Table 3-5 – Ten Years of Changes in Employment by Ethnicity and Gender
Fiscal Year 2002 – 2011**



Source: The state's Human Resources Management System for years 2002 through 2003. Data for 2004 through 2011 was extracted from the state's Human Resources Information Solution. Data represents fiscal year-end (June 30). Percentages are based upon covered and uncovered employees that identified their ethnicity – a small percentage of employees choose not to disclose this information.

Analysis: The overall growth in the total percentage of minority employees has averaged 0.85% over the past ten years. Historically this growth has been most apparent in the percentage of minority females; the average increase in minority females over the past ten years has been 0.45%. However, in recent years, the majority of increases have resulted from the relative increase in minority males, while the percentage of minority females has remained relatively stable.

4

Workforce Characteristics

- Employees by Agency
- Covered/Uncovered Employees by Agency
- Rank of All States by FTEs to Population
- Ratio of State FTEs to Population
- Rank of All States by Payroll to Population
- Ratio of State Payroll to Population
- State Employees by County
- Age Distribution
- Length of Service Distribution

... over 57% of the larger agencies experienced a decrease in the average size of their workforce ...

**Table 4-1 – Employees by Agency
Fiscal Year 2007 - 2011**

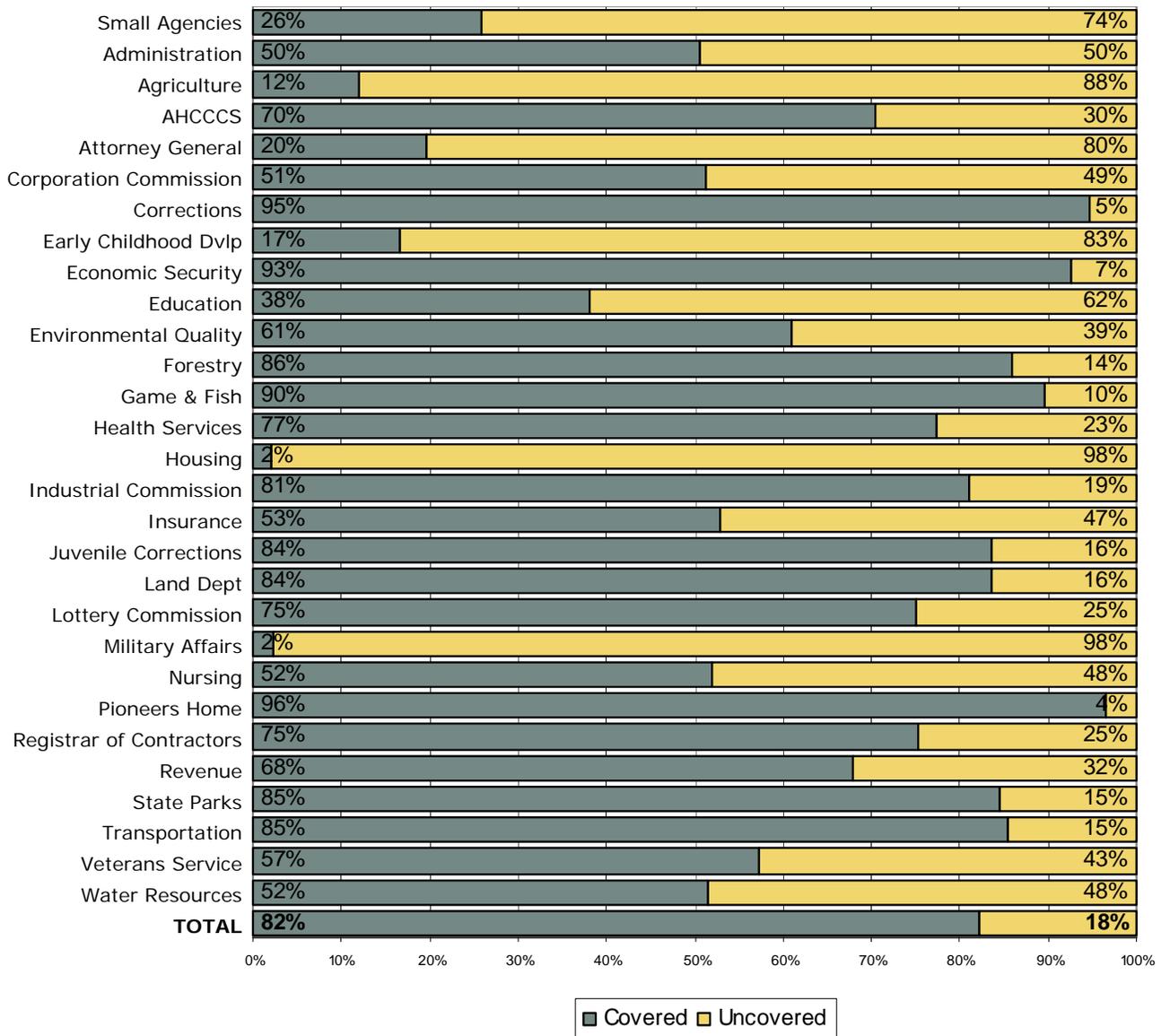
Agency Name	2007	2008	2009	2010	2011
Small Agencies	1,343	1,307	1,144	806	716
Administration	807	755	586	519	510
Agriculture	347	313	270	275	207
AHCCCS	1,359	1,272	1,115	908	913
Attorney General	678	582	528	503	525
Corporation Commission	293	288	272	259	251
Corrections	9,357	9,305	9,145	8,913	9,396
Early Childhood Development	7	99	123	123	138
Economic Security	10,312	10,187	9,201	8,730	8,910
Education	576	494	445	438	462
Environmental Quality	656	693	624	546	470
Forestry	N/A	62	58	55	50
Game & Fish	574	550	449	461	466
Health Services	1,998	1,859	1,676	1,561	1,498
Housing	64	65	58	50	48
Industrial Commission	270	276	244	242	232
Insurance	132	129	98	96	89
Juvenile Corrections	1,083	1,081	975	656	639
Land Dept	195	144	133	121	116
Lottery Commission	99	91	94	91	92
Military Affairs	505	403	393	394	414
Nursing	46	46	53	52	52
Pioneers Home	103	93	94	88	85
Registrar Of Contractors	129	120	117	103	101
Revenue	959	964	644	648	711
State Parks	285	277	244	175	149
Transportation	4,579	4,460	3,956	3,669	3,919
Veterans Service	317	285	273	250	244
Water Resources	233	242	224	100	93
Totals	37,306	36,442	33,236	30,832	31,496

Source: The state's Human Resources Information Solution. Data includes covered and uncovered active employees at fiscal year-end (June 30). The Early Childhood Development agency was created in FY2008; Forestry was previously a division within the Land Dept but in FY2008 became identified within the HRIS system as a separate entity. In FY2010, the Retirement System and the Secretary of State moved out of the ADOA Personnel System.

Analysis: During the past year, 16 of the larger state agencies experienced a decrease in the number of employees, including 3 agencies that experienced decreases of at least 10%. However, there were also 11 agencies experiencing an increase from the prior year. Compared with staffing levels in 2007, 23 agencies experienced decreases of 10% or more, including 8 that showed decreases of over 30%.

... over 82% of employees in the ADOA Human Resources System are covered by the state merit system ...

**Table 4-2 – Covered/Uncovered Employees by Agency
Fiscal Year 2011**



Source: The state’s Human Resources Information Solution. Table includes covered and uncovered active employees at fiscal year-end (June 30).

Analysis: This table illustrates the distinction between “covered” employees (employees in positions covered by the ADOA personnel rules, sometimes referred to as “merit” employees) and “uncovered” employees (employees in positions not covered by the ADOA personnel rules, sometimes referred to as “at will” employees). Over 82% of the workforce in the ADOA Human Resources System is covered by the merit system. Twenty-two out of the twenty-eight large agencies (79%) have at least half of their employees covered by the merit system.

. . . Arizona ranks 49th in the nation in the ratio of full-time equivalent state employees to total population . . .

**Table 4-3 - Rank Order of All States by Ratio of State FTEs to State Population
2009**

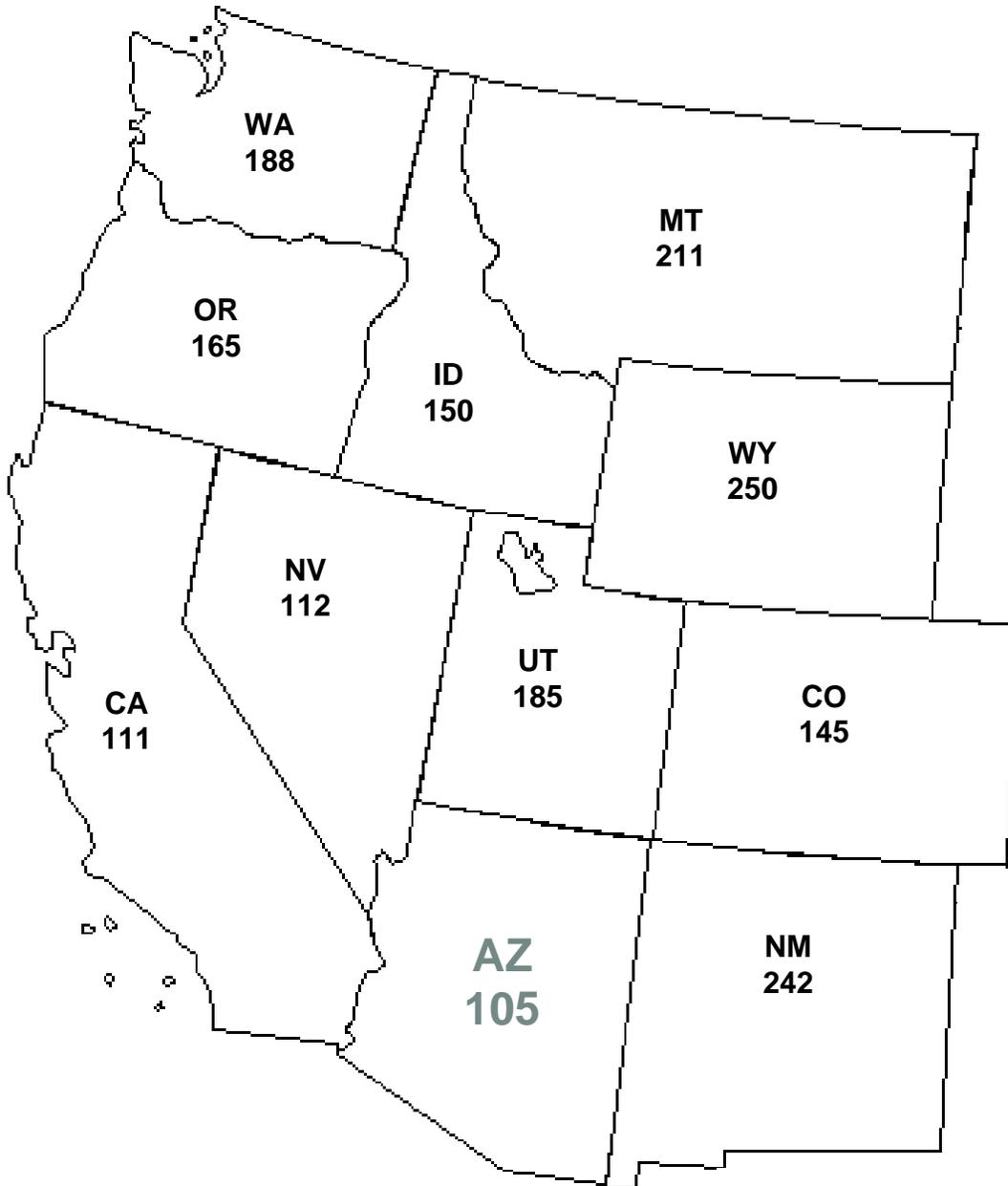
1.....Hawaii	27.....Kansas
2.....Alaska	28.....Virginia
3.....Delaware	29.....North Carolina
4.....North Dakota	30.....Maryland
5.....Wyoming	31.....Minnesota
6.....New Mexico	32.....Missouri
7.....Vermont	33.....Idaho
8.....West Virginia	34.....New Hampshire
9.....Arkansas	35.....Massachusetts
10.....Montana	36.....Colorado
11.....Louisiana	37.....Indiana
12.....Oklahoma	38.....Michigan
13.....Mississippi	United States Average
14.....Alabama	39.....Tennessee
15.....Connecticut	40.....New York
16.....Washington	41.....Pennsylvania
17.....Kentucky	42.....Georgia
18.....Rhode Island	43.....Wisconsin
19.....Utah	44.....Ohio
20.....Nebraska	45.....Texas
21.....New Jersey	46.....Nevada
22.....Iowa	47.....California
23.....South Dakota	48.....Illinois
24.....South Carolina	49..... Arizona
25.....Oregon	50.....Florida
26.....Maine	

Source: U.S. Census Bureau, Governments Division. March 2009, the most current information available. Population data estimate for July 2009.

Analysis: Arizona decreased to 49th in the nation in the ratio of full-time equivalent state employees compared to the overall population of the state. In 2008, Arizona ranked 46th, in 2007, Arizona ranked 47th, and in 2006 Arizona was 46th. Of the Western States, no other state has fewer FTEs compared to the overall population of the state than Arizona.

... of the Western states, no other state has a lower ratio of full-time equivalent state employees to total population than Arizona ...

**Table 4-4 - Ratio of State FTEs to State Population
2009
Employees per 10,000 Population**



Source: U.S. Census Bureau, Governments Division. March 2009, the most current information available. Population data estimate for July 2009.

Analysis: Arizona decreased to 11th out of the 11 Western states in the ratio of full-time equivalent state employees compared to the overall population of the state. Arizona had previously ranked 9th in 2008. Arizona's ratio of FTEs per 10,000 population decreased by 14.3% since 2002, compared to the national average decrease of 2.3%.

. . . Arizona still ranks 49th in the nation when comparing total payroll to the state's population. . .

**Table 4-5 - Rank Order of All States by Ratio of Total State Payroll to State Population
2009**

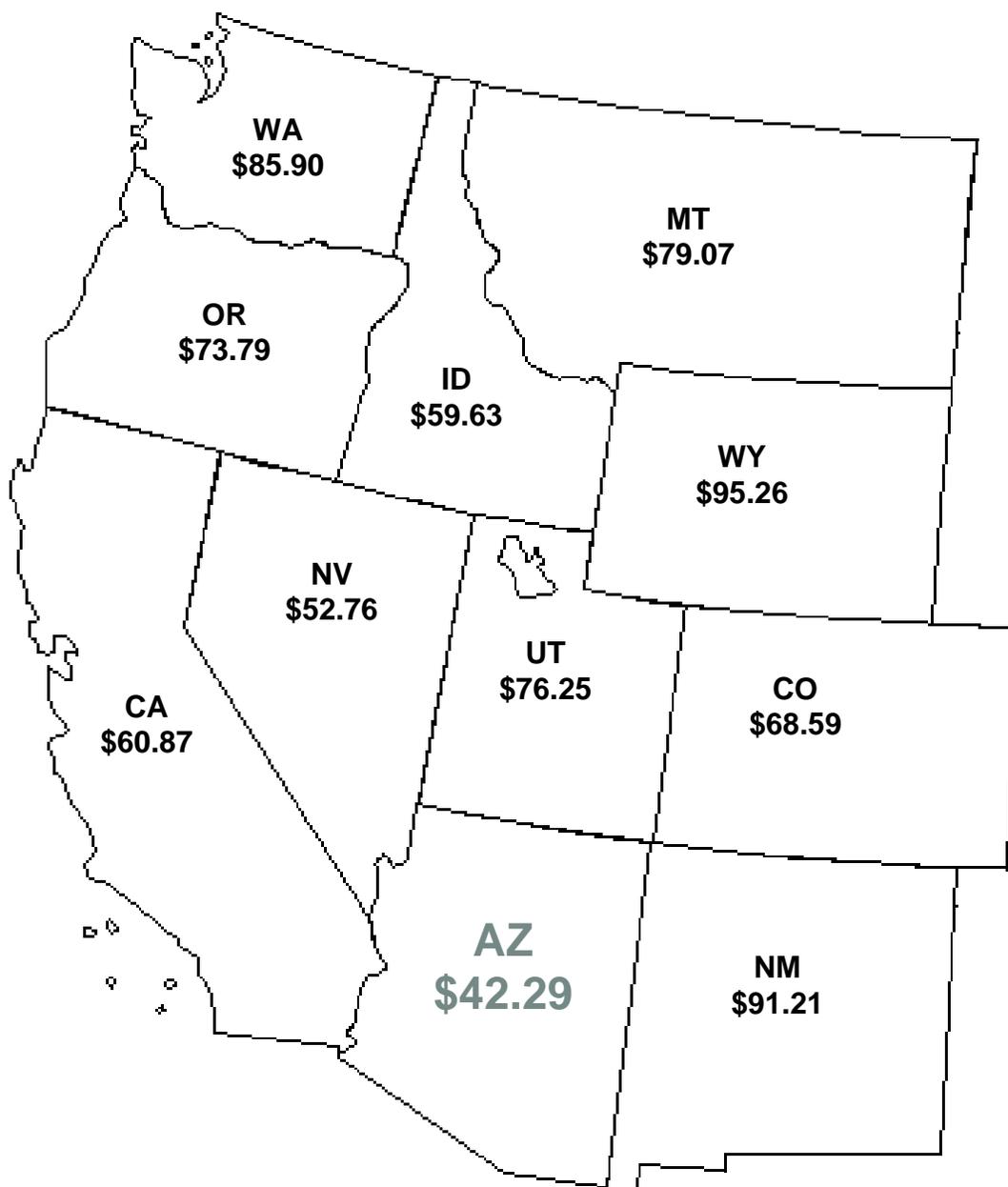
1.....Hawaii	27.....Michigan
2.....Alaska	28.....Virginia
3.....Delaware	29.....Maine
4.....Connecticut	30.....Mississippi
5.....North Dakota	31.....Nebraska
6.....Vermont	32.....Kansas
7.....New Jersey	United States Average
8.....Wyoming	33.....New Hampshire
9.....Rhode Island	34.....South Dakota
10.....New Mexico	35.....North Carolina
11.....Iowa	36.....California
12.....Washington	37.....Idaho
13.....Louisiana	38.....South Carolina
14.....Montana	39.....Wisconsin
15.....Utah	40.....Ohio
16.....Arkansas	41.....Pennsylvania
17.....Minnesota	42.....Indiana
18.....Alabama	43.....Nevada
19.....Oregon	44.....Texas
20.....West Virginia	45.....Tennessee
21.....Maryland	46.....Missouri
22.....Kentucky	47.....Illinois
23.....Oklahoma	48.....Georgia
24.....Massachusetts	49..... Arizona
25.....New York	50.....Florida
26.....Colorado	

Source: U.S. Census Bureau, Governments Division. March 2009, the most current information available. Population data estimate for July 2009.

Analysis: Arizona remained 49th in the nation in 2009 when comparing total payroll to the state's population. Arizona has held this ranking since 2000 when Arizona ranked 47th. Of the Western States, no other state has a lower ratio of state payroll compared to the overall population of the state than Arizona.

... no other Western state has a lower state payroll when compared to the state's population ...

**Table 4-6 - Ratio of Total State Payroll to State Population
2009
Payroll Dollars per Citizen**

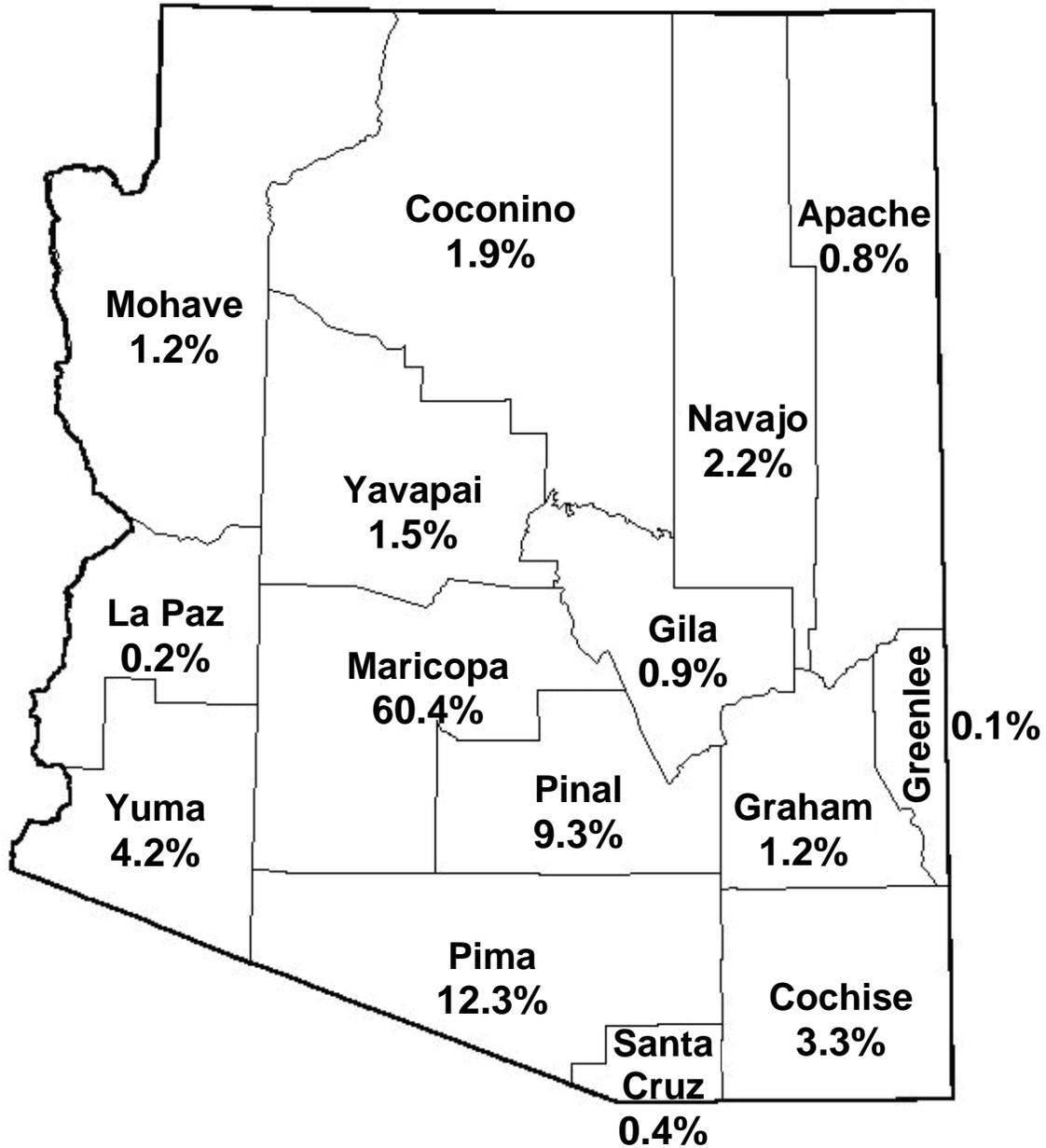


Source: U.S. Census Bureau, Governments Division. March 2009, the most current information available. Population data estimate for July 2009.

Analysis: Of the Western States, Arizona continues to have the lowest ratio of state payroll compared to the overall population of the state. Arizona's payroll ratio increased 11.4% since 2002, compared to the national average which increased by 22.6%.

... most of the state's workforce is located in Maricopa County ...

**Table 4-7 – State Employees by County
Fiscal Year 2011**

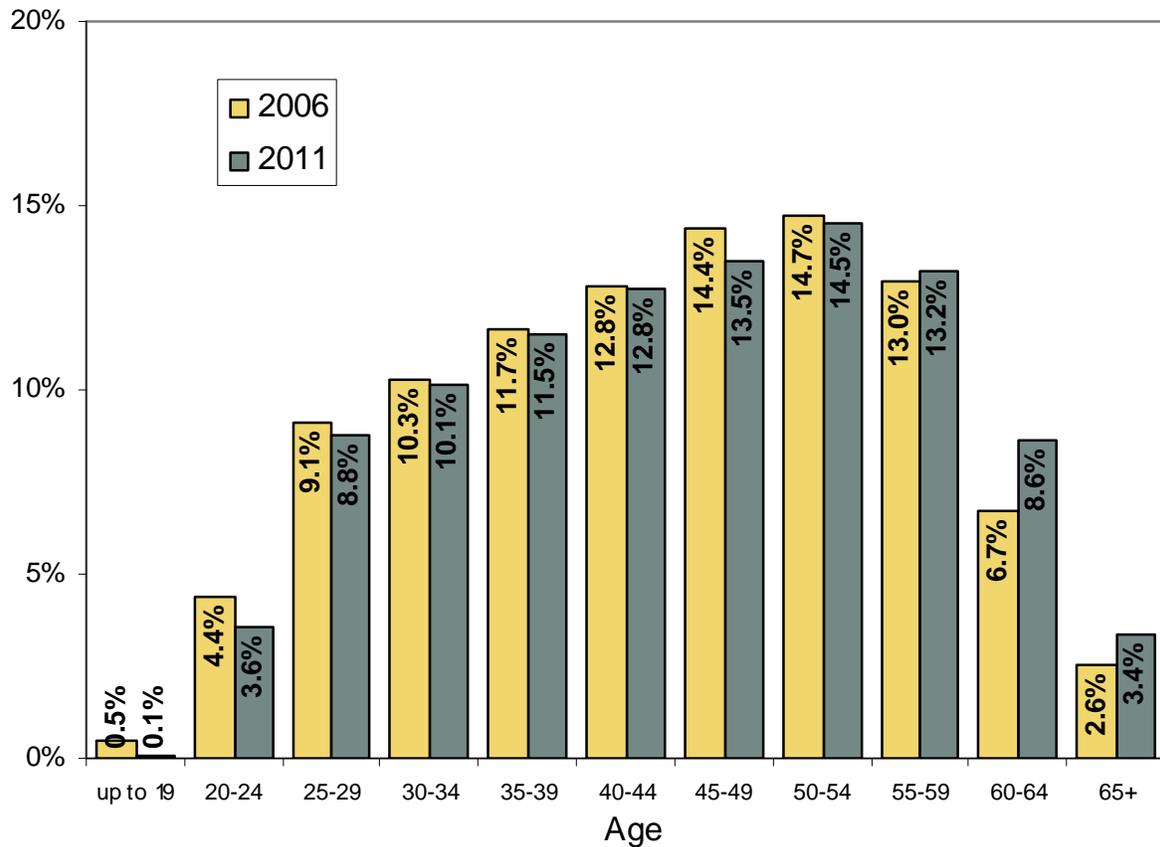


Source: The state's Human Resources Information Solution. Data represents covered and uncovered active employees at fiscal year-end (June 30).

Analysis: The majority of state employees work in Maricopa County, followed by Pima and Pinal counties. These three counties account for over 82% of all state employees.

... in 2011 the average age of employees was 45.6 years ...

**Table 4-8 – Age Distribution for All Employees
Fiscal Year 2006 and 2011**



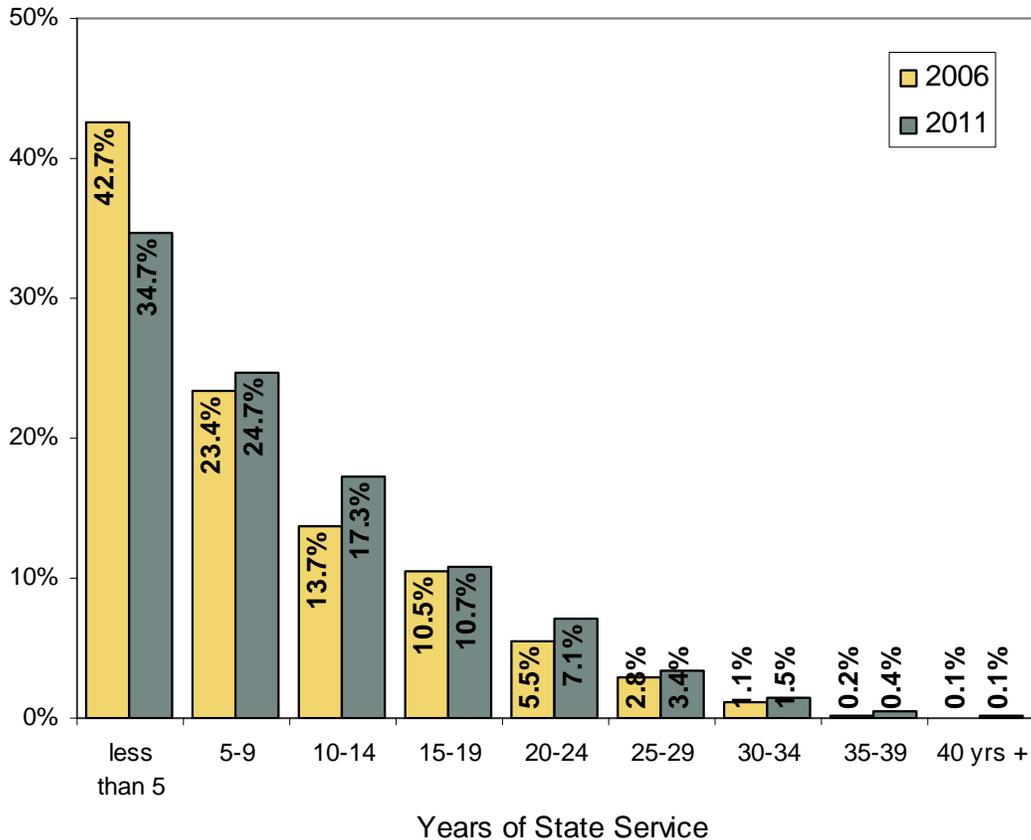
Source: The state's Human Resources Information Solution. Data includes covered and uncovered employees.

Analysis: The above chart shows the age distribution for all employees. In 2011, the average age of a state employee was 45.6 years. More employees were in the 50-54 age group than any other age group. In 2006, 24% of the workforce was less than 35, whereas in 2011, 23% of the workforce was less than 35 years of age. In 2006, 22% of the workforce was over the age of 55; however in 2011, 25% was over 55 years of age.

The largest difference between 2006 and 2011 occurs in the age group of 60-64 year old employees. The three oldest age groups (55-59, 60-64, and 65+) all indicate more employees in 2011 are remaining at work into their later years.

... in 2011 the average length of service was 9.8 years ...

**Table 4-9 – Length of Service Distribution for All Employees
Fiscal Year 2006 and 2011**



Source: The state's Human Resources Information Solution. Data includes covered and uncovered employees.

Analysis: The above chart shows the length of service distribution for all state employees and the relative changes from 2006. The average length of service with the state in 2011 was 9.8 years of service. 34.7% of state employees have been hired within the last 5 years, and 59.5% of employees have less than 10 years of service with the state.

The largest difference between 2006 and 2011 occurs in the less than 5 years of service group, illustrating a difference of 8% fewer employees in this group in 2011. All of the other comparisons of length of service indicate that more tenured employees are remaining with the state in 2011 than in 2006.