

STATE OF ARIZONA WORKFORCE REPORT

Janice K. Brewer
Governor

2013

Brian C. McNeil, Director
Department of Administration



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Governor

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ARIZONA DEPARTMENT OF ADMINISTRATION

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October 2013

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

Dear Governor Brewer, President Biggs and Speaker Tobin:

Pursuant to Arizona Revised Statutes § 41-751, it is my pleasure to share with you the 2013 annual report on State employees and the operation of the State Personnel System (SPS). As you know, SPS was established during FY 2013 due to comprehensive personnel reform legislation. This year's Workforce Report includes over 40 charts and tables of information regarding the status of the State's workforce.

In FY 2013, agency budgets and staffing levels remained lower than the years prior to the economic crisis. The hiring freeze, which the State implemented in February 2008, continued through the fiscal year. The overall size of the State's workforce remains significantly smaller, and yet the population that is served by our government agencies continues to increase. The impacts of these actions are illustrated in many of the charts and tables contained herein:

- There were 33,621 active SPS employees at the end of FY2013 (page iii). This represents a loss of 4,335 filled positions, or a decrease of 11.4% since FY 2008 when the hiring freeze began.
- Covered employees accounted for 79% of the employee population in FY 2012, but with the implementation of Personnel Reform on September 29, 2013, transitioned to 39% by the end of FY 2013 (page iv).
- The average employee base salary was \$42,447 (page 3).
- The employee turnover rate (page 11) decreased from 16.4% last year to 15.8%, although the relative proportion of voluntary separations increased.
- Arizona ranks 49th in the nation (pages 8 & 36) in the ratio of State payroll to the population served.
- For the first time, the report includes summary data for every agency with at least 5 employees. This table is located in the appendix of the report.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Brian C. McNeil".

Brian C. McNeil
Director

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Overview

Arizona Revised Statutes (A.R.S.) §41-751 requires the Director of the Arizona Department of Administration (ADOA) to provide an annual report to the Governor and the Legislature on State personnel and the operation of the State Personnel System (SPS). 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 separating from State employment and the reasons for separation
- Information concerning employee compensation during the preceding year
- The overtime pay of all State agencies
- Other information as determined by the Director

The State Personnel System is the largest personnel system in State government. Pursuant to applicable federal and Arizona State law, ADOA administers the system by establishing statewide policies and procedures and providing support to individual agencies and oversight of their personnel management. Agencies outside SPS have the authority to develop their own employee-related policies and practices. Figure A identifies the number of active SPS employees as well as employee counts for each of the 11 State agencies (excluding the universities) that operate their own personnel systems. Following Figure A, the remainder of this report provides information related to SPS employees only.

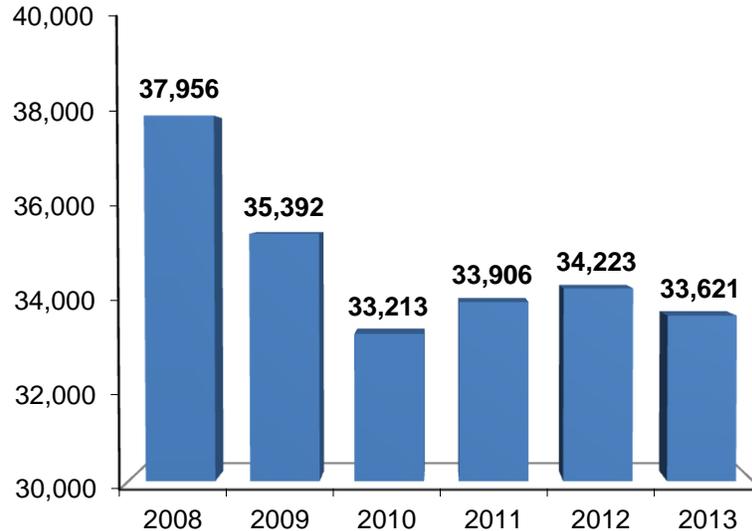
Figure A – FY 2013 Active Employee Headcount

Branch of Government	Active Employees
Executive	35,518
State Personnel System Agencies	33,621
Department of Public Safety	1,897
Legislative	558
Auditor General	178
House of Representatives	196
Joint Legislative Budget Committee	21
Legislative Council	41
Senate	122
Judicial	740
Court of Appeals Division I	90
Court of Appeals Division II	37
Supreme Court	613
Other	787
Arizona Schools for the Deaf and Blind	739
Board of Regents	8
Cotton Research Council	40
TOTAL	37,603

Source: The State's Human Resources Information Solution (HRIS). Data includes all regular, active employees at fiscal year-end (June 30).

The total number of SPS employees decreased by 1.8% in FY 2013. Over the past 5 years, Arizona State government has experienced a considerable reduction in the size of the workforce. Compared to FY 2008, the State workforce has decreased by 11.4%, or 4,335 employees. Figure B illustrates the trend of decreased staffing levels in State government since FY 2008.

**Figure B – SPS Employee Headcount
FY 2008 - 2013**



Source: HRIS. Data includes all regular, active SPS employees at fiscal year-end (June 30).

The State's Human Resources Information Solution (HRIS) captures information from nearly 100 different agencies, boards, and commissions that are included within SPS. Many of these organizations have a small number of employees. In order to facilitate the usefulness of this report to a broad audience, many of the tables and charts aggregate the agencies with less than 50 active employees into one line item labeled "small agencies". Additionally, this report is intended to focus attention on the majority of the State's workforce which is comprised of regular, full-time employees. Therefore, employees in positions that were identified as temporary or working less than 0.25 full time equivalents have been excluded from this report.

Personnel Reform

On May 10, 2012, Governor Jan Brewer signed into law a comprehensive personnel reform bill. This bill, which went into effect on September 29, 2012, included 5 major components:

- Consolidation of agency personnel systems
- Transition to an at-will workforce
- Improved management of the State workforce
- Restructured grievance and appeal system
- Updated human resource practices

Consolidation of Personnel Systems and Improved Management

With the implementation of personnel reform, agencies that were previously within the ADOA Personnel System were moved into the new State Personnel System, along with six other Executive

Branch agencies that had previously operated their personnel systems independently. This consolidation was concurrent with significant statutory and rules changes that brought about increased consistency in the management of the State’s workforce.

Prior annual reports provided information on ADOA Personnel System employees only. The consolidation of personnel systems added approximately 700 employees to the total population of the workforce considered within this report. Although the State Personnel System was not established until FY 2013, in order to provide consistent analysis over time, all fiscal years represented in the report include information for all current SPS agencies. As a result, the statewide data in this report should not be compared with the previous workforce reports that only included ADOA Personnel System agencies.

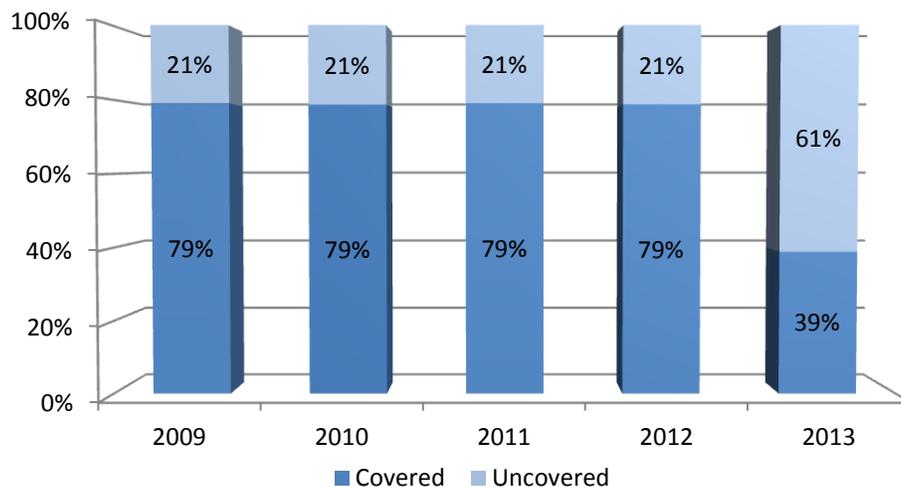
Transition to an At-Will Workforce

At the time of implementation of personnel reform, beginning September 29, 2012, the following employees became at-will uncovered:

- New hires
- Supervisors
- Employees in Attorney positions
- Employees in Information Technology positions
- Employees in positions of Grade 19 or higher
- Covered employees that voluntarily elected to become uncovered
- Covered employees who voluntarily accepted a new assignment (e.g. promotion, transfer)

Figure C illustrates the dramatic shift in the relative percentage of at-will uncovered employees. In the years prior to FY 2013, the majority of the workforce was covered; the majority is now uncovered. Furthermore, the percentage of uncovered employees will continue to increase as the remaining covered employees voluntarily accept changes in assignment or elect to become uncovered, and as new hires replace covered employees leaving the workforce.

**Figure C – Covered vs. Uncovered Employees
FY 2009 – 2013**

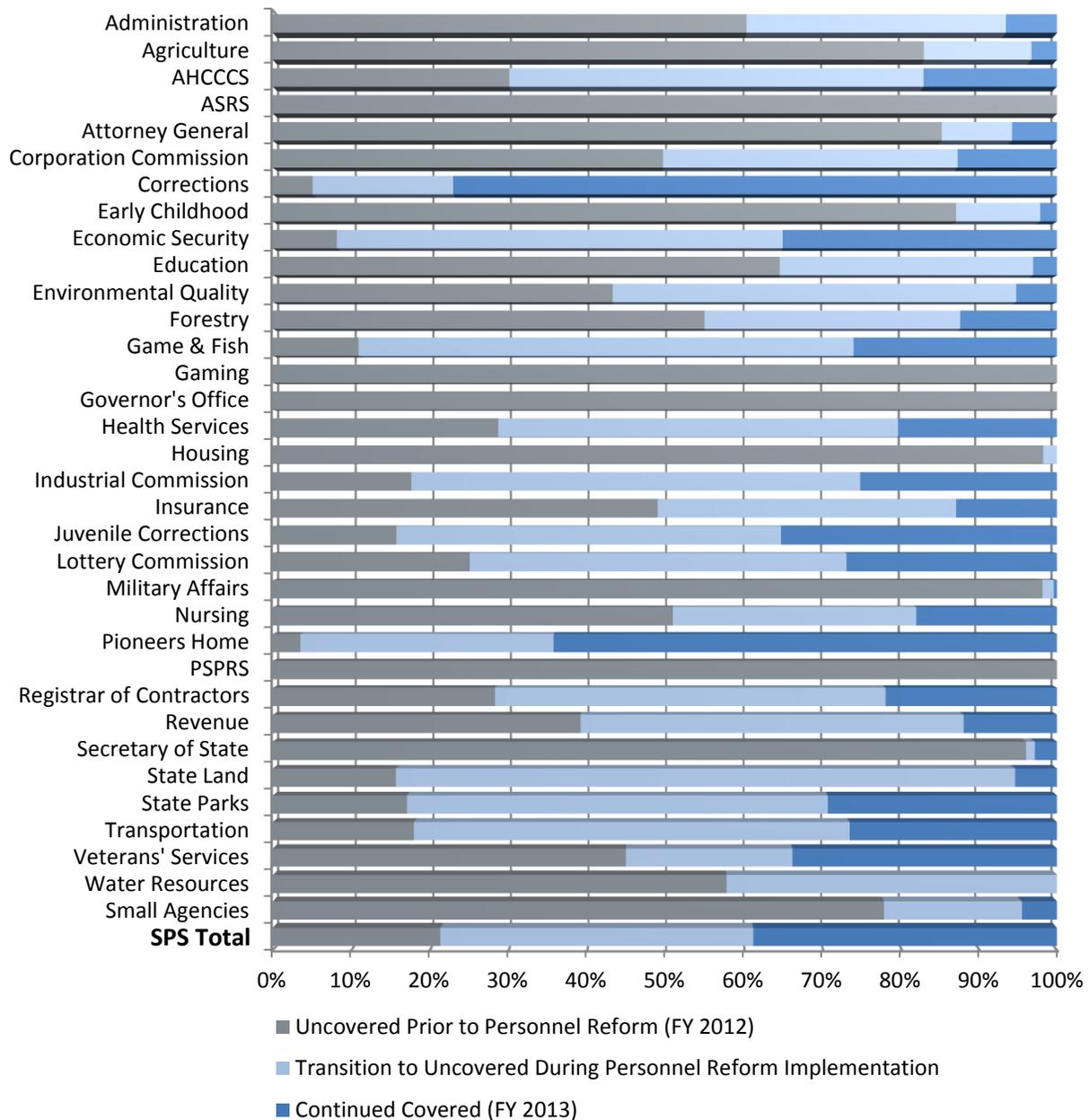


Source: HRIS. Data includes all regular, active SPS employees at fiscal year-end (June 30). Data includes Correctional Officers (I, II, III), Community Corrections Officers, and Full Authority Peace Officers.

Covered employees that did not meet the criteria (listed above) which required covered employees to become at-will uncovered upon implementation of personnel reform, were allowed to remain covered. Employees employed as a Correctional Officers I, II, III, or Community Corrections Officers remained covered and employees in positions that require Full Authority Peace Officer certification were allowed to remain covered.

Figure D illustrates the conversion from covered to uncovered status by agency. Eleven agencies experienced a change of at least 50%. The State Land Department experienced the largest shift; nearly 80% of its workforce became uncovered.

Figure D – Covered vs. Uncovered Employees Changes from FY 2012 to FY 2013



Source: HRIS. Data includes all regular, active SPS employees at fiscal year-end (June 30).

Figure E illustrates the job classifications that have the largest numbers of active employees that are still covered. Correctional Officers I, II, III and Community Corrections Officer positions have remained entirely covered, as well as Wildlife Managers II and III, which are certified Full Authority Peace Officer positions. Other classifications that are listed below have historically been some of the largest classifications in the State, and the bulk of the employees in these classification series are in positions of Grade 18 or lower and were not required to become uncovered at the time of Personnel Reform.

Figure E – Job Classes with Largest Number of Covered Employees

Class Title	Covered Employees	Uncovered Employees	% Covered
Correctional Officer (I,II,III)	6,552	0	100%
Program Services Evaluator (I,II,III,IV)	947	1,247	43%
Customer Service Representative (I,II,III)	485	417	54%
Human Services Specialist (I,II,III)	471	448	51%
Child Protective Services Specialist (I,II,III)	442	643	41%
Administrative Assistant (I,II,III)	325	769	30%
Motor Vehicle Division Customer Service Representative	254	192	57%
Habilitation Technician (II,III)	250	112	69%
Child Support Enforcement Officer (I,II)	179	138	56%
Highway Operations Technician (I,II,III,VI)	165	367	31%
CPS Case Aide (I,II)	119	87	58%
Administrative Secretary (I,II,III)	116	114	50%
Youth Corrections Officer (I,II,III)	112	141	44%
Traffic Construction Tech (I,II,III,IIII)	105	160	40%
Rehabilitation Services Specialist III	102	59	63%
Secretary	97	54	64%
Community Corrections Officer	92	0	100%
Correctional Education Program Teacher	90	33	73%
Mental Health Program Specialist (I,II,III)	89	79	53%
Nursing Assistant	72	71	50%
Wildlife Manager (II,III)	72	0	100%
Clerk Typist (I,II,III)	64	43	60%
Program & Project Specialist I	59	176	25%
Fiscal Services Specialist (I,II,III,IV)	56	177	24%
Employment and Compliance Officer/Full Authority	53	7	88%
Transportation Engineering Specialist	52	166	24%

Source: HRIS. Data includes all regular, active SPS employees at fiscal year-end (June 30).

Workforce Reporting Modifications

There have been significant organizational and technical modifications to the methodology of gathering data since the FY 2012 report was published. These changes, discussed below, are reflected in each fiscal year that is represented in the report. As a result, the data that is included in this report should not be compared with data in prior reports.

New Agencies

As mentioned previously, personnel reform established the State Personnel System in FY 2013, adding 6 new agencies to be included in this report, in addition to the agencies previously included in the ADOA Personnel System. Therefore, this report now includes the 6 new agencies in the FY 2013 data, and for consistent year-over-year analysis, these same agencies have also been added to datasets for prior years for all charts and graphs that show trend data over time.

Covered Employees

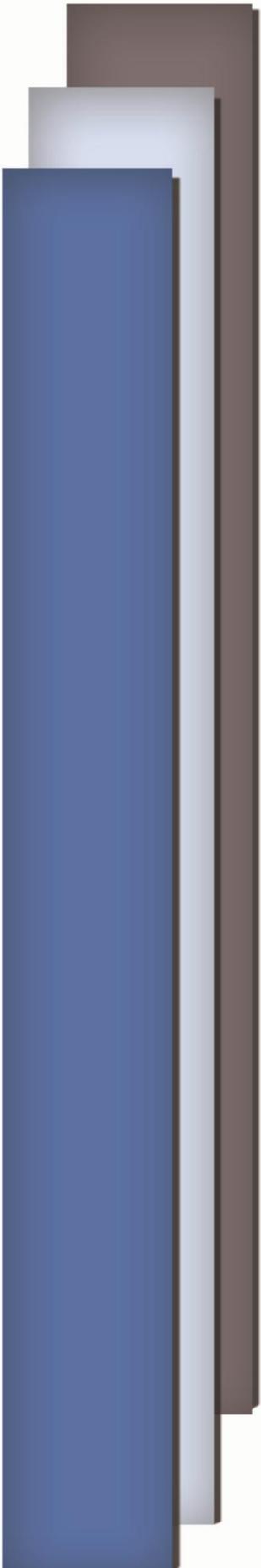
Previously, many of the charts and graphs in the annual report only represented covered employees because they represented approximately 80% of the workforce. The information in this report provides now data on both covered and uncovered employees.

Temporary Employees

As with past workforce reports, the population of interest in the FY 2013 report is limited to full-time, regular employees. Temporary employees have been and continue to be excluded.

Separations

A number of factors have combined to make the reporting of separations and turnover rates more detailed than in past years. First, a more robust report was programmed to track separations. Second, the Human Resources Division adopted a new methodology for counting separations. For example, an employee that separates from the State and returns within two weeks is not counted as a separation from the State. Finally, the calculation of the turnover rate was modified to more accurately reflect the average population of State employees during the respective fiscal year.



1 Compensation

- Average Salary per Employee by Agency
- Average Total Compensation Estimate
- Average Salary by Age
- Average Salary by Length of Service
- Overtime Costs by Agency
- Average Annual Leave Use per Employee by Agency
- Average Sick Leave Use per Employee by Agency
- Ratio of Total State Payroll to State Population

1.1 – Average Salary per Employee by Agency Fiscal Year 2009 – 2013

Agency	2009 (\$)	2010 (\$)	2011 (\$)	2012 (\$)	2013 (\$)
Administration	51,566	52,176	52,599	56,045	57,318
Agriculture	35,821	34,528	35,334	36,715	38,561
AHCCCS	42,001	42,742	42,919	42,946	43,808
ASRS	50,362	50,970	51,666	54,132	54,786
Attorney General	62,919	62,803	64,732	64,777	65,129
Corporation Commission	53,903	54,570	56,537	55,899	58,266
Corrections	41,129	40,721	40,435	40,215	39,517
Early Childhood	60,847	60,717	59,705	60,722	59,726
Economic Security	37,181	37,260	37,004	37,048	37,404
Education	52,779	53,527	53,738	54,106	55,432
Environmental Quality	46,058	46,154	46,304	46,919	47,694
Forestry	47,173	45,585	44,637	44,061	45,081
Game & Fish	48,245	48,466	49,054	49,205	50,231
Gaming	55,254	55,256	54,337	54,337	55,029
Governor's Office	62,915	63,970	58,153	60,501	61,518
Health Services	47,422	47,631	47,563	48,614	48,570
Housing	52,802	53,398	55,446	56,389	56,671
Industrial Commission	41,633	42,168	42,509	42,916	44,181
Insurance	50,834	51,903	51,830	50,917	51,561
Juvenile Corrections	43,152	44,237	42,944	41,964	42,015
Lottery Commission	44,067	43,734	43,508	43,366	43,040
Military Affairs	41,361	42,059	41,923	42,308	41,776
Nursing	47,968	48,001	48,056	49,089	50,402
Pioneers Home	34,151	32,498	32,286	32,379	33,846
PSPRS	75,832	84,653	87,852	83,919	84,895
Registrar of Contractors	42,948	41,321	42,123	43,469	43,644
Revenue	44,300	44,662	43,939	44,809	45,640
Secretary of State	45,079	42,067	42,201	42,717	42,748
State Land	49,744	50,158	51,366	52,719	53,026
State Parks	40,007	41,201	41,286	41,528	41,936
Transportation	40,873	41,549	42,164	42,751	42,874
Veterans' Services	37,376	38,692	38,829	39,549	37,365
Water Resources	53,581	60,389	58,735	60,380	59,469
Small Agencies	50,178	51,933	52,966	52,635	52,407
SPS Average	\$42,251	\$42,304	\$42,235	\$42,322	\$42,447

Source: HRIS. Calculations are based on fiscal year-end (June 30) annual salary data for all regular, active SPS employees. Performance pay and other additional compensation (stipends) are not included, and furloughs and other unpaid time off are also not included. The FY 2013 retention pay is also excluded.

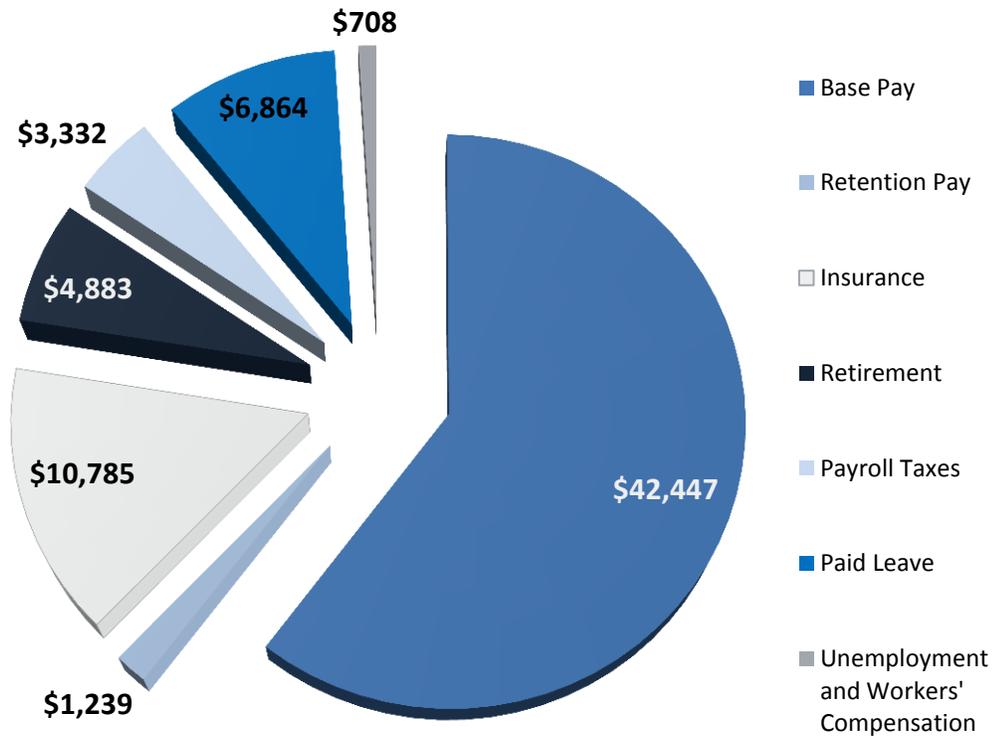
Key Points

- The average salary for SPS employees increased by only **0.5 %** over the past 5 years, while the market increased by **8%** over the same time period.
- The following table illustrates the year-over-year percentage change to salaries for SPS employees with respect to the market (based on the *Arizona Compensation Survey*).

Year	SPS	Market
10	0.1%	1.5%
11	-0.2%	1.9%
12	0.2%	2.3%
13	0.3%	2.3%

- **7** agencies, as well as the sum of smaller agencies, experienced a decrease in the average salary of their employees last year, while **2** agencies experienced decreases in each of the past 5 years.
- For more information on SPS employee compensation relative to the market, see the *2013 Advisory Recommendation*.

1.2 – Average Total Compensation Estimate Fiscal Year 2013

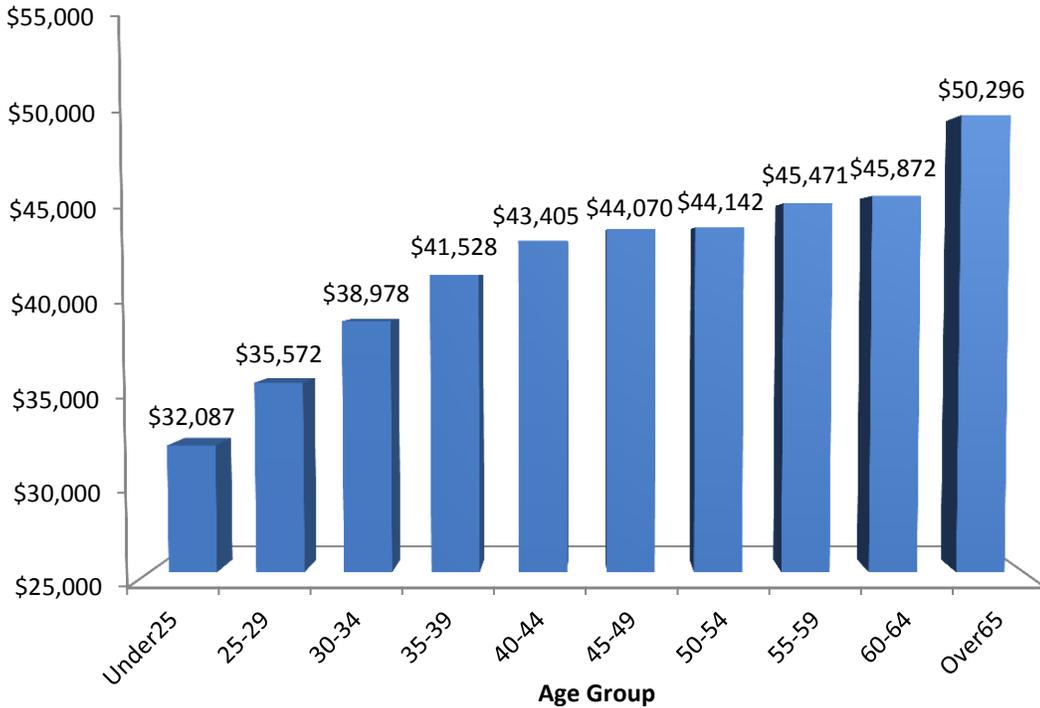


Source: HRIS. Calculations represent estimations based on the last payroll run of the fiscal year, and do not reflect amounts actually incurred or paid. Amounts shown are based on individuals employed on the dates shown by agencies covered by the State Personnel System. These amounts exclude supplemental pay items such as stipends, shift differentials, overtime compensation, and other certain taxable income.

Key Points

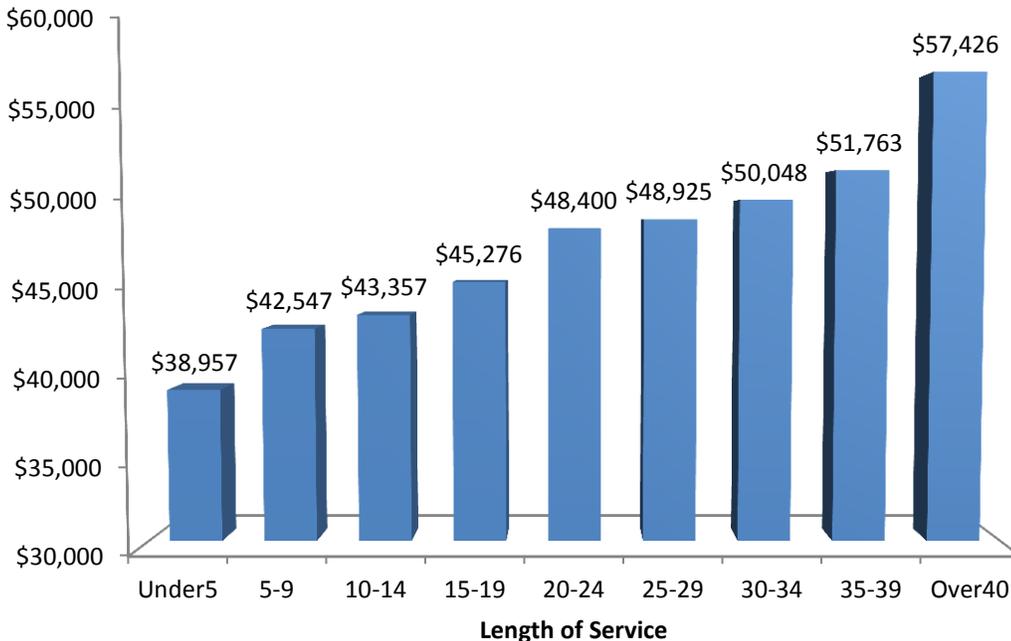
- The average total compensation for SPS employees is **\$70,259**.
- On average, base salary (**\$42,447**) constitutes **60.4%** of a SPS employee's total compensation.

1.3 – Average Salary by Age Fiscal Year 2013



Source: HRIS. Calculations are based on fiscal year-end (June 30) annual salary data for all regular, active SPS employees. Performance pay and other additional compensation (stipends) are not included, and furloughs and other unpaid time off are also not included. The FY 2013 retention pay is also excluded.

1.4 – Average Salary by Length of Service (LOS) Fiscal Year 2013



Source: HRIS. Calculations are based on fiscal year-end (June 30) annual salary data for all regular, active SPS employees. Performance pay and other additional compensation (stipends) are not included, and furloughs and other unpaid time off are also not included. The FY 2013 retention pay is also excluded.

Key Points

- The following table represents the percentage increase in average salary from one age group to the next.

AGE	% Change
Under25	-
25-29	10.86%
30-34	9.57%
35-39	6.54%
40-44	4.52%
45-49	1.53%
50-54	0.16%
55-59	3.01%
60-64	0.88%
Over65	9.64%

- The following table represents the percentage increase in average salary from one LOS group to the next.

LOS	% Change
Under5	-
5-9	9.22%
10-14	1.90%
15-19	4.43%
20-24	6.90%
25-29	1.08%
30-34	2.30%
35-39	3.43%
Over40	10.94%

- For a breakdown of the SPS employee population by age or LOS, see the Workforce Statistics section, pages 29 and 30.

- For more detailed information on average salary and population by age and LOS, see Appendix 5-1.

1.5 – Overtime Costs by Agency Fiscal Year 2009 – 2013

Agency	2009 (\$)	2010 (\$)	2011 (\$)	2012 (\$)	2013 (\$)
Administration	685,851	102,580	162,877	123,405	137,407
Agriculture	334,524	330,397	332,778	340,168	202,194
AHCCCS	8,312	78	330	277	53,480
ASRS	25,902	28,244	5,559	7,612	0
Attorney General	92,866	114,335	153,413	124,353	182,558
Corporation Commission	7,860	6,862	3,131	21,086	35,045
Corrections	8,151,496	7,578,479	24,080,092	19,829,115	12,441,987
Early Childhood	369	0	0	0	0
Economic Security	8,072,263	3,720,439	8,195,741	11,733,737	12,333,668
Education	58,406	8,375	3,525	23,581	55,175
Environmental Quality	64,873	33,739	26,077	25,167	29,363
Forestry	1,300,947	996,694	1,004,071	1,084,446	981,180
Game & Fish	58,045	56,371	64,142	73,658	52,368
Gaming	0	0	0	664	188
Governor's Office	0	1,548	133	0	0
Health Services	622,925	169,875	675,924	1,146,911	1,393,170
Housing	0	0	0	0	0
Industrial Commission	863	0	0	0	1,021
Insurance	0	0	0	168	2,452
Juvenile Corrections	1,191,176	612,709	1,161,137	758,029	217,791
Lottery Commission	7,844	9,787	4,809	5,567	5,114
Military Affairs	641,178	500,940	450,875	579,891	593,572
Nursing	667	119	14,485	3,466	9,138
Pioneers Home	29,659	17,784	19,500	43,982	42,240
PSPRS	0	0	0	0	0
Registrar of Contractors	16,066	624	3,345	3,258	5,403
Revenue	93,609	47,302	69,251	28,938	46,768
Secretary of State	15,517	4,437	1,131	3,584	3,956
State Land	762	1,032	136	0	30
State Parks	19,196	6,656	29,367	33,162	19,337
Transportation	2,541,254	1,910,901	2,636,057	3,858,790	4,631,037
Veterans' Services	518,484	364,500	332,570	554,234	649,622
Water Resources	304	207	0	0	0
Small Agencies	465,823	255,114	299,166	345,382	395,694
SPS Average	\$25,027,038	\$16,880,129	\$39,729,623	\$40,752,632	\$34,520,957

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 for overtime hours worked.

Key Points

- The total overtime expenses of all SPS agencies decreased by **15%** from last year.
- **2** agencies account for **72%** of the total overtime expenditures.
- **8** agencies experienced an increase of 25% or more in overtime expenses, **7** of which increased by over 50%.
- **7** agencies experienced a decrease of 25% or more in overtime expenses, including **3** that experienced a decrease of more than 50%.

1.6 – Average Annual Leave Use (days) per Employee by Agency

Fiscal Year 2009 – 2013

Agency	2009	2010	2011	2012	2013
Administration	15.6	15.9	15.2	16.1	15.9
Agriculture	13.3	13.4	14.0	14.3	16.6
AHCCCS	15.8	17.0	16.1	16.0	15.8
ASRS	16.3	16.3	18.9	15.3	16.9
Attorney General	16.2	16.3	15.5	16.5	16.1
Corporation Commission	16.1	16.8	17.5	16.1	15.9
Corrections	14.5	13.9	12.6	13.6	13.9
Early Childhood	11.4	15.1	11.8	14.6	16.0
Economic Security	13.6	15.1	13.1	13.1	13.3
Education	16.4	17.0	14.6	14.0	14.3
Environmental Quality	16.4	17.0	17.7	18.4	16.7
Forestry	6.5	6.1	5.6	6.1	6.2
Game & Fish	14.3	14.2	13.8	14.3	13.6
Gaming	17.3	17.4	16.2	17.4	17.6
Governor's Office	14.8	12.1	13.2	14.3	16.0
Health Services	14.3	16.2	15.4	15.3	14.5
Housing	16.7	17.5	14.7	14.7	16.9
Industrial Commission	14.6	16.6	15.7	15.6	15.6
Insurance	14.4	19.4	17.4	16.8	19.9
Juvenile Corrections	13.7	14.6	13.8	13.9	15.1
Lottery Commission	16.2	15.6	16.6	17.2	15.8
Military Affairs	15.8	16.1	15.5	16.6	16.9
Nursing	13.0	13.1	13.6	13.9	12.3
Pioneers Home	11.8	12.4	11.9	13.8	12.2
PSPRS	N/A	N/A	N/A	N/A	N/A
Registrar of Contractors	16.0	16.8	16.7	16.8	15.7
Revenue	16.0	16.9	14.7	16.7	15.6
Secretary of State	13.8	16.6	17.1	18.1	16.4
State Land	14.9	15.7	14.5	16.1	17.3
State Parks	14.7	15.1	16.0	15.1	14.4
Transportation	14.7	17.0	14.8	15.3	15.2
Veterans' Services	13.2	14.3	12.0	11.9	10.8
Water Resources	16.4	16.4	16.3	16.7	16.1
Small Agencies	16.2	16.4	15.1	15.8	15.7
SPS Average	14.5	15.2	13.8	14.2	14.3

Source: HRIS. The above calculations include annual leave taken and annual leave payout for all regular, active SPS employees.

Key Points

- The average annual leave used per State employee over the past 5 years was **14.4** days.
- The average annual leave taken per employee increased by **0.3%** last year.
- The estimated cost of annual leave (leave taken and leave payout) in FY 2013 was **\$2,409** per employee, please see Appendix 5.2.

1.7 – Average Sick Leave Use (days) per Employee by Agency Fiscal Year 2009 – 2013

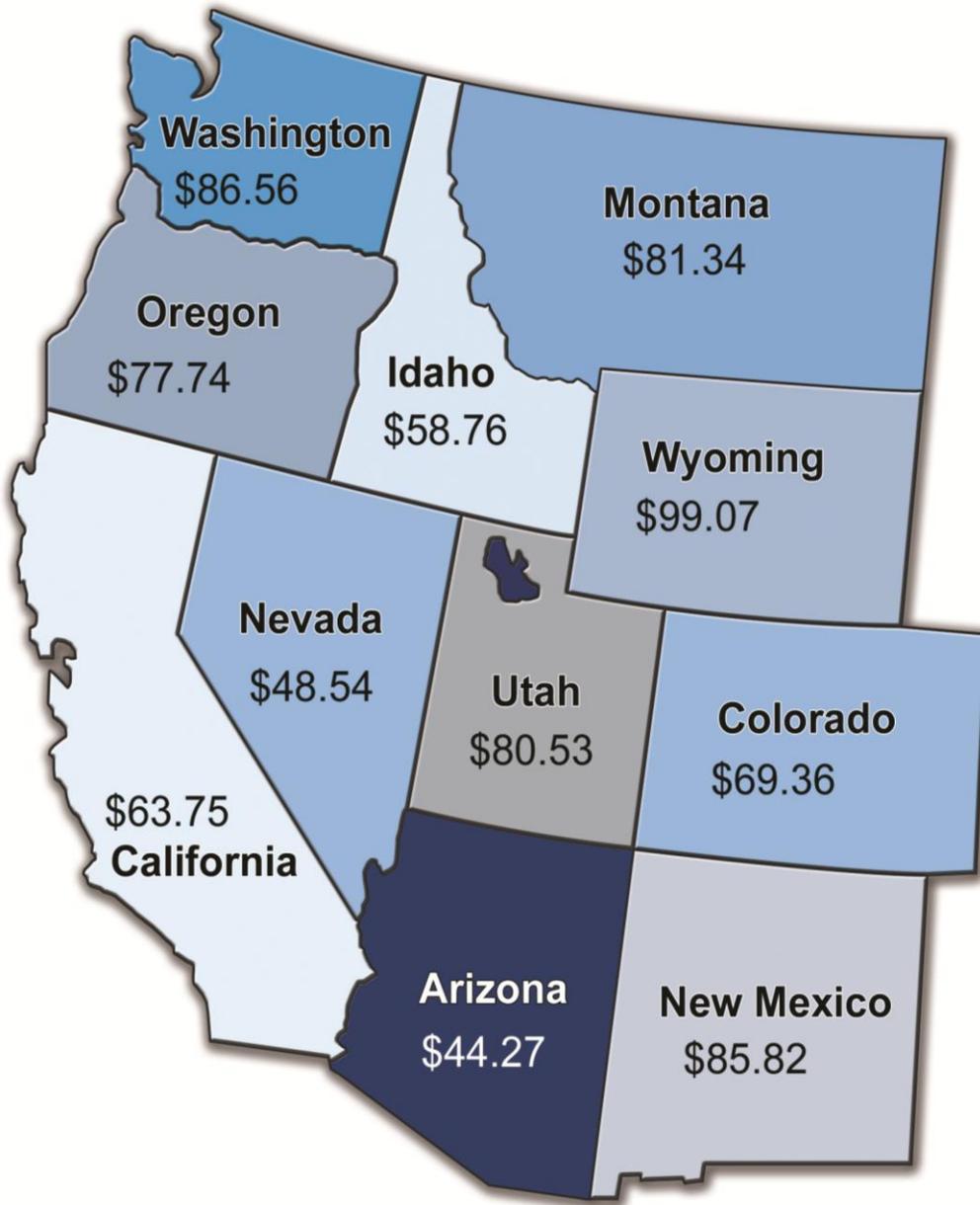
Agency	2009	2010	2011	2012	2013
Administration	8.2	7.6	6.7	7.2	6.5
Agriculture	5.6	5.9	7.7	7.2	7.7
AHCCCS	9.1	9.3	8.7	8.5	7.1
ASRS	6.9	7.7	6.3	7.2	7.3
Attorney General	7.8	7.9	8.3	7.7	7.8
Corporation Commission	9.4	10.7	9.7	8.8	8.7
Corrections	9.5	9.6	8.1	8.8	8.6
Early Childhood	5.4	7.9	5.9	6.1	8.1
Economic Security	9.4	10.2	8.9	8.5	8.5
Education	9.3	9.4	8.0	7.1	6.9
Environmental Quality	10.0	10.4	10.0	10.5	8.5
Forestry	3.1	2.8	2.8	3.1	3.1
Game & Fish	6.0	6.3	6.2	6.4	4.7
Gaming	7.3	8.4	7.4	8.0	7.7
Governor's Office	4.7	4.5	5.2	5.1	5.3
Health Services	9.1	9.8	9.6	9.0	7.8
Housing	8.3	7.6	7.1	6.8	7.5
Industrial Commission	8.0	9.5	8.4	9.6	8.6
Insurance	6.1	8.5	7.4	6.5	6.2
Juvenile Corrections	8.3	9.3	8.7	8.1	9.3
Lottery Commission	8.2	8.8	9.4	9.4	8.4
Military Affairs	7.0	7.7	7.7	7.5	7.5
Nursing	6.5	7.5	6.4	5.9	6.3
Pioneers Home	7.3	8.0	8.8	10.2	7.8
PSPRS	N/A	N/A	N/A	N/A	N/A
Registrar of Contractors	8.3	9.4	9.5	10.5	8.7
Revenue	9.6	10.8	8.8	9.7	8.6
Secretary of State	7.6	9.0	9.3	9.6	8.1
State Land	10.7	9.8	8.3	7.5	7.9
State Parks	7.8	8.1	6.6	7.1	6.1
Transportation	9.3	10.2	8.6	8.6	8.4
Veterans' Services	7.2	8.2	8.1	7.2	6.5
Water Resources	9.5	7.7	7.0	6.9	6.8
Small Agencies	7.4	7.2	6.9	7.1	7.1
SPS Average	9.0	9.5	8.4	8.5	8.1

Source: HRIS. In addition to sick leave, the above calculations include donated leave and family leave for all regular, active SPS employees.

Key Points

- The average sick leave used per State employee over the past 5 years was **8.7** days.
- The average sick leave taken per employee decreased by **3.9%** last year and by **14.7%** since FY 2010.
- The estimated productivity loss from sick leave in FY 2013 was **\$1,274** per employee, a **4.2%** decrease from FY 2012, please see Appendix 5.3.

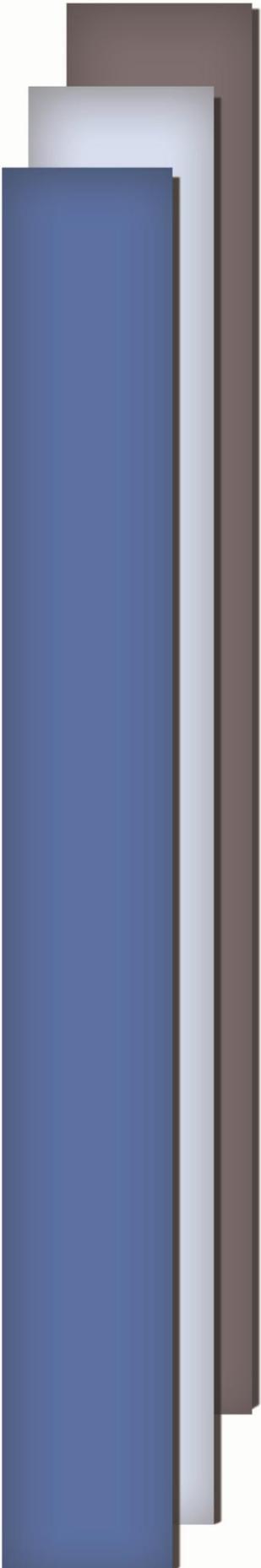
1.8 – Ratio of Total State Payroll to State Population
Payroll Dollars per Resident – 2011



Key Points

- Of the Western States, Arizona continues to have the lowest ratio of State payroll compared to the overall population of the State.
- Arizona remained 49th when comparing State payroll to State population in 2011. Arizona has held this ranking since 2000.
- For the list of all states by their payroll to population ratio, please see Appendix 5.4.

Source: U.S. Census Bureau, Governments Division. March 2011, the most current information available. Population data estimate for July 2011.



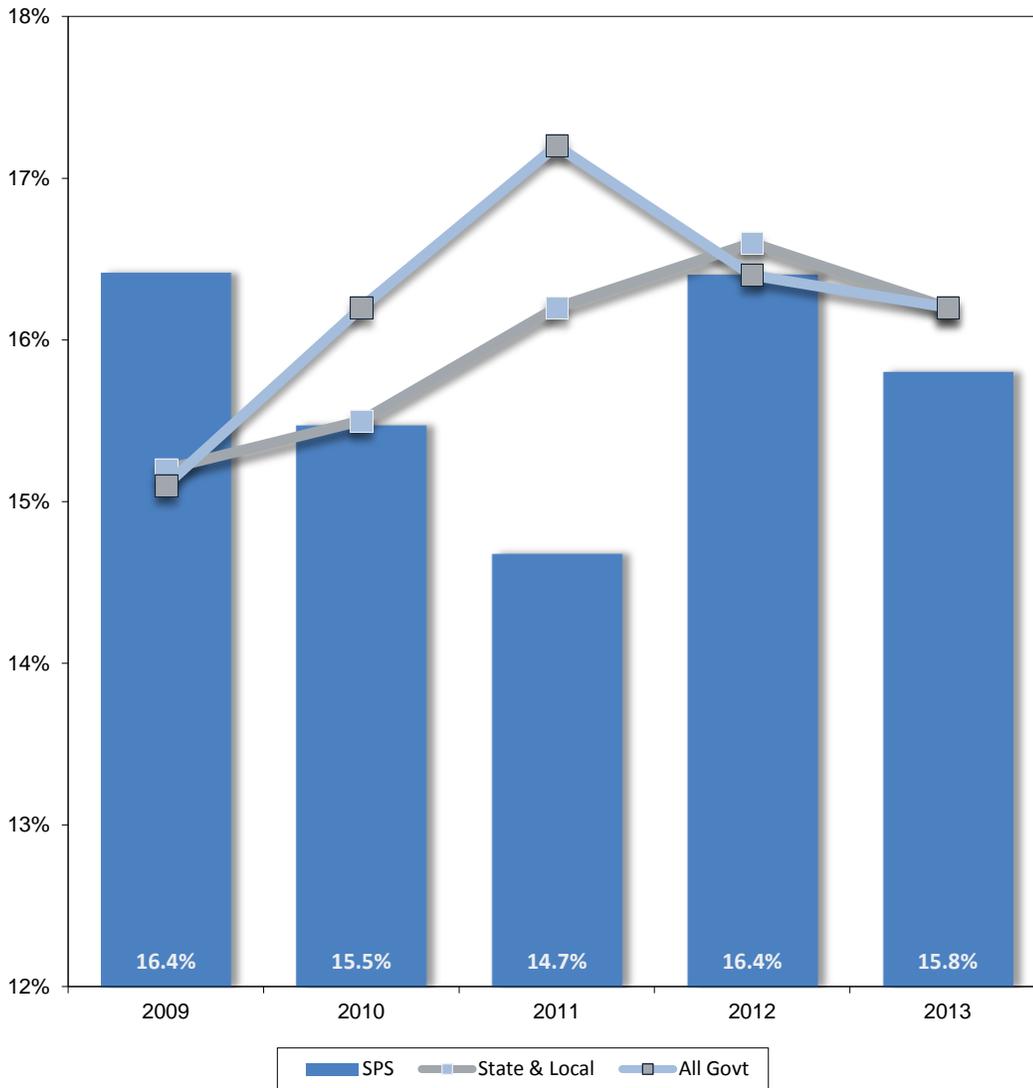
2 **Employee Turnover**

- Turnover Rates: SPS Compared to Benchmarks
- Turnover Rates by Type of Separation
- Turnover Rates by Agency and Type of Separation
- Turnover Rates by Agency
- Job Titles with Highest Turnover Rates
- Turnover Rates by Age
- Turnover Rates by Length of Service
- Age Distribution of New Hires and Separations
- Percentage of Separations Due to Retirement
- Employees Meeting Retirement Eligibility

2.1 – Turnover Rates: SPS Compared to Benchmarks Fiscal Year 2009 – 2013

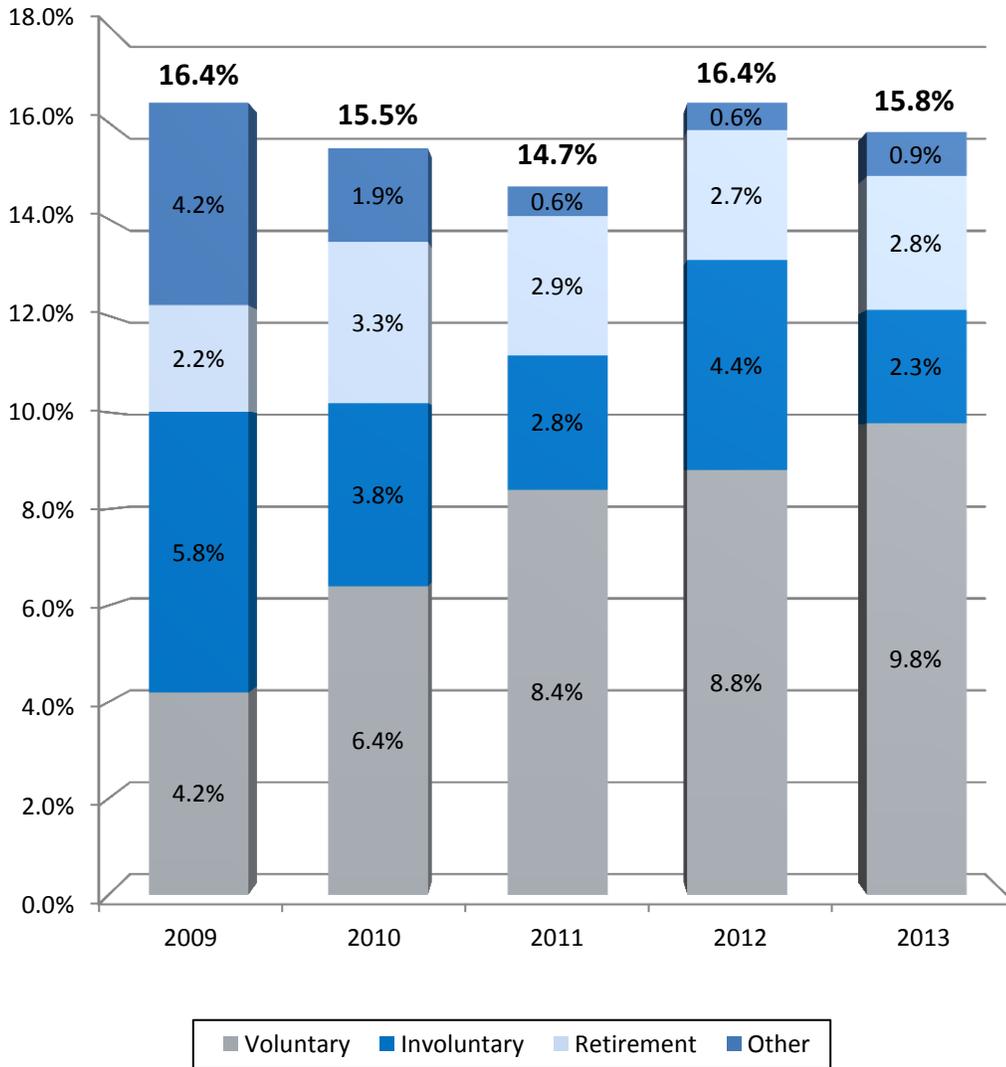
Key Points

- Over the past 5 years, SPS had an average annual turnover rate of **15.8%**, which was lower than the average annual rates for state and local governments (**15.9%**) and all government entities (**16.2%**) nationwide.
- For the second time in the past 5 years, SPS experienced a lower rate of turnover in FY 2013 than both state and local governments and all government entities nationwide.



Source: HRIS. Data represents separations of all regular, active SPS employees from the State during the fiscal year (July 1 – June 30). Comparative data from the 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.

2.2 – Turnover Rates by Type of Separation Fiscal Year 2009 – 2013



Source: HRIS. Data represents separations of all regular, active SPS employees from the State during the fiscal year (July 1 – June 30).

Key Points

- The 5-year average SPS employee turnover rate is **15.8%**, which was also the overall rate for FY 2013.
- The employee turnover rate decreased by **0.6%** last year.
- Involuntary separations decreased from **4.4%** to **2.3%** last year; a **46.2%** decrease.
- Voluntary separations remained the leading category of separations in FY 2013, increasing by **10.6%** over the prior year.

2.3 – Turnover Rates by Agency and Type of Separation Fiscal Year 2013

Agency	Voluntary	Involuntary	Retirement	Other	Total
Administration	6.7%	2.4%	2.6%	0.0%	11.8%
Agriculture	7.3%	6.4%	4.7%	6.9%	25.3%
AHCCCS	6.9%	3.1%	3.5%	0.0%	13.4%
ASRS	12.9%	2.2%	2.2%	0.4%	17.8%
Attorney General	10.7%	1.6%	1.4%	0.3%	13.9%
Corporation Commission	4.8%	1.2%	2.4%	1.6%	9.9%
Corrections	8.6%	2.3%	2.0%	0.2%	13.1%
Early Childhood	11.6%	4.4%	0.7%	2.2%	18.8%
Economic Security	13.2%	2.9%	2.7%	1.6%	20.4%
Education	11.7%	1.3%	3.3%	0.8%	17.0%
Environmental Quality	3.4%	1.1%	5.9%	0.4%	10.8%
Forestry	15.3%	0.0%	0.8%	0.0%	16.1%
Game & Fish	5.4%	0.5%	2.7%	0.7%	9.3%
Gaming	10.7%	1.0%	1.0%	0.0%	12.6%
Governor's Office	12.8%	1.5%	3.0%	5.3%	22.6%
Health Services	12.0%	1.8%	4.3%	1.7%	19.8%
Housing	5.3%	1.8%	5.3%	0.0%	12.4%
Industrial Commission	7.9%	2.5%	5.4%	0.8%	16.7%
Insurance	2.2%	0.0%	4.3%	0.0%	6.5%
Juvenile Corrections	12.6%	4.4%	2.5%	0.2%	19.7%
Lottery Commission	5.8%	2.3%	3.5%	0.0%	11.6%
Military Affairs	10.6%	2.1%	1.5%	0.2%	14.4%
Nursing	19.6%	0.0%	3.6%	0.0%	23.2%
Pioneers Home	18.9%	8.3%	3.6%	1.2%	32.0%
PSPRS	5.6%	0.0%	0.0%	0.0%	5.6%
Registrar of Contractors	4.5%	4.5%	2.3%	0.0%	11.2%
Revenue	7.5%	2.2%	4.6%	0.0%	14.2%
Secretary of State	10.1%	0.0%	0.0%	1.4%	11.6%
State Land	5.3%	0.0%	4.4%	0.0%	9.7%
State Parks	3.7%	1.8%	3.7%	8.6%	17.7%
Transportation	6.3%	1.6%	3.2%	1.0%	12.2%
Veterans' Services	18.7%	4.6%	2.6%	0.9%	26.8%
Water Resources	5.6%	0.0%	1.9%	0.0%	7.5%
Small Agencies	6.0%	2.5%	4.2%	0.9%	13.6%
SPS Average	9.8%	2.3%	2.8%	0.9%	15.8%

Source: HRIS. Data represents separations of all regular, active SPS employees from the State during the fiscal year (July 1 – June 30).

Key Points

- Voluntary separations accounted for approximately **62%** of separations of SPS employees this past year.
- Agencies with higher annual turnover rates generally have high levels of voluntary separations or “other” separations, which are primarily limited appointments.

2.4 – Turnover Rates by Agency Fiscal Year 2009 – 2013

Agency	2009	2010	2011	2012	2013
Administration	27.0%	17.4%	12.6%	11.8%	11.8%
Agriculture	42.7%	29.0%	30.4%	28.4%	25.3%
AHCCCS	13.1%	22.3%	12.3%	15.0%	13.4%
ASRS	9.3%	9.7%	16.9%	16.0%	17.8%
Attorney General	15.0%	15.0%	15.8%	14.1%	13.9%
Corporation Commission	10.8%	7.3%	6.1%	12.4%	9.9%
Corrections	10.8%	12.4%	12.5%	17.5%	13.1%
Early Childhood	18.1%	17.8%	20.7%	15.2%	18.8%
Economic Security	21.6%	14.9%	16.5%	16.7%	20.4%
Education	14.5%	16.2%	15.8%	16.2%	17.0%
Environmental Quality	11.4%	14.6%	9.5%	9.1%	10.8%
Forestry	14.0%	17.2%	26.9%	16.6%	16.1%
Game & Fish	8.2%	7.3%	8.0%	9.6%	9.3%
Gaming	11.3%	11.8%	8.8%	11.5%	12.6%
Governor's Office	42.8%	30.9%	20.3%	19.1%	22.6%
Health Services	14.2%	14.4%	17.4%	20.2%	19.8%
Housing	20.8%	17.5%	22.2%	27.3%	12.4%
Industrial Commission	12.8%	7.0%	15.6%	8.4%	16.7%
Insurance	28.2%	5.2%	12.9%	13.0%	6.5%
Juvenile Corrections	21.9%	47.4%	23.2%	28.7%	19.7%
Lottery Commission	9.7%	8.6%	7.6%	16.7%	11.6%
Military Affairs	21.0%	11.8%	16.6%	21.1%	14.4%
Nursing	5.8%	14.7%	16.7%	18.0%	23.2%
Pioneers Home	21.0%	20.0%	21.9%	21.5%	32.0%
PSPRS	4.4%	4.2%	8.4%	2.0%	5.6%
Registrar of Contractors	7.6%	14.6%	6.9%	19.7%	11.2%
Revenue	49.0%	13.5%	18.0%	15.2%	14.2%
Secretary of State	19.5%	12.0%	11.3%	13.0%	11.6%
State Land	10.8%	10.9%	8.4%	16.3%	9.7%
State Parks	17.9%	38.8%	19.8%	17.9%	17.7%
Transportation	8.2%	12.6%	10.7%	12.3%	12.2%
Veterans' Services	27.1%	25.7%	30.1%	25.4%	26.8%
Water Resources	11.1%	72.4%	17.4%	10.1%	7.5%
Small Agencies	21.0%	21.1%	22.3%	15.3%	13.6%
SPS Average	16.4%	15.5%	14.7%	16.4%	15.8%

Source: HRIS. Data represents separations of all regular, active SPS employees from the State during the fiscal year (July 1 – June 30).

Key Points

- **21** agencies, as well as the average of all small agencies, experienced decreased turnover rates in FY 2013; **9** agencies observed a decrease of more than 25%.
- **12** agencies experienced an increase in turnover rates from last year, **4** of which observed an increase of more than 25%.
- **6** agencies had turnover rates greater than 20%.

2.5 – Job Titles with Highest Turnover Rates Fiscal Year 2013

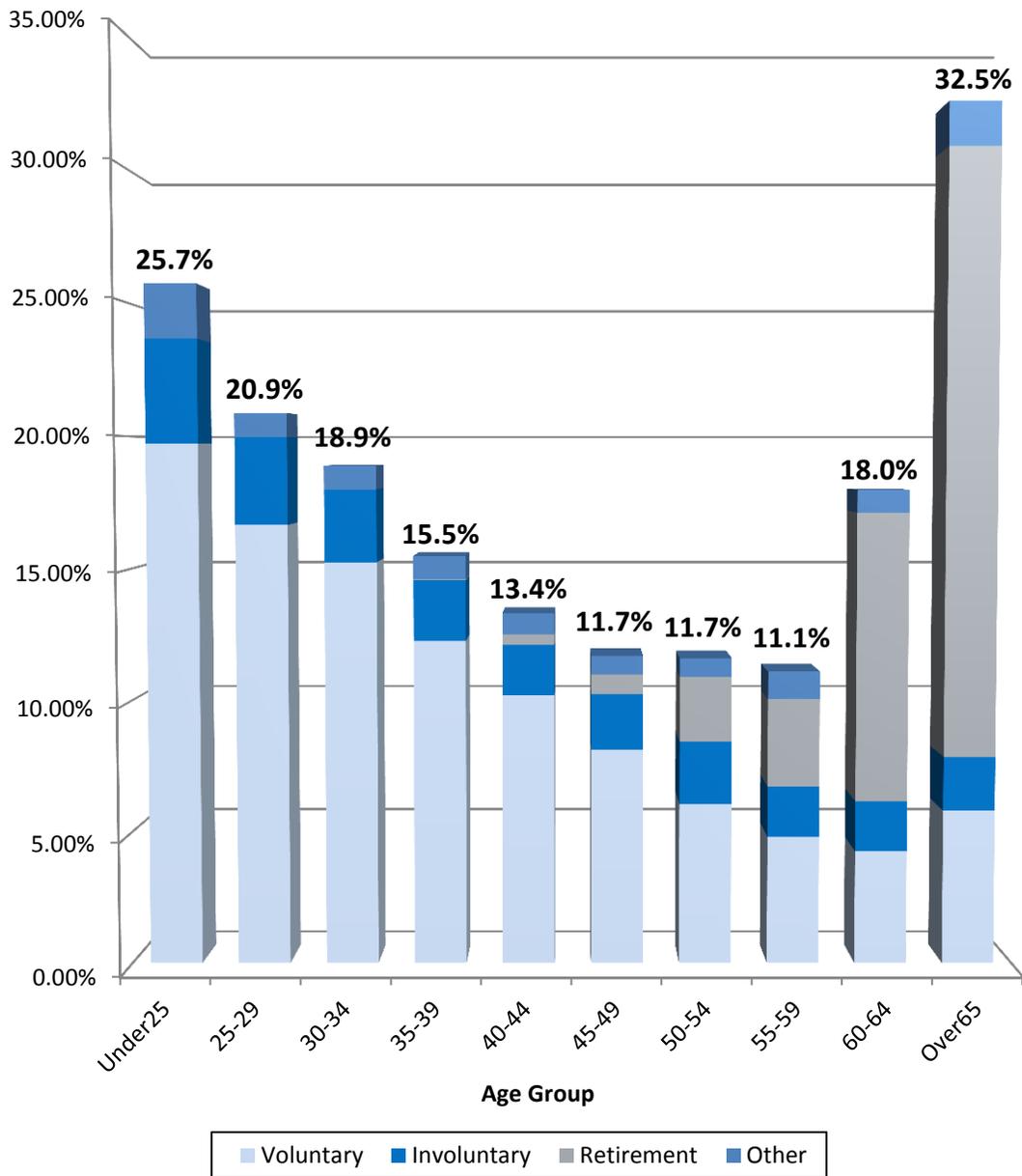
Job Title	Turnover Rate
Corrections Officer I	79.8%
Program Services Evaluator I	55.4%
Motor Vehicle Division Customer Service Associate	53.2%
Child Protective Services Specialist I	35.9%
Child Protective Services Specialist II	35.1%
Mental Health Program Specialist III	35.0%
Youth Corrections Officer I	33.9%
Retirement Advisor, Senior	33.6%
Mental Health Program Specialist II	31.1%
Habilitation Technician II	29.4%
Secretary	28.4%
Child Protective Services Specialist III	26.6%
Nursing Assistant	25.0%
Examiner Tech II	22.5%
Human Services Worker II	22.5%
Collector III	22.2%
Highway Operations Technician I	21.9%
Psychiatric Nurse II	21.3%
Human Services Specialist III	20.7%
Firefighter Group Member	20.7%
Legal Secretary II	20.4%
Program Services Evaluator III	20.4%
Education Program Specialist	20.4%
Program Services Evaluator II	19.8%
Administrative Assistant II	19.1%
Child Protective Services Case Aide II	19.1%
Investigator III	18.8%
Rehabilitation Services Specialist III	18.3%
Customer Service Representative I	17.1%
Fiscal Services Specialist I	17.0%

Source: HRIS. Data represents separations of all regular, active SPS employees from the State during the fiscal year (July 1 – June 30).

Key Points

- Classifications related to health and social services, (e.g. Child Protective Services Program Services Evaluators, Mental Health Program Specialists), have some of the highest turnover rates, which has also been true historically.
- Correctional Officer positions (Adult and Youth) also experienced high turnover, which has also been a recurring pattern.

2.6 – Turnover Rates by Age Fiscal Year 2013



Source: HRIS. Data represents separations of all regular, active SPS employees from the State during the fiscal year (July 1 – June 30).

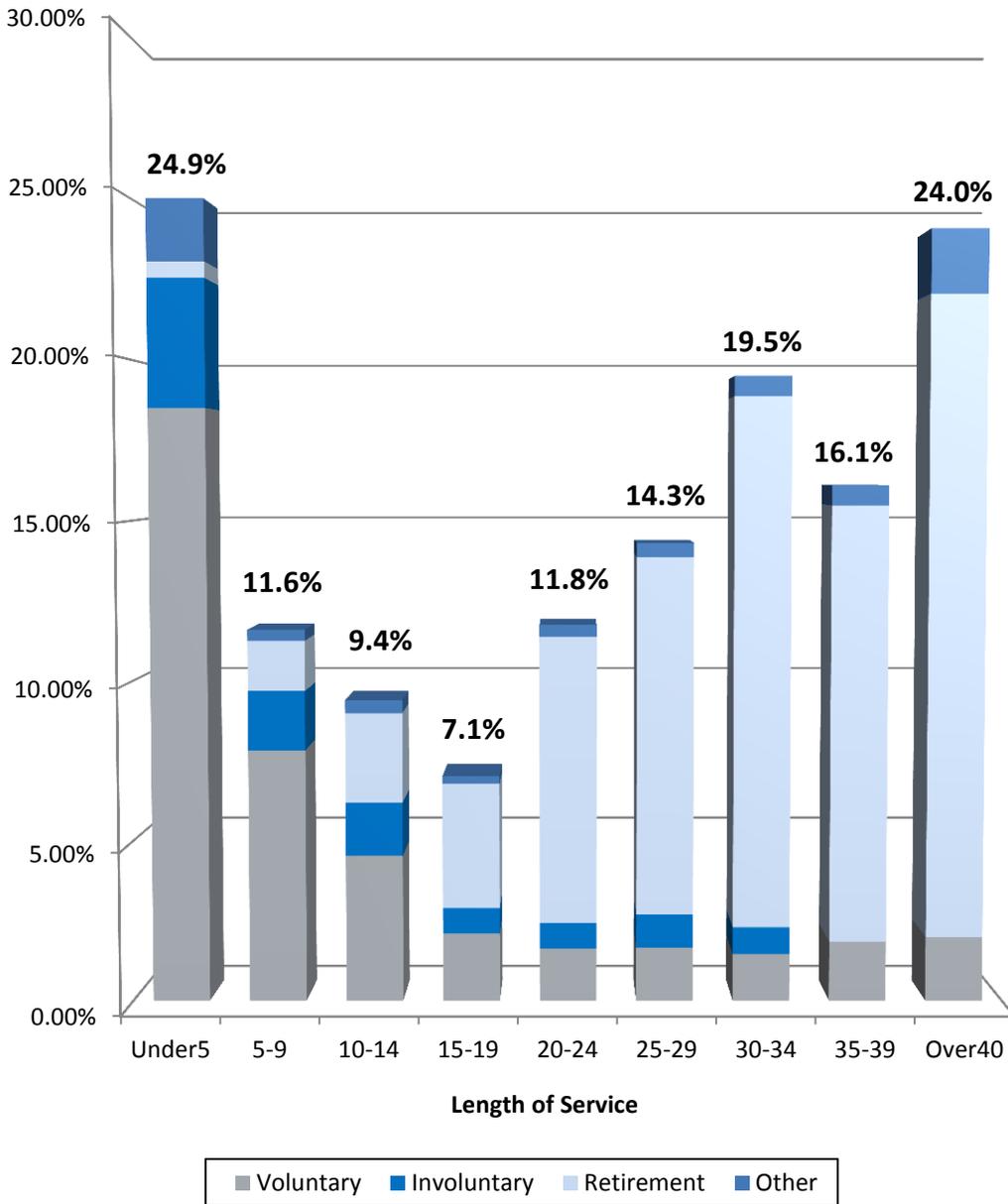
Key Points

- Turnover rates were highest for the employee population under the age of 35 and over the age of 60.
- The turnover rate generally decreases as the average age increases until employees reach the common retirement years, when the turnover rate begins to rise again.
- The relative percentage of voluntary separations decreases with increasing age, while the relative percentage of separations due to retirements increases.

2.7 – Turnover Rates by Length of Service Fiscal Year 2013

Key Points

- Turnover rates were highest for employees with less than 5 and more than 30 years of service.
- The turnover rate was lowest for employees with 15 to 19 years of service.
- As anticipated, the relative percentage of voluntary separations decreases with increasing length of service, while the relative percentage of separations due to retirements increases with longer service time.

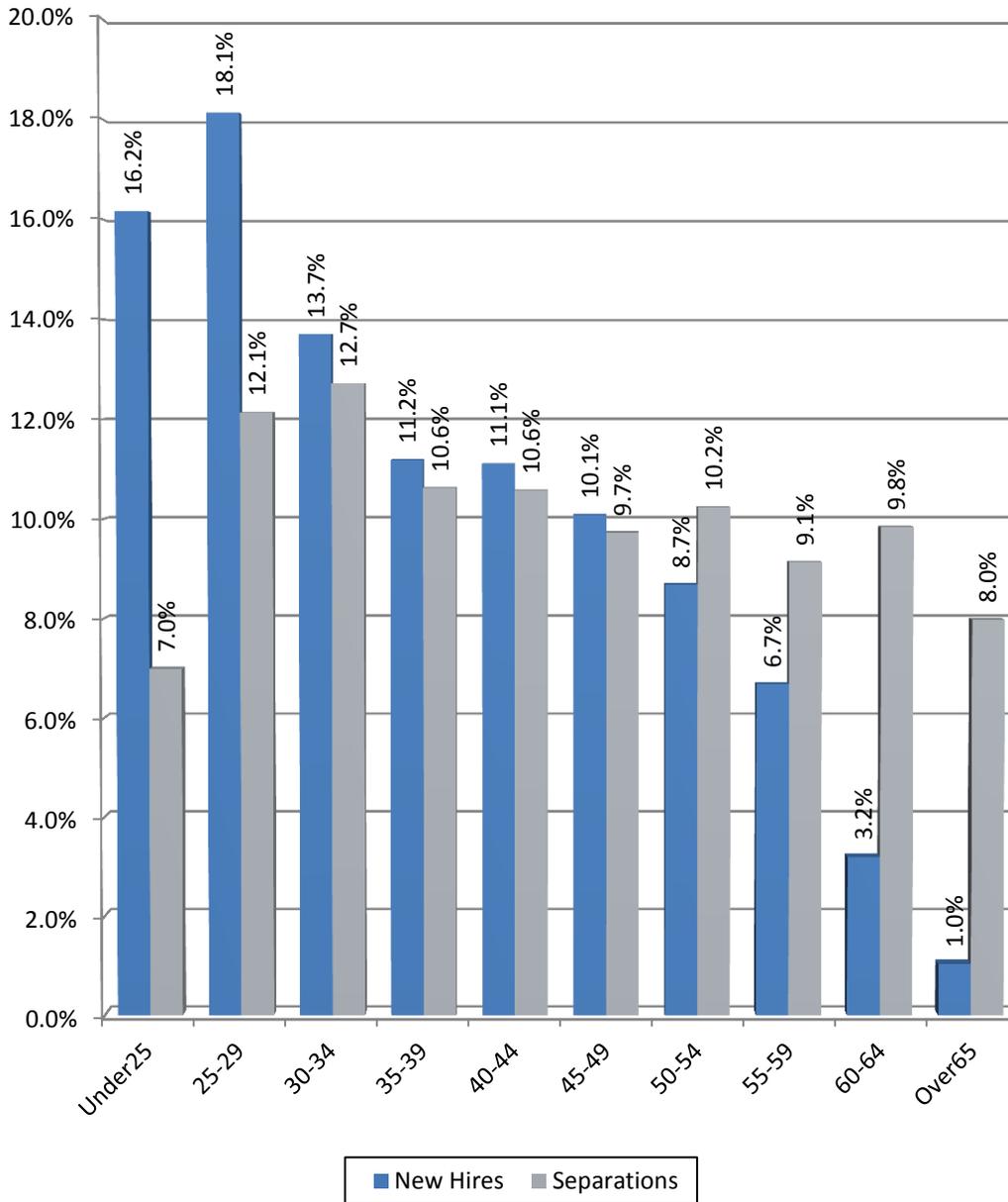


Source: HRIS. Data represents separations of all regular, active SPS employees from the State during the fiscal year (July 1 – June 30).

2.8 – Age Distribution of New Hires and Separations Fiscal Year 2013

Key Points

- In FY 2013, the average age of a separating employee was **44.4**, while the average age of a new hire was **37.8**.
- There was a higher percentage of new hires than separations in all age groups below 50 years of age. Above 50 years of age, the trend reverses and there was a higher percentage of separations.

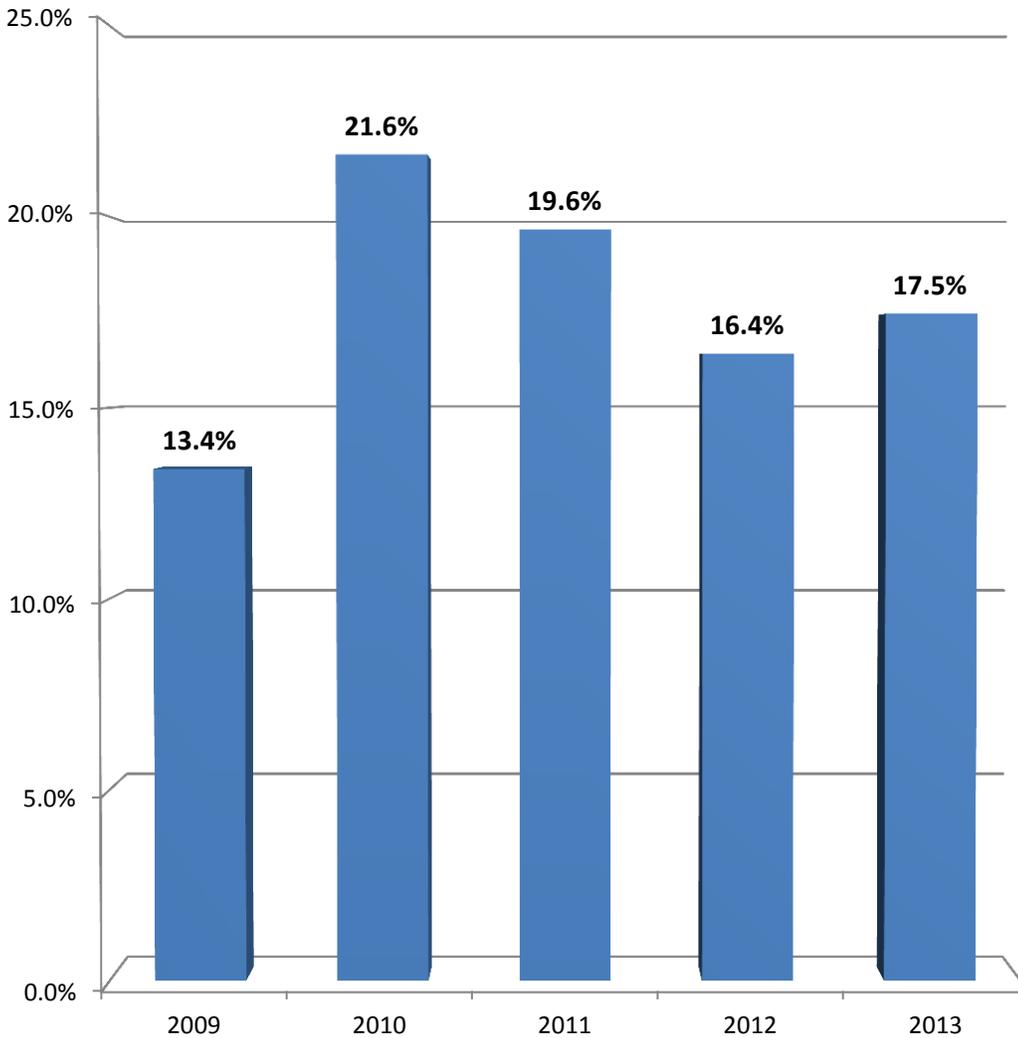


Source: HRIS. Data represents employees newly hired and separations of regular, active SPS employees from the State during the fiscal year (July 1 – June 30).

2.9 – Percentage of Separations Due to Retirement Fiscal Year 2009 – 2013

Key Points

- Over the past 5 years, the average percentage of separations due to retirement is **17.7%**.
- Retirements as a percentage of separations increased by **1.1%** last year, while overall retirements increased by **2.1%**.



Source: HRIS. Data represents separations of regular, active SPS employees from the State during the fiscal year (July 1 – June 30).

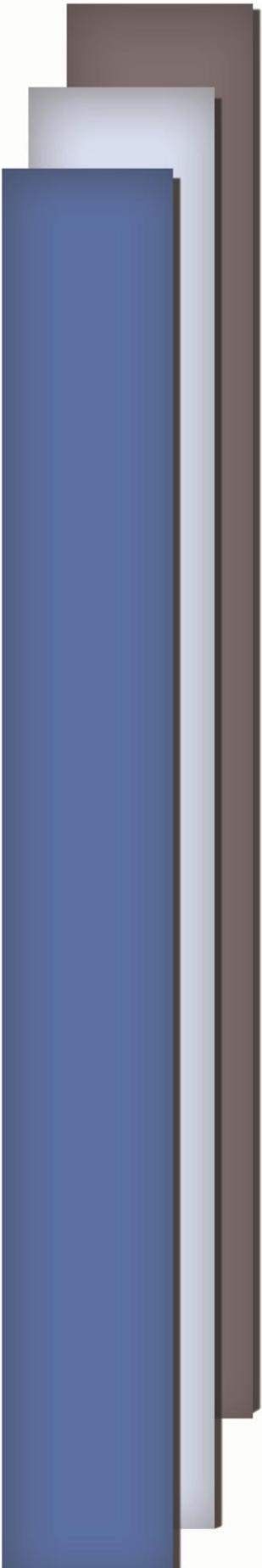
2.10 – Employees Meeting Retirement Criteria Fiscal Year 2014 – 2018 (Projected)

Agency	2014	2015	2016	2017	2018
Administration	17.6%	22.4%	25.9%	29.8%	33.5%
Agriculture	17.1%	19.4%	24.6%	28.4%	32.7%
AHCCCS	17.1%	20.9%	24.6%	28.6%	32.9%
ASRS	9.1%	13.2%	15.5%	20.0%	21.8%
Attorney General	16.9%	21.3%	24.4%	26.6%	31.2%
Corporation Commission	18.9%	23.3%	28.1%	31.3%	36.5%
Corrections	8.8%	11.7%	14.2%	17.3%	20.1%
Early Childhood	6.5%	8.0%	11.6%	14.5%	15.9%
Economic Security	13.9%	16.8%	19.8%	23.0%	27.0%
Education	12.1%	13.3%	17.5%	20.2%	23.5%
Environmental Quality	23.4%	26.8%	32.1%	38.0%	42.0%
Forestry	18.0%	20.3%	26.6%	30.5%	34.4%
Game & Fish	17.6%	21.7%	25.5%	30.3%	32.5%
Gaming	18.6%	22.5%	26.5%	31.4%	38.2%
Governor's Office	12.0%	13.5%	15.8%	18.8%	21.8%
Health Services	15.3%	19.1%	23.0%	27.1%	31.0%
Housing	7.0%	8.8%	12.3%	17.5%	24.6%
Industrial Commission	20.1%	26.5%	30.3%	35.9%	41.9%
Insurance	27.2%	32.6%	34.8%	37.0%	42.4%
Juvenile Corrections	10.0%	12.3%	16.7%	21.1%	23.9%
Lottery Commission	21.2%	23.5%	25.9%	29.4%	35.3%
Military Affairs	12.6%	16.1%	18.4%	22.0%	25.5%
Nursing	25.5%	27.3%	27.3%	29.1%	36.4%
Pioneers Home	13.1%	15.5%	19.0%	27.4%	33.3%
PSPRS	9.3%	11.1%	14.8%	18.5%	18.5%
Registrar of Contractors	25.6%	37.2%	40.7%	47.7%	53.5%
Revenue	20.7%	25.9%	30.5%	34.6%	38.1%
Secretary of State	14.4%	18.0%	20.1%	24.5%	28.1%
State Land	27.0%	32.4%	37.8%	40.5%	41.4%
State Parks	24.5%	30.1%	32.5%	36.2%	42.3%
Transportation	16.2%	19.2%	22.7%	26.9%	30.2%
Veterans Service	8.4%	10.5%	12.1%	13.9%	17.4%
Water Resources	19.1%	22.7%	26.4%	30.9%	31.8%
Small Agencies	19.9%	24.1%	27.0%	32.5%	36.9%
SPS Average	13.6%	16.8%	20.0%	23.5%	27.0%

Source: HRIS. Data includes all regular, active SPS employees at fiscal year-end (June 30). Projected rates of employees that meet criteria for retirement are based on years of service and age criteria for the Arizona State Retirement System (ASRS) and Public Safety Personnel Retirement System (PSPRS). Employees may have "purchased" credited service in other organizations resulting in an earlier eligibility date than that which was calculated. In some instances, HRIS reports more years of service (based on hire date) than the actual ASRS or PSPRS credited service. Additionally, some employees have already retired and returned to the workforce. Return-to-work retirees, as well as employees who do not participate in ASRS or PSPRS and are age 65 or older, are considered meeting criteria for retirement. Therefore, actual ASRS and PSPRS retirement rates will differ from the numbers above.

Key Points

- 4 agencies are projected to have at least 25% of their active employees that meet criteria for retirement in FY 2014.
- 24 agencies (73% of the agencies listed) will have at least 25% of their active employees that meet criteria for retirement in FY 2018.
- 14 agencies (42%) will have one-third of their employees that meet criteria for retirement in FY 2018.
- 6 agencies are anticipated to have over 40% of their current workforce that meet criteria to retire in 5 years, one of which will have over 50% of its active employees that meet criteria for retirement at that time.



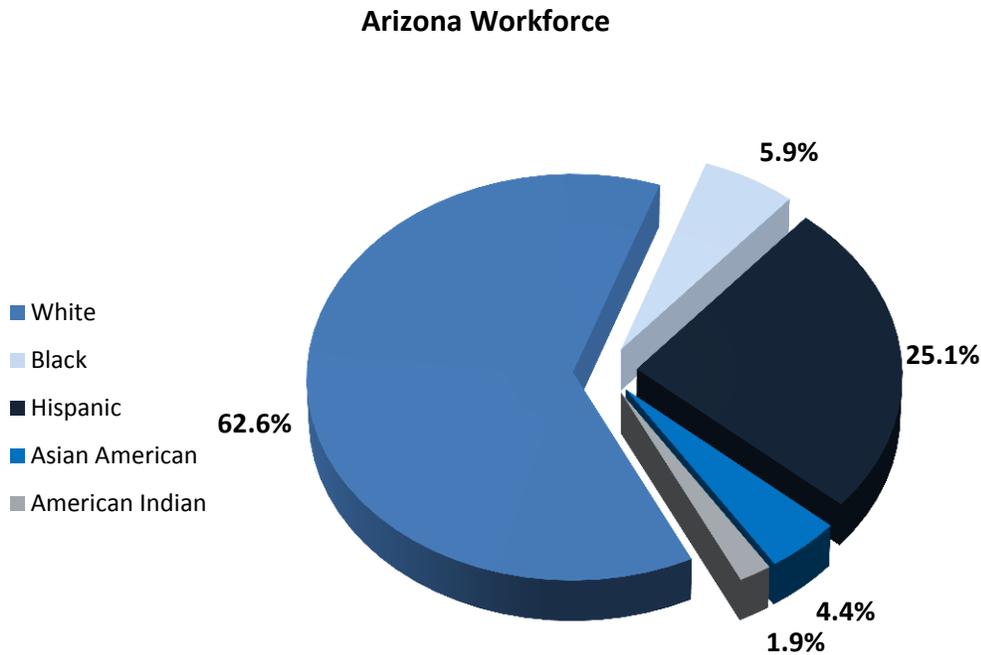
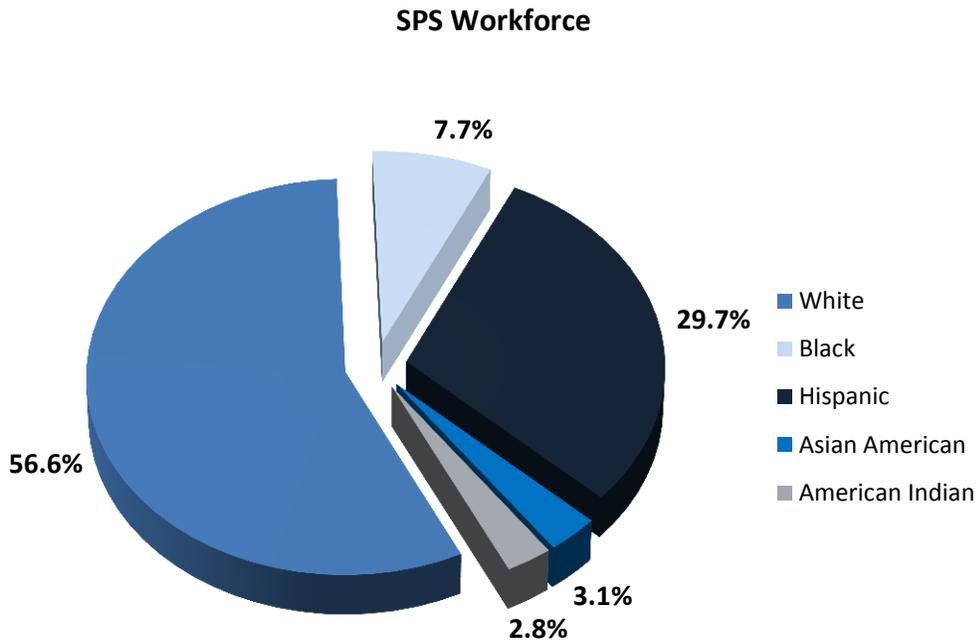
3 Equal Employment

- Ethnic Composition of the SPS Workforce Compared to Arizona Workforce
- Minority Representation by Agency
- Gender Composition of the SPS Workforce Compared to Arizona
- Gender Representation by Agency
- Ethnic and Gender Composition of the SPS Workforce
- Distribution of SPS Employees by Occupational Group

3.1 – Ethnic Composition of the SPS Workforce Compared to Arizona Workforce Fiscal Year 2013

Key Points

- The majority of the SPS workforce (86.3%) was comprised of the White and Hispanic ethnic groups in FY 2013.
- Overall, the ethnic composition of the SPS agencies closely resembles the composition of the Arizona workforce as a whole.

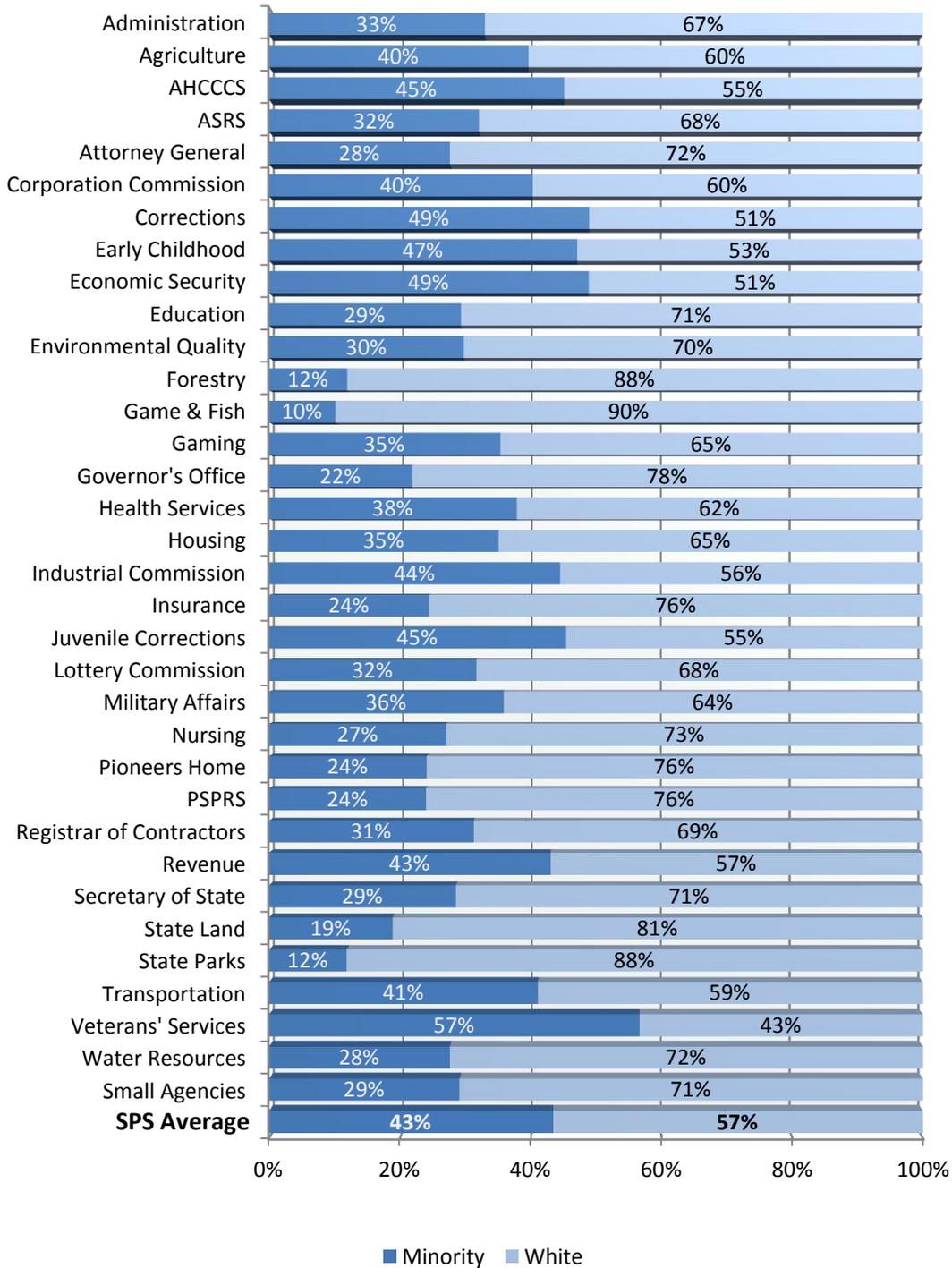


Source: The SPS Workforce chart includes HRIS data for all regular, active SPS employees at fiscal year-end (June 30). The Arizona Workforce chart includes data from the U.S. Equal Employment Opportunity Commission 2011 EEO-1 Report. Percentages are based upon employees responding – a small percentage of employees choose not to disclose their ethnicity.

3.2 – Minority Representation by Agency Fiscal Year 2013

Key Points

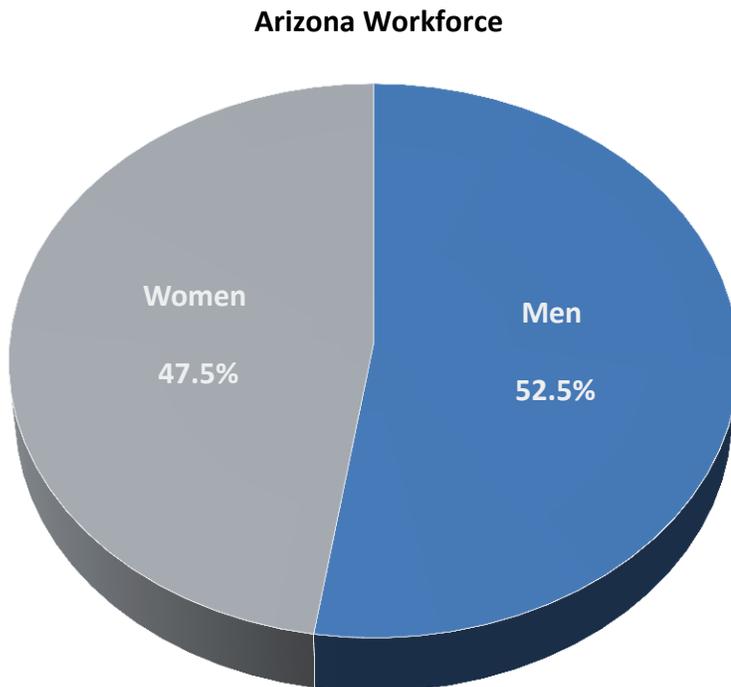
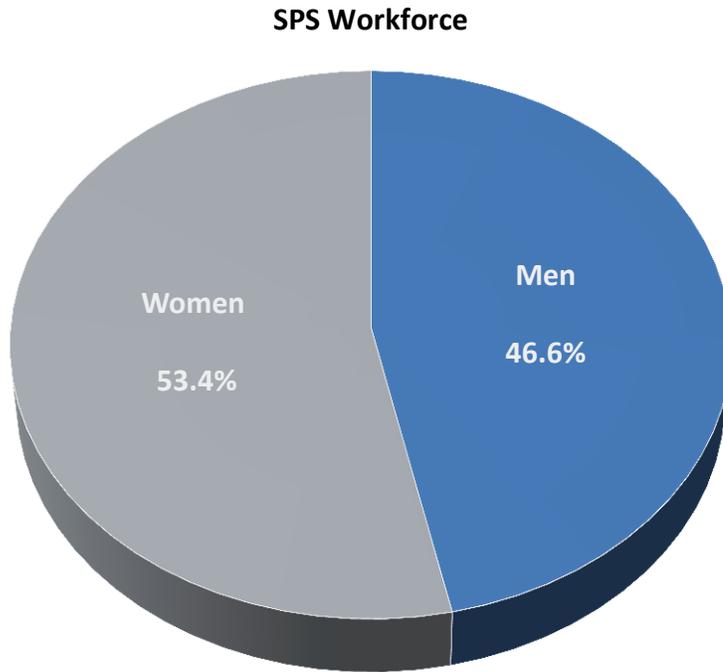
- 43% of the SPS workforce was represented by minority ethnic groups.
- 11 agencies had a minority population that was greater than or equal to 40% of their total employee population.



Source: HRIS. Data represents all regular, active SPS employees at fiscal year-end (June 30). Percentages are based upon employees who identified their ethnicity – a small percentage of employees choose not to disclose this information.

3.3 – Gender Composition of the SPS Workforce Compared to Arizona Fiscal Year 2013

Key Points

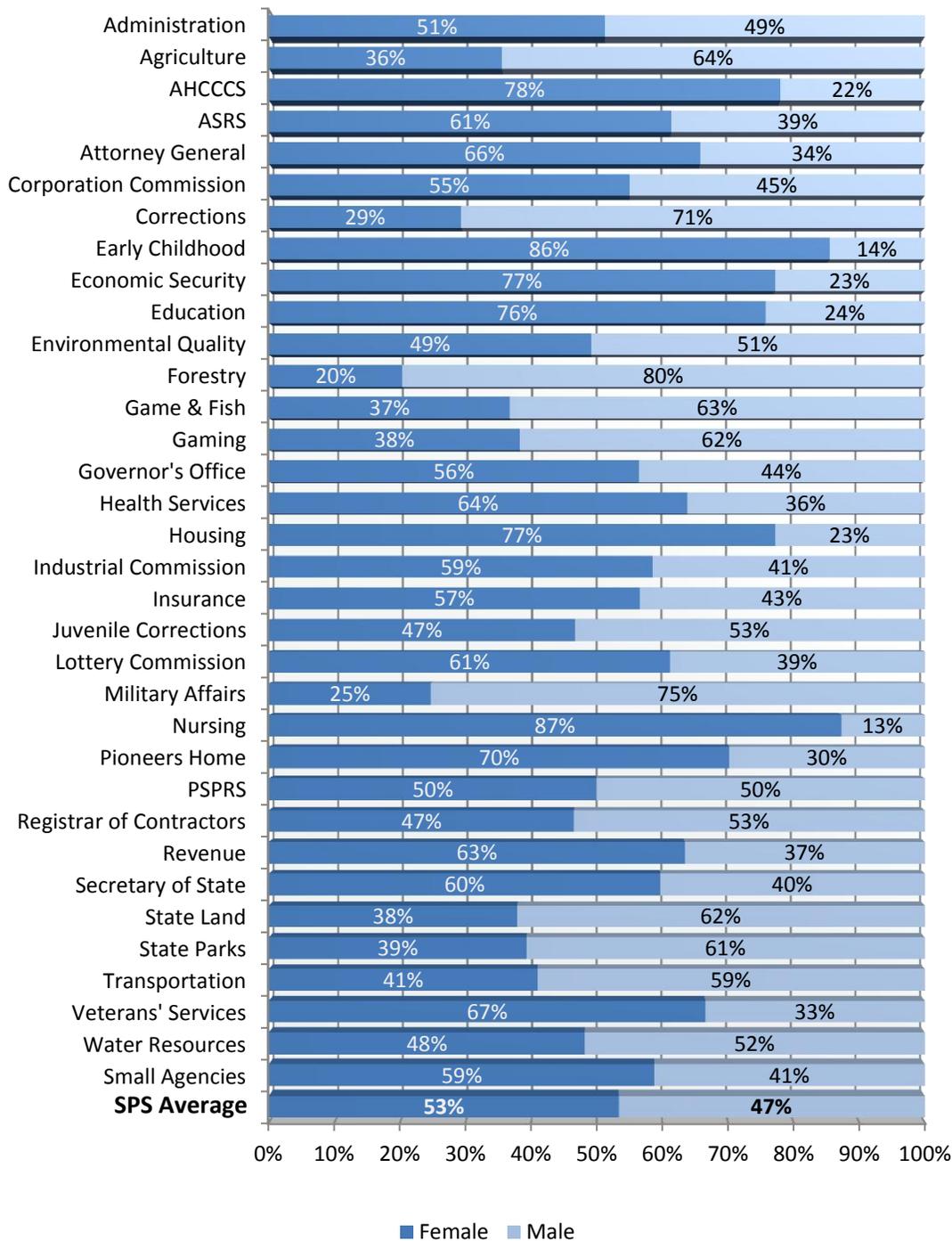


- The majority of the SPS workforce (53.4%) was comprised of females in FY 2013.
- SPS agencies employ a higher percentage of females than the Arizona workforce as a whole.

Source: The SPS Workforce chart includes HRIS data for all regular, active SPS employees at fiscal year-end (June 30). The Arizona Workforce chart includes data from the U.S. Equal Employment Opportunity Commission 2011 EEO-1 Report.

3.4 – Gender Representation by Agency

Fiscal Year 2013



Key Points

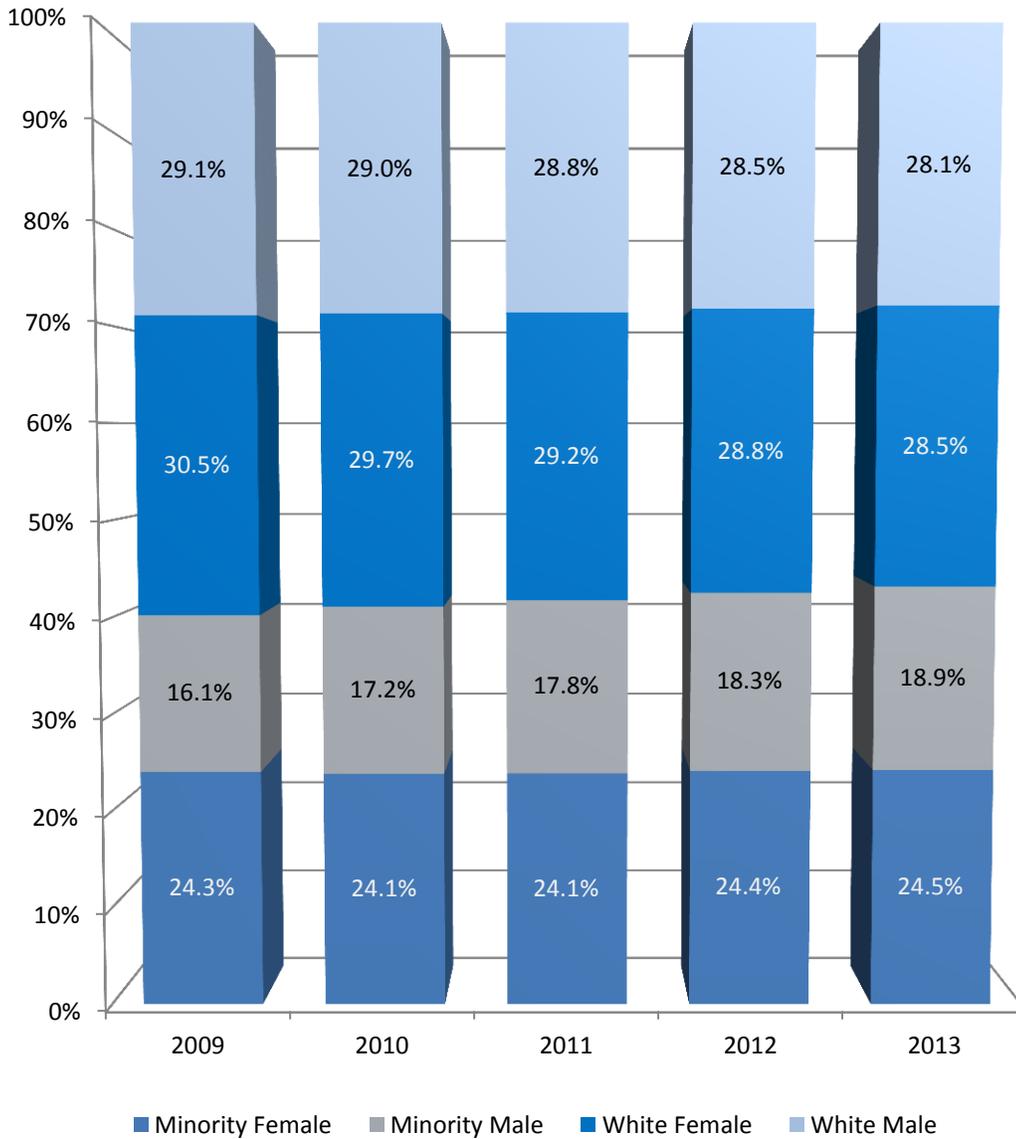
- 53% of the SPS workforce was female in FY 2013.
- 21 agencies, as well as the average of all small SPS agencies, had a workforce in which females were in the majority.

Source: HRIS. Data represents all regular, active SPS employees at fiscal year-end (June 30).

3.5 – Ethnic and Gender Composition of the SPS Workforce Fiscal Year 2009 – 2013

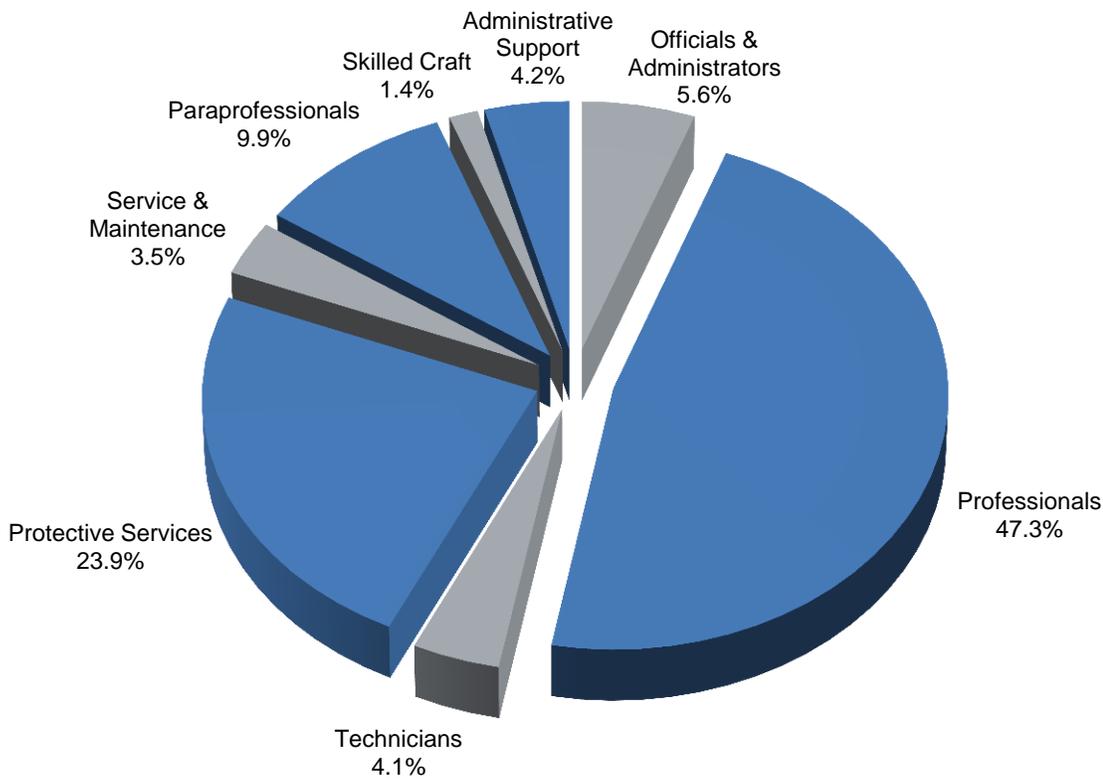
Key Points

- Minority employees as a proportion of the SPS population increased by **3%** from FY 2009 to FY 2013, increasing on average by **0.74%** year to year.
- The proportion of minority females grew by **0.2%** over the 5 year period, while the proportion of minority males grew by **2.8%**.



Source: HRIS. Data represents all regular, active SPS employees at fiscal year-end (June 30). Percentages are based upon employees who identified their ethnicity – a small percentage of employees choose not to disclose this information.

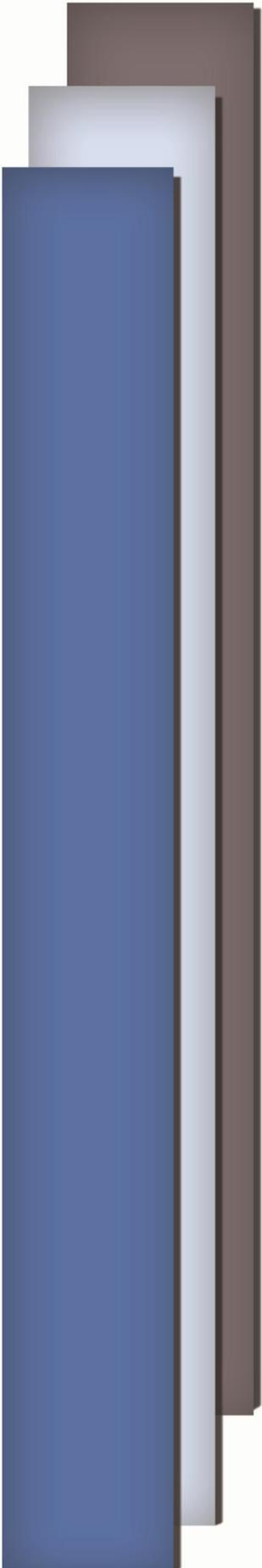
3.6 – Distribution of SPS Employees by Occupational Group Fiscal Year 2013



Source: HRIS. Data represents all regular, active SPS employees at fiscal year-end (June 30). Categories are based upon the Equal Employment Opportunity Commission's Occupational Categories for State and Local Government (EEO-4).

Key Points

- In FY2013, the largest percentage (47.3%) of SPS employees worked in positions categorized as Professional.
- Skilled craft (1.4%) and service workers (3.3%) encompassed the smallest percentage of SPS employees.



4 Workforce Characteristics

- SPS Employees by Agency
- Age Distribution of SPS Employees
- Length of Service Distribution of SPS Employees
- Ratio of State FTEs to State Population
- SPS Employees by County

4.1 – SPS Employees by Agency Fiscal Year 2009 – 2013

Agency	2009	2010 ¹	2011	2012	2013
Administration	620	544	536	528	544
Agriculture	294	313	266	256	211
AHCCCS	1,131	912	915	957	940
ASRS	219	216	221	230	220
Attorney General	589	556	572	577	587
Corporation Commission	280	265	260	256	249
Corrections	9,341	9,285	9,676	9,871	9,196
Early Childhood	124	123	138	138	138
Economic Security	9,396	8,982	9,241	9,625	9,600
Education	547	491	496	526	519
Environmental Quality	636	553	502	468	474
Forestry	136	143	132	133	128
Game & Fish	568	582	594	596	585
Gaming	104	99	105	104	102
Governor's Office	134	125	170	133	133
Health Services	1,849	1,699	1,656	1,563	1,593
Housing	60	54	54	56	57
Industrial Commission	245	242	232	245	234
Insurance	98	96	90	94	92
Juvenile Corrections	1,011	674	656	611	568
Lottery Commission	94	92	92	88	85
Military Affairs	508	522	515	482	478
Nursing	55	54	54	57	55
Pioneers Home	99	91	92	85	84
PSPRS	48	48	47	53	54
Registrar of Contractors	117	103	101	92	86
Revenue	649	701	779	711	738
Secretary of State ²	38	145	139	138	139
State Land	135	121	118	115	111
State Parks	287	192	171	164	163
Transportation	4,342	3,924	4,084	4,059	4,174
Veterans' Services	286	258	253	314	380
Water Resources	225	101	94	104	110
Small Agencies	1,127	907	855	794	794
SPS Average	35,392	33,213	33,906	34,223	33,621

Source: HRIS. Data includes all regular, active SPS employees at fiscal year-end (June 30).

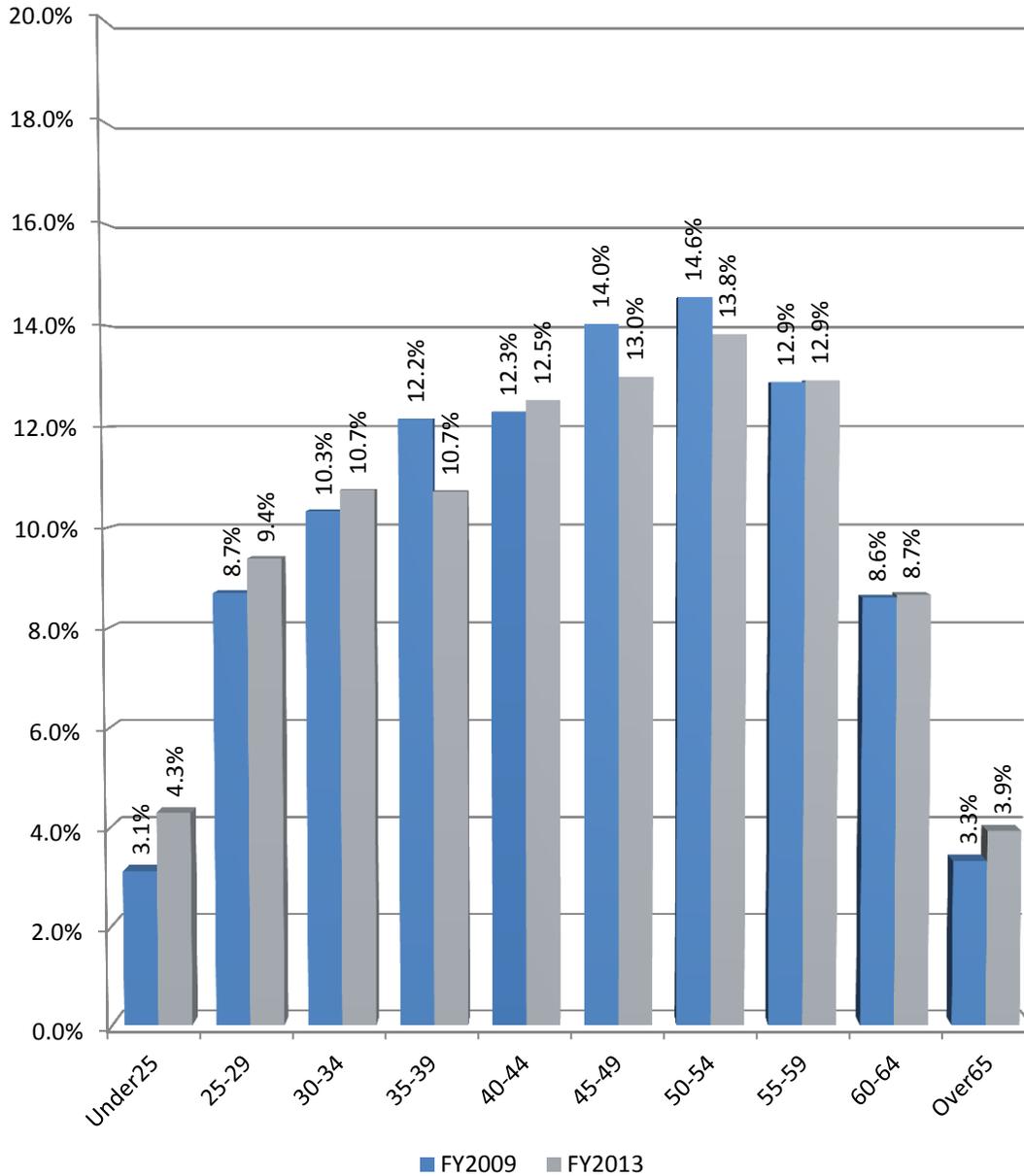
¹As reflected in this table, several agencies experienced staff reductions in FY 2010.

²Laws 2009, Chapter 114 transferred the functions and employees of the Arizona State Library, Archives and Public Records to the Secretary of State in FY2010.

Key Points

- The 5-year average SPS employee population is **34,071**.
- The SPS employee population decreased by **2%** last year and by **5%** since FY 2009.
- One agency experienced a staffing level decrease of at least **10%** from the prior year.
- **6** agencies, as well as the sum of small agencies, experienced a staffing level decrease of **20%** or more since FY 2009.
- The Department of Veterans' Services experienced a staffing level increase of **20%** or more in each of the past two years due to the opening of a new Veterans Home in Tucson.

4.2 – Age Distribution of SPS Employees Fiscal Year 2009 and Fiscal Year 2013



Source: HRIS. Data includes all regular, active SPS employees at fiscal year-end (June 30).

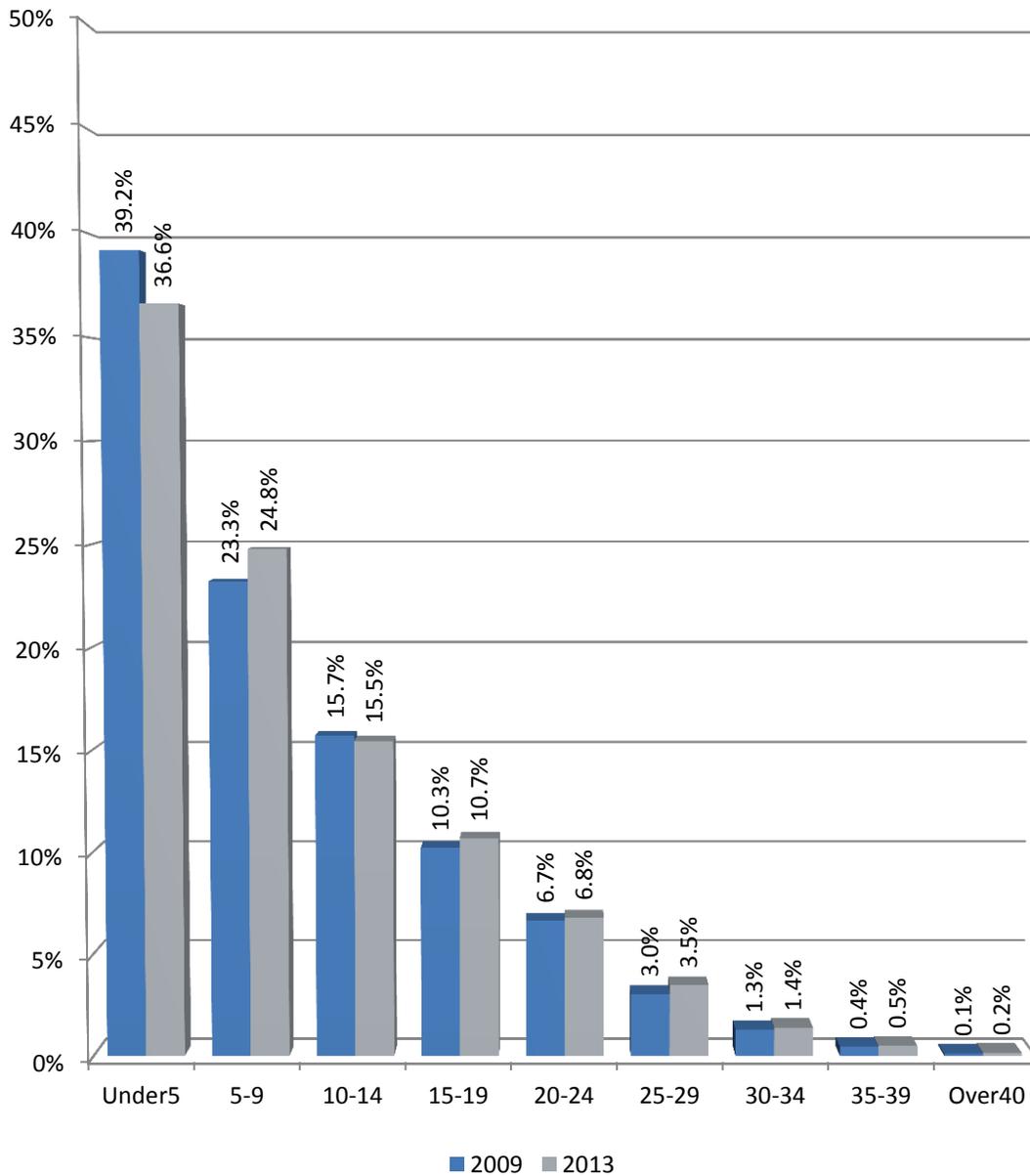
Key Points

- The following table represents the average age of SPS employees in each of the past 5 years.

Fiscal Year	Avg. Age
2009	45.6
2010	48.9
2011	45.6
2012	45.5
2013	45.4

- Compared to FY 2009, the employee population under age 35 has increased by **2.3%**.
- Compared to FY 2009, the employee population between 35 and 55 years of age decreased by **2.9%**.
- As a proportion of the workforce, the "Over65" age group was **0.6%** larger in FY 2013.

4.3 – Length of Service Distribution of SPS Employees Fiscal Year 2009 and Fiscal Year 2013



Source: HRIS. Data includes all regular, active SPS employees at fiscal year-end (June 30).

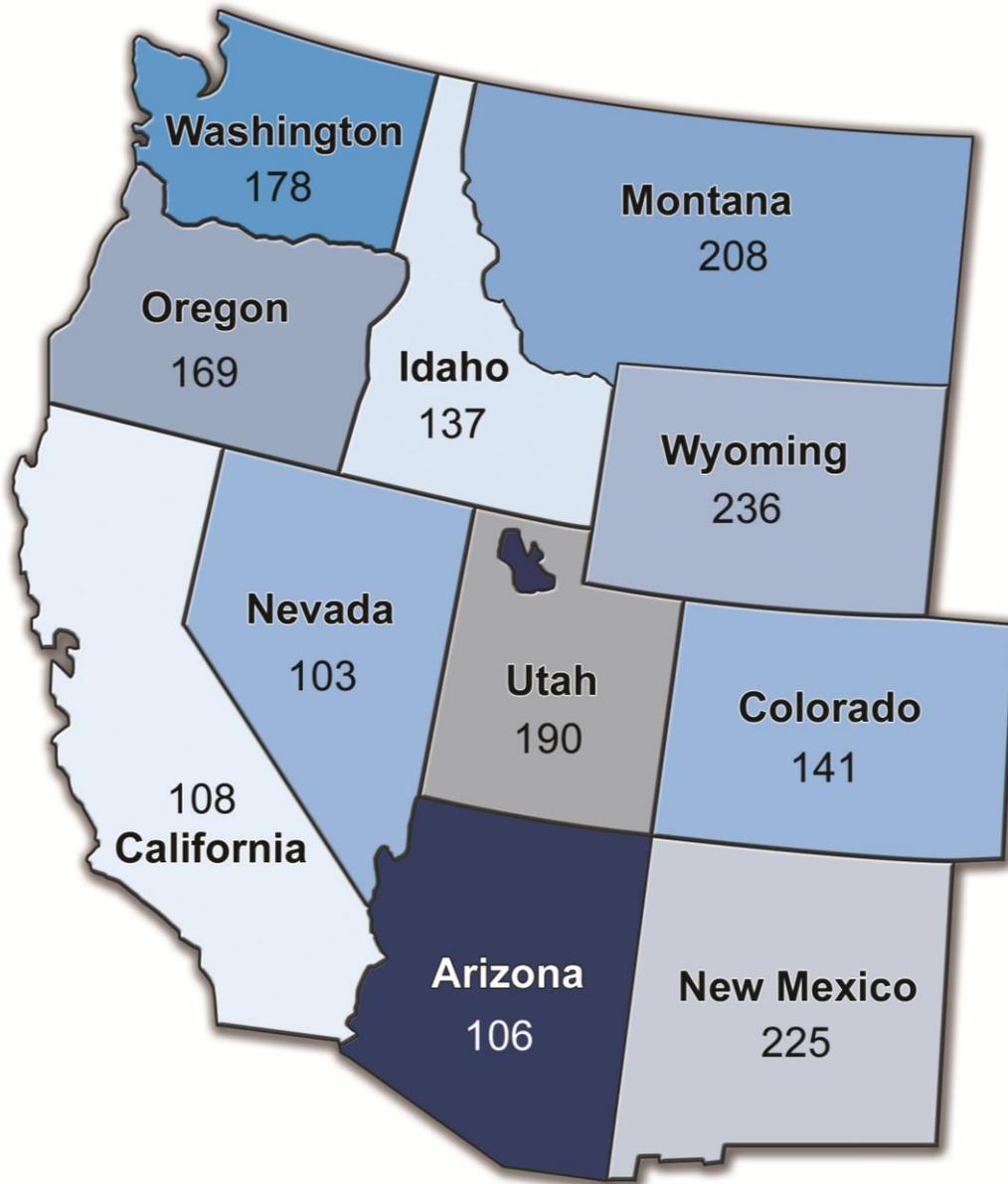
Key Points

- The following table represents the average length of service of SPS employees in each of the past 5 years.

Fiscal Year	LOS
2009	9.4
2010	12.8
2011	9.6
2012	9.5
2013	9.5

- The percentage of employees with less than 5 years of service was **3.1%** smaller in FY 2013.
- The percentage of employees with 5 to 9 years of service was **1.5%** greater in FY 2013.

4.4 – Ratio of State FTEs to State Population Employees per 10,000 Residents – 2011



Key Points

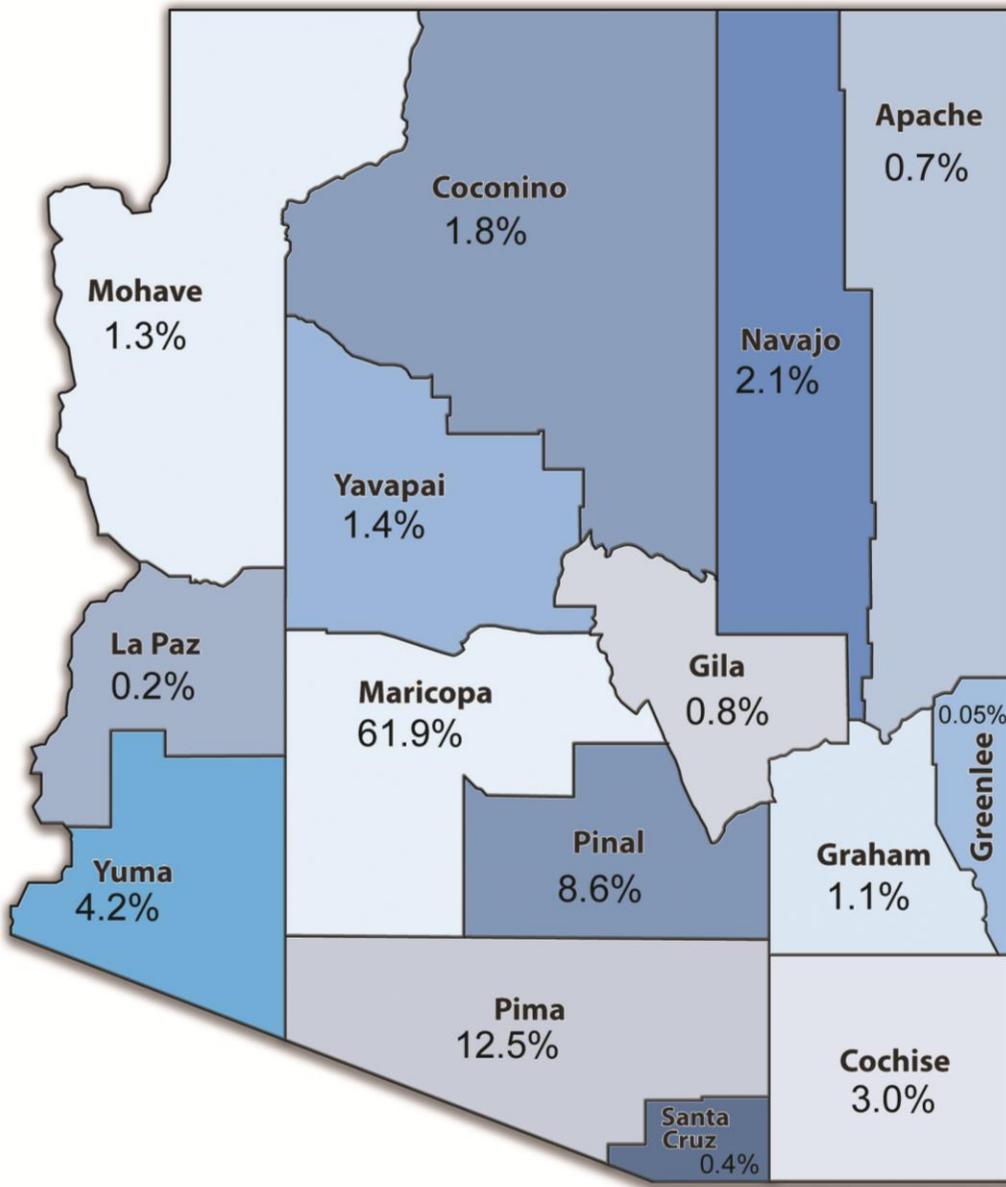
- Arizona ranks **10th** out of the 11 continental Western states in the ratio of full-time equivalent (FTE) state employees compared to the overall population of each state.
- Arizona's ratio of FTEs per 10,000 residents decreased by **12.8%** since 2002, compared to the national average decrease of **4.6%**.
- Arizona ranked **47th** among all states when comparing FTEs to population.
- For the list of states by their FTEs to population ratio, please see Appendix 5.5.

Source: U.S. Census Bureau, Governments Division. March 2011, the most current information available. Population data estimate for July 2011.

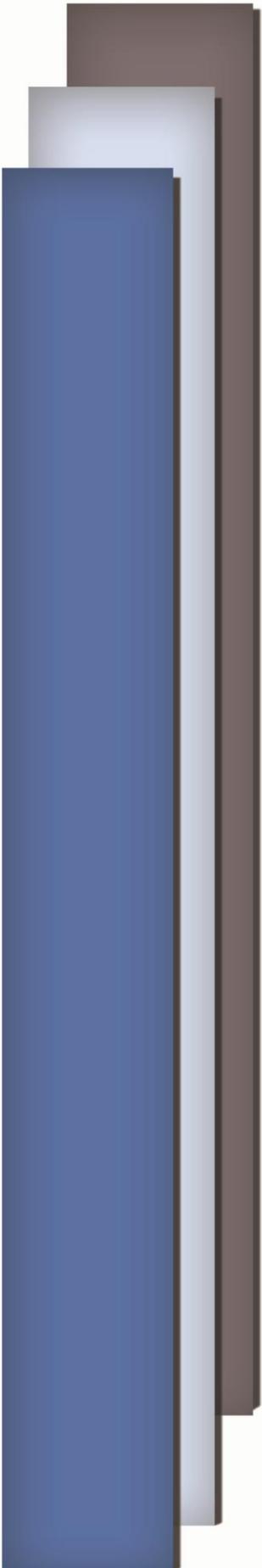
4.5 – SPS Employees by County FY 2013

Key Points

- The majority of SPS employees work in Maricopa County, followed by Pima and Pinal counties. These three counties account for over 83% of all SPS employees.



Source: HRIS. Data includes all regular, active SPS employees at fiscal year-end (June 30).



5 Appendix

- Age and Length of Service Salary Matrix
- Average Annual Leave Use and Costs
- Average Sick Leave Use and Costs
- Rank Order of All States by Ratio of Total State Payroll to State Population
- Rank Order of All States by Ratio of State FTEs to State Population
- Agency Statistics

5.1 – Age and Length of Service Salary Matrix

Fiscal Year 2013

		Length of Service								Total	
		Under 5	5-9	10-14	15-19	20-24	25-29	30-34	35-39		Over 40
Age	Under 25	1,418	25								1,443
		\$32,114	\$30,559								\$32,087
	25-29	2,475	663	18							3,156
		\$35,343	\$36,449	\$34,717							\$35,572
	30-34	1,817	1,378	407	11						3,613
		\$37,926	\$39,859	\$40,704	\$38,410						\$38,978
	35-39	1,390	1,175	790	241	6					3,602
		\$39,693	\$42,170	\$43,310	\$42,950	\$48,994					\$41,528
	40-44	1,337	1,131	859	693	183	8				4,211
		\$41,341	\$43,026	\$43,764	\$46,480	\$47,137	\$51,931				\$43,405
	45-49	1,188	1,012	778	733	498	153	5			4,367
		\$41,551	\$43,609	\$43,519	\$44,813	\$49,070	\$49,573	\$46,083			\$44,070
	50-54	1,098	989	805	702	582	363	108	3		4,650
		\$41,652	\$43,238	\$42,182	\$45,153	\$48,034	\$48,034	\$46,438	\$49,372		\$44,142
	55-59	881	956	775	634	535	331	176	53	4	4,345
		\$42,886	\$44,533	\$44,632	\$45,897	\$48,271	\$48,447	\$49,538	\$52,023	\$46,990	\$45,471
	60-64	524	689	519	396	327	228	134	77	17	2,911
		\$45,985	\$45,061	\$42,719	\$44,676	\$48,443	\$47,762	\$52,015	\$50,881	\$53,508	\$45,872
	65 and Over	179	324	258	191	164	94	48	34	31	1,323
\$56,400		\$50,442	\$47,565	\$45,645	\$49,388	\$49,636	\$54,964	\$53,563	\$60,921	\$50,296	
Total	12,307	8,342	5,209	3,601	2,295	1,177	471	167	52	33,621	
	\$38,957	\$42,547	\$43,357	\$45,276	\$48,400	\$48,925	\$50,048	\$51,763	\$57,426	\$42,447	

Source: HRIS. Calculations are based on fiscal year-end (June 30) annual salary data for all regular, active SPS employees. Performance pay and other additional compensation (stipends) are not included, and furloughs and other unpaid time off are also not included. The FY 2013 retention pay is also excluded.

Explanation of Content: The figure in the gray row represents the SPS employee count for the respective age and length of service combination. The dollar amount in the blue row represents the average annual salary of the group of employees in the respective age and length of service combination. For example, there are 1,418 employees under the age of 25 with less than 5 years of service (as of June 30, 2013). The average annual salary for that group of employees is \$32,114.

5.2 – Average Annual Leave Use and Costs

Fiscal Year 2009 – 2013

Agency	Average Annual Leave Days					Average Annual Leave Costs				
	2009	2010	2011	2012	2013	2009	2010	2011	2012	2013
Administration	15.6	15.9	15.2	16.1	15.9	\$ 3,220	\$ 3,298	\$ 3,136	\$ 3,575	\$ 3,577
Agriculture	13.3	13.4	14.0	14.3	16.6	2,029	2,074	2,069	2,155	2,520
AHCCCS	15.8	17.0	16.1	16.0	15.8	2,622	2,851	2,730	2,709	2,708
ASRS	16.3	16.3	18.9	15.3	16.9	3,241	3,252	3,836	3,224	3,697
Attorney General	16.2	16.3	15.5	16.5	16.1	3,933	4,004	3,784	4,133	4,065
Corporation Commission	16.1	16.8	17.5	16.1	15.9	3,413	3,622	3,815	3,635	3,530
Corrections	14.5	13.9	12.6	13.6	13.9	2,345	2,249	2,024	2,182	2,175
Early Childhood	11.4	15.1	11.8	14.6	16.0	2,720	3,552	2,813	3,646	3,927
Economic Security	13.6	15.1	13.1	13.1	13.3	1,994	2,222	1,935	1,941	1,971
Education	16.4	17.0	14.6	14.0	14.3	3,348	3,529	3,041	2,978	3,075
Environmental Quality	16.4	17.0	17.7	18.4	16.7	2,909	3,065	3,145	3,317	3,106
Forestry	6.5	6.1	5.6	6.1	6.2	1,067	1,045	942	1,033	1,062
Game & Fish	14.3	14.2	13.8	14.3	13.6	2,798	2,777	2,770	2,877	2,707
Gaming	17.3	17.4	16.2	17.4	17.6	3,534	3,636	3,381	3,623	3,711
Governor's Office	14.8	12.1	13.2	14.3	16.0	3,583	2,876	2,770	3,292	3,836
Health Services	14.3	16.2	15.4	15.3	14.5	2,665	3,062	2,919	2,936	2,808
Housing	16.7	17.5	14.7	14.7	16.9	3,241	3,580	3,043	3,255	3,654
Industrial Commission	14.6	16.6	15.7	15.6	15.6	2,381	2,787	2,652	2,596	2,680
Insurance	14.4	19.4	17.4	16.8	19.9	2,827	3,911	3,491	3,413	4,046
Juvenile Corrections	13.7	14.6	13.8	13.9	15.1	2,342	2,497	2,376	2,382	2,536
Lottery Commission	16.2	15.6	16.6	17.2	15.8	2,790	2,685	2,847	2,935	2,644
Military Affairs	15.8	16.1	15.5	16.6	16.9	2,525	2,647	2,531	2,715	2,771
Nursing	13.0	13.1	13.6	13.9	12.3	2,584	2,498	2,749	2,593	2,255
Pioneers Home	11.8	12.4	11.9	13.8	12.2	1,522	1,583	1,492	1,832	1,657
PSPRS	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Registrar of Contractors	16.0	16.8	16.7	16.8	15.7	2,702	2,711	2,711	2,794	2,649
Revenue	16.0	16.9	14.7	16.7	15.6	2,767	2,901	2,541	2,898	2,765
Secretary of State	13.8	16.6	17.1	18.1	16.4	2,513	2,694	2,743	2,982	2,748
State Land	14.9	15.7	14.5	16.1	17.3	2,844	2,990	2,883	3,302	3,521
State Parks	14.7	15.1	16.0	15.1	14.4	2,481	2,472	2,695	2,539	2,453
Transportation	14.7	17.0	14.8	15.3	15.2	2,360	2,779	2,459	2,593	2,581
Veterans' Services	13.2	14.3	12.0	11.9	10.8	1,907	2,171	1,782	1,830	1,693
Water Resources	16.4	16.4	16.3	16.7	16.1	3,430	3,850	3,673	3,939	3,863
Small Agencies	16.2	16.4	15.1	15.8	15.7	3,157	3,329	3,042	3,203	3,198
SPS Average	14.5	15.2	13.8	14.2	14.3	\$2,416	\$2,550	\$2,318	\$2,406	\$2,409

Source: HRIS. The above calculations include annual leave taken and annual leave payout for all regular, active SPS employees.

5.3 – Average Sick Leave Use and Costs

Fiscal Year 2009 – 2013

Agency	Average Sick Leave Days					Average Sick Leave Costs				
	2009	2010	2011	2012	2013	2009	2010	2011	2012	2013
Administration	8.2	7.6	6.7	7.2	6.5	\$ 1,495	\$ 1,418	\$ 1,263	\$ 1,423	\$ 1,342
Agriculture	5.6	5.9	7.7	7.2	7.7	807	855	1,092	1,010	1,073
AHCCCS	9.1	9.3	8.7	8.5	7.1	1,336	1,407	1,308	1,260	1,070
ASRS	6.9	7.7	6.3	7.2	7.3	1,234	1,378	1,134	1,358	1,364
Attorney General	7.8	7.9	8.3	7.7	7.8	1,610	1,642	1,794	1,743	1,749
Corporation Commission	9.4	10.7	9.7	8.8	8.7	1,767	2,085	2,021	1,742	1,765
Corrections	9.5	9.6	8.1	8.8	8.6	1,489	1,510	1,276	1,383	1,306
Early Childhood	5.4	7.9	5.9	6.1	8.1	1,180	1,752	1,254	1,330	1,942
Economic Security	9.4	10.2	8.9	8.5	8.5	1,298	1,422	1,231	1,185	1,182
Education	9.3	9.4	8.0	7.1	6.9	1,803	1,876	1,537	1,391	1,381
Environmental Quality	10.0	10.4	10.0	10.5	8.5	1,681	1,772	1,694	1,792	1,464
Forestry	3.1	2.8	2.8	3.1	3.1	498	471	425	479	507
Game & Fish	6.0	6.3	6.2	6.4	4.7	1,056	1,130	1,172	1,142	884
Gaming	7.3	8.4	7.4	8.0	7.7	1,381	1,658	1,487	1,566	1,506
Governor's Office	4.7	4.5	5.2	5.1	5.3	1,023	962	979	1,078	1,212
Health Services	9.1	9.8	9.6	9.0	7.8	1,588	1,745	1,680	1,617	1,397
Housing	8.3	7.6	7.1	6.8	7.5	1,614	1,452	1,390	1,409	1,502
Industrial Commission	8.0	9.5	8.4	9.6	8.6	1,138	1,396	1,278	1,463	1,332
Insurance	6.1	8.5	7.4	6.5	6.2	1,078	1,523	1,287	1,144	1,015
Juvenile Corrections	8.3	9.3	8.7	8.1	9.3	1,365	1,559	1,434	1,320	1,480
Lottery Commission	8.2	8.8	9.4	9.4	8.4	1,302	1,440	1,520	1,537	1,385
Military Affairs	7.0	7.7	7.7	7.5	7.5	1,098	1,221	1,252	1,216	1,195
Nursing	6.5	7.5	6.4	5.9	6.3	1,044	1,382	995	923	1,129
Pioneers Home	7.3	8.0	8.8	10.2	7.8	965	1,012	1,093	1,385	1,017
PSPRS	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Registrar of Contractors	8.3	9.4	9.5	10.5	8.7	1,261	1,395	1,468	1,648	1,369
Revenue	9.6	10.8	8.8	9.7	8.6	1,537	1,714	1,412	1,584	1,439
Secretary of State	7.6	9.0	9.3	9.6	8.1	1,183	1,327	1,419	1,525	1,357
State Land	10.7	9.8	8.3	7.5	7.9	1,936	1,794	1,561	1,393	1,497
State Parks	7.8	8.1	6.6	7.1	6.1	1,222	1,246	997	1,105	966
Transportation	9.3	10.2	8.6	8.6	8.4	1,377	1,542	1,312	1,353	1,325
Veterans' Services	7.2	8.2	8.1	7.2	6.5	993	1,165	1,147	1,021	944
Water Resources	9.5	7.7	7.0	6.9	6.8	1,795	1,647	1,469	1,427	1,437
Small Agencies	7.4	7.2	6.9	7.1	7.1	1,309	1,335	1,280	1,310	1,307
SPS Average	9.0	9.5	8.4	8.5	8.1	\$1,393	\$1,485	\$1,311	\$1,330	\$1,274

Source: HRIS. In addition to sick leave, the above calculations include donated leave and family leave for all regular, active SPS employees.

5.4 – Rank Order of All States by Ratio of Total State Payroll to State Population Fiscal Year 2011

Rank	State	Payroll per Capita
1	Alaska	\$191.15
2	Hawaii	\$167.92
3	Delaware	\$120.34
4	North Dakota	\$110.81
5	Vermont	\$106.35
6	Wyoming	\$99.07
7	Connecticut	\$97.85
8	New Jersey	\$95.96
9	Rhode Island	\$95.46
10	Washington	\$86.56
11	New Mexico	\$85.82
12	Iowa	\$85.14
13	Arkansas	\$81.73
14	Montana	\$81.34
15	Utah	\$80.53
16	Oregon	\$77.74
17	Louisiana	\$77.06
18	Minnesota	\$76.59
19	West Virginia	\$76.48
20	Alabama	\$75.80
21	Michigan	\$72.34
22	New York	\$70.02
23	Massachusetts	\$69.85
24	Kentucky	\$69.66
25	Mississippi	\$69.57
26	Maryland	\$69.49

Rank	State	Payroll per Capita
27	Colorado	\$69.36
28	Oklahoma	\$69.05
29	South Dakota	\$66.81
30	Nebraska	\$66.21
31	Virginia	\$65.57
32	Maine	\$65.52
33	New Hampshire	\$64.30
34	California	\$63.75
35	Kansas	\$62.14
36	South Carolina	\$61.52
37	North Carolina	\$60.98
38	Pennsylvania	\$60.95
39	Idaho	\$58.76
40	Wisconsin	\$57.56
41	Ohio	\$56.62
42	Indiana	\$53.32
43	Texas	\$53.25
44	Illinois	\$51.24
45	Missouri	\$49.93
46	Tennessee	\$48.78
47	Nevada	\$48.54
48	Georgia	\$48.52
49	Arizona	\$44.27
50	Florida	\$37.05
*	United States	\$64.10

Source: U.S. Census Bureau, Governments Division. March 2011, the most current information available. Population data estimate for July 2011.

5.5 – Rank Order of All States by Ratio of State FTEs to State Population FY 2011

Rank	State	FTEs per Capita
1	Hawaii	421.9
2	Alaska	369.5
3	Delaware	288.7
4	North Dakota	271.5
5	Wyoming	236.5
6	Vermont	230.1
7	New Mexico	225.1
8	West Virginia	215.0
9	Arkansas	212.9
10	Montana	208.4
11	Mississippi	193.6
12	Utah	190.1
13	Alabama	186.9
14	Kentucky	186.6
15	Louisiana	184.5
16	Oklahoma	180.6
17	Rhode Island	179.9
18	Washington	177.5
19	South Dakota	175.5
20	Nebraska	174.1
21	Connecticut	173.1
22	Oregon	169.4
23	New Jersey	166.2
24	South Carolina	165.5
25	Iowa	164.4
26	Maine	160.7

Rank	State	FTEs per Capita
27	North Carolina	159.9
28	Virginia	154.2
29	Kansas	151.7
30	Minnesota	149.0
31	Maryland	148.5
32	New Hampshire	147.2
33	Michigan	146.7
34	Missouri	145.4
35	Colorado	140.9
36	Massachusetts	139.3
37	Indiana	137.8
38	Idaho	137.5
39	Tennessee	134.7
40	Pennsylvania	132.3
41	Georgia	126.0
42	New York	124.9
43	Texas	124.2
44	Wisconsin	124.2
45	Ohio	120.5
46	California	108.1
47	Arizona	106.4
48	Nevada	103.4
49	Illinois	102.0
50	Florida	96.5
*	United States	139.9

Source: U.S. Census Bureau, Governments Division. March 2011, the most current information available. Population data estimate for July 2011.

5.6 - Agency Statistics (FY2011 - FY2013)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Meeting Retirement Criteria
Accountancy	2011	12	49.8	10.9	\$51,649	41.7%	66.7%	50.0%	0.0%
	2012	12	50.8	11.9	\$52,232	41.7%	66.7%	50.0%	25.0%
	2013	11	52.8	13.9	\$51,980	27.3%	72.7%	45.5%	27.3%
Administration	2011	536	47.6	10.6	\$52,599	49.3%	50.4%	31.2%	14.2%
	2012	528	47.9	10.8	\$56,045	39.8%	51.3%	31.1%	17.2%
	2013	544	48.2	10.6	\$57,318	6.6%	51.3%	31.6%	17.6%
Administrative Hearings	2011	16	49.9	16.6	\$65,923	0.0%	56.3%	31.3%	18.8%
	2012	16	51.0	17.6	\$66,233	0.0%	56.3%	31.3%	18.8%
	2013	17	51.1	17.6	\$66,928	0.0%	58.8%	29.4%	23.5%
Agriculture	2011	266	47.5	9.1	\$35,334	23.7%	36.5%	33.8%	16.5%
	2012	256	46.7	8.9	\$36,715	17.2%	34.4%	36.7%	18.0%
	2013	211	47.2	10.0	\$38,561	3.3%	35.5%	38.9%	17.1%
AHCCCS	2011	915	48.9	11.5	\$42,919	70.3%	78.4%	44.3%	16.8%
	2012	957	48.1	11.0	\$42,946	69.9%	78.3%	43.5%	16.7%
	2013	940	48.3	11.1	\$43,808	17.2%	78.0%	41.8%	17.1%
Appraisal	2011	4	43.6	5.9	\$54,665	0.0%	75.0%	0.0%	25.0%
	2012	5	45.7	5.7	\$53,799	0.0%	80.0%	20.0%	20.0%
	2013	6	50.3	4.3	\$49,368	0.0%	100.0%	16.7%	0.0%
Arts Commission	2011	11	44.6	8.5	\$44,161	18.2%	90.9%	27.3%	0.0%
	2012	11	44.5	9.1	\$43,365	18.2%	81.8%	18.2%	0.0%
	2013	12	42.0	7.5	\$44,121	0.0%	75.0%	16.7%	8.3%
ASRS	2011	221	46.7	8.3	\$51,666	0.0%	59.3%	27.6%	9.5%
	2012	230	45.7	8.3	\$54,132	0.0%	59.6%	31.3%	7.4%
	2013	220	46.6	9.2	\$54,786	0.0%	61.4%	31.4%	9.1%
Attorney General	2011	572	48.3	9.6	\$64,732	18.4%	65.6%	25.9%	16.1%
	2012	577	48.3	9.7	\$64,777	14.9%	65.3%	25.5%	16.8%
	2013	587	48.2	9.5	\$65,129	5.8%	65.8%	26.6%	16.9%

5.6 - Agency Statistics (FY2011 - FY2013)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Meeting Retirement Criteria
Behavioral Health	2011	14	43.1	7.5	\$43,975	0.0%	92.9%	28.6%	0.0%
	2012	13	45.8	8.7	\$50,577	0.0%	100.0%	23.1%	23.1%
	2013	15	43.0	7.2	\$47,711	0.0%	93.3%	33.3%	13.3%
Charter Schools	2011	8	41.9	3.0	\$53,048	0.0%	75.0%	12.5%	0.0%
	2012	8	44.1	4.2	\$54,235	0.0%	75.0%	12.5%	12.5%
	2013	8	45.1	5.2	\$54,235	0.0%	75.0%	12.5%	12.5%
Chiropractic Examiners	2011	4	44.3	13.4	\$52,153	25.0%	100.0%	25.0%	0.0%
	2012	5	40.3	11.7	\$46,923	40.0%	80.0%	20.0%	0.0%
	2013	5	41.3	12.7	\$46,923	20.0%	80.0%	20.0%	0.0%
Corporation Commission	2011	260	48.6	10.9	\$56,537	50.4%	57.7%	39.6%	16.2%
	2012	256	48.4	10.9	\$55,899	50.4%	57.4%	41.0%	16.4%
	2013	249	49.4	11.6	\$58,266	12.9%	55.0%	38.2%	18.9%
Corrections	2011	9,676	41.7	8.4	\$40,435	94.8%	32.5%	44.9%	7.9%
	2012	9,871	41.5	8.4	\$40,215	94.9%	31.7%	46.3%	8.4%
	2013	9,196	41.2	8.7	\$39,517	77.1%	29.3%	48.7%	8.8%
Cosmetology	2011	16	51.4	12.0	\$41,203	87.5%	100.0%	18.8%	25.0%
	2012	16	49.7	12.2	\$41,896	87.5%	100.0%	25.0%	25.0%
	2013	17	48.6	11.8	\$40,945	5.9%	100.0%	23.5%	23.5%
Criminal Justice Commission	2011	26	47.3	10.1	\$56,856	0.0%	69.2%	15.4%	11.5%
	2012	23	46.6	10.3	\$59,181	0.0%	60.9%	17.4%	13.0%
	2013	24	46.2	9.2	\$58,582	0.0%	58.3%	16.7%	8.3%
Deaf & Hard of Hearing	2011	12	46.1	7.2	\$53,850	0.0%	83.3%	25.0%	16.7%
	2012	14	45.0	6.9	\$51,471	0.0%	85.7%	28.6%	7.1%
	2013	15	45.4	7.8	\$51,547	0.0%	80.0%	26.7%	6.7%
Dental Examiners	2011	9	44.3	5.4	\$47,972	0.0%	100.0%	22.2%	0.0%
	2012	9	45.3	6.4	\$48,849	0.0%	100.0%	22.2%	0.0%
	2013	9	50.1	6.3	\$48,704	0.0%	100.0%	22.2%	0.0%

5.6 - Agency Statistics (FY2011 - FY2013)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Meeting Retirement Criteria
Early Childhood	2011	138	42.2	4.1	\$59,705	16.7%	86.2%	42.0%	2.9%
	2012	138	44.0	4.8	\$60,722	13.0%	87.0%	44.9%	4.4%
	2013	138	43.7	5.3	\$59,726	2.2%	85.5%	46.4%	6.5%
Economic Security	2011	9,241	46.0	9.8	\$37,004	92.7%	76.9%	46.1%	13.6%
	2012	9,625	45.8	9.4	\$37,048	91.8%	76.7%	45.7%	13.9%
	2013	9,600	45.6	9.2	\$37,404	35.1%	77.2%	44.8%	13.9%
Education	2011	496	47.5	7.5	\$53,738	35.5%	74.4%	28.6%	12.7%
	2012	526	47.5	7.6	\$54,106	35.6%	74.9%	27.9%	11.6%
	2013	519	47.8	7.6	\$55,432	3.1%	75.7%	27.0%	12.1%
Environmental Quality	2011	502	49.9	13.0	\$46,304	61.4%	49.0%	27.5%	20.3%
	2012	468	50.5	13.5	\$46,919	56.8%	47.9%	29.1%	23.7%
	2013	474	49.2	12.7	\$47,694	5.3%	49.2%	29.3%	23.4%
Executive Clemency	2011	11	52.6	17.0	\$46,406	36.4%	81.8%	63.6%	27.3%
	2012	10	52.4	8.8	\$45,493	40.0%	60.0%	70.0%	10.0%
	2013	9	53.7	10.6	\$48,244	0.0%	55.6%	66.7%	11.1%
Exposition & State Fair	2011	24	47.2	15.2	\$52,707	41.7%	54.2%	29.2%	16.7%
	2012	23	48.2	15.3	\$51,425	43.5%	56.5%	26.1%	13.0%
	2013	23	48.2	15.6	\$53,651	8.7%	56.5%	26.1%	26.1%
Financial Institutions	2011	40	50.9	10.2	\$48,165	77.5%	57.5%	17.5%	25.0%
	2012	38	51.1	10.2	\$49,001	78.9%	52.6%	21.1%	18.4%
	2013	45	49.7	9.7	\$49,161	11.1%	48.9%	20.0%	20.0%
Fingerprinting	2011	5	51.4	11.4	\$47,254	80.0%	20.0%	20.0%	20.0%
	2012	5	52.4	12.4	\$49,654	80.0%	20.0%	20.0%	40.0%
	2013	6	47.2	9.1	\$50,045	16.7%	33.3%	16.7%	16.7%
Fire Building & Life Safety	2011	28	50.4	9.1	\$45,467	39.3%	46.4%	17.9%	25.0%
	2012	25	52.4	8.9	\$47,014	28.0%	52.0%	20.0%	24.0%
	2013	21	51.2	10.5	\$47,430	0.0%	47.6%	23.8%	23.8%

5.6 - Agency Statistics (FY2011 - FY2013)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Meeting Retirement Criteria
Forestry	2011	132	50.8	8.3	\$44,637	40.9%	17.4%	11.4%	18.9%
	2012	133	49.3	8.1	\$44,061	45.1%	19.5%	11.3%	18.8%
	2013	128	49.3	8.5	\$45,081	12.5%	20.3%	11.7%	18.0%
Game & Fish	2011	594	44.8	11.3	\$49,054	88.6%	35.5%	10.8%	14.3%
	2012	596	45.1	11.3	\$49,205	89.1%	36.6%	10.1%	15.6%
	2013	585	45.4	11.7	\$50,231	26.2%	36.8%	10.1%	17.6%
Gaming	2011	105	50.5	8.8	\$54,337	0.0%	39.0%	34.3%	10.5%
	2012	104	50.1	9.0	\$54,337	0.0%	38.5%	33.7%	14.4%
	2013	102	50.3	8.7	\$55,029	0.0%	38.2%	35.3%	18.6%
Geological Survey	2011	33	44.1	7.5	\$47,507	15.2%	51.5%	12.1%	15.2%
	2012	40	42.5	6.8	\$50,273	12.5%	55.0%	15.0%	15.0%
	2013	38	43.2	8.0	\$51,654	0.0%	52.6%	10.5%	18.4%
Governor's Office	2011	170	43.0	7.7	\$58,153	0.0%	55.3%	25.3%	13.5%
	2012	133	41.9	7.5	\$60,501	0.0%	61.7%	18.8%	11.3%
	2013	133	41.3	8.1	\$61,518	0.0%	56.4%	19.5%	12.0%
Health Services	2011	1,656	48.1	9.6	\$47,563	73.7%	64.0%	34.9%	14.4%
	2012	1,563	48.5	9.8	\$48,614	71.3%	64.4%	36.1%	15.7%
	2013	1,593	47.8	9.2	\$48,570	20.5%	63.8%	35.5%	15.3%
Highway Safety	2011	11	43.3	5.7	\$60,795	0.0%	54.5%	54.5%	18.2%
	2012	11	43.1	6.0	\$60,808	0.0%	63.6%	54.5%	18.2%
	2013	11	44.1	7.0	\$61,265	0.0%	63.6%	54.5%	18.2%
Historical Society	2011	39	49.5	11.0	\$39,942	79.5%	61.5%	35.9%	23.1%
	2012	40	50.1	11.0	\$40,102	80.0%	65.0%	35.0%	22.5%
	2013	38	49.1	11.0	\$40,461	31.6%	65.8%	31.6%	26.3%
Homeland Security	2011	15	42.7	5.9	\$61,376	0.0%	53.3%	26.7%	0.0%
	2012	16	41.9	7.7	\$59,672	0.0%	56.3%	18.8%	6.3%
	2013	16	42.9	6.4	\$59,099	0.0%	56.3%	18.8%	6.3%

5.6 - Agency Statistics (FY2011 - FY2013)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Meeting Retirement Criteria
Housing	2011	54	48.4	6.9	\$55,446	1.9%	83.3%	37.0%	14.8%
	2012	56	48.3	6.5	\$56,389	1.8%	80.4%	37.5%	8.9%
	2013	57	47.4	5.9	\$56,671	0.0%	77.2%	35.1%	7.0%
Industrial Commission	2011	232	49.9	11.8	\$42,509	81.0%	60.8%	44.4%	15.5%
	2012	245	50.5	11.6	\$42,916	82.4%	59.2%	44.5%	19.6%
	2013	234	50.7	11.6	\$44,181	25.6%	58.5%	43.2%	20.1%
Insurance	2011	90	51.7	12.9	\$51,830	53.3%	63.3%	21.1%	22.2%
	2012	94	50.8	12.6	\$50,917	51.1%	58.5%	22.3%	21.3%
	2013	92	50.6	12.4	\$51,561	13.0%	56.5%	23.9%	27.2%
Juvenile Corrections	2011	656	45.0	9.1	\$42,944	83.1%	45.9%	43.6%	9.3%
	2012	611	43.6	9.1	\$41,964	84.3%	44.2%	44.8%	8.7%
	2013	568	43.7	9.4	\$42,015	35.4%	46.7%	44.7%	10.0%
Liquor Licenses	2011	38	46.5	8.9	\$47,691	18.4%	57.9%	42.1%	15.8%
	2012	39	46.0	8.8	\$49,136	12.8%	59.0%	46.2%	15.4%
	2013	41	47.9	7.9	\$48,833	0.0%	53.7%	41.5%	12.2%
Lottery Commission	2011	92	50.3	12.3	\$43,508	75.0%	59.8%	29.3%	26.1%
	2012	88	50.1	12.0	\$43,366	75.0%	62.5%	29.5%	22.7%
	2013	85	50.9	11.5	\$43,040	27.1%	61.2%	29.4%	21.2%
Medical Board	2011	37	47.4	7.5	\$65,243	0.0%	83.8%	18.9%	13.5%
	2012	35	46.9	7.3	\$73,129	0.0%	77.1%	11.4%	8.6%
	2013	33	45.9	7.5	\$70,576	0.0%	84.8%	18.2%	9.1%
Military Affairs	2011	515	46.1	8.1	\$41,923	1.9%	24.7%	28.9%	11.8%
	2012	482	46.0	8.5	\$42,308	1.9%	23.7%	29.3%	12.7%
	2013	478	46.8	8.6	\$41,776	0.4%	24.7%	29.1%	12.6%
Mine Inspector	2011	14	55.5	6.8	\$49,743	0.0%	21.4%	21.4%	14.3%
	2012	15	55.8	7.3	\$48,299	0.0%	26.7%	20.0%	26.7%
	2013	13	57.0	9.0	\$50,249	0.0%	23.1%	23.1%	30.8%

5.6 - Agency Statistics (FY2011 - FY2013)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Meeting Retirement Criteria
Naturopathic Board	2011	7	54.4	11.7	\$54,212	0.0%	71.4%	28.6%	28.6%
	2012	7	59.2	12.6	\$56,551	0.0%	71.4%	14.3%	28.6%
	2013	6	60.5	13.9	\$50,792	0.0%	83.3%	16.7%	33.3%
Nursing	2011	54	52.9	9.0	\$48,056	50.0%	87.0%	29.6%	22.2%
	2012	57	54.0	9.3	\$49,089	49.1%	87.7%	28.1%	22.8%
	2013	55	52.8	8.6	\$50,402	18.2%	87.3%	23.6%	25.5%
Office of Pest Management	2011	21	50.7	10.6	\$43,439	28.6%	42.9%	42.9%	19.1%
	2012	19	49.5	10.1	\$40,039	31.6%	36.8%	42.1%	15.8%
	2013	19	49.6	11.0	\$40,039	15.8%	31.6%	42.1%	21.1%
Osteopathic Examiners	2011	5	60.6	7.6	\$68,877	0.0%	100.0%	0.0%	40.0%
	2012	6	53.4	6.7	\$61,198	0.0%	83.3%	0.0%	16.7%
	2013	6	56.9	7.6	\$61,371	0.0%	100.0%	0.0%	16.7%
Pharmacy Board	2011	13	53.1	10.4	\$71,907	0.0%	53.8%	0.0%	30.8%
	2012	15	52.7	10.3	\$75,067	0.0%	46.7%	6.7%	26.7%
	2013	17	53.2	10.0	\$74,715	0.0%	47.1%	11.8%	23.5%
Pioneers Home	2011	92	46.8	6.5	\$32,286	95.7%	72.8%	25.0%	8.7%
	2012	85	48.0	7.1	\$32,379	96.5%	72.9%	20.0%	11.8%
	2013	84	48.1	7.1	\$33,846	64.3%	70.2%	22.6%	13.1%
Postsecondary Education	2011	5	48.0	4.7	\$51,043	0.0%	80.0%	20.0%	20.0%
	2012	7	44.9	4.3	\$49,658	0.0%	57.1%	28.6%	14.3%
	2013	9	47.9	4.7	\$51,223	0.0%	77.8%	22.2%	22.2%
Power Authority	2011	9	57.0	9.0	\$89,111	0.0%	44.4%	22.2%	33.3%
	2012	8	56.9	8.8	\$90,275	0.0%	50.0%	25.0%	25.0%
	2013	6	53.5	7.1	\$77,987	0.0%	50.0%	33.3%	0.0%
Prescott Historical Society	2011	10	57.1	12.7	\$37,651	80.0%	40.0%	10.0%	40.0%
	2012	10	58.8	13.2	\$38,451	80.0%	30.0%	10.0%	40.0%
	2013	10	59.8	14.2	\$39,740	30.0%	30.0%	10.0%	40.0%

5.6 - Agency Statistics (FY2011 - FY2013)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Meeting Retirement Criteria
PSPRS	2011	47	48.9	8.5	\$87,852	0.0%	48.9%	8.5%	6.4%
	2012	53	48.2	8.3	\$83,919	0.0%	49.1%	7.5%	7.6%
	2013	54	48.2	9.1	\$84,895	0.0%	50.0%	11.1%	9.3%
Racing	2011	33	53.8	11.6	\$43,409	18.2%	42.4%	24.2%	33.3%
	2012	31	53.9	10.9	\$45,594	9.7%	29.0%	25.8%	29.0%
	2013	32	51.8	9.3	\$47,353	0.0%	28.1%	34.4%	25.0%
Radiation Regulatory Agency	2011	25	51.2	10.5	\$45,492	32.0%	36.0%	28.0%	24.0%
	2012	27	48.7	10.7	\$45,199	29.6%	37.0%	25.9%	25.9%
	2013	27	51.4	10.9	\$44,445	3.7%	37.0%	25.9%	40.7%
Real Estate	2011	30	52.6	13.6	\$41,137	33.3%	60.0%	36.7%	33.3%
	2012	30	52.5	13.6	\$41,457	26.7%	56.7%	23.3%	43.3%
	2013	29	51.4	10.1	\$40,752	3.4%	62.1%	24.1%	34.5%
Redistricting Commission	2011	4	49.3	6.2	\$73,789	0.0%	50.0%	50.0%	25.0%
	2012	5	52.1	3.7	\$65,536	0.0%	60.0%	40.0%	20.0%
	2013	5	53.1	4.7	\$66,976	0.0%	60.0%	40.0%	20.0%
Registrar of Contractors	2011	101	52.6	10.1	\$42,123	75.2%	45.5%	31.7%	25.7%
	2012	92	52.8	11.3	\$43,469	71.7%	47.8%	29.3%	23.9%
	2013	86	54.1	11.8	\$43,644	22.1%	46.5%	29.1%	25.6%
Revenue	2011	779	48.2	11.3	\$43,939	62.0%	61.7%	42.5%	18.7%
	2012	711	49.3	12.2	\$44,809	60.9%	62.7%	42.2%	21.4%
	2013	738	49.3	11.5	\$45,640	12.1%	63.4%	40.9%	20.7%
RUCO	2011	8	54.5	15.9	\$69,922	37.5%	50.0%	12.5%	25.0%
	2012	8	55.6	16.0	\$75,082	25.0%	37.5%	0.0%	50.0%
	2013	8	58.2	13.4	\$76,539	0.0%	25.0%	0.0%	50.0%
School Facilities Board	2011	16	51.0	5.8	\$64,109	0.0%	50.0%	37.5%	25.0%
	2012	14	54.2	7.5	\$67,553	0.0%	42.9%	35.7%	35.7%
	2013	14	55.2	8.5	\$67,553	0.0%	42.9%	35.7%	35.7%

5.6 - Agency Statistics (FY2011 - FY2013)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Meeting Retirement Criteria
Secretary of State	2011	139	47.1	8.6	\$42,201	0.0%	66.2%	25.9%	13.0%
	2012	138	47.6	9.0	\$42,717	0.0%	64.5%	23.9%	13.0%
	2013	139	47.2	9.0	\$42,748	2.9%	59.7%	23.0%	14.4%
State Land	2011	118	50.6	11.7	\$51,366	83.9%	39.8%	15.3%	25.4%
	2012	115	49.5	11.3	\$52,719	84.3%	40.9%	18.3%	21.7%
	2013	111	49.6	11.7	\$53,026	5.4%	37.8%	18.0%	27.0%
State Parks	2011	171	51.8	13.7	\$41,286	84.2%	38.6%	12.3%	28.1%
	2012	164	51.1	13.7	\$41,528	82.9%	37.2%	12.8%	26.8%
	2013	163	51.2	13.4	\$41,936	29.4%	39.3%	11.7%	24.5%
Technical Registration	2011	20	53.8	10.9	\$42,790	5.0%	65.0%	30.0%	30.0%
	2012	18	53.5	11.4	\$41,572	5.6%	66.7%	33.3%	33.3%
	2013	20	51.0	10.5	\$42,000	5.0%	65.0%	35.0%	15.0%
Tourism	2011	24	45.9	6.1	\$56,125	0.0%	91.7%	33.3%	16.7%
	2012	25	47.0	6.8	\$57,987	0.0%	92.0%	32.0%	16.0%
	2013	24	47.0	7.3	\$58,853	0.0%	91.7%	33.3%	12.5%
Transportation	2011	4,084	47.5	11.0	\$42,164	83.1%	41.0%	40.0%	15.9%
	2012	4,059	47.8	11.1	\$42,751	82.1%	40.9%	39.8%	16.5%
	2013	4,174	47.8	10.7	\$42,874	26.7%	40.9%	40.0%	16.2%
Treasurer	2011	24	45.7	12.5	\$61,979	33.3%	62.5%	29.2%	12.5%
	2012	25	46.7	13.0	\$59,795	40.0%	60.0%	36.0%	12.0%
	2013	26	48.7	13.4	\$60,168	7.7%	57.7%	34.6%	11.5%
Veterans' Services	2011	253	47.1	6.5	\$38,829	55.7%	65.6%	54.2%	14.2%
	2012	314	47.6	5.3	\$39,549	55.1%	64.3%	54.1%	11.8%
	2013	380	45.4	4.6	\$37,365	33.9%	66.6%	56.1%	8.4%
Water Infrastructure	2011	17	40.9	10.3	\$56,564	0.0%	70.6%	64.7%	5.9%
	2012	18	42.5	11.1	\$58,867	0.0%	66.7%	61.1%	11.1%
	2013	17	42.8	12.0	\$61,518	0.0%	70.6%	52.9%	11.8%

5.6 - Agency Statistics (FY2011 - FY2013)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Meeting Retirement Criteria
Water Resources	2011	94	47.6	13.3	\$58,735	51.1%	54.3%	25.5%	14.9%
	2012	104	48.0	12.7	\$60,380	42.3%	53.8%	26.0%	16.4%
	2013	110	48.7	12.6	\$59,469	0.0%	48.2%	26.4%	19.1%
Weights And Measures	2011	32	51.1	11.8	\$40,817	18.8%	34.4%	31.3%	15.6%
	2012	29	48.4	9.6	\$43,654	13.8%	34.5%	31.0%	13.8%
	2013	32	47.7	9.2	\$43,348	0.0%	34.4%	34.4%	18.8%
State Personnel System	2011	33,906	45.6	9.6	\$42,235	79.0%	53.6%	42.0%	12.9%
	2012	34,223	45.5	9.5	\$42,322	78.7%	53.5%	42.7%	13.3%
	2013	33,621	45.4	9.5	\$42,447	38.9%	53.4%	43.4%	13.6%

Source: HRIS. Data represents all regular, active SPS employees at fiscal year-end (June 30). Only agencies with 5 or more employees at the end of FY 2013 are included.

