

Katie Hobbs
Governor



Ben Henderson
Interim Director

ARIZONA DEPARTMENT OF ADMINISTRATION

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November 22, 2023

The Honorable Katie Hobbs
Executive Tower
1700 West Washington Street
Phoenix, Arizona 85007

The Honorable Warren Petersen
Arizona State Senate
1700 West Washington Street
Phoenix, Arizona 85007

The Honorable Ben Toma
Arizona House of Representatives
1700 West Washington Street
Phoenix, Arizona 85007

Dear Governor Hobbs, President Petersen, and Speaker Toma:

Pursuant to Arizona Revised Statutes § 41-751, the Arizona Department of Administration (ADOA) is providing you with the 2023 State Personnel System (SPS) Workforce Report. You also can view this and past years' reports at hr.az.gov/content/publications.

Fiscal Year (FY) 2023 was another remarkable year for the SPS. Notable highlights include:

- Increased hiring at some of our traditionally hardest to fill agencies, including the Departments of Corrections, Rehabilitation and Re-entry (ADCRR); Economic Security (DES), Child Safety (DCS), and the Arizona Health Care Cost Containment System (AHCCCS).
- A roughly 6.5% decrease in statewide turnover relative to the previous year, including the lowest employee attrition in more than five years at ADCRR.

Improved recruitment and retention is likely due to the positive perception and impact of the July 2022 statewide salary increase. We also believe the State's remote work policies continue to play a significant factor with recruitment and retention, based on employee feedback from post-pandemic annual engagement survey data.

We hope the information provided in this report will assist in decision making regarding Arizona state government and its employees. As always, the ADOA team and I are available to answer any questions you may have.

Sincerely,

A handwritten signature in black ink, appearing to read 'EAT', with a long horizontal flourish extending to the right.

Elizabeth Alvarado-Thorson
Cabinet Executive Officer
Executive Deputy Director

Attachment (1)



State of Arizona

Fiscal Year 2023

Workforce Report

State Personnel System

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Ben Henderson
Interim Director, Arizona Department of Administration

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).

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.

The table below identifies the number of active SPS employees as well as employee counts for each state agency (excluding the universities and Board of Regents) that operate their own personnel systems¹. The remainder of the information contained in this report provides information related to SPS employees only.

FY2023 Active Employee Headcount by Branch of Government

Executive	Public Safety	1,960
	State Personnel System Agencies	34,367
Judicial	Court of Appeals Div I	75
	Court of Appeals Div II	34
	Supreme Court	635
Legislative	Auditor General	169
	House Of Representatives	130
	Joint Legislative Budget Committee	22
	Legislative Council	61
	Senate	105
	Ombudsman Citizens Aide	12
Other	Arizona Commerce Authority	90
	Arizona State Schools for the Deaf And Blind	580
	Cotton Research Council	28
TOTAL		38,268

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

¹ This report is intended to focus attention on the majority of the state's workforce, which consists of regular, full-time employees. Therefore, data herein excludes employees in positions that were identified as temporary or working less than 0.25 full time equivalent.

SPS Headcount by Agency FY2019 to FY2023

Agency	2019	2020	2021	2022	2023	Chg 2022 vs 2023
Cabinet						
ADOA	478	468	476	470	525 ²	55
Agriculture	269	267	245	256	271	15
AHCCCS	1,114	1,113	1,144	1,112	1,214	102
Child Safety	2,722	2,807	2,654	2,574	2,892	318
Corrections	8,574	8,842	8,424	7,607	7,990	383
Economic Security	7,642	7,825	7,812	8,076	8,760	684
Environmental Quality	467	455	442	445	488	43
Forestry	115	106	119	152	190	38
Game & Fish	585	587	580	557	576	19
Gaming	103	97	94	97	109	12
Health Services	1,364	1,416	1,480	1,523	1,637	114
Highway Safety	12	13	12	13	11	(2)
Homeland Security	13	10	10	22	30	8
Housing	69	70	75	72	80	8
Industrial Commission	201	198	201	186	212	26
DIFI	-	136 ³	132	131	138	7
Juvenile Corrections	375	395	359	316	353	37
Liquor Licenses	33	37	27	38	51	13
Lottery Commission	87	90	87	63	63	-
Military Affairs	435	444	434	396	408	12
Real Estate	26	27	24	25	23	(2)
Registrar of Contractors	103	107	98	98	94	(4)
Revenue	516	566	568	559	578	19
School Facilities Board	14	12	11	13	- ⁴	(13)
State Land	92	96	94	89	92	3
State Parks	202	215	221	229	239	10
Tourism	26	26	24	22	27	5
Transportation	3,569	3,723	3,606	3,580	3,642	62
Veterans' Services	379	357	328	285	343	58
Water Resources	146	167	170	177	195	18
Elected						-
Attorney General	1,073	1,054	1,013	922	915	(7)
Corporation Commission	243	250	246	237	252	15

² School Facilities Board merged with ADOA in fiscal year 2023

³ Department of Insurance merged with Department of Financial Institutions to create DIFI

⁴ School Facilities Board merged with ADOA in fiscal year 2023.

Agency	2019	2020	2021	2022	2023	Chg 2022 vs 2023
Education	510	541	559	566	570	4
Governor's Office	105	117	114	110	124	14
Mine Inspector	13	13	13	14	17	3
Secretary of State	116	124	124	114	115	1
Treasurer	29	26	29	29	31	2
NonCabinet/Board/Commission						-
Accountancy	<10	11	12	11	12	1
Administrative Hearings	12	13	12	13	13	-
Arts Commission	12	12	11	12	12	-
ASRS	227	216	217	214	218	4
Behavioral Health	13	16	16	17	19	2
Charter Schools	<10	14	17	16	19	3
Cosmetology	20	19	16	21	22	1
Criminal Justice Commission	19	22	22	21	19	(2)
Deaf & Hard of Hearing	15	17	17	17	20	3
Early Childhood	153	156	153	149	143	(6)
Economic Opportunity	26	27	26	26	32	6
Executive Clemency	11	11	11	9	11	2
Exposition & State Fair	36	32	19	30	30	-
Historical Society	39	41	36	34	41	7
Medical Board	53	50	49	46	50	4
Nursing	58	57	57	59	63	4
Pharmacy Board	20	24	26	31	29	(2)
Pioneers Home	97	99	87	79	88	9
Prescott Historical Society	11	10	11	11	11	-
PSPRS	56	63	69	80	87	7
Technical Registration	18	19	16	21	22	1
WIFA	13	16	16	16	24	8
Dental Examiners	<10	<10	<10	11	11	-
Education Board	<10	<10	<10	18	22	4

Headcount data captured 6/30 of each fiscal year. Boards, Commissions, and Departments with fewer than 10 employees were not listed.

Turnover rates in the state declined 27% from 2022 to 2023, from 23.8% to 17.3%, respectively. The Arizona Department of Corrections, Rehabilitation, and Reentry (ADCRR) experienced its lowest rate of employee attrition in five years, at 14.0%. Several other agencies saw similar levels of declining year-over-year attrition including the Departments of Agriculture, Child Safety, Economic Security, Gaming, Housing, State Land, Parks and Trails, and Veterans' Services.

SPS Turnover by Agency FY2019 to FY2023

Agency	2019	2020	2021	2022	2023	Chg 2022 vs 2023
Cabinet						
ADOA	18.9%	13.7%	10.6%	13.1%	7.8%	-5.3
Agriculture	13.7%	20.5%	36.7%	46.2%	28.8%	-17.4
AHCCCS	12.5%	11.8%	10.8%	18.9%	14.5%	-4.4
Child Safety	25.2%	23.1%	29.7%	36.0%	27.4%	-8.5
Corrections	17.5%	15.6%	19.8%	20.8%	14.0%	-6.8
Economic Security	18.5%	16.6%	16.8%	28.5%	17.5%	-11.0
Environmental Quality	11.7%	12.8%	12.0%	16.2%	16.5%	0.3
Forestry	20.3%	19.9%	18.7%	15.4%	21.6%	6.2
Game & Fish	9.6%	11.3%	13.2%	16.7%	14.8%	-1.9
Gaming	12.9%	13.0%	7.3%	17.7%	9.7%	-8.0
Health Services	20.5%	16.7%	17.5%	22.7%	18.7%	-4.0
Highway Safety	8.3%	8.0%	32.0%	15.4%	41.7%	26.3
Homeland Security	0.0%	26.1%	20.0%	31.3%	15.4%	-15.9
Housing	10.1%	11.5%	13.8%	17.6%	7.9%	-9.7
Industrial Commission	23.7%	18.0%	21.1%	24.2%	13.1%	-11.2
DIFI	-	6.7%	15.7%	11.4%	8.9%	-2.5
Juvenile Corrections	34.8%	24.4%	27.1%	30.2%	34.3%	4.2
Liquor Licenses	11.9%	5.7%	34.4%	15.2%	22.2%	7.1
Lottery Commission	14.7%	10.2%	11.3%	38.7%	12.7%	-26.0
Military Affairs	18.5%	17.5%	20.5%	24.3%	19.4%	-4.9
Real Estate	45.6%	37.7%	27.5%	24.0%	20.8%	-3.2
Registrar of Contractors	17.0%	15.2%	14.6%	25.5%	22.9%	-2.6
Revenue	14.7%	11.6%	10.9%	12.8%	10.5%	-2.2
RUCO	15.4%	15.4%	0.0%	0.0%	0.0%	0.0
School Facilities Board	7.7%	7.7%	26.1%	0.0%	0.0%	0.0
State Land	18.3%	11.7%	13.7%	20.7%	12.1%	-8.6
State Parks	15.8%	16.8%	23.9%	36.4%	21.8%	-14.6
Tourism	11.3%	23.1%	8.0%	34.8%	28.0%	-6.8
Transportation	15.7%	15.1%	16.5%	18.0%	15.9%	-2.1
Veterans' Services	18.1%	24.2%	21.6%	41.0%	25.8%	-15.2
Water Resources	11.2%	7.0%	11.9%	14.4%	10.2%	-4.2
Elected						
Attorney General	18.0%	15.6%	18.1%	24.1%	17.6%	-6.4
Corporation Commission	17.6%	13.8%	15.7%	20.2%	9.4%	-10.9
Education	20.6%	11.2%	11.8%	18.5%	22.0%	3.5
Governor's Office	13.9%	21.6%	18.2%	40.2%	57.3%	17.1

Agency	2019	2020	2021	2022	2023	Chg 2022 vs 2023
Mine Inspector	0.0%	0.0%	0.0%	0.0%	0.0%	0.0
Secretary of State	25.1%	12.5%	16.9%	23.5%	15.7%	-7.9
Treasurer	13.8%	18.2%	3.6%	17.2%	16.7%	-0.6
NonCabinet/Board/Commission						
Accountancy	52.2%	38.1%	8.7%	16.7%	8.3%	-8.3
Acupuncture	100.0%	0.0%	0.0%	0.0%	0.0%	0.0
Administrative Hearings	8.7%	8.0%	8.0%	7.7%	7.7%	0.0
African-American Affairs	0.0%	0.0%	0.0%	0.0%	0.0%	0.0
Arts Commission	0.0%	16.7%	8.7%	0.0%	0.0%	0.0
ASRS	12.7%	10.4%	9.2%	16.2%	6.5%	-9.7
Athletic Training	100.0%	0.0%	0.0%	0.0%	0.0%	0.0
Auto Theft Authority	25.0%	⁵ -	-	-	-	0.0
Barber Examiners	25.0%	50.0%	0.0%	0.0%	0.0%	0.0
Behavioral Health	22.2%	13.8%	18.8%	23.5%	27.8%	4.2
Charter Schools	44.4%	26.1%	12.9%	5.9%	16.7%	10.8
Chiropractic Examiners	0.0%	20.0%	22.2%	125.0%	0.0%	-125.0
Clean Elections	16.7%	0.0%	0.0%	0.0%	0.0%	0.0
Cosmetology	5.3%	15.4%	34.3%	15.8%	9.1%	-6.7
Criminal Justice Commission	26.3%	4.9%	13.6%	22.7%	20.0%	-2.7
Deaf & Hard of Hearing	12.9%	0.0%	0.0%	0.0%	0.0%	0.0
Dental Examiners	35.3%	0.0%	0.0%	0.0%	0.0%	0.0
Early Childhood	16.2%	11.0%	9.1%	17.2%	18.5%	1.3
Economic Opportunity	11.1%	18.9%	15.1%	15.4%	6.9%	-8.5
Education Board	18.2%	0.0%	0.0%	0.0%	0.0%	0.0
Equalization	0.0%	0.0%	0.0%	0.0%	0.0%	0.0
Executive Clemency	28.6%	9.1%	27.3%	20.0%	10.0%	-10.0
Exposition & State Fair	19.7%	26.5%	47.1%	0.0%	10.0%	10.0
Fingerprinting	0.0%	0.0%	0.0%	0.0%	0.0%	0.0
Funeral Directors	0.0%	25.0%	0.0%	0.0%	0.0%	0.0
Historical Society	28.2%	22.5%	7.8%	40.0%	10.5%	-29.5
Homeopathic Med Exam	200.0%	⁶ -	-	-	-	0.0
Massage Therapy Board	0.0%	0.0%	0.0%	0.0%	0.0%	0.0
Medical Board	15.5%	13.6%	10.1%	22.9%	10.4%	-12.5
Naturopathic Board	0.0%	0.0%	0.0%	0.0%	0.0%	0.0
Navigable Streams	0.0%	0.0%	0.0%	0.0%	0.0%	0.0
Nursing	14.9%	13.9%	21.1%	22.4%	26.2%	3.8
Nursing Care Exam Board	0.0%	0.0%	0.0%	0.0%	0.0%	0.0

⁵ Merged with DIFI

⁶ No data available

Agency	2019	2020	2021	2022	2023	Chg 2022 vs 2023
Occupational Therapy	0.0%	0.0%	0.0%	0.0%	0.0%	0.0
Opticians Bd of Dispensing	0.0%	0.0%	0.0%	0.0%	0.0%	0.0
Optometry	0.0%	0.0%	50.0%	0.0%	50.0%	50.0
Osteopathic Examiners	28.6%	26.7%	12.5%	12.5%	0.0%	-12.5
Personnel Board	0.0%	0.0%	0.0%	0.0%	0.0%	0.0
Pharmacy Board	9.8%	9.1%	16.0%	3.4%	16.7%	13.2
Physical Therapy	0.0%	20.0%	0.0%	0.0%	0.0%	0.0
Pioneers Home	35.6%	32.7%	29.0%	25.3%	32.1%	6.8
Podiatry Examiners	66.7%	0.0%	0.0%	0.0%	0.0%	0.0
Postsecondary Education	14.3%	0.0%	111.1%	200.0% ⁷	0.0%	-200.0
Power Authority	0.0%	33.3%	20.0%	40.0%	0.0%	-40.0
Prescott Historical Society	0.0%	9.5%	19.0%	27.3%	18.2%	-9.1
Private Postsecondary Ed	0.0%	0.0%	20.0%	0.0%	0.0%	0.0
PSPRS	14.3%	21.8%	4.5%	13.3%	3.6%	-9.8
Psychologist Examiners	0.0%	22.2%	0.0%	0.0%	0.0%	0.0
Respiratory Care	0.0%	0.0%	0.0%	0.0%	0.0%	0.0
Tax Appeals	0.0%	0.0%	0.0%	0.0%	0.0%	0.0
Technical Registration	10.5%	21.6%	28.6%	36.8%	9.1%	-27.8
Veterinary Medical Exam	0.0%	28.6%	0.0%	40.0%	20.0%	-20.0
WIFA	23.1%	27.6%	0.0%	0.0%	0.0%	0.0

Source: The State's Human Resource Information Solution (HRIS). Data includes all regular, active employees at fiscal year-end (June 30). Turnover rate is calculated by taking the count of employees that separated from the State in fiscal year 2023 divided by the average count of employees in fiscal year 2023. Average employee count is calculated from the employee count on June 30, 2023 and June 30, 2022.

SPS Average Salary by Agency FY2019 to FY2023

Agency	2019	2020	2021	2022	2023	Chng 2022 vs 2023
Cabinet						
ADOA	\$72,074	\$72,914	\$73,772	\$76,632	\$85,596	11.7%
Agriculture	\$43,107	\$43,673	\$45,195	\$47,816	\$56,459	18.1%
AHCCCS	\$51,441	\$52,494	\$53,331	\$55,100	\$61,507	11.6%
Child Safety	\$44,345	\$44,478	\$46,629	\$46,588	\$52,423	12.5%
Corrections	\$43,758	\$43,562	\$46,042	\$47,141	\$56,067	18.9%
Economic Security	\$42,030	\$42,306	\$44,779	\$45,624	\$53,474	17.2%
Environmental Quality	\$63,842	\$67,550	\$69,839	\$71,274	\$78,124	9.6%
Forestry	\$47,564	\$51,032	\$50,982	\$53,447	\$59,345	11.0%

⁷ Transferred to the Board of Regents

Agency	2019	2020	2021	2022	2023	Chng 2022 vs 2023
Game & Fish	\$54,168	\$54,841	\$58,098	\$60,031	\$65,896	9.8%
Gaming	\$61,723	\$62,885	\$64,002	\$65,253	\$71,153	9.0%
Health Services	\$53,719	\$54,053	\$55,376	\$58,311	\$66,592	14.2%
Highway Safety	\$60,728	\$60,904	\$62,978	\$64,322	\$66,506	3.4%
Homeland Security	\$73,999	\$74,832	\$79,963	\$87,148	\$90,005	3.3%
Housing	\$63,338	\$66,297	\$65,960	\$67,724	\$73,984	9.2%
Industrial Commission	\$52,109	\$52,505	\$53,673	\$53,381	\$57,757	8.2%
DIFI	-	\$60,558	\$63,211	\$64,587	\$70,107	8.5%
Juvenile Corrections	\$49,071	\$49,422	\$51,864	\$54,852	\$63,678	16.1%
Liquor Licenses	\$52,669	\$51,509	\$51,354	\$55,262	\$65,925	19.3%
Lottery Commission	\$47,433	\$48,862	\$50,241	\$64,548	\$70,078	8.6%
Military Affairs	\$44,636	\$45,212	\$46,139	\$47,458	\$51,975	9.5%
Real Estate	\$50,999	\$52,205	\$53,285	\$53,991	\$64,374	19.2%
Registrar of Contractors	\$56,337	\$57,569	\$59,813	\$61,275	\$67,635	10.4%
Revenue	\$56,241	\$57,682	\$57,057	\$57,707	\$62,281	7.9%
RUCO	\$81,530	\$86,561	\$86,875	\$89,500	\$99,013	10.6%
School Facilities Board	\$72,892	\$68,123	\$68,862	\$71,056	-	-100.0%
State Land	\$62,579	\$65,464	\$65,935	\$69,061	\$76,152	10.3%
State Parks	\$47,562	\$47,144	\$49,217	\$49,709	\$55,419	11.5%
Tourism	\$65,364	\$69,701	\$69,759	\$75,624	\$79,421	5.0%
Transportation	\$49,215	\$50,698	\$53,800	\$54,223	\$59,894	10.5%
Veterans' Services	\$42,679	\$43,167	\$45,845	\$49,711	\$56,120	12.9%
Water Resources	\$62,258	\$61,624	\$62,622	\$74,608	\$81,609	9.4%
Elected						
Attorney General	\$64,212	\$64,781	\$66,178	\$67,823	\$75,168	10.8%
Corporation Commission	\$61,201	\$61,170	\$62,112	\$64,786	\$73,810	13.9%
Education	\$59,736	\$63,622	\$63,558	\$65,362	\$73,844	13.0%
Governor's Office	\$74,798	\$75,458	\$78,138	\$80,333	\$94,236	17.3%
Mine Inspector	\$53,587	\$53,587	\$54,128	\$55,345	\$57,305	3.5%
Secretary of State	\$52,157	\$53,566	\$53,842	\$56,238	\$66,556	18.3%
Treasurer	\$70,154	\$81,181	\$79,360	\$84,998	\$93,816	10.4%
NonCabinet/Board/Commission						
Accountancy	\$64,586	\$62,883	\$63,145	\$63,908	\$70,166	9.8%
Acupuncture	\$80,000	\$57,680	\$59,999	\$59,999	\$65,999	10.0%
Administrative Hearings	\$76,119	\$77,091	\$76,599	\$75,221	\$82,620	9.8%
African-American Affairs	\$68,250	\$38,025	\$38,025	\$38,025	\$41,828	10.0%
Arts Commission	\$48,652	\$50,360	\$49,246	\$54,917	\$64,792	18.0%
ASRS	\$65,833	\$65,467	\$69,591	\$70,865	\$80,130	13.1%
Athletic Training	\$29,120	\$34,944	\$38,438	\$38,438	\$42,282	10.0%

Agency	2019	2020	2021	2022	2023	Chng 2022 vs 2023
Auto Theft Authority	\$59,874	-	-	-	-	-
Barber Examiners	\$46,875	\$46,750	\$46,750	- ⁸	-	-
Behavioral Health	\$56,389	\$53,685	\$56,223	\$55,405	\$60,647	9.5%
Charter Schools	\$58,611	\$59,536	\$57,765	\$62,125	\$64,253	3.4%
Chiropractic Examiners	\$43,516	\$44,980	\$37,162	\$52,092	\$57,301	10.0%
Clean Elections	\$84,456	\$80,750	\$84,294	\$87,962	\$104,801	19.1%
Cosmetology	\$40,283	\$41,512	\$41,901	\$49,671	\$57,516	15.8%
Criminal Justice Commission	\$64,733	\$66,618	\$67,214	\$68,289	\$78,234	14.6%
Deaf & Hard of Hearing	\$64,488	\$65,558	\$67,894	\$72,463	\$73,979	2.1%
Dental Examiners	\$54,920	\$56,409	\$59,417	\$58,805	\$66,394	12.9%
Early Childhood	\$62,325	\$62,017	\$62,931	\$62,681	\$75,997	21.2%
Economic Opportunity	\$63,447	\$65,534	\$68,543	\$65,358	\$78,038	19.4%
Education Board	\$67,331	\$75,206	\$74,462	\$64,302	\$73,582	14.4%
Equalization	\$63,091	\$63,091	\$63,091	\$65,376	\$71,914	10.0%
Executive Clemency	\$57,558	\$58,314	\$59,958	\$54,122	\$63,967	18.2%
Exposition & State Fair	\$48,553	\$50,560	\$61,810	\$60,978	\$67,613	10.9%
Fingerprinting	\$57,443	\$55,473	\$55,473	\$55,473	\$64,747	16.7%
Funeral Directors	\$43,820	\$41,950	\$43,750	\$60,000	- ⁹	-100.0%
Historical Society	\$40,065	\$41,504	\$45,067	\$45,473	\$48,974	7.7%
Massage Therapy Board	\$45,167	\$45,827	\$52,819	\$58,010	\$63,811	10.0%
Medical Board	\$58,593	\$58,463	\$58,858	\$61,569	\$67,892	10.3%
Naturopathic Board	\$64,101	\$64,101	\$70,511	\$70,511	\$77,562	10.0%
Navigable Streams	\$70,781	\$70,781	\$70,781	\$70,781	\$73,000	3.1%
Nursing	\$53,238	\$52,993	\$53,397	\$56,174	\$66,770	18.9%
Nursing Care Exam Board	\$58,564	\$61,150	\$47,523	\$55,083	\$52,054	-5.5%
Occupational Therapy	\$57,897	\$57,897	\$57,897	\$47,138	\$69,676	47.8%
Opticians Bd of Dispensing	\$75,000	\$80,250	\$80,250	\$83,059	\$91,364	10.0%
Optometry	\$62,659	\$62,659	\$59,241	\$66,252	\$78,077	17.8%
Osteopathic Examiners	\$55,164	\$56,516	\$57,911	\$59,229	\$63,289	6.9%
Personnel Board	\$57,000	\$57,000	\$57,000	\$57,000	\$45,582	-20.0%
Pharmacy Board	\$72,724	\$70,655	\$71,312	\$71,334	\$82,312	15.4%
Physical Therapy	\$43,233	\$42,678	\$42,678	\$47,816	\$52,598	10.0%
Pioneers Home	\$36,484	\$38,528	\$38,590	\$39,997	\$44,545	11.4%
Podiatry Examiners	\$65,000	\$65,000	- ¹⁰	\$95,000	\$104,500	10.0%
Postsecondary Education	\$58,042	\$58,042	\$54,026	-	-	-
Power Authority	\$98,173	\$101,433	\$109,753	\$112,065	\$117,306	4.7%
Prescott Historical Society	\$48,597	\$48,997	\$49,849	\$49,673	\$55,166	11.1%

⁸ Merged with Cosmetology

⁹ Merged with Health Services

¹⁰ No data available

Agency	2019	2020	2021	2022	2023	Chng 2022 vs 2023
Private Postsecondary Ed	\$72,455	\$59,663	\$62,953	\$62,953	\$68,515	8.8%
PSPRS	\$95,567	\$93,266	\$95,242	\$92,913	\$105,723	13.8%
Psychologist Examiners	\$51,392	\$57,358	\$59,248	\$52,390	\$60,375	15.2%
Respiratory Care	\$54,367	\$53,294	\$48,596	\$53,722	\$41,739	-22.3%
Tax Appeals	\$55,200	\$63,173	\$63,173	\$47,407	\$52,147	10.0%
Technical Registration	\$51,691	\$52,393	\$54,512	\$51,305	\$54,205	5.7%
Veterinary Medical Exam	\$59,611	\$67,479	\$54,802	\$57,048	\$61,216	7.3%
WIFA	\$65,463	\$64,664	\$68,545	\$69,454	\$100,078	44.1%

SPS Overtime Expenditures by Agency FY2019 to FY2023

Agency	2019	2020	2021	2022	2023
Cabinet					
ADOA	\$107,434	\$96,420	\$89,096	\$91,514	\$134,488
Agriculture	\$458,772	\$660,913	\$878,554	\$656,952	\$839,708
AHCCCS	\$21,293	\$51,571	\$97,560	\$106,205	\$219,747
Child Safety	\$3,460,133	\$3,977,171	\$3,833,613	\$4,957,971	\$5,985,076
Corrections	\$48,178,447	\$64,493,376	\$50,820,562	\$55,129,473	\$76,623,185
Economic Security	\$5,078,295	\$6,071,093	\$9,826,600	\$8,639,951	\$8,218,218
Environmental Quality	\$43,904	\$33,894	\$14,879	\$12,454	\$14,560
Financial Institutions	\$2,134	\$1,240	\$0	\$0	\$0
Forestry	\$1,341,145	\$1,342,151	\$2,389,781	\$2,157,499	\$2,172,295
Game & Fish	\$258,442	\$459,103	\$975,733	\$571,309	\$254,095
Gaming	\$7	\$1,595	\$1,724	\$1,394	\$1,428
Health Services	\$2,656,110	\$3,258,130	\$3,908,754	\$5,017,618	\$6,547,333
Highway Safety	\$4,715	\$4,286	\$0	\$355	\$0
Homeland Security	\$0	\$0	\$0	\$0	\$109
Housing	\$9,816	\$1,225	\$0	\$6,534	\$1,207
Industrial Commission	\$14,672	\$30,283	\$70,592	\$84,838	\$39,385
Insurance	\$39,485	\$18,939	\$21,585	\$11,677	\$10,372
Juvenile Corrections	\$536,938	\$1,175,512	\$1,201,567	\$1,585,455	\$1,218,701
Liquor Licenses	\$111,430	\$65,103	\$63,143	\$101,216	\$134,683
Lottery Commission	\$40,884	\$17,462	\$4,801	\$5,302	\$5,926
Military Affairs	\$904,427	\$1,012,768	\$930,768	\$869,499	\$1,110,928
Real Estate	\$28	\$0	\$0	\$0	\$0
Registrar of Contractors	\$7,717	\$1,351	\$162	\$3,911	\$1,089
Revenue	\$30,083	\$2,858	\$22,644	\$126,993	\$109,342
State Land	\$3,430	\$4,148	\$1,298	\$1,749	\$1,553
State Parks	\$22,638	\$51,959	\$76,968	\$80,287	\$119,396
Transportation	\$7,529,451	\$6,941,173	\$5,282,563	\$4,656,020	\$5,983,314
Veterans' Services	\$1,555,712	\$1,582,174	\$1,325,750	\$1,026,209	\$1,235,532
Water Resources	\$1,165	\$1,102	\$955	\$1,691	\$2,959
Elected					
Attorney General	\$150,909	\$199,990	\$213,033	\$312,964	\$356,280
Corporation Commission	\$51,991	\$10,478	\$13,173	\$32,043	\$21,451
Education	\$55,421	\$74,039	\$220,570	\$215,782	\$152,360
Governor's Office	\$0	\$2,756	\$3,346	\$228	\$209
Mine Inspector	\$0	\$0	\$0	\$0	\$0
Secretary of State	\$27,996	\$5,818	\$78,567	\$25,684	\$61,661
Treasurer	\$0	\$0	\$0	\$0	\$0
NonCabinet/Board/Commission					
Accountancy	\$680	\$2,947	\$79	\$59	\$62
Arts Commission	\$114	\$114	\$0	\$0	\$0
ASRS	\$23,061	\$12,366	\$10,263	\$28,236	\$35,613
Athletic Training	\$693	\$813	\$0	\$887	\$488
Auto Theft Authority	\$1,313	\$244	\$0	\$0	\$0
Barber Examiners	\$257	\$132	\$0	\$0	\$0

Agency	2019	2020	2021	2022	2023
Behavioral Health	\$5,498	\$4,412	\$7,140	\$8,502	\$8,060
Chiropractic Examiners	\$0	\$0	\$0	\$857	\$1,050
Clean Elections	\$963	\$747	\$66	\$452	\$0
Cosmetology	\$0	\$0	\$0	\$446	\$16
Criminal Justice Commission	\$0	\$0	\$0	\$0	\$0
Deaf & Hard of Hearing	\$0	\$0	\$0	\$0	\$0
Dental Examiners	\$2,952	\$5,903	\$20,463	\$12,758	\$3,341
Early Childhood	\$0	\$0	\$0	\$0	\$0
Economic Opportunity	\$0	\$0	\$0	\$0	\$214
Education Board	\$0	\$0	\$0	\$1,983	\$1,990
Equalization	\$335	\$0	\$0	\$0	\$114
Executive Clemency	\$5,945	\$16,707	\$210	\$0	\$0
Exposition & State Fair	\$306,575	\$275,727	\$43,085	\$311,633	\$318,801
Funeral Directors	\$822	\$204	\$356	\$416	\$1,266
Historical Society	\$0	\$0	\$0	\$29	\$74
Massage Therapy Board	\$178	\$0	\$6,143	\$3,495	\$0
Medical Board	\$10,248	\$21,323	\$45,818	\$29,514	\$19,636
Nursing	\$6,245	\$2,787	\$24,807	\$30,340	\$2,233
Nursing Care Exam Board	\$364	\$480	\$111	\$444	-\$68
Occupational Therapy	\$935	\$324	\$0	\$5,389	\$3,214
Opticians Bd of Dispensing	\$0	\$202	\$1,378	\$0	\$0
Optometry	\$0	\$0	\$52	\$0	\$0
Osteopathic Examiners	\$6,431	\$364	\$270	\$1,329	\$1,370
Pharmacy Board	\$0	\$0	\$0	\$0	\$0
Physical Therapy	\$7,682	\$1,222	\$0	\$0	\$569
Pioneers Home	\$93,717	\$97,566	\$138,299	\$148,783	\$161,876
Prescott Historical Society	\$0	\$0	\$0	\$0	\$2,477
Private Postsecondary Ed	\$28	\$56	\$0	\$0	\$0
PSPRS	\$11,720	\$1,159	\$589	\$0	\$319
Psychologist Examiners	\$0	\$2,411	\$3,250	\$2,954	\$0
Respiratory Care	\$0	\$325	\$1,066	\$830	\$1,088
Technical Registration	\$248	\$0	\$0	\$0	\$2,066
Veterinary Medical Exam	\$2,956	\$1,688	\$3,012	\$6,043	\$6,779

Source: The State's financial system (AFIS) accessed via OpenBooks.az.gov, Arizona's official transparency website, provided data for this table. 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 cash paid for overtime only, as this provides a more accurate representation of the State's total liability for overtime.

State of Arizona
2023 Workforce Report
SPS Executive Summary
As of June 30, 2023

Headcount	34,367
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Gender		
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	State Personnel System	Arizona Population
Gender Type		
Female	55.7%	50.1%
Male	44.3%	49.9%

Average Age	43.9
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Salary	
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Average Salary	\$ 59,453
Salary difference from last year	14.4%

Turnover	
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Voluntary	13.9%
Involuntary	0.7%
Retirement	2.2%
Other	0.5%
Total Turnover	17.3%
Turnover Difference from last year	-6.5

Average Years of Service	7.8
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Ethnicity		
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	State Personnel System	Arizona Population
Ethnicity Type		
American Indian	2.6%	5.3%
Asian	3.4%	3.8%
Black	7.9%	5.4%
Hispanic	34.0%	32.3%
Unspecified	7.8%	n/a
White	44.3%	53.2%

The following table shows the average salary for the State Personnel System (SPS) reported from 2013 to present and the percentage change in that average year over year. Also listed are any historical salary adjustments for the time period, either across the board or for selected job classifications.

Fiscal Year	Average Salary	% Change in Average	General Salary Adjustment	Performance	Retention	Allocations for Select Classes
2013	\$42,447	0.3%	-	-	5.00% ¹¹	x
2014	\$43,832	3.2%	-	-	-	x
2015	\$44,116	0.6%	-	-	-	x
2016	\$45,062	2.1%	-	-	-	x
2017	\$45,981	2.0%	-	-	-	x
2018	\$46,548	1.2%	-	-	-	x
2019	\$47,998	3.1%	-	-	-	✓ ¹²
2020	\$48,462	1.0%	-	-	-	x
2021	\$50,704	4.6%	-	-	-	✓ ¹³
2022	\$51,987	2.5%	-	-	-	-
2023	\$59,453	14.4%	-	-	-	✓ ¹⁴

Conclusion and Recommendation

The FY2024 budget included funding for ADOA to undertake a market analysis on SPS pay and benefits and to deliver a final report to the Governor’s Office by June 30, 2024. ADOA’s advisory recommendation regarding the State workforce is pending the review and analysis of the compensation study’s results and recommendations.

¹¹ 5% retention pay for uncovered employees and those that elected to become at-will uncovered. Permanently rolled into base pay in FY2014

¹² Salary increases for select classifications including public safety and security positions

¹³ Salary increases for select classifications including public safety and security positions, Program Service Evaluators at DES, and Transportation & Highway Operations positions at ADOT

¹⁴ 20% salary increase for employees at ADCRR and ADJC, varying percentages above 10% for select classifications, and 10% for all other state employees