

Katie Hobbs
Governor



Elizabeth
Alvarado-Thorson
Director

ARIZONA DEPARTMENT OF ADMINISTRATION

100 NORTH FIFTEENTH AVENUE • SUITE 302
PHOENIX, ARIZONA 85007
(602) 542-1500

January 6, 2025

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 2024 State Personnel System (SPS) Workforce Report. You also can view this and past years' reports at hr.az.gov/content/publications.

Notable highlights for Fiscal Year (FY) 2024 include:

- Average salaries rose slightly as agencies identified opportunities to incentivize and recognize staff within their current appropriations. However, the increase of 1.4% was still well below the increase in the Consumer Price Index (CPI) of 3.0% during the same period as well as the 4.1% average percentage salary increase for public and private sector employers per Willis Towers Watson, a leading employee compensation consulting firm.

- Cabinet agencies were able to reduce overtime expenditures by nearly \$1,700,000 from FY 23 despite a significant increase of over \$900,000 at the Department of Forestry and Fire Management in response to a busier-than-usual fire season. This was led by a reduction of overtime at the Department of Corrections, Rehabilitation and Reentry of over \$1,500,000.
- The pilot program for Paid Parental Leave has shown promising results with 98% of employees who participated in the program having remained with the State.

The State's remote work policies continue to play a significant factor in recruitment and retention, with 94% of employees responding that remote work has had a positive impact on their work experience in the most recent employee engagement survey.

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,



Elizabeth Alvarado-Thorson
Director

Attachment (1)



State of Arizona

Fiscal Year 2024

Workforce Report

State Personnel System

Katie Hobbs
Governor

Elizabeth Alvarado-Thorson
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.

FY2024 Active Employee Headcount by Branch of Government

Executive	Public Safety	1,984
	State Personnel System Agencies	34,901
Judicial	Court of Appeals Div I	74
	Court of Appeals Div II	36
	Supreme Court	639
Legislative	Auditor General	182
	House Of Representatives	132
	Joint Legislative Budget Committee	18
	Legislative Council	65
	Senate	106
	Ombudsman Citizens Aide	11
Other	Arizona Commerce Authority	91
	Arizona State Schools for the Deaf And Blind	600
	Cotton Research Council	27
	WIFA	27
TOTAL		38,893

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 FY2020 to FY2024

Agency	2020	2021	2022	2023	2024
Cabinet					
ADOA	468	476	470	525	534 ²
Agriculture	267	245	256	271	266
AHCCCS	1,113	1,144	1,112	1,214	1,286
Child Safety	2,807	2,654	2,574	2,892	2,853
Corrections	8,842	8,424	7,607	7,990	8,187
Economic Security	7,825	7,812	8,076	8,760	8,891
Environmental Quality	455	442	445	488	528
Forestry	106	119	152	190	206
Game & Fish	587	580	557	576	582
Gaming	97	94	97	109	108
Health Services	1,416	1,480	1,523	1,637	1,686
Highway Safety	13	12	13	11	11
Homeland Security	10	10	22	30	27
Housing	70	75	72	80	84
Industrial Commission	198	201	186	212	207
Insurance	136	132	131	138	146
Juvenile Corrections	395	359	316	353	320
Liquor Licenses	37	27	38	51	52
Lottery Commission	90	87	63	63	49
Military Affairs	444	434	396	408	410
Real Estate	27	24	25	23	24
Registrar of Contractors	107	98	98	94	97
Revenue	566	568	559	578	573
School Facilities Board	12	11	13 ³		
State Land	96	94	89	92	93
State Parks	215	221	229	239	247
Tourism	26	24	22	27	30
Transportation	3,723	3,606	3,580	3,642	3,608
Veterans' Services	357	328	285	343	350
Water Resources	167	170	177	195	217
Elected					
Attorney General	1,054	1,013	922	915	928
Corporation Commission	250	246	237	252	265
Education	541	559	566	570	609

² School Facilities Board merged with ADOA in fiscal year 2023

³ School Facilities Board merged with ADOA in fiscal year 2023

Agency	2020	2021	2022	2023	2024
Governor's Office	117	114	110	124	154
Mine Inspector	13	13	14	17	17
Secretary of State	124	124	114	115	133
Treasurer	26	29	29	31	31
NonCabinet/Board/Commission					
Accountancy	11	12	11	12	12
Administrative Hearings	13	12	13	13	13
Arts Commission	12	11	12	12	14
ASRS	216	217	214	218	212
Behavioral Health	16	16	17	19	20
Charter Schools	14	17	16	19	22
Cosmetology	19	16	21	22	18
Criminal Justice Commission	22	22	21	19	20
Deaf & Hard of Hrng	17	17	17	20	22
Early Childhood	156	153	149	143	144
Economic Opportunity	27	26	26	32	40
Executive Clemency	11	11	<10	11	11
Exposition & State Fair	32	19	30	30	34
Historical Society	41	36	34	41	33
Medical Board	50	49	46	50	49
Nursing	57	57	59	63	64
Pharmacy Board	24	26	31	29	28
Pioneers Home	99	87	79	88	87
Prescott Historical Society	10	11	11	11	9
PSPRS	63	69	80	87	91
Technical Registration	19	16	21	22	22
WIFA	16	16	16	24	- ⁴
Dental Examiners	<10	<10	11	11	13
Education Board	<10	<10	18	22	21

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

⁴ WIFA moved outside of the SPS

SPS Turnover by Agency FY2020 to FY2024

Agency	2020	2021	2022	2023	2024
Cabinet					
ADOA	13.7%	10.6%	13.1%	7.8%	13.8%
Agriculture	20.5%	36.7%	46.2%	28.8%	29.4%
AHCCCS	11.8%	10.8%	18.9%	14.5%	13.1%
Child Safety	23.1%	29.7%	36.0%	27.4%	27.8%
Corrections	15.6%	19.8%	20.8%	14.0%	16.3%
Economic Security	16.6%	16.8%	28.5%	17.5%	18.8%
Environmental Quality	12.8%	12.0%	16.2%	16.5%	14.8%
Forestry	19.9%	18.7%	15.4%	21.6%	12.6%
Game & Fish	11.3%	13.2%	16.7%	14.8%	19.9%
Gaming	13.0%	7.3%	17.7%	9.7%	11.9%
Health Services	16.7%	17.5%	22.7%	18.7%	21.5%
Highway Safety	8.0%	32.0%	15.4%	41.7%	63.6%
Homeland Security	26.1%	20.0%	31.3%	15.4%	31.0%
Housing	11.5%	13.8%	17.6%	7.9%	15.9%
Industrial Commission	18.0%	21.1%	24.2%	13.1%	23.8%
Insurance	6.7%	15.7%	11.4%	8.9%	8.5%
Juvenile Corrections	24.4%	27.1%	30.2%	34.3%	31.2%
Liquor Licenses	5.7%	34.4%	15.2%	22.2%	32.7%
Lottery Commission	10.2%	11.3%	38.7%	12.7%	32.1%
Military Affairs	17.5%	20.5%	24.3%	19.4%	23.0%
Real Estate	37.7%	27.5%	24.0%	20.8%	41.7%
Registrar of Contractors	15.2%	14.6%	25.5%	22.9%	13.5%
Revenue	11.6%	10.9%	12.8%	10.5%	12.5%
RUCO	15.4%	0.0%	0.0%	12.5%	11.1%
School Facilities Board	7.7%	26.1%	0.0%	0.0%	0.0%
State Land	11.7%	13.7%	20.7%	12.1%	8.6%
State Parks	16.8%	23.9%	36.4%	21.8%	30.0%
Tourism	23.1%	8.0%	34.8%	28.0%	3.4%
Transportation	15.1%	16.5%	18.0%	15.9%	15.2%
Veterans' Services	24.2%	21.6%	41.0%	25.8%	29.4%
Water Resources	7.0%	11.9%	14.4%	10.2%	15.5%
Elected					
Attorney General	15.6%	18.1%	24.1%	17.6%	17.1%
Corporation Commission	13.8%	15.7%	20.2%	9.4%	16.2%

Agency	2020	2021	2022	2023	2024
Education	11.2%	11.8%	18.5%	22.0%	21.4%
Governor's Office	21.6%	18.2%	40.2%	57.3%	28.8%
Mine Inspector	0.0%	0.0%	0.0%	18.8%	5.9%
Secretary of State	12.5%	16.9%	23.5%	15.7%	28.2%
Treasurer	18.2%	3.6%	17.2%	16.7%	19.4%
NonCabinet/Board/Commission					
Accountancy	38.1%	8.7%	16.7%	8.3%	8.3%
Acupuncture	0.0%	0.0%	0.0%	0.0%	0.0%
Administrative Hearings	8.0%	8.0%	7.7%	7.7%	23.1%
African-American Affairs	0.0%	0.0%	0.0%	0.0%	0.0%
Arts Commission	16.7%	8.7%	0.0%	8.3%	7.7%
ASRS	10.4%	9.2%	16.2%	6.5%	9.3%
Athletic Training	0.0%	0.0%	0.0%	0.0%	100.0%
Barber Examiners	50.0%	0.0%	0.0%	0.0%	0.0%
Behavioral Health	13.8%	18.8%	23.5%	27.8%	10.0%
Charter Schools	26.1%	12.9%	5.9%	16.7%	19.0%
Chiropractic Examiners	20.0%	22.2%	125.0%	0.0%	25.0%
Clean Elections	0.0%	0.0%	0.0%	14.3%	0.0%
Cosmetology	15.4%	34.3%	15.8%	9.1%	35.0%
Criminal Justice Commission	4.9%	13.6%	22.7%	20.0%	20.0%
Deaf & Hard of Hrng	0.0%	0.0%	0.0%	10.5%	0.0%
Dental Examiners	0.0%	0.0%	0.0%	0.0%	16.7%
Early Childhood	11.0%	9.1%	17.2%	18.5%	16.0%
Economic Opportunity	18.9%	15.1%	15.4%	6.9%	5.6%
Education Board	0.0%	0.0%	0.0%	10.0%	9.1%
Equalization	0.0%	0.0%	0.0%	0.0%	0.0%
Executive Clemency	9.1%	27.3%	20.0%	10.0%	9.1%
Exposition & State Fair	26.5%	47.1%	0.0%	10.0%	9.4%
Fingerprinting	0.0%	0.0%	0.0%	33.3%	0.0%
Funeral Directors	25.0%	0.0%	0.0%	50.0%	0.0%
Historical Society	22.5%	7.8%	40.0%	10.5%	40.5%
Massage Therapy Board	0.0%	0.0%	0.0%	0.0%	0.0%
Medical Board	13.6%	10.1%	22.9%	10.4%	14.0%
Naturopathic Board	0.0%	0.0%	0.0%	0.0%	0.0%
Navigable Streams	0.0%	0.0%	0.0%	100.0%	0.0%
Nursing	13.9%	21.1%	22.4%	26.2%	25.0%
Nursing Care Exam Board	0.0%	0.0%	0.0%	33.3%	16.7%
Occupational Therapy	0.0%	0.0%	0.0%	0.0%	50.0%

Agency	2020	2021	2022	2023	2024
Opticians Bd of Dispensing	0.0%	0.0%	0.0%	0.0%	0.0%
Optometry	0.0%	50.0%	0.0%	50.0%	0.0%
Osteopathic Examiners	26.7%	12.5%	12.5%	0.0%	0.0%
Personnel Board	0.0%	0.0%	0.0%	0.0%	0.0%
Pharmacy Board	9.1%	16.0%	3.4%	16.7%	13.8%
Physical Therapy	20.0%	0.0%	0.0%	0.0%	20.0%
Pioneers Home	32.7%	29.0%	25.3%	32.1%	27.3%
Podiatry Examiners	0.0%	0.0%	0.0%	0.0%	0.0%
Postsecondary Education	0.0%	111.1%	200.0%	0.0%	0.0%
Power Authority	33.3%	20.0%	40.0%	0.0%	0.0%
Prescott Historical Society	9.5%	19.0%	27.3%	18.2%	40.0%
Private Postsecondary Ed	0.0%	20.0%	0.0%	16.7%	0.0%
PSPRS	21.8%	4.5%	13.3%	3.6%	4.5%
Psychologist Examiners	22.2%	0.0%	0.0%	0.0%	0.0%
Respiratory Care	0.0%	0.0%	0.0%	125.0%	33.3%
Tax Appeals	0.0%	0.0%	0.0%	0.0%	0.0%
Technical Registration	21.6%	28.6%	36.8%	9.1%	18.2%
Veterinary Medical Exam	28.6%	0.0%	40.0%	20.0%	40.0%
WIFA	27.6%	0.0%	0.0%	15.0%	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 FY2020 to FY2024

Agency	2020	2021	2022	2023	2024
Cabinet					
ADOA	\$72,914	\$73,772	\$76,632	\$85,596	\$87,292
Agriculture	\$43,673	\$45,195	\$47,816	\$56,459	\$56,676
AHCCCS	\$52,494	\$53,331	\$55,100	\$61,507	\$62,952
Child Safety	\$44,478	\$46,629	\$46,588	\$52,423	\$53,198
Corrections	\$43,562	\$46,042	\$47,141	\$56,067	\$55,550
Economic Security	\$42,306	\$44,779	\$45,624	\$53,474	\$54,109
Environmental Quality	\$67,550	\$69,839	\$71,274	\$78,124	\$81,130
Forestry	\$51,032	\$50,982	\$53,447	\$59,345	\$62,075
Game & Fish	\$54,841	\$58,098	\$60,031	\$65,896	\$66,230
Gaming	\$62,885	\$64,002	\$65,253	\$71,153	\$72,524
Health Services	\$54,053	\$55,376	\$58,311	\$66,592	\$67,637
Highway Safety	\$60,904	\$62,978	\$64,322	\$66,506	\$70,927
Homeland Security	\$74,832	\$79,963	\$87,148	\$90,005	\$91,218
Housing	\$66,297	\$65,960	\$67,724	\$73,984	\$74,163
Industrial Commission	\$52,505	\$53,673	\$53,381	\$57,757	\$59,277
Insurance	\$60,558	\$63,211	\$64,587	\$70,107	\$70,317
Juvenile Corrections	\$49,422	\$51,864	\$54,852	\$63,678	\$64,504
Liquor Licenses	\$51,509	\$51,354	\$55,262	\$65,925	\$69,062
Lottery Commission	\$48,862	\$50,241	\$64,548	\$70,078	\$74,992
Military Affairs	\$45,212	\$46,139	\$47,458	\$51,975	\$51,700
Real Estate	\$52,205	\$53,285	\$53,991	\$64,374	\$65,295
Registrar of Contractors	\$57,569	\$59,813	\$61,275	\$67,635	\$67,772
Revenue	\$57,682	\$57,057	\$57,707	\$62,281	\$63,196
RUCO	\$86,561	\$86,875	\$89,500	\$99,013	\$102,789
School Facilities Board	\$68,123	\$68,862	\$71,056	-	-
State Land	\$65,464	\$65,935	\$69,061	\$76,152	\$76,825
State Parks	\$47,144	\$49,217	\$49,709	\$55,419	\$55,673
Tourism	\$69,701	\$69,759	\$75,624	\$79,421	\$80,317
Transportation	\$50,698	\$53,800	\$54,223	\$59,894	\$62,260
Veterans' Services	\$43,167	\$45,845	\$49,711	\$56,120	\$54,055
Water Resources	\$61,624	\$62,622	\$74,608	\$81,609	\$79,445
Elected					
Attorney General	\$64,781	\$66,178	\$67,823	\$75,168	\$79,001
Corporation Commission	\$61,170	\$62,112	\$64,786	\$73,810	\$76,840
Education	\$63,622	\$63,558	\$65,362	\$73,844	\$73,877
Governor's Office	\$75,458	\$78,138	\$80,333	\$94,236	\$98,265

Agency	2020	2021	2022	2023	2024
Mine Inspector	\$53,587	\$54,128	\$55,345	\$57,305	\$61,174
Secretary of State	\$53,566	\$53,842	\$56,238	\$66,556	\$69,355
Treasurer	\$81,181	\$79,360	\$84,998	\$93,816	\$92,883
NonCabinet/Board/Commission					
Accountancy	\$62,883	\$63,145	\$63,908	\$70,166	\$72,684
Acupuncture	\$57,680	\$59,999	\$59,999	\$65,999	\$65,999
Administrative Hearings	\$77,091	\$76,599	\$75,221	\$82,620	\$81,764
African-American Affairs	\$38,025	\$38,025	\$38,025	\$41,828	\$41,828
Arts Commission	\$50,360	\$49,246	\$54,917	\$64,792	\$69,393
ASRS	\$65,467	\$69,591	\$70,865	\$80,130	\$82,664
Athletic Training	\$34,944	\$38,438	\$38,438	\$42,282	\$60,320
Barber Examiners	\$46,750	\$46,750	- ⁵	-	-
Behavioral Health	\$53,685	\$56,223	\$55,405	\$60,647	\$64,947
Charter Schools	\$59,536	\$57,765	\$62,125	\$64,253	\$66,475
Chiropractic Examiners	\$44,980	\$37,162	\$52,092	\$57,301	\$65,233
Clean Elections	\$80,750	\$84,294	\$87,962	\$104,801	\$106,577
Cosmetology	\$41,512	\$41,901	\$49,671	\$57,516	\$62,168
Criminal Justice Commission	\$66,618	\$67,214	\$68,289	\$78,234	\$79,839
Deaf & Hard of Hrng	\$65,558	\$67,894	\$72,463	\$73,979	\$74,979
Dental Examiners	\$56,409	\$59,417	\$58,805	\$66,394	\$64,381
Early Childhood	\$62,017	\$62,931	\$62,681	\$75,997	\$76,486
Economic Opportunity	\$65,534	\$68,543	\$65,358	\$78,038	\$84,266
Education Board	\$75,206	\$74,462	\$64,302	\$73,582	\$75,464
Equalization	\$63,091	\$63,091	\$65,376	\$71,914	\$71,914
Executive Clemency	\$58,314	\$59,958	\$54,122	\$63,967	\$63,967
Exposition & State Fair	\$50,560	\$61,810	\$60,978	\$67,613	\$67,941
Fingerprinting	\$55,473	\$55,473	\$55,473	\$64,747	\$63,023
Funeral Directors	\$41,950	\$43,750	\$60,000	- ⁶	-
Historical Society	\$41,504	\$45,067	\$45,473	\$48,974	\$53,768
Massage Therapy Board	\$45,827	\$52,819	\$58,010	\$63,811	\$63,811
Medical Board	\$58,463	\$58,858	\$61,569	\$67,892	\$66,948
Naturopathic Board	\$64,101	\$70,511	\$70,511	\$77,562	\$77,562
Navigable Streams	\$70,781	\$70,781	\$70,781	\$73,000	\$88,825
Nursing	\$52,993	\$53,397	\$56,174	\$66,770	\$64,996
Nursing Care Exam Board	\$61,150	\$47,523	\$55,083	\$52,054	\$52,648
Occupational Therapy	\$57,897	\$57,897	\$47,138	\$69,676	\$68,640
Opticians Bd of Dispensing	\$80,250	\$80,250	\$83,059	\$91,364	\$98,674
Optometry	\$62,659	\$59,241	\$66,252	\$78,077	\$78,077

⁵ Merged with Cosmetology

⁶ Merged with Health Services

Agency	2020	2021	2022	2023	2024
Osteopathic Examiners	\$56,516	\$57,911	\$59,229	\$63,289	\$66,442
Personnel Board	\$57,000	\$57,000	\$57,000	\$45,582	\$66,550
Pharmacy Board	\$70,655	\$71,312	\$71,334	\$82,312	\$88,041
Physical Therapy	\$42,678	\$42,678	\$47,816	\$52,598	\$46,912
Pioneers Home	\$38,528	\$38,590	\$39,997	\$44,545	\$44,195
Podiatry Examiners	\$65,000	- ⁷	\$95,000	\$104,500	\$104,500
Postsecondary Education	\$58,042	\$54,026	-	-	-
Power Authority	\$101,433	\$109,753	\$112,065	\$117,306	\$123,308
Prescott Historical Society	\$48,997	\$49,849	\$49,673	\$55,166	\$57,940
Private Postsecondary Ed	\$59,663	\$62,953	\$62,953	\$68,515	\$68,515
PSPRS	\$93,266	\$95,242	\$92,913	\$105,723	\$108,701
Psychologist Examiners	\$57,358	\$59,248	\$52,390	\$60,375	\$61,451
Respiratory Care	\$53,294	\$48,596	\$53,722	\$41,739	\$36,053
Tax Appeals	\$63,173	\$63,173	\$47,407	\$52,147	\$52,147
Technical Registration	\$52,393	\$54,512	\$51,305	\$54,205	\$56,423
Veterinary Medical Exam	\$67,479	\$54,802	\$57,048	\$61,216	\$75,173
WIFA	\$64,664	\$68,545	\$69,454	\$100,078	-

⁷ No data available

SPS Overtime Expenditures by Agency FY2019 to FY2023

Agency	2020	2021	2022	2023	2024
Cabinet					
ADOA	\$96,420	\$89,096	\$91,514	\$134,488	\$97,211
Agriculture	\$660,913	\$878,554	\$656,952	\$839,708	\$971,457
AHCCCS	\$51,571	\$97,560	\$106,205	\$219,747	\$667,251
Child Safety	\$3,977,171	\$3,833,613	\$4,957,971	\$5,985,076	\$5,220,008
Corrections	\$64,493,376	\$50,820,562	\$55,129,473	\$76,623,185	\$75,035,917
Economic Security	\$6,071,093	\$9,826,600	\$8,639,951	\$8,218,218	\$8,482,666
Environmental Quality	\$33,894	\$14,879	\$12,454	\$14,560	\$15,990
Financial Institutions	\$1,240	\$0	\$0	\$0	\$0
Forestry	\$1,342,151	\$2,389,781	\$2,157,499	\$2,172,295	\$3,097,423
Game & Fish	\$459,103	\$975,733	\$571,309	\$254,095	\$284,905
Gaming	\$1,595	\$1,724	\$1,394	\$1,428	\$65
Health Services	\$3,258,130	\$3,908,754	\$5,017,618	\$6,547,333	\$4,746,990
Highway Safety	\$4,286	\$0	\$355	\$0	\$0
Homeland Security	\$0	\$0	\$0	\$109	\$5
Housing	\$1,225	\$0	\$6,534	\$1,207	\$73
Industrial Commission	\$30,283	\$70,592	\$84,838	\$39,385	\$14,195
Insurance	\$18,939	\$21,585	\$11,677	\$10,372	\$3,215
Juvenile Corrections	\$1,175,512	\$1,201,567	\$1,585,455	\$1,218,701	\$1,480,202
Liquor Licenses	\$65,103	\$63,143	\$101,216	\$134,683	\$183,343
Lottery Commission	\$17,462	\$4,801	\$5,302	\$5,926	\$10,321
Military Affairs	\$1,012,768	\$930,768	\$869,499	\$1,110,928	\$911,417
Registrar of Contractors	\$1,351	\$162	\$3,911	\$1,089	\$12,917
Revenue	\$2,858	\$22,644	\$126,993	\$109,342	\$42,905
State Land	\$4,148	\$1,298	\$1,749	\$1,553	\$0
State Parks	\$51,959	\$76,968	\$80,287	\$119,396	\$95,784
Transportation	\$6,941,173	\$5,282,563	\$4,656,020	\$5,983,314	\$6,280,387
Veterans' Services	\$1,582,174	\$1,325,750	\$1,026,209	\$1,235,532	\$1,661,090
Water Resources	\$1,102	\$955	\$1,691	\$2,959	\$1,055
Elected					
Attorney General	\$199,990	\$213,033	\$312,964	\$356,280	\$426,394
Corporation Commission	\$10,478	\$13,173	\$32,043	\$21,451	\$24,037
Education	\$74,039	\$220,570	\$215,782	\$152,360	\$154,942
Governor's Office	\$2,756	\$3,346	\$228	\$209	\$0
Mine Inspector	\$0	\$0	\$0	\$0	\$0
Secretary of State	\$5,818	\$78,567	\$25,684	\$61,661	\$15,334
Treasurer	\$0	\$0	\$0	\$0	\$0
NonCabinet/Board/Commission					
Accountancy	\$2,947	\$79	\$59	\$62	\$0
Arts Commission	\$114	\$0	\$0	\$0	\$0
ASRS	\$12,366	\$10,263	\$28,236	\$35,613	\$36,314
Athletic Training	\$813	\$0	\$887	\$488	\$0
Auto Theft Authority	\$244	\$0	\$0	\$0	\$0
Barber Examiners	\$132	\$0	\$0	\$0	\$0
Behavioral Health	\$4,412	\$7,140	\$8,502	\$8,060	\$22,999

Agency	2020	2021	2022	2023	2024
Chiropractic Examiners	\$0	\$0	\$857	\$1,050	\$3,608
Clean Elections	\$747	\$66	\$452	\$0	\$0
Cosmetology	\$0	\$0	\$446	\$16	\$666
Deaf & Hard of Hrng	\$0	\$0	\$0	\$0	\$1,367
Dental Examiners	\$5,903	\$20,463	\$12,758	\$3,341	\$9,924
Early Childhood	\$0	\$0	\$0	\$0	\$0
Economic Opportunity	\$0	\$0	\$0	\$214	\$0
Education Board	\$0	\$0	\$1,983	\$1,990	\$3,320
Equalization	\$0	\$0	\$0	\$114	\$171
Executive Clemency	\$16,707	\$210	\$0	\$0	\$0
Exposition & State Fair	\$275,727	\$43,085	\$311,633	\$318,801	\$367,688
Funeral Directors	\$204	\$356	\$416	\$1,266	\$0
Historical Society	\$0	\$0	\$29	\$74	\$520
Massage Therapy Board	\$0	\$6,143	\$3,495	\$0	\$0
Medical Board	\$21,323	\$45,818	\$29,514	\$19,636	\$23,915
Nursing	\$2,787	\$24,807	\$30,340	\$2,233	\$624
Nursing Care Exam Board	\$480	\$111	\$444	-\$68	\$0
Occupational Therapy	\$324	\$0	\$5,389	\$3,214	\$0
Opticians Bd of Dispensing	\$202	\$1,378	\$0	\$0	\$0
Optometry	\$0	\$52	\$0	\$0	\$0
Osteopathic Examiners	\$364	\$270	\$1,329	\$1,370	\$996
Personnel Board	\$0	\$0	\$0	\$0	\$343
Pharmacy Board	\$0	\$0	\$0	\$0	\$55
Physical Therapy	\$1,222	\$0	\$0	\$569	\$272
Pioneers Home	\$97,566	\$138,299	\$148,783	\$161,876	\$182,331
Prescott Historical Society	\$0	\$0	\$0	\$2,477	\$6,085
Private Postsecondary Ed	\$56	\$0	\$0	\$0	\$0
PSPRS	\$1,159	\$589	\$0	\$319	\$0
Psychologist Examiners	\$2,411	\$3,250	\$2,954	\$0	\$0
Respiratory Care	\$325	\$1,066	\$830	\$1,088	\$0
Technical Registration	\$0	\$0	\$0	\$2,066	\$4,515
Veterinary Medical Exam	\$1,688	\$3,012	\$6,043	\$6,779	\$6,500

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
2024 Workforce Report
SPS Executive Summary

As of June 30, 2024

Headcount	34,901
------------------	--------

Gender		
---------------	--	--

	State Personnel System	Arizona Population
Gender Type		
Female	55.7%	50.1%
Male	44.3%	49.9%

Average Age	43.6	-0.3
--------------------	------	------

Salary		
---------------	--	--

Average Salary	\$ 60,289	
Salary difference from last year	1.4%	

Turnover		
-----------------	--	--

Voluntary	14.6%	
Involuntary	1.0%	
Retirement	2.4%	
Other	0.6%	
Total Turnover	18.6%	
Turnover Difference from last year	1.3	

Average Years of Service	7.8	
---------------------------------	-----	--

Ethnicity		
------------------	--	--

	State Personnel System	Arizona Population
Ethnicity Type		
American Indian	2.7%	5.2%
Asian	3.6%	4.1%
Black	7.8%	5.7%
Hispanic	34.7%	31.6%
Unspecified	7.8%	n/a
White	43.4%	53.4%

The following table shows the average salary for the State Personnel System (SPS) reported from 2014 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
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%	-	-	-	✓ ⁸
2020	\$48,462	1.0%	-	-	-	x
2021	\$50,704	4.6%	-	-	-	✓ ⁹
2022	\$51,987	2.5%	-	-	-	-
2023	\$59,453	14.4%	-	-	-	✓ ¹⁰
2024	\$60,289	1.4%	-	-	-	-

Conclusion and Recommendation

ADOA’s advisory recommendation is to continue to evaluate the final report from the Statewide Compensation Study before making any strategic decisions regarding compensation at the enterprise level. In the interim, ADOA recommends that agencies prioritize their biggest areas of need and address those as practical within current appropriations in accordance with the Statewide Compensation Guidelines.

⁸ Salary increases for select classifications including public safety and security positions

⁹ Salary increases for select classifications including public safety and security positions, Program Service Evaluators at DES, and Transportation & Highway Operations positions at ADOT

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