

Douglas A. Ducey
Governor



Andy Tobin
Director

ARIZONA DEPARTMENT OF ADMINISTRATION

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October 15, 2021

The Honorable Douglas A. Ducey
Office of the Arizona Governor
1700 W. Washington Street
Phoenix, AZ 85007

The Honorable Karen Fann
Arizona State Senate
1700 W. Washington Street
Phoenix, AZ 85007

The Honorable Russell Bowers
Arizona House of Representatives
1700 W. Washington Street
Phoenix, AZ 85007

Dear Governor Ducey, President Fann, and Speaker Bowers:

Pursuant to Arizona Revised Statutes § 41-751, the Arizona Department of Administration is providing you with the 2021 State Personnel System (SPS) Workforce Report. A pdf version of the report is available online at hr.az.gov/content/publications with links to the data tables in downloadable spreadsheet format.

Fiscal Year (FY) 2021 was another unprecedented and remarkable year for state government; we did more with 779 fewer employees. As the COVID-19 pandemic persisted, the SPS continued to excel in providing essential services to Arizona citizens, all while an average of 16,000 employees recorded approximately 963,000 hours teleworking per pay period. SPS turnover returned to a pre-pandemic level, while state employee engagement was 75% favorable statewide. Finally, strategic salary increases for mission-critical positions included in the FY22 budget were reflected in this year's report, including increased salaries for select positions at Corrections, Child Safety, ADOT, DES, Juvenile Corrections, and more. This resulted in a significant increase to the average salary, surpassing growth in the private sector for the first time in seven years.

We hope the information provided in this report will assist you in decision making regarding Arizona state government and its employees.

Sincerely,

Andy Tobin
Director



State of Arizona

Fiscal Year 2021

Workforce Report

State Personnel System

Douglas Ducey
Governor

Andy Tobin
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). This report is intended to focus attention on the majority of the State's workforce which consists of regular, full-time employees. Therefore, employees in positions that were identified as temporary or working less than 0.25 full time equivalent have been excluded from this report.

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.

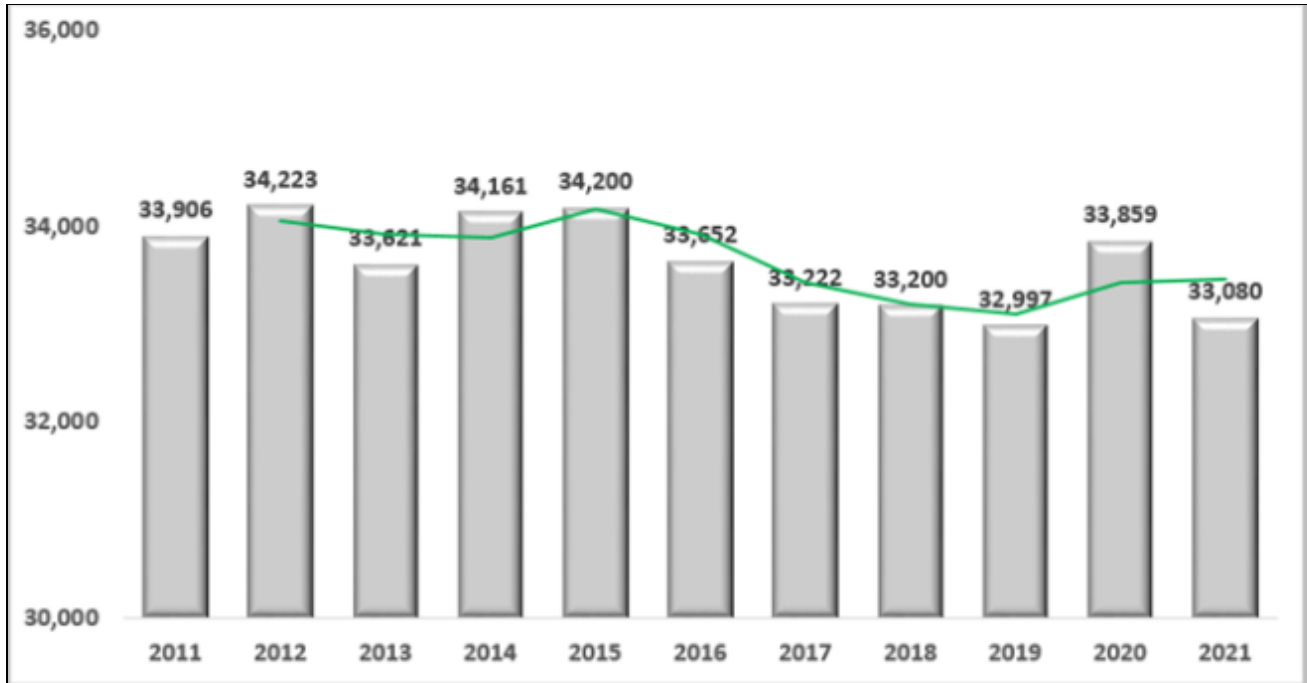
The table below identifies the number of active SPS employees as well as employee counts for each State agency (excluding the universities and Board of Regents) that operate their own personnel systems. The remainder of the information contained herein provides information related to SPS employees only.

FY2021 Active Employee Headcount by Branch of Government

Executive	Public Safety	1,901
	State Personnel System Agencies	33,080
Judicial	Court of Appeals Div I	71
	Court of Appeals Div II	31
	Supreme Court	597
Legislative	Auditor General	187
	House Of Representatives	125
	Joint Legislative Budget Committ	23
	Legislative Council	54
	Senate	97
Other	Arizona Commerce Authority	72
	Deaf And Blind School	641
	Cotton Research Council	28
TOTAL		36,907

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

State Personnel System Employee Headcount FY2011 to FY2021



As reported in the FY2020 Workforce Report, targeted staffing additions in key areas to address the pandemic and lower than normal turnover resulted in an increase to the SPS headcount. For FY21, typical turnover levels and a tighter labor market contributed to the headcount decrease.

SPS Headcount by Agency FY2017 to FY2021¹

Agency	2017	2018	2019	2020	2021	Chg 2020 vs 2021
Cabinet						
ADOA	496	462	478	468	476	8
Agriculture	244	263	269	267	245	-22
AHCCCS	1,050	1,089	1,114	1,113	1,144	31
Child Safety	2,718	2,745	2,722	2,807	2,654	-153
Corrections	9,031	8,877	8,574	8,842	8,424	-418
Economic Security	7,486	7,587	7,642	7,825	7,812	-13
Environmental Quality	405	425	467	455	442	-13
Financial Institutions	53	53	56			0
Forestry	98	131	115	106	119	13
Game & Fish	593	593	585	587	580	-7
Gaming	96	99	103	97	94	-3
Health Services	1,371	1,403	1,364	1,416	1,480	64
Highway Safety	11	12	12	13	12	-1
Homeland Security	14	12	13	10	10	0
Housing	66	69	69	70	75	5
Industrial Commission	205	195	201	198	201	3
Insurance	75	72	74	136	132	-4
Juvenile Corrections	391	389	375	395	359	-36
Liquor Licenses	35	34	33	37	27	-10
Lottery Commission	84	90	87	90	87	-3
Military Affairs	422	453	435	444	434	-10
Real Estate	28	31	26	27	24	-3
Registrar of Contractors	96	97	103	107	98	-9
Revenue	526	515	516	566	568	2
School Facilities Board	11	12	14	12	11	-1
State Land	93	94	92	96	94	-2
State Parks	190	179	202	215	221	6
Tourism	25	27	26	26	24	-2
Transportation	3,609	3,560	3,569	3,723	3,606	-117
Veterans' Services	371	363	379	357	328	-29
Water Resources	133	139	146	167	170	3

¹ Headcount data captured 6/30 of each fiscal year. Boards, Commissions, and Departments with fewer than 10 employees were not listed.

Elected						
Attorney General	1,074	1,064	1,073	1,054	1,013	-41
Corporation Commission	256	250	243	250	246	-4
Education	524	525	510	541	559	18
Governor's Office	107	97	105	117	114	-3
Mine Inspector	14	12	13	13	13	0
Secretary of State	129	124	116	124	124	0
Treasurer	29	30	29	26	29	3
NonCabinet/Board/ Commission						
Accountancy	13	13		11	12	1
Administrative Hearings	13	11	12	13	12	-1
Arts Commission	11	11	12	12	11	-1
ASRS	225	215	227	216	217	1
Behavioral Health	15	14	13	16	16	0
Charter Schools	11			14	17	3
Cosmetology	18	18	20	19	16	-3
Criminal Justice Commission	23	19	19	22	22	0
Deaf & Hard of Hrng	14	16	15	17	17	0
Early Childhood	148	143	153	156	153	-3
Economic Opportunity	23	28	26	27	26	-1
Executive Clemency			11	11	11	0
Exposition & State Fair	37	35	36	32	19	-13
Historical Society	36	39	39	41	36	-5
Medical Board	47	50	53	50	49	-1
Nursing	59	63	58	57	57	0
Pharmacy Board	19	21	20	24	26	2
Pioneers Home	94	95	97	99	87	-12
Prescott Historical Society	11	11	11	10	11	1
PSPRS	47	56	56	63	69	6
Technical Registration	20	20	18	19	16	-3
WIFA	15	13	13	16	16	0

SPS Turnover by Agency FY2017 to FY2021

Agency	2017	2018	2019	2020	2021	Chg 2020 vs 2021
Cabinet						
ADOA	18.9%	20.3%	18.9%	13.7%	10.6%	-3.1%
Agriculture	16.4%	19.7%	13.7%	20.5%	36.7%	16.2%
AHCCCS	15.8%	14.1%	12.5%	11.8%	10.8%	-1.0%
Child Safety	23.9%	22.8%	25.2%	23.1%	29.7%	6.6%
Corrections	14.8%	17.1%	17.5%	15.6%	19.8%	4.2%
Economic Security	19.4%	19.3%	18.5%	16.6%	16.8%	0.2%
Environmental Quality	14.1%	12.3%	11.7%	12.8%	12.0%	-0.8%
Financial Institutions	15.4%	15.1%	16.5%			0.0%
Forestry	14.4%	20.1%	20.3%	19.9%	18.7%	-1.2%
Game & Fish	8.5%	11.6%	9.6%	11.3%	13.2%	1.9%
Gaming	26.6%	15.4%	12.9%	13.0%	7.3%	-5.7%
Health Services	20.2%	20.3%	20.5%	16.7%	17.5%	0.8%
Highway Safety	8.7%	17.4%	8.3%	8.0%	32.0%	24.0%
Homeland Security	0.0%	15.4%	0.0%	26.1%	20.0%	-6.1%
Housing	20.6%	19.3%	10.1%	11.5%	13.8%	2.3%
Industrial Commission	14.3%	21.0%	23.7%	18.0%	21.1%	3.0%
Insurance	13.2%	13.6%	15.1%	6.7%	15.7%	9.0%
Juvenile Corrections	34.3%	33.1%	34.8%	24.4%	27.1%	2.6%
Liquor Licenses	19.4%	5.8%	11.9%	5.7%	34.4%	28.7%
Lottery Commission	18.7%	13.8%	14.7%	10.2%	11.3%	1.1%
Military Affairs	18.5%	14.2%	18.5%	17.5%	20.5%	3.0%
Real Estate	26.7%	20.3%	45.6%	37.7%	27.5%	-10.3%
Registrar of Contractors	18.3%	13.5%	17.0%	15.2%	14.6%	-0.6%
Revenue	19.5%	14.6%	14.7%	11.6%	10.9%	-0.7%
RUCO	0.0%	13.3%	15.4%	15.4%	0.0%	-15.4%
School Facilities Board	10.0%	17.4%	7.7%	7.7%	26.1%	18.4%
State Land	12.6%	10.7%	18.3%	11.7%	13.7%	2.0%
State Parks	28.3%	22.2%	15.8%	16.8%	23.9%	7.1%
Tourism	17.0%	23.1%	11.3%	23.1%	8.0%	-15.1%
Transportation	14.7%	14.8%	15.7%	15.1%	16.5%	1.4%
Veterans' Services	37.0%	33.5%	18.1%	24.2%	21.6%	-2.6%
Water Resources	15.0%	15.4%	11.2%	7.0%	11.9%	4.8%

Elected						
Attorney General	15.2%	15.8%	18.0%	15.6%	18.1%	2.5%
Corporation Commission	14.9%	19.4%	17.6%	13.8%	15.7%	1.9%
Education	23.5%	20.2%	20.6%	11.2%	11.8%	0.6%
Governor's Office	20.5%	24.5%	13.9%	21.6%	18.2%	-3.4%
Mine Inspector	7.1%	15.4%	0.0%	0.0%	0.0%	0.0%
Secretary of State	17.8%	15.8%	25.1%	12.5%	16.9%	4.4%
Treasurer	17.5%	10.2%	13.8%	18.2%	3.6%	-14.5%
NonCabinet/Board/ Commission						
Accountancy	23.1%	23.1%	52.2%	38.1%	8.7%	-29.4%
Acupuncture	100.0%	300.0%	100.0%	0.0%	0.0%	0.0%
Administrative Hearings	0.0%	25.0%	8.7%	8.0%	8.0%	0.0%
African-American Affairs	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Arts Commission	25.0%	18.2%	0.0%	16.7%	8.7%	-8.0%
ASRS	9.3%	15.5%	12.7%	10.4%	9.2%	-1.1%
Athletic Training	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
Auto Theft Authority	0.0%	22.2%	25.0%			0.0%
Barber Examiners	25.0%	0.0%	25.0%	50.0%	0.0%	-50.0%
Behavioral Health	20.7%	27.6%	22.2%	13.8%	18.8%	5.0%
Charter Schools	27.3%	40.0%	44.4%	26.1%	12.9%	-13.2%
Chiropractic Examiners	22.2%	22.2%	0.0%	20.0%	22.2%	2.2%
Clean Elections	0.0%	15.4%	16.7%	0.0%	0.0%	0.0%
Cosmetology	25.6%	27.8%	5.3%	15.4%	34.3%	18.9%
Criminal Justice Commission	17.4%	38.1%	26.3%	4.9%	13.6%	8.8%
Deaf & Hard of Hrng	6.9%	13.3%	12.9%	0.0%	0.0%	0.0%
Dental Examiners	11.1%	35.3%	35.3%	0.0%	0.0%	0.0%
Early Childhood	15.2%	19.2%	16.2%	11.0%	9.1%	-1.9%
Economic Opportunity	38.5%	3.9%	11.1%	18.9%	15.1%	-3.8%
Education Board	28.6%	54.5%	18.2%	0.0%	0.0%	0.0%
Equalization	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%
Executive Clemency	66.7%	21.1%	28.6%	9.1%	27.3%	18.2%
Exposition & State Fair	118.4%	25.0%	19.7%	26.5%	47.1%	20.6%
Fingerprinting	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Funeral Directors	33.3%	28.6%	0.0%	25.0%	0.0%	-25.0%
Historical Society	32.5%	13.3%	28.2%	22.5%	7.8%	-14.7%
Homeopathic Med Exam	100.0%	0.0%	200.0%			0.0%

Massage Therapy Board	0.0%	22.2%	0.0%	0.0%	0.0%	0.0%
Medical Board	16.3%	24.7%	15.5%	13.6%	10.1%	-3.5%
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	27.8%	11.5%	14.9%	13.9%	21.1%	7.1%
Nursing Care Exam Board	75.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Occupational Therapy	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Opticians Bd of Dispensing	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Optometry	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%
Osteopathic Examiners	50.0%	28.6%	28.6%	26.7%	12.5%	-14.2%
Personnel Board	50.0%	66.7%	0.0%	0.0%	0.0%	0.0%
Pharmacy Board	20.0%	20.0%	9.8%	9.1%	16.0%	6.9%
Physical Therapy	0.0%	0.0%	0.0%	20.0%	0.0%	-20.0%
Pioneers Home	25.3%	27.5%	35.6%	32.7%	29.0%	-3.6%
Podiatry Examiners	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%
Postsecondary Education	28.6%	0.0%	14.3%	0.0%	111.1%	111.1%
Power Authority	26.7%	0.0%	0.0%	33.3%	20.0%	-13.3%
Prescott Historical Society	9.1%	9.1%	0.0%	9.5%	19.0%	9.5%
Private Postsecondary Ed	40.0%	20.0%	0.0%	0.0%	20.0%	20.0%
PSPRS	10.9%	7.8%	14.3%	21.8%	4.5%	-17.3%
Psychologist Examiners	25.0%	44.4%	0.0%	22.2%	0.0%	-22.2%
Respiratory Care	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Tax Appeals	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Technical Registration	20.0%	25.0%	10.5%	21.6%	28.6%	6.9%
Veterinary Medical Exam	22.2%	25.0%	0.0%	28.6%	0.0%	-28.6%
WIFA	18.8%	21.4%	23.1%	27.6%	0.0%	-27.6%

Source: The State's Human Resource Information Solution system (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 2020 divided by the average count of employees in fiscal year 2020. Average employee count is calculated from the employee count on June 30, 2021 and June 30, 2020.

SPS Average Salary by Agency FY2017 to FY2021

Agency	2017	2018	2019	2020	2021	Chng 2020 vs 2021
Cabinet						
ADOA	\$72,412	\$73,397	\$72,074	\$72,914	\$73,772	1.2%
Agriculture	\$44,148	\$43,402	\$43,107	\$43,673	\$45,195	3.5%
AHCCCS	\$50,522	\$51,423	\$51,441	\$52,494	\$53,331	1.6%
Child Safety	\$41,676	\$42,092	\$44,345	\$44,478	\$46,629	4.8%
Corrections	\$40,142	\$40,284	\$43,758	\$43,562	\$46,042	5.7%
Economic Security	\$40,766	\$41,701	\$42,030	\$42,306	\$44,779	5.8%
Environmental Quality	\$60,600	\$62,181	\$63,842	\$67,550	\$69,839	3.4%
Financial Institutions	\$55,535	\$56,351	\$55,990			
Forestry	\$48,463	\$46,231	\$47,564	\$51,032	\$50,982	-0.1%
Game & Fish	\$53,008	\$53,140	\$54,168	\$54,841	\$58,098	5.9%
Gaming	\$60,644	\$61,856	\$61,723	\$62,885	\$64,002	1.8%
Health Services	\$52,470	\$52,516	\$53,719	\$54,053	\$55,376	2.4%
Highway Safety	\$62,376	\$60,721	\$60,728	\$60,904	\$62,978	3.4%
Homeland Security	\$68,947	\$75,411	\$73,999	\$74,832	\$79,963	6.9%
Housing	\$61,327	\$62,306	\$63,338	\$66,297	\$65,960	-0.5%
Industrial Commission	\$49,553	\$50,997	\$52,109	\$52,505	\$53,673	2.2%
Insurance	\$58,408	\$59,948	\$60,071	\$60,558	\$63,211	4.4%
Juvenile Corrections	\$46,057	\$46,244	\$49,071	\$49,422	\$51,864	4.9%
Liquor Licenses	\$49,599	\$50,076	\$52,669	\$51,509	\$51,354	-0.3%
Lottery Commission	\$46,835	\$46,661	\$47,433	\$48,862	\$50,241	2.8%
Military Affairs	\$46,162	\$46,996	\$44,636	\$45,212	\$46,139	2.0%
Real Estate	\$45,618	\$47,144	\$50,999	\$52,205	\$53,285	2.1%
Registrar of Contractors	\$50,732	\$53,265	\$56,337	\$57,569	\$59,813	3.9%
Revenue	\$53,764	\$55,347	\$56,241	\$57,682	\$57,057	-1.1%
RUCO	\$82,404	\$82,747	\$81,530	\$86,561	\$86,875	0.4%
School Facilities Board	\$77,980	\$75,986	\$72,892	\$68,123	\$68,862	1.1%
State Land	\$60,610	\$63,607	\$62,579	\$65,464	\$65,935	0.7%
State Parks	\$46,567	\$46,049	\$47,562	\$47,144	\$49,217	4.4%
Tourism	\$67,539	\$65,740	\$65,364	\$69,701	\$69,759	0.1%
Transportation	\$48,129	\$48,824	\$49,215	\$50,698	\$53,800	6.1%
Veterans' Services	\$37,873	\$38,635	\$42,679	\$43,167	\$45,845	6.2%
Water Resources	\$60,242	\$63,493	\$62,258	\$61,624	\$62,622	1.6%

Elected						
Attorney General	\$64,295	\$64,807	\$64,212	\$64,781	\$66,178	2.2%
Corporation Commission	\$61,342	\$61,564	\$61,201	\$61,170	\$62,112	1.5%
Education	\$57,646	\$58,006	\$59,736	\$63,622	\$63,558	-0.1%
Governor's Office	\$73,650	\$75,941	\$74,798	\$75,458	\$78,138	3.6%
Mine Inspector	\$52,788	\$52,993	\$53,587	\$53,587	\$54,128	1.0%
Secretary of State	\$50,928	\$51,510	\$52,157	\$53,566	\$53,842	0.5%
Treasurer	\$68,576	\$72,043	\$70,154	\$81,181	\$79,360	-2.2%
NonCabinet/Board/ Commission						
Accountancy	\$56,895	\$58,635	\$64,586	\$62,883	\$63,145	0.4%
Acupuncture	\$65,000	\$65,000	\$80,000	\$57,680	\$59,999	4.0%
Administrative Hearings	\$73,402	\$75,246	\$76,119	\$77,091	\$76,599	-0.6%
African-American Affairs	\$68,250	\$68,250	\$68,250	\$38,025	\$38,025	0.0%
Arts Commission	\$48,225	\$47,409	\$48,652	\$50,360	\$49,246	-2.2%
ASRS	\$63,594	\$65,278	\$65,833	\$65,467	\$69,591	6.3%
Athletic Training	\$0	\$29,120	\$29,120	\$34,944	\$38,438	10.0%
Auto Theft Authority	\$62,113	\$72,374	\$59,874			
Barber Examiners	\$46,852	\$46,852	\$46,875	\$46,750	\$46,750	0.0%
Behavioral Health	\$51,948	\$53,664	\$56,389	\$53,685	\$56,223	4.7%
Charter Schools	\$54,431	\$58,138	\$58,611	\$59,536	\$57,765	-3.0%
Chiropractic Examiners	\$47,752	\$43,702	\$43,516	\$44,980	\$37,162	-17.4%
Clean Elections	\$79,049	\$81,213	\$84,456	\$80,750	\$84,294	4.4%
Cosmetology	\$41,209	\$40,692	\$40,283	\$41,512	\$41,901	0.9%
Criminal Justice Commission	\$62,195	\$63,164	\$64,733	\$66,618	\$67,214	0.9%
Deaf & Hard of Hrng	\$64,007	\$63,439	\$64,488	\$65,558	\$67,894	3.6%
Dental Examiners	\$55,415	\$58,114	\$54,920	\$56,409	\$59,417	5.3%
Early Childhood	\$62,545	\$63,464	\$62,325	\$62,017	\$62,931	1.5%
Economic Opportunity	\$70,978	\$64,686	\$63,447	\$65,534	\$68,543	4.6%
Education Board	\$69,273	\$63,797	\$67,331	\$75,206	\$74,462	-1.0%
Equalization	\$59,173	\$59,276	\$63,091	\$63,091	\$63,091	0.0%
Executive Clemency	\$46,839	\$56,457	\$57,558	\$58,314	\$59,958	2.8%
Exposition & State Fair	\$47,359	\$48,379	\$48,553	\$50,560	\$61,810	22.2%
Fingerprinting	\$57,312	\$58,786	\$57,443	\$55,473	\$55,473	0.0%
Funeral Directors	\$55,008	\$49,280	\$43,820	\$41,950	\$43,750	4.3%
Historical Society	\$41,925	\$43,430	\$40,065	\$41,504	\$45,067	8.6%
Homeopathic Med Exam	\$60,320	\$60,320				

Massage Therapy Board	\$52,751	\$47,295	\$45,167	\$45,827	\$52,819	15.3%
Medical Board	\$65,287	\$67,309	\$58,593	\$58,463	\$58,858	0.7%
Naturopathic Board	\$50,251	\$64,101	\$64,101	\$64,101	\$70,511	10.0%
Navigable Streams	\$70,781	\$70,781	\$70,781	\$70,781	\$70,781	0.0%
Nursing	\$58,136	\$58,618	\$53,238	\$52,993	\$53,397	0.8%
Nursing Care Exam Board	\$58,564	\$58,564	\$58,564	\$61,150	\$47,523	-22.3%
Occupational Therapy	\$57,897	\$57,897	\$57,897	\$57,897	\$57,897	0.0%
Opticians Bd of Dispensing	\$67,017	\$75,000	\$75,000	\$80,250	\$80,250	0.0%
Optometry	\$58,561	\$61,073	\$62,659	\$62,659	\$59,241	-5.5%
Osteopathic Examiners	\$67,106	\$70,054	\$55,164	\$56,516	\$57,911	2.5%
Personnel Board	\$53,886	\$44,772	\$57,000	\$57,000	\$57,000	0.0%
Pharmacy Board	\$69,950	\$71,318	\$72,724	\$70,655	\$71,312	0.9%
Physical Therapy	\$50,203	\$43,228	\$43,233	\$42,678	\$42,678	0.0%
Pioneers Home	\$36,174	\$37,740	\$36,484	\$38,528	\$38,590	0.2%
Podiatry Examiners	\$53,300	\$53,300	\$65,000	\$65,000		-100.0%
Postsecondary Education	\$55,950	\$58,165	\$58,042	\$58,042	\$54,026	-6.9%
Power Authority	\$82,026	\$83,987	\$98,173	\$101,433	\$109,753	8.2%
Prescott Historical Society	\$46,883	\$47,221	\$48,597	\$48,997	\$49,849	1.7%
Private Postsecondary Ed	\$68,423	\$70,375	\$72,455	\$59,663	\$62,953	5.5%
PSPRS	\$93,830	\$93,730	\$95,567	\$93,266	\$95,242	2.1%
Psychologist Examiners	\$53,323	\$62,288	\$51,392	\$57,358	\$59,248	3.3%
Respiratory Care	\$57,359	\$54,367	\$54,367	\$53,294	\$48,596	-8.8%
Tax Appeals	\$60,400	\$60,400	\$55,200	\$63,173	\$63,173	0.0%
Technical Registration	\$48,037	\$48,588	\$51,691	\$52,393	\$54,512	4.0%
Veterinary Medical Exam	\$55,811	\$55,811	\$59,611	\$67,479	\$54,802	-18.8%
WIFA	\$68,701	\$68,022	\$65,463	\$64,664	\$68,545	6.0%

Source: The State's Human Resources Information Solution system (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 as well as furloughs and other unpaid time off are not included.

SPS Overtime Expenditures by Agency FY2017 to FY2021

Agency	2017	2018	2019	2020	2021
Cabinet					
ADOA	\$138,832	\$111,879	\$107,434	\$96,420	\$89,096
Agriculture	\$368,484	\$373,081	\$458,772	\$660,913	\$878,554
AHCCCS	\$6,442	\$15,036	\$21,293	\$51,571	\$97,560
Child Safety	\$5,202,126	\$4,313,123	\$3,460,133	\$3,977,171	\$3,833,613
Corrections	\$31,175,002	\$40,885,158	\$48,178,447	\$64,493,376	\$50,820,562
Economic Security	\$4,276,039	\$4,731,481	\$5,078,295	\$6,071,093	\$9,826,600
Environmental Quality	\$80,691	\$66,680	\$43,904	\$33,894	\$14,879
Financial Institutions	\$6,558	\$735	\$2,134	\$1,240	\$0
Forestry	\$1,061,573	\$1,565,632	\$1,341,145	\$1,342,151	\$2,389,781
Game & Fish	\$164,062	\$569,415	\$258,442	\$459,103	\$975,733
Gaming	\$0	\$829	\$7	\$1,595	\$1,724
Health Services	\$2,540,558	\$2,334,461	\$2,656,110	\$3,258,130	\$3,908,754
Highway Safety	\$4,932	\$4,035	\$4,715	\$4,286	\$0
Homeland Security	\$0	\$0	\$0	\$0	\$0
Housing	\$3,652	\$4,946	\$9,816	\$1,225	\$0
Industrial Commission	\$7,373	\$4,681	\$14,672	\$30,283	\$70,592
Insurance	\$8,855	\$8,241	\$39,485	\$18,939	\$21,585
Juvenile Corrections	\$109,138	\$139,875	\$536,938	\$1,175,512	\$1,201,567
Liquor Licenses	\$107,555	\$71,245	\$111,430	\$65,103	\$63,143
Lottery Commission	\$22,402	\$23,721	\$40,884	\$17,462	\$4,801
Military Affairs	\$621,054	\$806,905	\$904,427	\$1,012,768	\$930,768
Real Estate	\$207	\$2,943	\$28	\$0	\$0
Registrar of Contractors	\$5,902	\$4,892	\$7,717	\$1,351	\$162
Revenue	\$39,019	\$58,214	\$30,083	\$2,858	\$22,644
RUCO	\$0	\$0	\$0	\$0	\$0
School Facilities Board	\$0	\$0	\$0	\$0	\$0
State Land	\$464	\$6,972	\$3,430	\$4,148	\$1,298
State Parks	\$58,442	\$27,744	\$22,638	\$51,959	\$76,968
Tourism	\$0	\$0	\$0	\$0	\$0
Transportation	\$6,510,221	\$6,697,927	\$7,529,451	\$6,941,173	\$5,282,563
Veterans' Services	\$844,366	\$1,122,297	\$1,555,712	\$1,582,174	\$1,325,750
Water Resources	\$0	\$83	\$1,165	\$1,102	\$955

Elected					
Attorney General	\$223,961	\$122,587	\$150,909	\$199,990	\$213,033
Corporation Commission	\$12,035	\$42,073	\$51,991	\$10,478	\$13,173
Education	\$40,257	\$41,249	\$55,421	\$74,039	\$220,570
Governor's Office	\$0	\$0	\$0	\$2,756	\$3,346
Mine Inspector	\$0	\$0	\$0	\$0	\$0
Secretary of State	\$6,310	\$20,520	\$27,996	\$5,818	\$78,567
Treasurer	\$0	\$8	\$0	\$0	\$0
NonCabinet/Board/ Commission					
Accountancy	\$1,383	\$307	\$680	\$2,947	\$79
Acupuncture	\$0	\$0	\$0	\$0	\$0
Administrative Hearings	\$0	\$0	\$0	\$0	\$0
African-American Affairs	\$0	\$0	\$0	\$0	\$0
Arts Commission	\$750	\$0	\$114	\$114	\$0
ASRS	\$29,692	\$28,262	\$23,061	\$12,366	\$10,263
Athletic Training	\$0	\$210	\$693	\$813	\$0
Auto Theft Authority	\$139	\$0	\$1,313	\$244	\$0
Barber Examiners	\$1,578	\$1,624	\$257	\$132	\$0
Behavioral Health	\$11,198	\$2,273	\$5,498	\$4,412	\$7,140
Charter Schools	\$0	\$0	\$0	\$0	\$0
Chiropractic Examiners	\$0	\$0	\$0	\$0	\$0
Clean Elections	\$0	\$739	\$963	\$747	\$66
Cosmetology	\$0	\$0	\$0	\$0	\$0
Criminal Justice Commission	\$0	\$0	\$0	\$0	\$0
Deaf & Hard of Hrng	\$0	\$0	\$0	\$0	\$0
Dental Examiners	\$0	\$0	\$2,952	\$5,903	\$20,463
Early Childhood	\$0	\$0	\$0	\$0	\$0
Economic Opportunity	\$0	\$0	\$0	\$0	\$0
Education Board	\$100	\$0	\$0	\$0	\$0
Equalization	\$0	\$0	\$335	\$0	\$0
Executive Clemency	\$256	\$0	\$5,945	\$16,707	\$210
Exposition & State Fair	\$309,232	\$339,557	\$306,575	\$275,727	\$43,085
Fingerprinting	\$0	\$0	\$0	\$0	\$0
Funeral Directors	\$274	\$1,268	\$822	\$204	\$356
Historical Society	\$0	\$0	\$0	\$0	\$0
Homeopathic Med Exam	\$0	\$0	\$0	\$0	\$0

Massage Therapy Board	\$0	\$0	\$178	\$0	\$6,143
Medical Board	\$16,613	\$13,446	\$10,248	\$21,323	\$45,818
Naturopathic Board	\$0	\$0	\$0	\$0	\$0
Navigable Streams	\$0	\$0	\$0	\$0	\$0
Nursing	\$700	\$3,261	\$6,245	\$2,787	\$24,807
Nursing Care Exam Board	\$0	\$0	\$364	\$480	\$111
Occupational Therapy	\$1,598	\$2,974	\$935	\$324	\$0
Opticians Bd of Dispensing	\$0	\$0	\$0	\$202	\$1,378
Optometry	\$0	\$0	\$0	\$0	\$52
Osteopathic Examiners	\$202	\$5,869	\$6,431	\$364	\$270
Personnel Board	\$0	\$0	\$0	\$0	\$0
Pharmacy Board	\$0	\$0	\$0	\$0	\$0
Physical Therapy	\$2,241	\$4,119	\$7,682	\$1,222	\$0
Pioneers Home	\$97,277	\$145,743	\$93,717	\$97,566	\$138,299
Podiatry Examiners	\$0	\$0	\$0	\$0	\$0
Postsecondary Education	\$0	\$0	\$0	\$0	\$0
Power Authority	\$0	\$0	\$0	\$0	\$0
Prescott Historical Society	\$0	\$369	\$0	\$0	\$0
Private Postsecondary Ed	\$0	\$0	\$28	\$56	\$0
PSPRS	\$0	\$11,918	\$11,720	\$1,159	\$589
Psychologist Examiners	\$1,365	\$314	\$0	\$2,411	\$3,250
Respiratory Care	\$156	\$0	\$0	\$325	\$1,066
Tax Appeals	\$0	\$0	\$0	\$0	\$0
Technical Registration	\$3,017	\$2,262	\$248	\$0	\$0
Veterinary Medical Exam	\$3,179	\$1,283	\$2,956	\$1,688	\$3,012
Water Finance Authority	\$0	\$0	\$0	\$0	\$0

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.

FY21 SPS Executive Summary			
As of June 30, 2021			
		State Personnel System	% Change from FY20
Headcount		33,080	-2.3%
Average Salary		\$50,704	+4.6%
Turnover		18.3%	+2.1%
	Voluntary	14.6%	+1.7%
	Involuntary	0.7%	+0.1%
	Retirement	2.6%	+0.1%
	Other	0.4%	+0.2%
Average Age		44	-
Average Years of Service		8	-
		State Personnel System	Arizona Population²
Gender			
	Female	54.4%	50.3%
	Male	45.6%	49.7%
Ethnicity			
	American Indian	2.5%	5.3%
	Asian	3.2%	3.7%
	Black	7.4%	5.2%
	Hispanic	32.7%	31.7%
	Unspecified	7.9%	n/a
	White	46.3%	54.1%

² Source: 2019 US Census Bureau

The following table shows the average salary for the State Personnel System (SPS) reported from 2010 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.

SPS Historical Average Salaries and Salary Adjustments

Fiscal Year	Average Salary	% Change in Average	General Salary Adjustment	Performance	Retention	Allocations for Select Classes
2010	\$42,304		-	-	-	x
2011	\$42,235	-0.2%	-1.92%	-2.75%	-	x
2012	\$42,322	0.2%	-	-	-	x
2013	\$42,447	0.3%	-	-	5.00% ³	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%	-	-	-	✓ ⁴
2020	\$48,462	1.0%	-	-	-	x
2021	\$50,704	4.6%	-	-	-	✓ ⁵

³ 5% retention pay for uncovered employees and those that elected to become at-will uncovered.

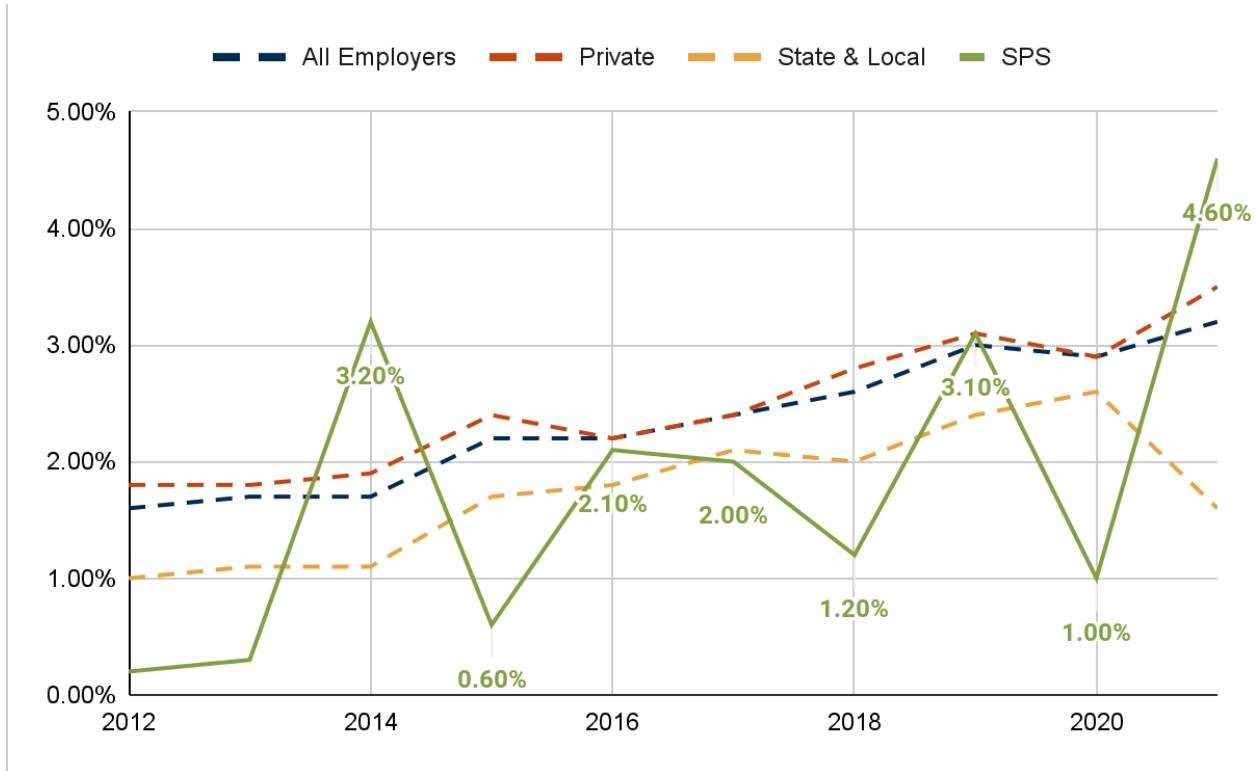
Permanently rolled into base pay in FY2014

⁴ Salary increases for select classifications including public safety and security positions

⁵ Salary increases for select classifications including public safety and security positions, Program Service Evaluators at DES, and Transportation & Highway Operations positions at ADOT

The chart below displays the percentage change in SPS salaries vs. the Employment Cost Index (ECI) over time. This is national data published quarterly by the Bureau of Labor Statistics (BLS) and represents the cost of labor. ECI data is broken out in three segments: all employer data, private-sector only, and state and local government only. In years the SPS value exceeded one or more of the segments in the chart below, it indicates state salaries, on average, increased at a faster than average rate. In these years, the SPS salaries made up ground vs. other employers. In years where the SPS lagged an index, state salaries fell further behind other employers.

% Change in SPS Salaries vs. Employment Cost Index (ECI)



Published Salary Increase History and Projections vs. SPS

Source	2021 Actual	2022 Projected
SHRM (Society for Human Resource Management)	3.0%	3.0%
Willis Towers Watson	2.7%	3.0%
WorldatWork	3.0%	3.3%
State Personnel System	4.6%	TBD

This table lists published projections for planned salary actions next calendar year. This information comes from national HR consulting firms and is based on the survey responses from thousands of employers.

Conclusion

The SPS experienced a significant increase to average salary in FY21, primarily from salary increases included in the FY22 budget. Even though the higher salaries were not paid until FY22, the increases were captured in the state's HRIS system in time for this report. The 4.6% increase to average salary not only exceeded the salary movement of most employers, it also brought the SPS average salary above \$50,000 for the first time. This represents the largest year-over-year increase to average salary in over 20 years.

While salary growth was positive, SPS turnover increased by 2.1% from last year to 18.3%. FY20 turnover was lower for most employers during the height of the pandemic; the SPS experienced a nearly 2% reduction. So this increase for FY21 brings turnover just above the pre-pandemic levels. The increase in turnover may have reduced some of the targeted headcount gains from FY20. With a headcount of just above 33,000 employees, the SPS has just above the staffing level reported in FY19. The increase to turnover is consistent with many publications reporting on the ultra competitive labor market and the difficulty in retaining current talent. Given some of these external factors, the Department of Administration does not have a specific recommendation, but stands ready to provide relevant workforce data to aid in the decision-making and budget development process.