



STATE OF ARIZONA WORKFORCE REPORT

Janice K. Brewer
Governor

2014

Brian C. McNeil, Director
Department of Administration



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ARIZONA DEPARTMENT OF ADMINISTRATION

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September 2014

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 2014 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 2014, 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 34,161 active SPS employees at the end of FY 2014 (page iii). This represents a loss of 3,795 filled positions, or a decrease of 10% 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, 2012, transitioned to 33% by the end of FY 2014 (page iv).
- The average employee base salary was \$43,832 (page 2).
- The employee turnover rate (page 11) decreased from 15.8% last year to 15.5%, although the relative proportion of voluntary separations continues to increase.
- Arizona ranks 49th in the nation (pages 8 & 37) in the ratio of State payroll to the population served.

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

Table of Contents

SECTION	TITLE	PAGE NUMBER
	Table of Contents	i
	Overview	ii
	Personnel Reform	iii
	Workforce Reporting Modifications	ix
-1-	Compensation	1
1-1	Average Salary per Employee by Agency	2
1-2	Average Total Compensation Estimate	3
1-3	Average Salary by Age	4
1-4	Average Salary by Length of Service	4
1-5	Overtime Costs by Agency	5
1-6	Average Annual Leave Use per Employee by Agency	6
1-7	Average Sick Leave Use per Employee by Agency	7
1-8	Ratio of Total State Payroll to State Population	8
-2-	Employee Turnover	9
2-1	Turnover Rates: State Personnel System Compared to Benchmarks	10
2-2	Turnover Rates by Type of Separation	11
2-3	Turnover Rates by Agency and Type of Separation	12
2-4	Turnover Rates by Agency	13
2-5	Job Titles with Highest Turnover Rates	14
2-6	Turnover Rates by Age	15
2-7	Turnover Rates by Length of Service	16
2-8	Percentage of Separations Due to Retirement	17
2-9	Employees Meeting Retirement Criteria	18
-3-	Equal Employment Opportunity	19
3-1	Ethnic Composition of the State Personnel System Workforce Compared to Arizona Population and Arizona Workforce	20
3-2	Ethnic Composition by Agency	21
3-3	Gender Composition of the State Personnel System Workforce Compared to Arizona Population and Arizona Workforce	22
3-4	Gender Representation by Agency	23
3-5	Ethnic and Gender Composition of the State Personnel System Workforce	24
3-6	Distribution of State Personnel System Employees by Occupational Group	25
-4-	Workforce Characteristics	26
4-1	State Personnel System Employees by Agency	27
4-2	Age Distribution of State Personnel System Employees	28
4-3	Length of Service Distribution of State Personnel System Employees	29
4-4	State Government Employees per 10,000 Residents	30
4-5	State Personnel System Employees by County	31
-5-	Appendix	32
5-1	Age and Length of Service Salary Matrix	33
5-2	Average Annual Leave Use and Costs	34
5-3	Average Sick Leave Use and Costs	35
5-4	Rank Order of All States by Ratio of Total State Payroll to State Population	36
5-5	Rank Order of All States by State Government Employees per 10,000 Residents	37
5-6	Agency Statistics	38
5-7	Notes	47

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 and Board of Regents) that operate their own personnel systems. Following Figure A, the remainder of this report provides information related to SPS employees only.

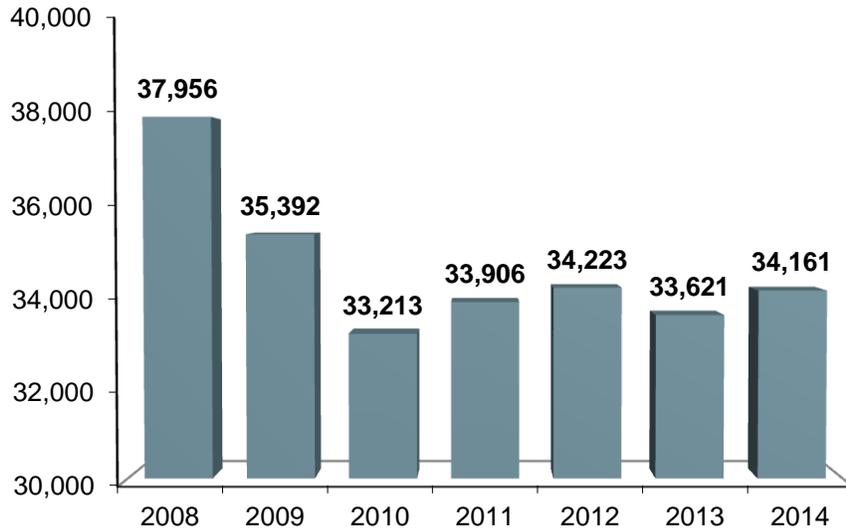
Figure A – FY 2014 Active Employee Headcount

Branch of Government	Active Employees
Executive	36,056
State Personnel System Agencies	34,161
Department of Public Safety	1,895
Legislative	569
Auditor General	192
House Of Representatives	190
Joint Legislative Budget Committee	23
Legislative Council	39
Senate	125
Judicial	750
Court Of Appeals Division I	93
Court Of Appeals Division II	37
Supreme Court	620
Other	716
Arizona Schools for the Deaf And Blind	681
Cotton Research Council	35
TOTAL	38,091

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 increased by 1.6% in FY 2014. 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 10%, or 3,795 employees. Figure B illustrates the trend of decreased staffing levels in State government since FY 2008.

**Figure B – SPS Employee Headcount
FY 2008 - 2014**



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 Janice K. 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.

The annual reports, prior to FY 2013, 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 this report include information for all current SPS agencies. As a result, the statewide data in this report should not be compared with the workforce reports that only included ADOA Personnel System agencies.

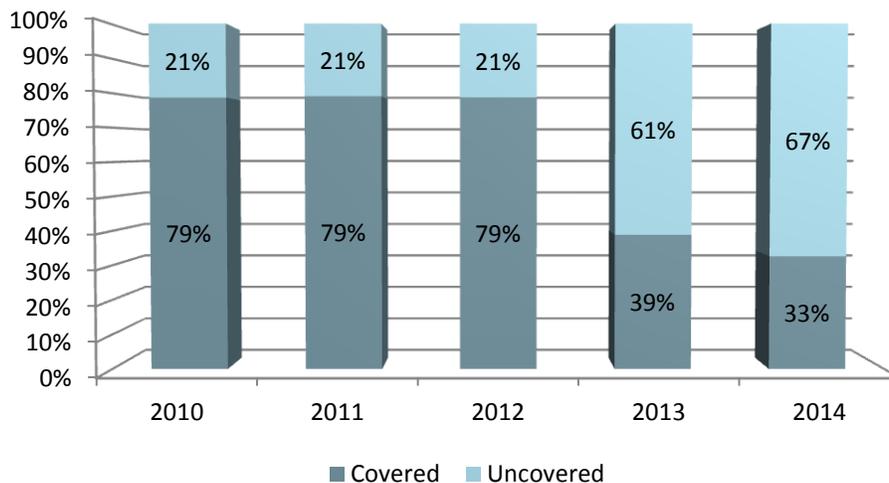
Transition to an At-Will Workforce

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 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 2010 – 2014**

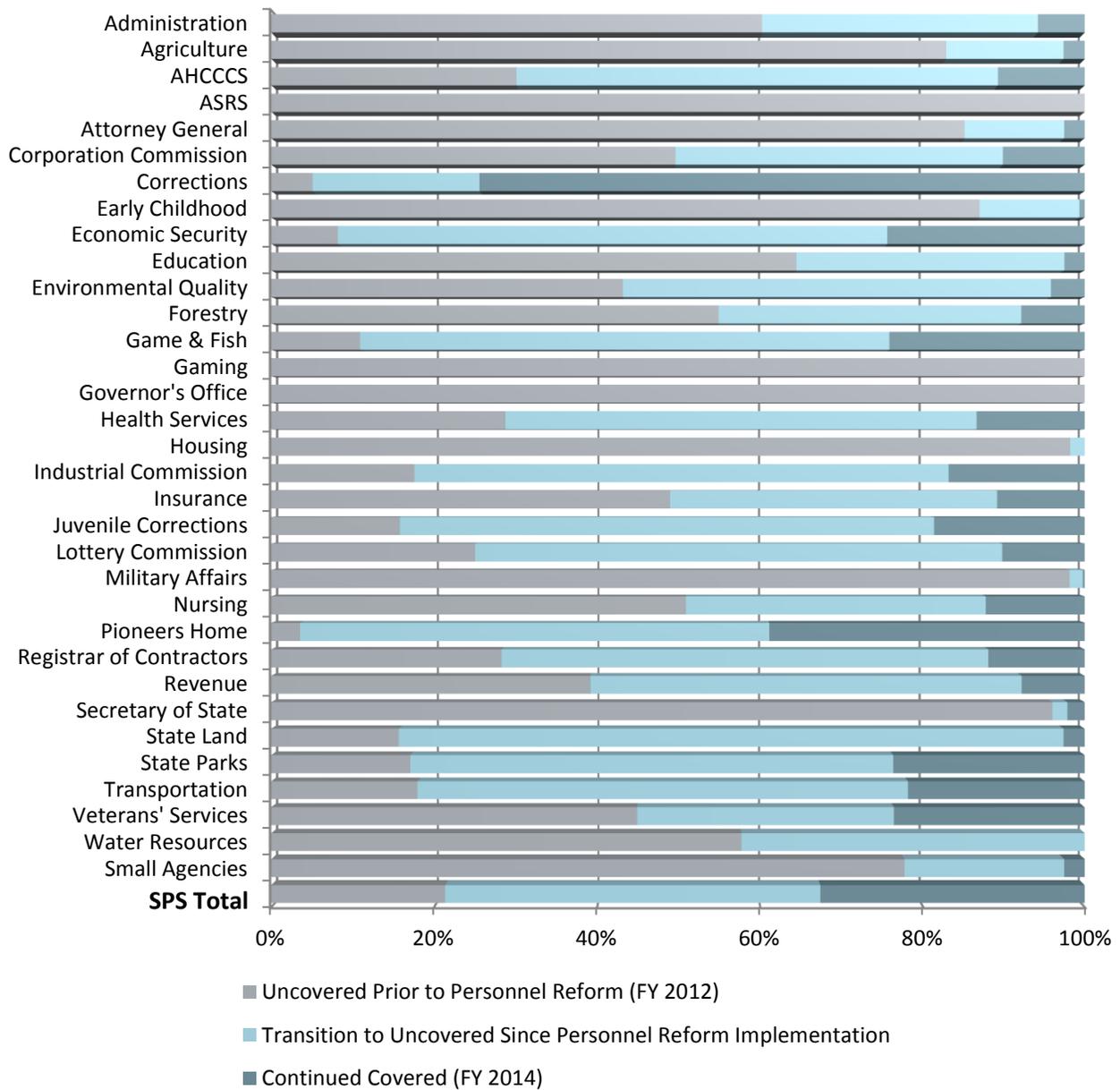


Source: HRIS. Data includes all regular, active SPS employees at fiscal year-end (June 30). Data includes Correctional Officers (I, II, III), Community Corrections Officers, and Full Authority Peace Officers.

Covered employees who were not otherwise required to become at-will uncovered were allowed to remain covered. Employees employed as 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. Fourteen agencies experienced a change of at least 50%. The State Land Department experienced the largest shift; 82% of its workforce has become uncovered.

Figure D – Covered vs. Uncovered Employees Changes from FY 2012 to FY 2014



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	Total Employees	% Covered
Corrections Officer (I, II, III)	6,360	0	6,360	100%
Program Services Evaluator (I, II, III, IV, V)	722	1,608	2,330	31%
Customer Services Representative (I, II, III)	362	546	908	40%
Human Services Specialist (I, II, III)	322	648	970	33%
Child Protective Services Specialist (I, II, III)	261	899	1,160	23%
Administrative Assistant (I, II, III)	255	882	1,137	22%
Motor Vehicle Division Customer Services Rep	206	218	424	49%
Habilitation Technician (II, III)	169	165	334	51%
Highway Operations Technician (I, II, III, IV)	135	410	545	25%
Child Support Enforcement Officer (I,II)	132	222	354	37%
Child Protection Services Case Aide (I,II)	92	140	232	40%
Traffic Construction Tech (I,II,III,IV)	88	180	268	33%
Administrative Secretary (I, II, III)	85	137	222	38%
Rehabilitation Services Specialist (I,II,III)	82	111	193	42%
Community Corrections Officer	81	0	81	100%
Correctional Education Program Teacher	73	43	116	63%
Wildlife Manager (I,II,III)	71	0	71	100%
Employment and Compliance Officer	63	2	65	97%
Secretary	59	96	155	38%
Youth Corrections Officer (I, II, III)	58	342	400	15%
Nursing Assistant	54	91	145	37%
Mental Health Program Specialist (I,II,III)	53	169	222	24%
Program & Project Specialist (I, II)	47	641	688	7%
Transportation Engineering Specialist	46	170	216	21%
Clerk Typist (I, II, III)	44	46	90	49%
Fiscal Services Specialist (I,II,III,IV)	43	187	230	19%

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

Performance Management

An integral part of personnel reform was the creation of the Managing Accountability and Performance (MAP) system. The previous performance management system was considered by many to be ineffective, inefficient, and burdensome. Furthermore, only covered employees (79% of the workforce in FY2012) were required to have an annual performance management review with their supervisor. The new performance management system applies to the remaining covered employees as well as most uncovered employees. Over 99.1% of the workforce is now subject to performance evaluation on a consistent framework of competencies. Some competencies are uniform across the entire State, and others are specifically defined by each agency. All agencies will have evaluated their employees during FY 2014.

All agencies used MAP to evaluate their employees during FY 2014. Each employee is evaluated on three standard statewide competencies (four for supervisors), three agency-selected competencies, and a “results orientation” competency, which is based on goals set by the employee and his or her supervisor. For each competency, the employee receives a rating of “Needs Improvement,” “Meets Expectations,” or “Exceeds Expectations,” which has a corresponding numerical rating level (see Figure F below).

Figure F – MAP Rating Scale

Word Anchor	Rating Level	Score Range Begin	Score Range End
Needs Improvement	1	1.00	1.99
Meets Expectations	2	2.00	2.49
Exceeds Expectations	3	2.50	3.00

Using a specific formula, these ratings are combined to create a single overall rating score between 1.00 and 3.00 which is then tied back to the word anchor for an overall rating. The overall rating is used to help identify top performers and as a condition for the execution of certain compensation strategies.

Figure G provides data for those employees that completed a MAP evaluation cycle in FY 2014, including the number of employees who receive an overall MAP rating and the distribution of the overall rating by agency. As MAP data becomes more plentiful in future years, the workforce report will utilize it to provide additional performance management analysis, including trend analyses over time.

Figure G – Overall MAP Rating Distribution by Agency

Agency	Employees Reviewed	Needs Improvement	Meets Expectations	Exceeds Expectations
Administration	545	1.7%	59.8%	38.5%
Agriculture	129	7.8%	70.5%	21.7%
AHCCCS	71	1.4%	70.4%	28.2%
ASRS	188	6.4%	60.6%	33.0%
Attorney General	6	0.0%	83.3%	16.7%
Corporation Commission	217	7.4%	72.4%	20.3%
Corrections	2,784	5.5%	73.9%	20.7%
Early Childhood	110	4.5%	81.8%	13.6%
Economic Security	5,771	4.5%	75.0%	20.5%
Education	388	4.1%	71.9%	24.0%
Environmental Quality	467	18.2%	65.3%	16.5%
Forestry	33	3.0%	66.7%	30.3%
Game & Fish	530	2.6%	77.0%	20.4%
Gaming	95	2.1%	52.6%	45.3%
Governor's Office	67	11.9%	50.7%	37.3%
Health Services	711	5.5%	71.9%	22.6%
Housing	48	2.1%	93.8%	4.2%
Industrial Commission	239	5.4%	58.6%	36.0%
Insurance	82	11.0%	75.6%	13.4%
Juvenile Corrections	480	6.3%	51.5%	42.3%
Lottery Commission	70	11.4%	77.1%	11.4%
Military Affairs	259	8.1%	63.3%	28.6%
Nursing	10	10.0%	50.0%	40.0%
Pioneers Home	9	0.0%	100.0%	0.0%
Registrar of Contractors	76	6.6%	51.3%	42.1%
Revenue	619	8.2%	60.1%	31.7%
Secretary of State	98	11.2%	74.5%	14.3%
State Land	72	5.6%	59.7%	34.7%
State Parks	144	8.3%	61.1%	30.6%
Transportation	3,588	7.5%	74.4%	18.2%
Veterans Service	245	18.4%	67.3%	14.3%
Water Resources	102	0.0%	25.5%	74.5%
Small Agencies	461	8.7%	64.6%	26.7%
SPS Average	18,714	6.1%	71.2%	22.7%

Source: HRIS. Data includes the most recent MAP score for all SPS employees who had been evaluated as of July, 15, 2014.

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, which are discussed in the FY 2013 report, 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 any annual reports prior to the FY 2013.

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 2010 – 2014

Agency	2010	2011	2012	2013	2014
Administration	\$52,176	\$52,599	\$56,045	\$57,318	\$62,102*
Agriculture	34,528	35,334	36,715	38,561	42,222*
AHCCCS	42,742	42,919	42,946	43,808	46,217
ASRS	50,970	51,666	54,132	54,786	58,704*
Attorney General	62,803	64,732	64,777	65,129	68,206
Corporation Commission	54,570	56,537	55,899	58,266	61,550
Corrections	40,721	40,435	40,215	39,517	40,088
Early Childhood	60,717	59,705	60,722	59,726	62,460
Economic Security	37,260	37,004	37,048	37,404	38,307
Education	53,527	53,738	54,106	55,432	58,033
Environmental Quality	46,154	46,304	46,919	47,694	50,888
Forestry	45,585	44,637	44,061	45,081	46,072
Game & Fish	48,466	49,054	49,205	50,231	51,851
Gaming	55,256	54,337	54,337	55,029	57,188
Governor's Office	63,970	58,153	60,501	61,518	65,533
Health Services	47,631	47,563	48,614	48,570	50,738
Housing	53,398	55,446	56,389	56,671	58,475
Industrial Commission	42,168	42,509	42,916	44,181	46,646
Insurance	51,903	51,830	50,917	51,561	53,610
Juvenile Corrections	44,237	42,944	41,964	42,015	43,098
Lottery Commission	43,734	43,508	43,366	43,040	45,595
Military Affairs	42,059	41,923	42,308	41,776	43,792
Nursing	48,001	48,056	49,089	50,402	51,990
Pioneers' Home	32,498	32,286	32,379	33,846	33,846
Registrar of Contractors	41,321	42,123	43,469	43,644	46,467
Revenue	44,662	43,939	44,809	45,640	48,379
Secretary of State	42,067	42,201	42,717	42,748	44,583
State Land	50,158	51,366	52,719	53,026	55,552
State Parks	41,201	41,286	41,528	41,936	43,335
Transportation	41,549	42,164	42,751	42,874	44,770
Veterans' Services	38,692	38,829	39,549	37,365	38,360
Water Resources	60,389	58,735	60,380	59,469	59,859
Small Agencies	53,577	54,784	54,593	54,476	55,811
SPS Average	\$42,304	\$42,235	\$42,322	\$42,447	\$43,832

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 retention pay in FY 2013 is excluded.

Notes: In FY 2013, beginning on the 10/18/2012 payday, eligible uncovered employees began receiving one-time 5% critical retention payments. At the beginning of FY 2014 employees that had been receiving retention payments had those payments converted to base salary increases; this accounts for the majority of the increase in the average salary from FY 2013 to FY 2014. Other reasons for the increase may be attributable to changes in the structure of the workforce such as abolishing or leaving lower paid positions vacant and establishing or filling higher paid positions.

* Additional information for selected agencies is included in the Notes section beginning on page 47.

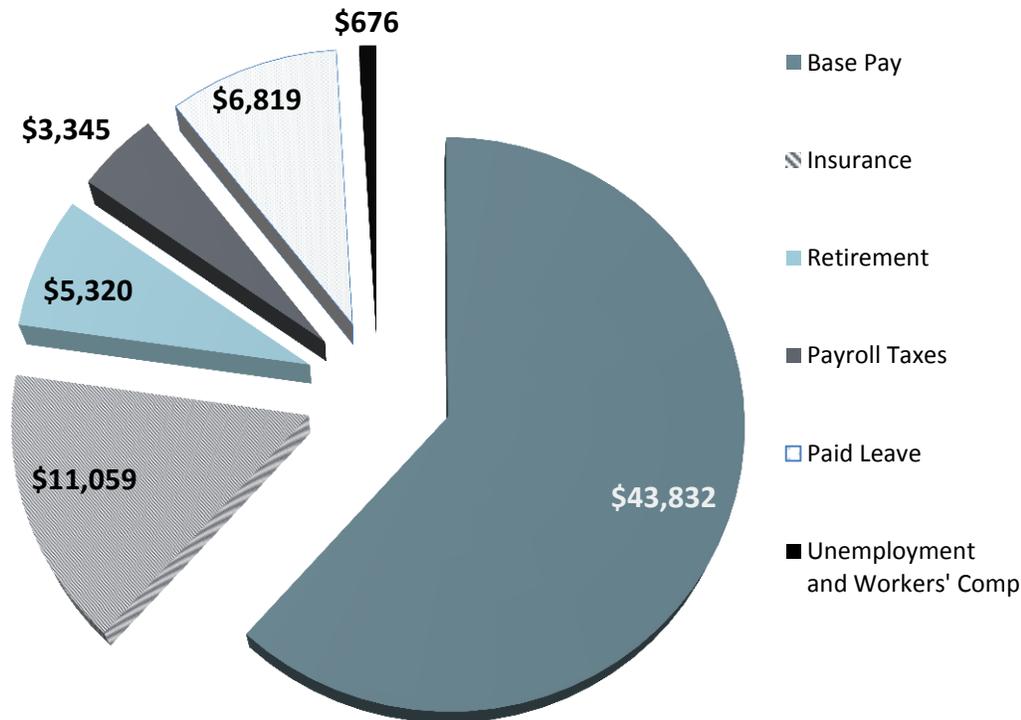
Key Points

- The average salary for SPS employees increased by 3.5 % over the past 5 years, while the market increased by 9.2% over the same time period (*Arizona Compensation Survey*).
- 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
'11	-0.2%	1.9%
'12	0.2%	2.3%
'13	0.3%	2.3%
'14	3.3%	2.7%

- **NO** agency experienced a decrease in the average salary of its employees last year.
- **16** agencies experienced increases in average salary in each of the past five years.
- For more information on SPS employee compensation relative to the market, see the *2014 Advisory Recommendation*.

1.2 – Average Total Compensation Estimate Fiscal Year 2014



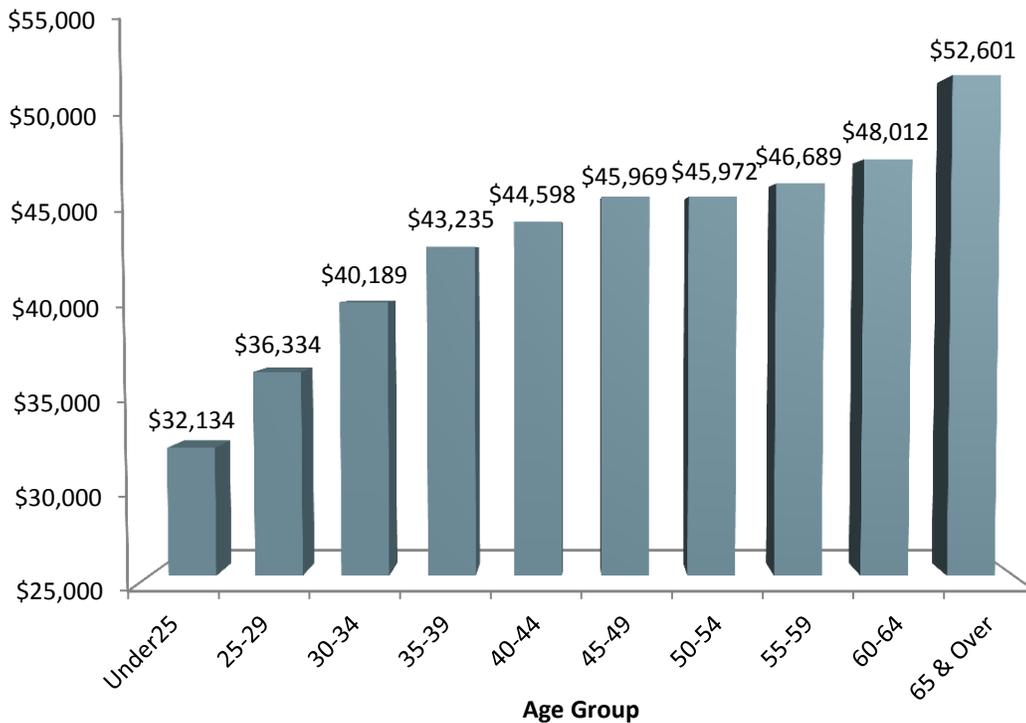
Key Points

- The average total compensation for SPS employees is **\$71,051**.
- On average, base salary (**\$43,832**) constitutes **61.7%** of a SPS employee's total compensation.

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.

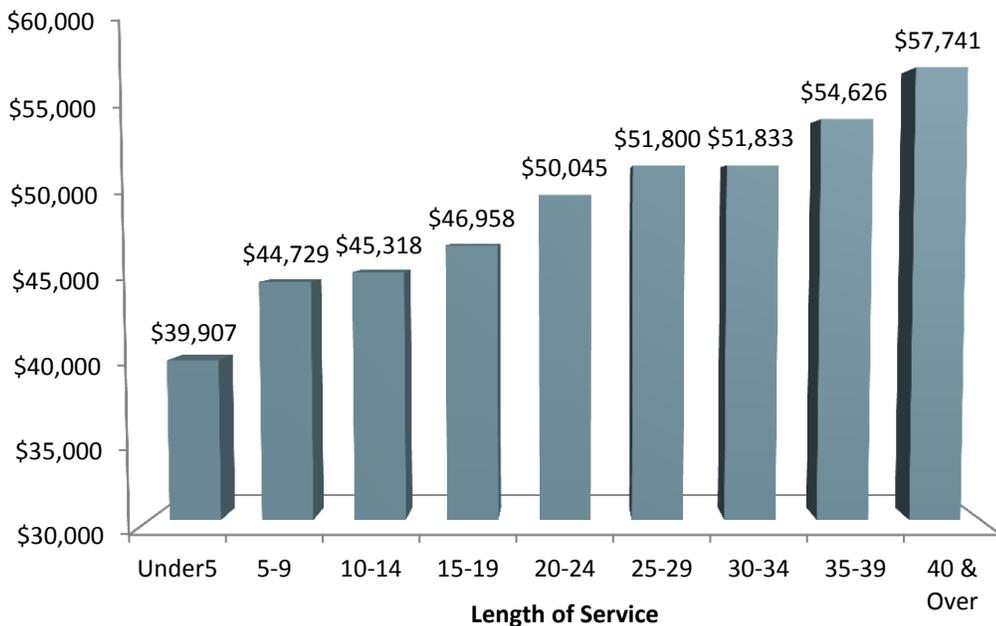
Notes: Compared with the distribution from FY 2013, there was no significant change in relative percentage of total compensation derived from base pay. In FY 2013 eligible uncovered employees began receiving a 5% critical retention payment. In FY 2014 these one-time retention payments were converted to base salary increases, and is now reflected in the base pay. Other changes from FY 2013 include an increase in retirement (up 8.9%) and a decrease in the percentage of Unemployment and Workers' Compensation (down 4.5%).

1.3 – Average Salary by Age Fiscal Year 2014



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.

1.4 – Average Salary by Length of Service (LOS) Fiscal Year 2014



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.

Key Points

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

AGE	% Change
Under 25	-
25-29	13.07%
30-34	10.61%
35-39	7.58%
40-44	3.15%
45-49	3.07%
50-54	0.01%
55-59	1.56%
60-64	2.83%
65 & Over	9.56%

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

LOS	% Change
Under 5	-
5-9	12.08%
10-14	1.32%
15-19	3.62%
20-24	6.58%
25-29	3.51%
30-34	0.06%
35-39	5.39%
40 & Over	5.70%

- 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 2010 – 2014

Agency	2010	2011	2012	2013	2014
Administration	\$102,580	\$162,877	\$123,405	\$137,407	\$105,584
Agriculture	330,397	332,778	340,168	202,194	222,426
AHCCCS	78	330	277	53,480	114,831*
ASRS	28,244	5,559	7,612	21,608	48,430*
Attorney General	114,335	153,413	124,353	182,558	161,159
Corporation Commission	6,862	3,131	21,086	35,045	15,530
Corrections	7,578,479	24,080,092	19,829,115	12,441,987	17,623,275*
Early Childhood	0	0	0	0	386
Economic Security	3,720,439	8,195,741	11,733,737	12,334,429	12,788,895
Education	8,375	3,525	23,581	55,175	60,177
Environmental Quality	33,739	26,077	25,167	29,363	17,029
Forestry	996,694	1,004,071	1,084,446	981,180	1,341,358
Game & Fish	56,371	64,142	73,658	52,368	94,856*
Gaming	0	0	664	188	0
Governor's Office	1,548	133	0	0	0
Health Services	169,875	675,924	1,146,911	1,393,170	2,576,278*
Housing	0	0	0	0	0
Industrial Commission	0	0	0	1,021	1,944
Insurance	0	0	168	2,452	2,272
Juvenile Corrections	612,709	1,161,137	758,029	217,791	381,731*
Lottery Commission	9,787	4,809	5,567	5,114	9,751
Military Affairs	500,940	450,875	579,891	593,572	521,811
Nursing	119	14,485	3,466	9,138	6,014
Pioneers' Home	17,784	19,500	43,982	42,240	39,226
Registrar of Contractors	624	3,345	3,258	5,403	8,161
Revenue	47,302	69,251	28,938	46,768	40,240
Secretary of State	4,437	1,131	3,584	3,956	1,936
State Land	1,032	136	0	30	787
State Parks	6,656	29,367	33,162	19,337	38,120
Transportation	1,910,901	2,636,057	3,858,790	4,631,037	5,121,336
Veterans Service	364,500	332,570	554,234	649,622	890,570
Water Resources	207	0	0	0	0
Small Agencies	255,114	299,166	345,382	374,086	471,330
SPS Average	\$16,880,129	\$39,729,623	\$40,752,632	\$34,531,718	\$42,705,444

Source: The State's financial system (Arizona Financial Information System) accessed via OpenBooks.az.gov, Arizona's official transparency web site 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 all funding sources, but does not include expenditures for compensatory time earned for overtime hours worked.

Notes: Notable increases in overtime expenses from the year before were observed at AHCCCS, ASRS, Corrections, Game and Fish, Health Services, and Juvenile Corrections.

* Additional information for selected agencies is included in the Notes section beginning on page 47.

Key Points

- The total overtime expenses of all SPS agencies increased by **24%** from last year.
- **2** agencies account for **71%** of the total overtime expenditures.
- **13** agencies experienced an increase of 25% or more in overtime expenses, **10** of which increased by over 50%.
- **5** 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 2010 – 2014

Agency	2010	2011	2012	2013	2014
Administration	15.9	15.2	16.1	15.9	16.1
Agriculture	13.4	14.0	14.3	16.6	16.3
AHCCCS	17.0	16.1	16.0	15.8	15.7
ASRS	16.3	18.9	15.3	16.9	15.3
Attorney General	16.3	15.5	16.5	16.1	15.9
Corporation Commission	16.8	17.5	16.1	15.9	15.4
Corrections	13.9	12.6	13.6	13.9	13.9
Early Childhood	15.1	11.8	14.6	16.0	16.3
Economic Security	15.1	13.1	13.1	13.3	13.5
Education	17.0	14.6	14.0	14.3	13.9
Environmental Quality	17.0	17.7	18.4	16.7	16.7
Forestry	6.1	5.6	6.1	6.2	7.3*
Game & Fish	14.2	13.8	14.3	13.6	14.0
Gaming	17.4	16.2	17.4	17.6	18.9*
Governor's Office	12.1	13.2	14.3	16.0	14.4
Health Services	16.2	15.4	15.3	14.5	14.2
Housing	17.5	14.7	14.7	16.9	15.5
Industrial Commission	16.6	15.7	15.6	15.6	15.1
Insurance	19.4	17.4	16.8	19.9	13.9*
Juvenile Corrections	14.6	13.8	13.9	15.1	14.0
Lottery Commission	15.6	16.6	17.2	15.8	13.9
Military Affairs	16.1	15.5	16.6	16.9	15.6
Nursing	13.1	13.6	13.9	12.3	13.0
Pioneers' Home	12.4	11.9	13.8	12.2	12.5
Registrar of Contractors	16.8	16.7	16.8	15.7	13.8*
Revenue	16.9	14.7	16.7	15.6	16.0
Secretary of State	16.6	17.1	18.1	16.4	16.5
State Land	15.7	14.5	16.1	17.3	16.5
State Parks	15.1	16.0	15.1	14.4	15.2
Transportation	17.0	14.8	15.3	15.2	15.5
Veterans' Services	14.3	12.0	11.9	10.8	12.1
Water Resources	16.4	16.3	16.7	16.1	14.5
Small Agencies	16.4	15.1	15.8	15.8	15.3
SPS Average	15.2	13.8	14.2	14.3	14.3

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

Notes: Forestry experienced a much lower use of leave than the SPS average while Gaming had a higher rate. The Dept of Insurance and Registrar of Contractors experienced a notable reduction from the year before.

* Additional information for selected agencies is included in the Notes section beginning on page 47.

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 did not increase from the prior year.
- The estimated cost of annual leave (leave taken and leave payout) in FY 2013 was **\$2,490** per employee, please see Appendix 5.2.

1.7 – Average Sick Leave Use (days) per Employee by Agency Fiscal Year 2010 – 2014

Agency	2010	2011	2012	2013	2014
Administration	7.6	6.7	7.2	6.5	5.9
Agriculture	5.9	7.7	7.2	7.7	6.6
AHCCCS	9.3	8.7	8.5	7.1	7.0
ASRS	7.7	6.3	7.2	7.3	6.3
Attorney General	7.9	8.3	7.7	7.8	6.8
Corporation Commission	10.7	9.7	8.8	8.7	7.2
Corrections	9.6	8.1	8.8	8.6	8.0
Early Childhood	7.9	5.9	6.1	8.1	7.0
Economic Security	10.2	8.9	8.5	8.5	8.0
Education	9.4	8.0	7.1	6.9	6.6
Environmental Quality	10.4	10.0	10.5	8.5	7.6
Forestry	2.8	2.8	3.1	3.1	2.9*
Game & Fish	6.3	6.2	6.4	4.7	4.0
Gaming	8.4	7.4	8.0	7.7	7.3
Governor's Office	4.5	5.2	5.1	5.3	5.3
Health Services	9.8	9.6	9.0	7.8	7.7
Housing	7.6	7.1	6.8	7.5	7.2
Industrial Commission	9.5	8.4	9.6	8.6	7.7
Insurance	8.5	7.4	6.5	6.2	5.2
Juvenile Corrections	9.3	8.7	8.1	9.3	7.5
Lottery Commission	8.8	9.4	9.4	8.4	7.6
Military Affairs	7.7	7.7	7.5	7.5	7.3
Nursing	7.5	6.4	5.9	6.3	5.3
Pioneers' Home	8.0	8.8	10.2	7.8	7.2
Registrar of Contractors	9.4	9.5	10.5	8.7	6.8
Revenue	10.8	8.8	9.7	8.6	8.3
Secretary of State	9.0	9.3	9.6	8.1	7.6
State Land	9.8	8.3	7.5	7.9	6.4
State Parks	8.1	6.6	7.1	6.1	5.3
Transportation	10.2	8.6	8.6	8.4	8.3
Veterans' Services	8.2	8.1	7.2	6.5	8.0
Water Resources	7.7	7.0	6.9	6.8	6.5
Small Agencies	7.2	6.9	7.1	7.1	6.5
SPS Average	9.5	8.4	8.5	8.2	7.7

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

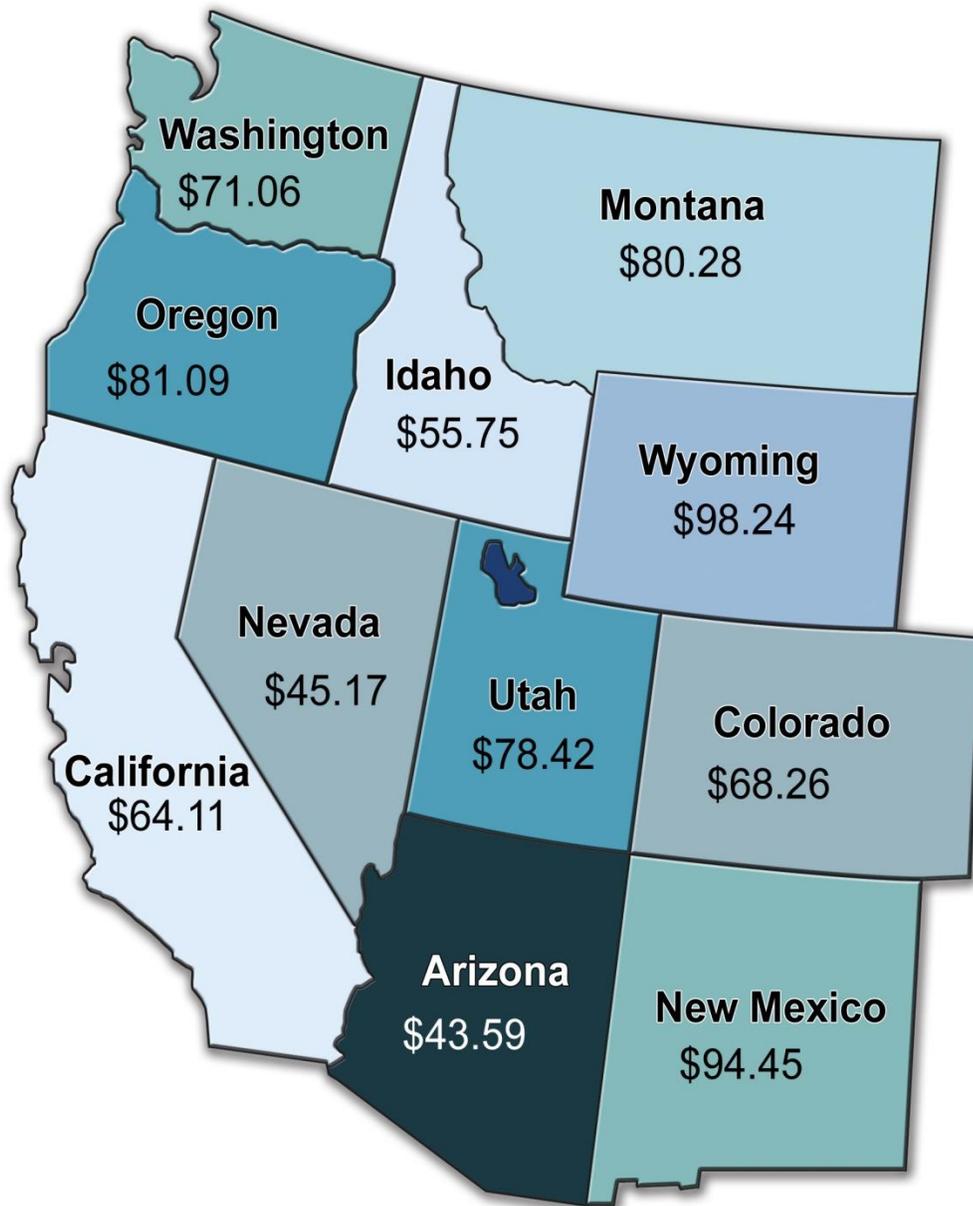
Notes: One agency had much lower than average use of sick leave; Forestry was 62% less than the SPS average.

* Additional information for selected agencies is included in the Notes section beginning on page 47.

Key Points

- The average sick leave used per State employee over the past 5 years was **8.4** days.
- The average sick leave taken per employee decreased by **5.8%** last year and by **19.2%** since FY 2010.
- The estimated productivity loss from sick leave in FY 2014 was **\$1,235** per employee, a **3.3%** decrease from FY 2013, please see Appendix 5.3.

1.8 – Ratio of Total State Payroll to State Population Payroll Dollars per Resident – 2012



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 2012. 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 2012, the most current information available. Population data estimate for July 2012. Data collected by the U.S. Census Bureau includes higher education, police protection, judicial and legal functions within State government, whereas the majority of the tables and charts in the Workforce Report are limited to the agencies within the State Personnel System.

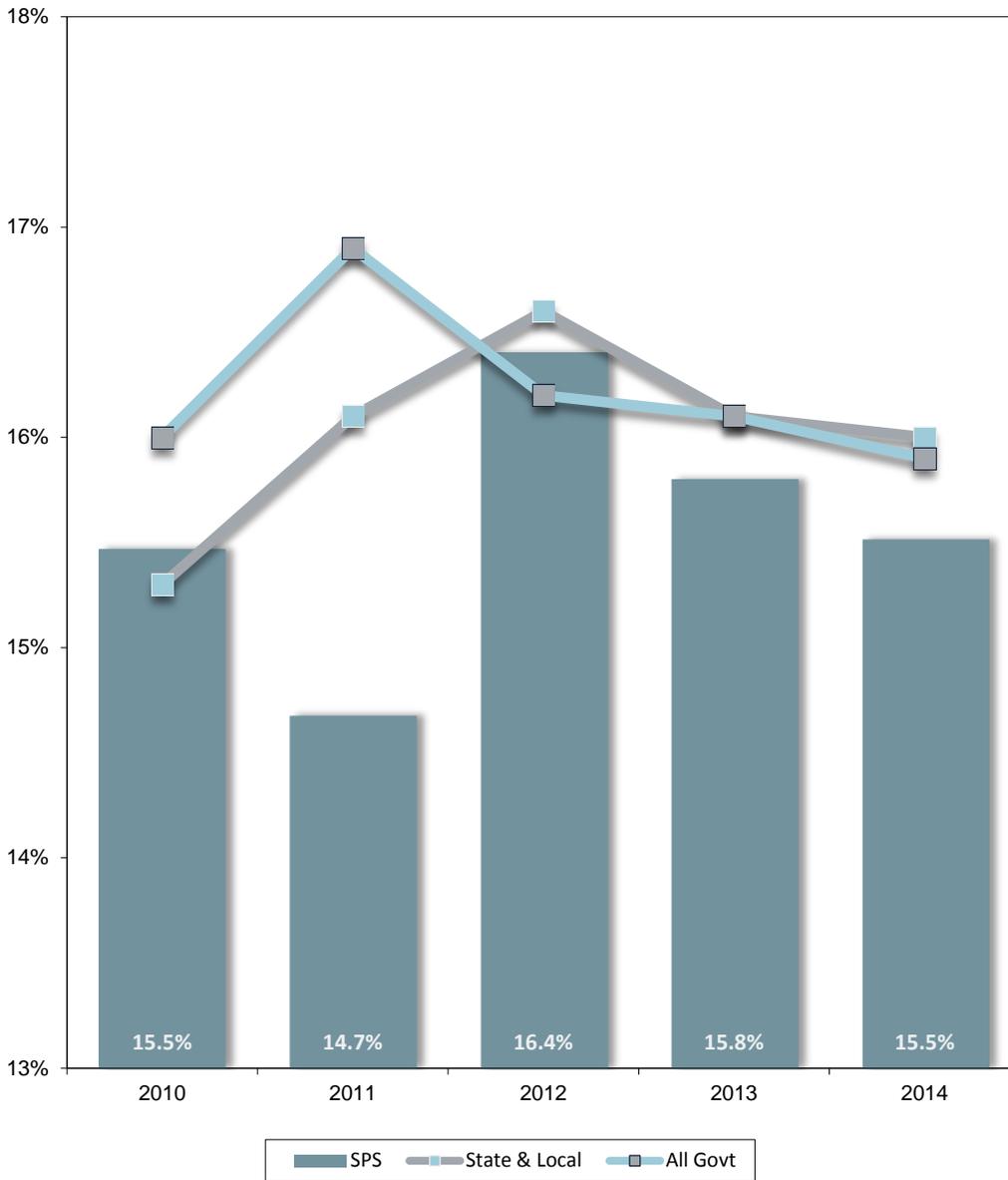
2 **Employee Turnover**

- 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
- Percentage of Separations Due to Retirement
- Employees Meeting Retirement Criteria

2.1 – Turnover Rates: SPS Compared to Benchmarks Fiscal Year 2010 – 2014

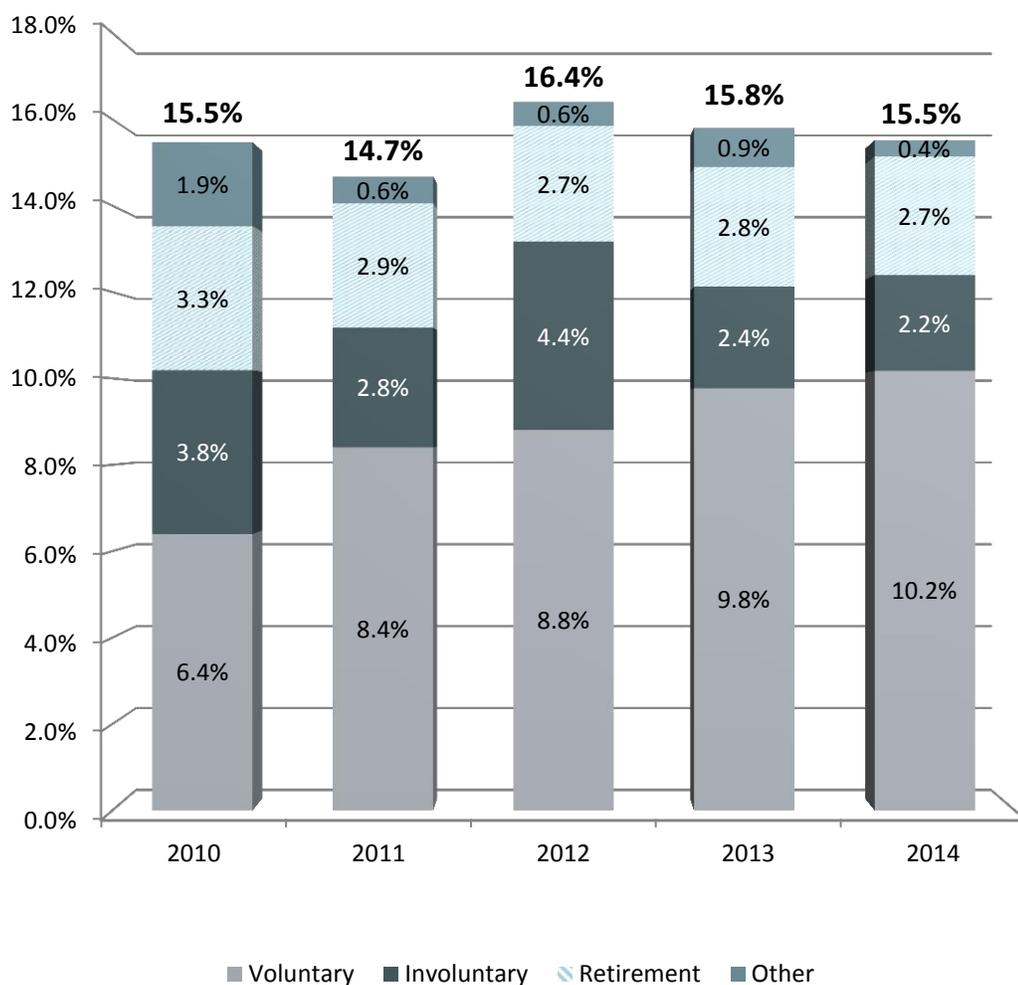
Key Points

- Over the past 5 years, SPS had an average annual turnover rate of 15.6%, which was lower than the average annual rates for state and local governments (16.0%) and all government entities (16.2%) nationwide.
- For the third time in the past 5 years, SPS experienced a lower rate of turnover in FY 2014 than both state and local governments and all government entities nationwide.



Source: HRIS. Data represents separations of all regular, active SPS employees from SPS during the fiscal year (July 1 – June 30). Inter- and intra-agency transfers are not counted as turnover provided the agency is within SPS. Similarly, promotions and job changes are not included in turnover calculations. 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 2010 – 2014



Source: HRIS. Data represents separations of all regular, active SPS employees from SPS during the fiscal year (July 1 – June 30). Inter- and intra-agency transfers are not counted as turnover provided the agency is within SPS. Similarly, promotions and job changes are not included in turnover calculations.

Key Points

- The 5-year average SPS employee turnover rate is **15.6%**.
- The employee turnover rate decreased by **0.3%** last year.
- Involuntary separations decreased from **4.4%** in FY12 to **2.2%** in FY14; a **49.4%** decrease.
- Voluntary separations remained the leading category of separations in FY 2014, increasing by **56.9%** over the past 5 years.

2.3 – Turnover Rates by Agency and Type of Separation Fiscal Year 2014

Agency	Voluntary	Involuntary	Retirement	Other	Total
Administration	7.6%	0.9%	3.2%	0.4%	12.1%
Agriculture	9.0%	8.5%	4.5%	6.0%	27.9%*
AHCCCS	7.3%	3.7%	3.2%	0.5%	14.7%
ASRS	6.1%	4.4%	0.4%	0.0%	11.0%
Attorney General	6.1%	0.7%	2.3%	0.3%	9.4%
Corporation Commission	7.9%	1.6%	4.0%	0.0%	13.5%
Corrections	9.6%	2.6%	2.3%	0.2%	14.7%
Early Childhood	6.9%	1.4%	1.4%	0.7%	10.4%
Economic Security	13.1%	1.4%	2.9%	0.2%	17.6%
Education	11.0%	0.4%	2.4%	0.7%	14.5%
Environmental Quality	4.7%	4.1%	4.3%	0.0%	13.1%
Forestry	18.0%	0.8%	2.4%	0.0%	21.2%
Game & Fish	6.1%	0.5%	3.6%	0.5%	10.7%
Gaming	5.0%	2.0%	2.0%	0.0%	9.0%
Governor's Office	18.0%	2.4%	1.6%	0.0%	22.0%
Health Services	10.9%	3.7%	3.6%	0.1%	18.4%
Housing	10.4%	0.0%	1.7%	0.0%	12.2%
Industrial Commission	8.1%	1.7%	2.5%	0.0%	12.3%
Insurance	4.3%	0.0%	6.5%	1.1%	12.0%*
Juvenile Corrections	17.0%	4.6%	1.4%	0.2%	23.1%*
Lottery Commission	10.4%	1.2%	3.5%	0.0%	15.0%
Military Affairs	11.7%	8.1%	2.4%	0.4%	22.7%*
Nursing	12.5%	0.0%	5.4%	0.0%	17.9%
Pioneers' Home	20.7%	2.3%	2.3%	1.1%	26.4%*
Registrar of Contractors	14.6%	5.6%	2.2%	0.0%	22.5%*
Revenue	7.4%	1.8%	5.6%	0.3%	15.0%
Secretary of State	10.0%	0.7%	2.9%	0.0%	13.6%
State Land	5.3%	2.7%	4.4%	1.8%	14.2%
State Parks	4.2%	0.6%	5.4%	6.6%	16.9%*
Transportation	6.4%	1.5%	2.6%	1.0%	11.5%
Veterans' Services	16.7%	5.8%	1.6%	0.3%	24.4%*
Water Resources	6.9%	0.0%	1.7%	0.0%	8.7%
Small Agencies	9.1%	3.5%	1.6%	0.4%	14.6%
SPS Average	10.1%	2.2%	2.7%	0.5%	15.5%

Source: HRIS. Data represents separations of all regular, active SPS employees from SPS during the fiscal year (July 1 – June 30). Inter- and intra-agency transfers are not counted as turnover provided the agency is within SPS. Similarly, promotions and job changes are not included in turnover calculations.

* Additional information for selected agencies is included in the Notes section beginning on page 47.

Key Points

- Voluntary separations accounted for approximately **66%** 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 2010 – 2014

Agency	2010	2011	2012	2013	2014
Administration	17.4%	12.6%	11.8%	11.8%	12.1%
Agriculture	29.0%	30.4%	28.4%	25.3%	27.9%
AHCCCS	22.3%	12.3%	15.0%	13.4%	14.7%
ASRS	9.7%	16.9%	16.0%	17.8%	11.0%
Attorney General	15.0%	15.8%	14.1%	13.9%	9.4%
Corporation Commission	7.3%	6.1%	12.4%	9.9%	13.5%*
Corrections	12.4%	12.5%	17.5%	13.1%	14.7%
Early Childhood	17.8%	20.7%	15.2%	18.8%	10.4%
Economic Security	14.9%	16.5%	16.7%	20.4%	17.6%
Education	16.2%	15.8%	16.2%	17.0%	14.5%
Environmental Quality	14.6%	9.5%	9.1%	10.8%	13.1%
Forestry	17.2%	26.9%	16.6%	16.1%	21.2%
Game & Fish	7.3%	8.0%	9.6%	9.3%	10.7%
Gaming	11.8%	8.8%	11.5%	12.6%	9.0%
Governor's Office	30.9%	20.3%	19.1%	22.6%	22.0%
Health Services	14.4%	17.4%	20.2%	19.8%	18.4%
Housing	17.5%	22.2%	27.3%	12.4%	12.2%
Industrial Commission	7.0%	15.6%	8.4%	16.7%	12.3%
Insurance	5.2%	12.9%	13.0%	6.5%	12.0%*
Juvenile Corrections	47.4%	23.2%	28.7%	19.7%	23.1%
Lottery Commission	8.6%	7.6%	16.7%	11.6%	15.0%
Military Affairs	11.8%	16.6%	21.1%	14.4%	22.7%*
Nursing	14.7%	16.7%	18.0%	23.2%	17.9%
Pioneers' Home	20.0%	21.9%	21.5%	32.0%	26.4%
Registrar of Contractors	14.6%	6.9%	19.7%	11.2%	22.5%*
Revenue	13.5%	18.0%	15.2%	14.2%	15.0%
Secretary of State	12.0%	11.3%	13.0%	11.6%	13.6%
State Land	10.9%	8.4%	16.3%	9.7%	14.2%
State Parks	38.8%	19.8%	17.9%	17.7%	16.9%
Transportation	12.6%	10.7%	12.3%	12.2%	11.5%
Veterans' Services	25.7%	30.1%	25.4%	26.8%	24.4%
Water Resources	72.4%	17.4%	10.1%	7.5%	8.7%*
Small Agencies	19.3%	21.3%	14.0%	13.0%	14.6%
SPS Average	15.5%	14.7%	16.4%	15.8%	15.5%

Source: HRIS. Data represents separations of all regular, active SPS employees from SPS during the fiscal year (July 1 – June 30). Inter- and intra-agency transfers are not counted as turnover provided the agency is within SPS. Similarly, promotions and job changes are not included in turnover calculations.

* Additional information for selected agencies is included in the Notes section beginning on page 47.

Key Points

- **15** agencies experienced decreased turnover rates in FY 2014; **5** agencies observed a decrease of more than 25%.
- **17** agencies, as well as the average of all small agencies, experienced an increase in turnover rates from last year, **7** of which observed an increase of more than 25%.
- **8** agencies had turnover rates greater than 20%.

2.5 – Job Titles with Highest Turnover Rates Fiscal Year 2014

Job Title	Turnover Rate
Corrections Officer I	73.8%
Motor Vehicle Division Customer Service Associate	51.2%
Psychiatric Nurse II	40.5%
Habilitation Technician II	39.6%
Youth Corrections Officer I	39.5%
Program Services Evaluator I	36.1%
Mental Health Program Specialist III	31.4%
Child Protective Services Specialist II	29.2%
Firefighter Group Member	29.0%
Child Protective Services Specialist I	28.5%
Nursing Assistant	26.4%
Collector III	26.2%
ASH Security Officer I	25.7%
Federal & State Licensing Surveyor	24.5%
Industrial Program Specialist	23.6%
Special Investigator	23.5%
Environmental Program Specialist	22.2%
Fiscal Services Specialist I	22.1%
Human Services Specialist II	22.0%
Administrative Assistant I	21.6%
Highway Operations Worker	21.5%
Child Protective Services Specialist III	21.4%
Child Protective Services Case Aide II	18.9%
Revenue Field Auditor III	18.9%
Health Program Manager I	18.7%
Administrative Secretary I	18.7%
Program Services Evaluator II	18.6%
Human Services Worker II	18.5%
Enforcement & Compliance Officer/Full Authority	18.5%
Human Services Specialist III	18.3%

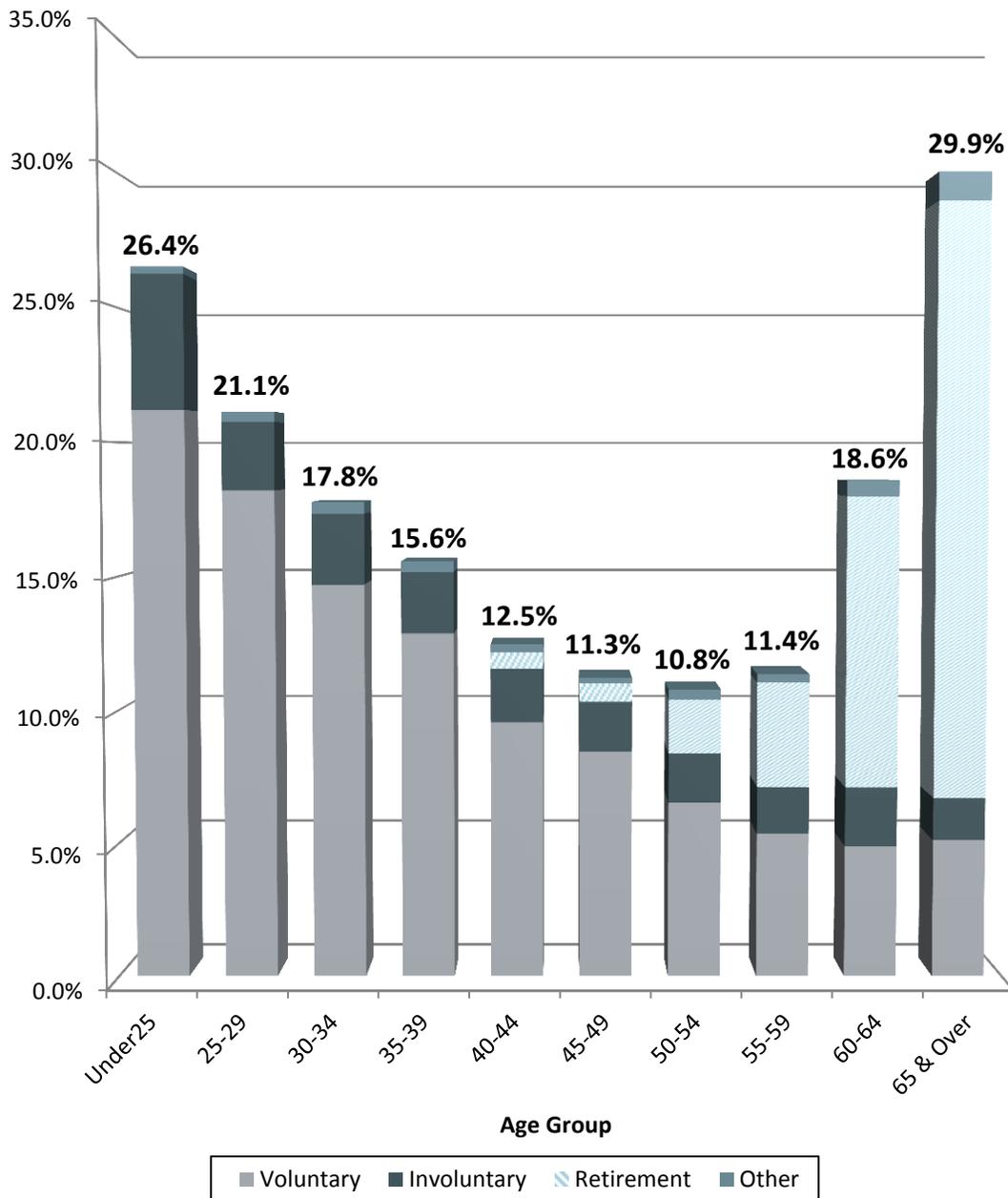
Source: HRIS. Data represents separations of all regular, active SPS employees from SPS during the fiscal year (July 1 – June 30). Inter- and intra-agency transfers are not counted as turnover provided the agency is within SPS. Similarly, promotions and job changes are not included in turnover calculations. Only classifications with at least 50 filled positions at the beginning of the fiscal year are listed in this table.

Notes: The Corrections Officer I classification is a training position used by the Department of Corrections when newly hired employees do not have certified Correctional Officer training. These positions are required to attend extensive training at the Arizona Law Enforcement Training Academy. At the successful conclusion of this training, the employees are moved into Correctional Officer II positions and assume the full duties and responsibilities of a Correctional Officer. This job movement from a Correctional Officer I to a Correctional Officer II is not considered turnover, but is categorized as a promotion. Turnover only includes separations from the State.

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 2014



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.

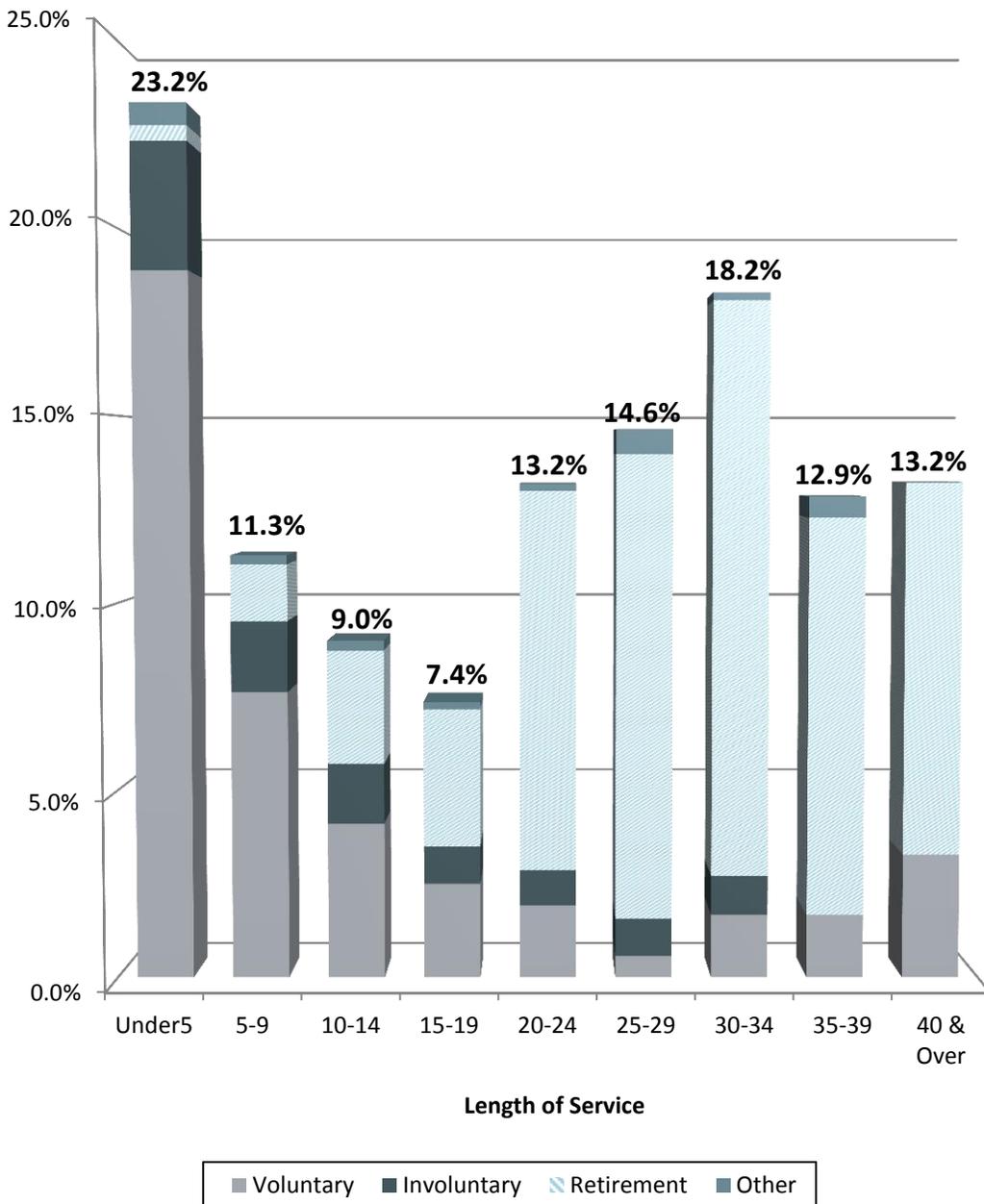
Source: HRIS. Data represents separations of all regular, active SPS employees from SPS during the fiscal year (July 1 – June 30). Inter- and intra-agency transfers are not counted as turnover provided the agency is within SPS. Similarly, promotions and job changes are not included in turnover calculations.

2.7 – Turnover Rates by Length of Service

Fiscal Year 2014

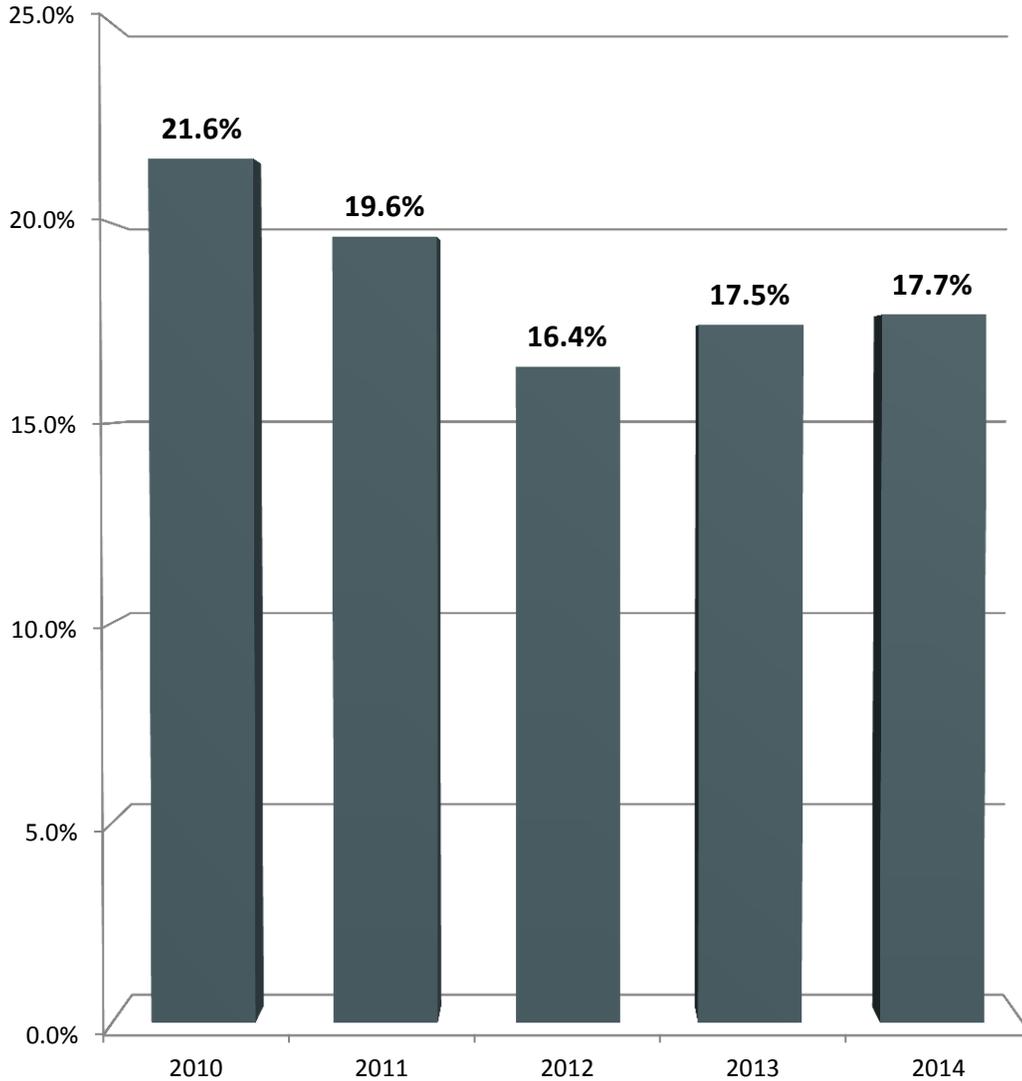
Key Points

- Turnover rates were highest for employees with less than 5 years of service, as well as those with 30 to 34 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 SPS during the fiscal year (July 1 – June 30). Inter- and intra-agency transfers are not counted as turnover provided the agency is within SPS. Similarly, promotions and job changes are not included in turnover calculations.

2.8 – Percentage of Separations Due to Retirement Fiscal Year 2010 – 2014



Source: HRIS. Data represents separations of all regular, active SPS employees from SPS during the fiscal year (July 1 – June 30). Inter- and intra-agency transfers are not counted as turnover provided the agency is within SPS. Similarly, promotions and job changes are not included in turnover calculations.

Key Points

- Over the past 5 years, the average percentage of separations due to retirement is **18.5%**.
- Retirements as a percentage of separations increased by **0.2%** last year.

2.9 – Employees Meeting Retirement Criteria Fiscal Year 2015 – 2019 (Projected)

Agency	2015	2016	2017	2018	2019
Administration	18.3%	21.5%	25.5%	28.7%	32.9%
Agriculture	17.9%	23.7%	26.8%	31.6%	38.4%
AHCCCS	17.0%	20.3%	24.1%	28.1%	33.0%
ASRS	14.4%	16.5%	20.3%	22.0%	25.8%
Attorney General	18.7%	21.4%	23.3%	27.1%	30.7%
Corporation Commission	19.5%	22.7%	25.4%	30.1%	35.2%
Corrections	9.6%	12.0%	14.9%	17.7%	21.3%
Early Childhood	4.7%	8.0%	10.7%	12.0%	16.0%
Economic Security	13.3%	15.9%	18.6%	22.0%	25.3%
Education	16.4%	19.7%	21.7%	24.4%	26.9%
Environmental Quality	22.6%	27.5%	33.2%	37.1%	41.1%
Forestry	16.5%	22.8%	25.2%	29.9%	32.3%
Game & Fish	17.9%	21.1%	25.2%	27.4%	32.5%
Gaming	21.6%	25.8%	32.0%	38.1%	42.3%
Governor's Office	14.8%	16.4%	19.7%	21.3%	23.0%
Health Services	17.0%	20.3%	23.5%	26.6%	30.4%
Housing	6.9%	10.3%	13.8%	20.7%	22.4%
Industrial Commission	23.6%	27.0%	31.2%	36.7%	41.4%
Insurance	27.2%	28.3%	29.3%	34.8%	38.0%
Juvenile Corrections	11.3%	15.5%	19.5%	22.0%	25.5%
Lottery Commission	19.3%	21.6%	25.0%	30.7%	39.8%
Military Affairs	17.0%	19.1%	22.8%	25.8%	28.6%
Nursing	21.1%	21.1%	22.8%	29.8%	36.8%
Pioneers Home	12.2%	14.4%	21.1%	24.4%	27.8%
Registrar of Contractors	28.3%	30.4%	35.9%	40.2%	44.6%
Revenue	23.0%	27.2%	31.6%	34.7%	39.0%
Secretary of State	15.7%	18.6%	22.1%	25.7%	28.6%
State Land	27.0%	31.3%	34.8%	35.7%	38.3%
State Parks	24.3%	26.6%	30.2%	35.5%	40.8%
Transportation	16.9%	20.2%	23.8%	26.9%	30.7%
Veterans' Services	8.3%	9.4%	11.0%	13.9%	15.8%
Water Resources	19.8%	23.1%	27.3%	28.1%	30.6%
Small Agencies	20.5%	23.2%	28.1%	31.4%	35.3%
SPS Average	14.2%	17.0%	20.2%	23.3%	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

- **3** agencies are projected to have at least 25% of their active employees meet criteria for retirement in FY 2015.
- **27** agencies (84% of the agencies listed) are projected to have at least 25% of their active employees meet criteria for retirement in FY 2019.
- **12** agencies (38%) are projected to have one-third of their employees meet criteria for retirement in FY 2019.
- **5** agencies are anticipated to have over 40% of their current workforce meet criteria to retire in 5 years.

3

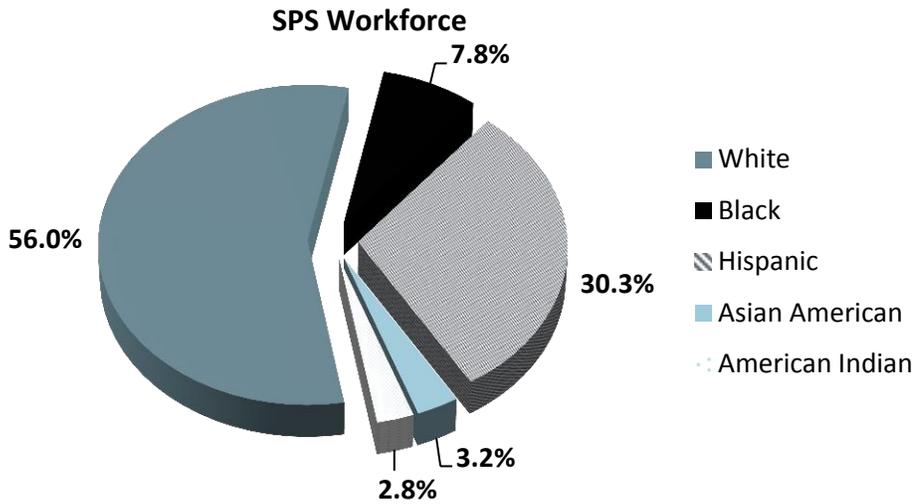
Equal Employment Opportunity

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

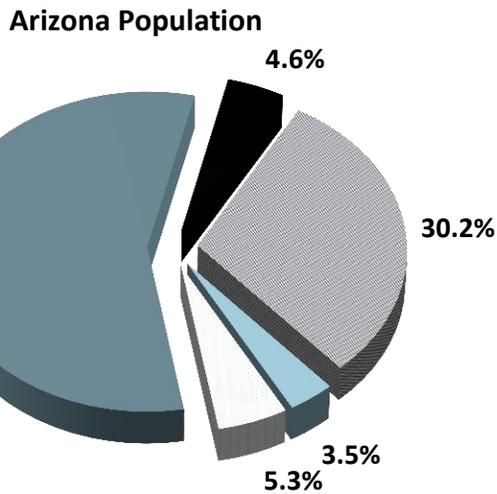
3.1 – Ethnic Composition of the SPS Workforce Compared to the Arizona Population and the Arizona Workforce Fiscal Year 2014

Key Points

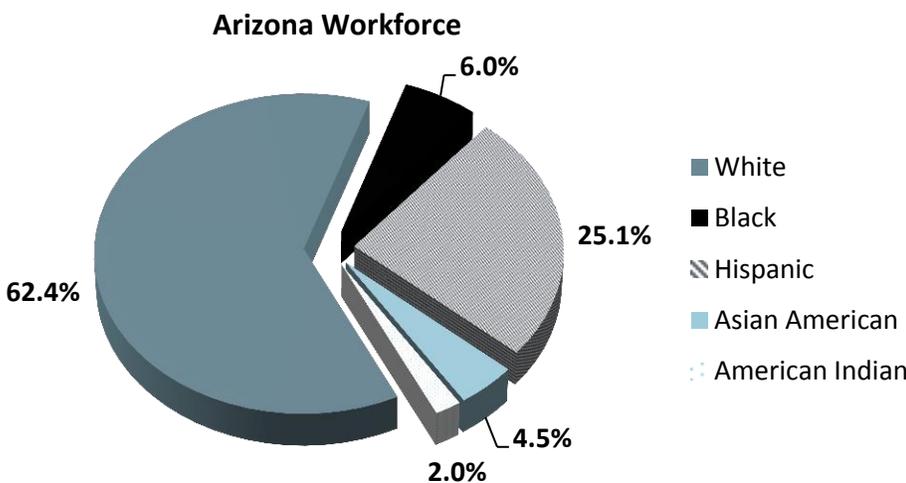
- The majority of the SPS workforce (86.3%) was comprised of the White and Hispanic ethnic groups in FY 2014.
- Overall, the ethnic composition of the SPS agencies closely resembles the composition of the Arizona workforce as a whole.



- White
- Black
- ▨ Hispanic
- Asian American
- ▨ American Indian



- White
- Black
- ▨ Hispanic
- Asian American
- ▨ American Indian



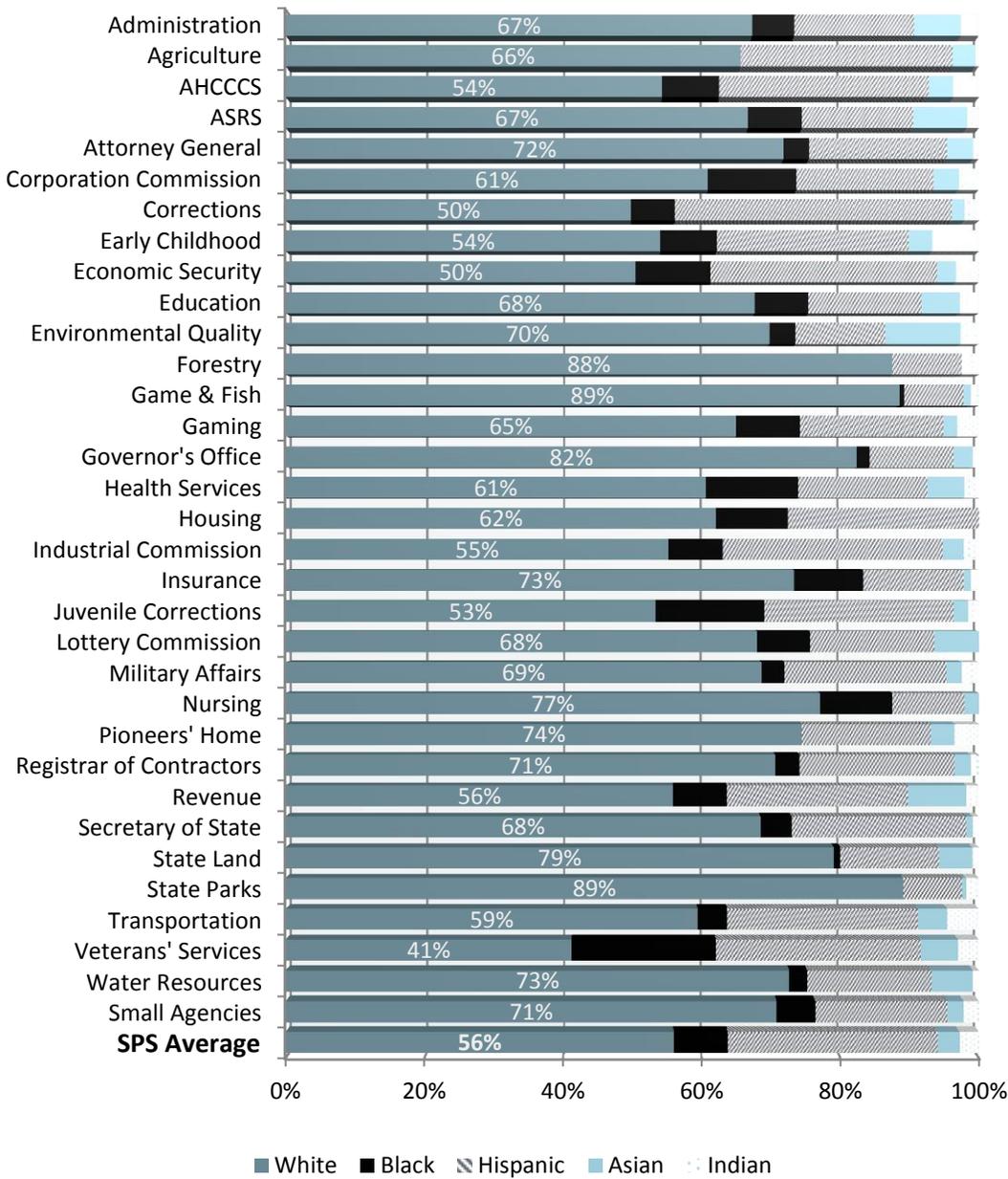
- White
- Black
- ▨ Hispanic
- Asian American
- ▨ American Indian

Source: The SPS Workforce chart includes HRIS data for all regular, active SPS employees at fiscal year-end (June 30). The Arizona Population chart from the U.S. Census Bureau; State and County QuickFacts Last Revised 7/8/2014. Arizona Workforce chart includes data from the U.S. Equal Employment Opportunity Commission 2012 EEO-1 Report. Percentages are based upon employees responding – a small percentage of employees choose not to disclose their ethnicity.

3.2 – Ethnic Composition by Agency Fiscal Year 2014

Key Points

- 44% of the SPS workforce was represented by minority ethnic groups.
- 9 agencies had a minority population that was greater than or equal to 40% of their total employee population.



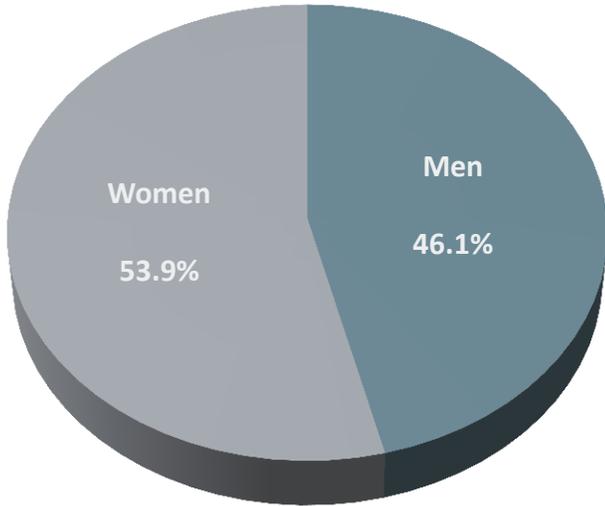
Source: HRIS. Data represents all regular, active SPS employees at fiscal year-end (June 30). Percentages are based upon employees who identified their ethnicity – a small percentage of employees choose not to disclose this information.

3.3 – Gender Composition of the SPS Workforce Compared to Arizona the Arizona Population and the Arizona Workforce Fiscal Year 2014

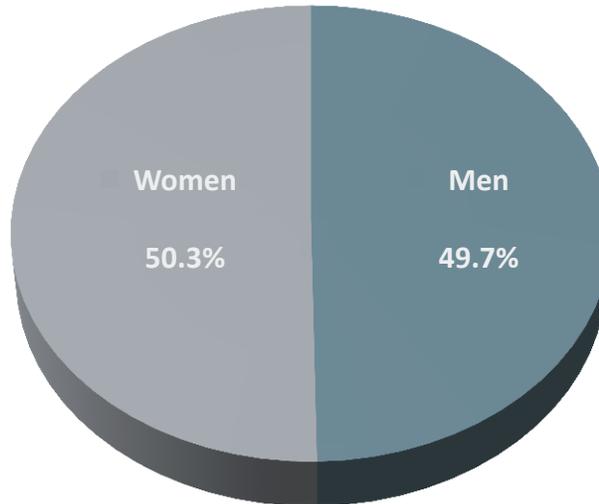
Key Points

- The majority of the SPS workforce (53.9%) was comprised of females in FY 2014.
- SPS agencies employ a higher percentage of females than the Arizona workforce as a whole.

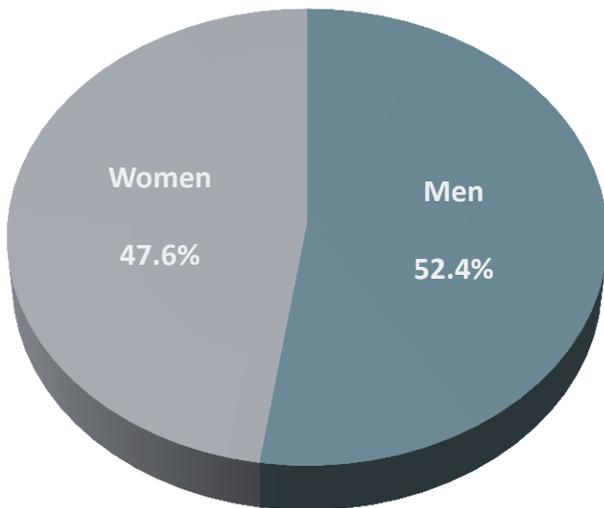
SPS Workforce



Arizona Population



Arizona Workforce

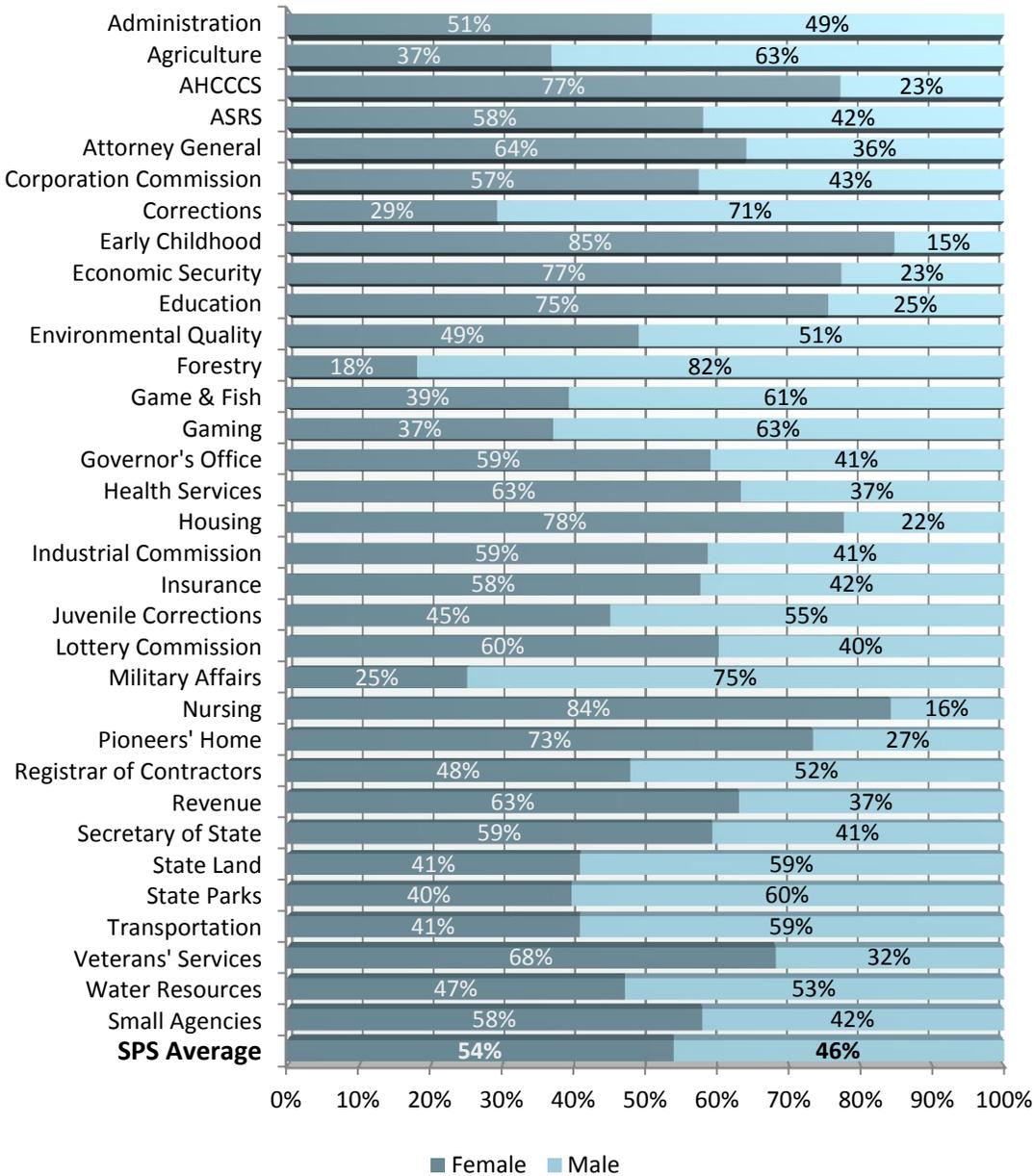


Source: The SPS Workforce chart includes HRIS data for all regular, active SPS employees at fiscal year-end (June 30). The Arizona Population chart from the U.S. Census Bureau; State and County QuickFacts Last Revised 7/8/2014. Arizona Workforce chart includes data from the U.S. Equal Employment Opportunity Commission 2012 EEO-1 Report.

3.4 – Gender Representation by Agency Fiscal Year 2014

Key Points

- 54% of the SPS workforce was female in FY 2014.
- 20 agencies, as well as the average of all small SPS agencies, had a workforce in which females were in the majority.

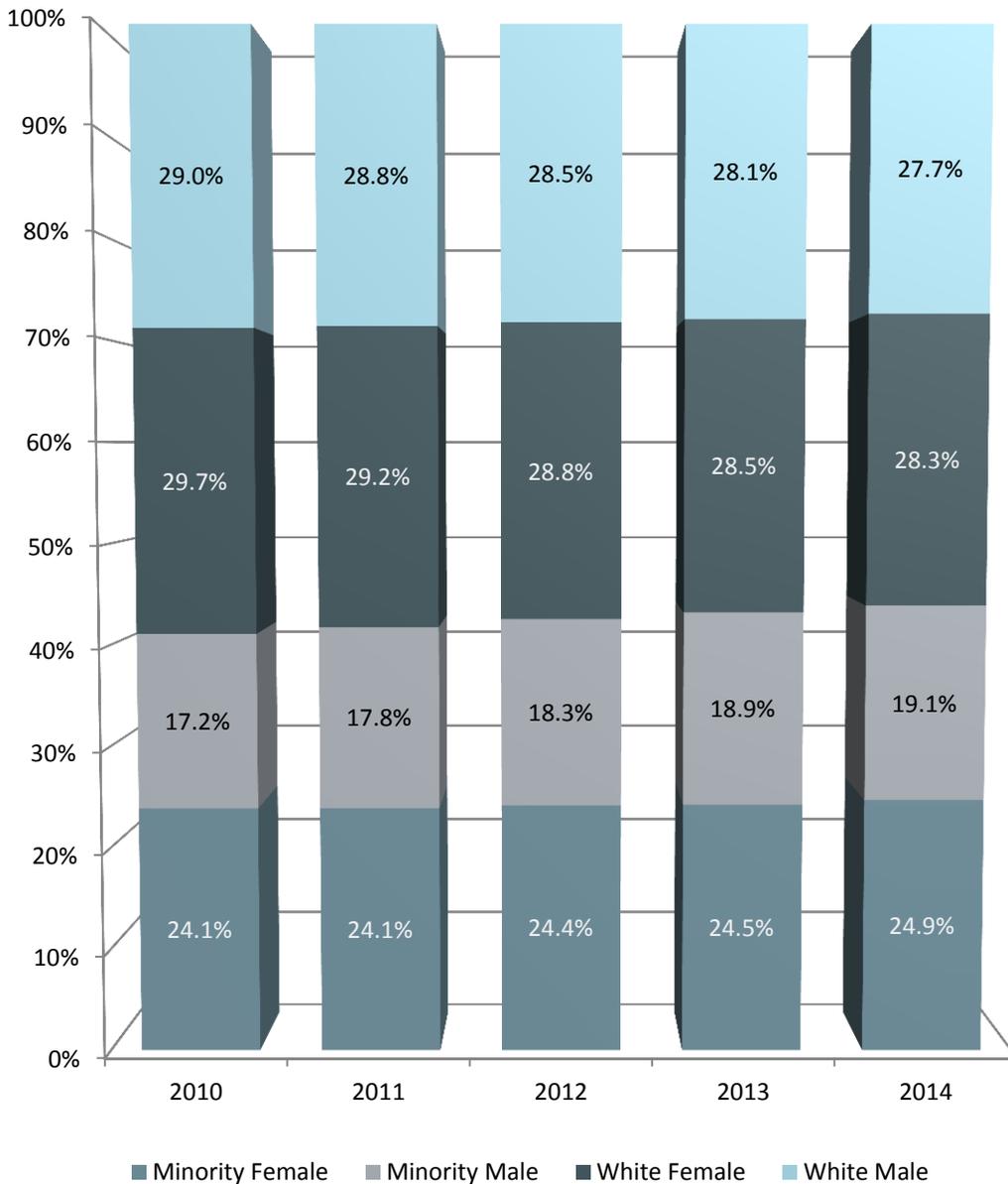


Source: HRIS. Data represents all regular, active SPS employees at fiscal year-end (June 30).

3.5 – Ethnic and Gender Composition of the SPS Workforce Fiscal Year 2010 – 2014

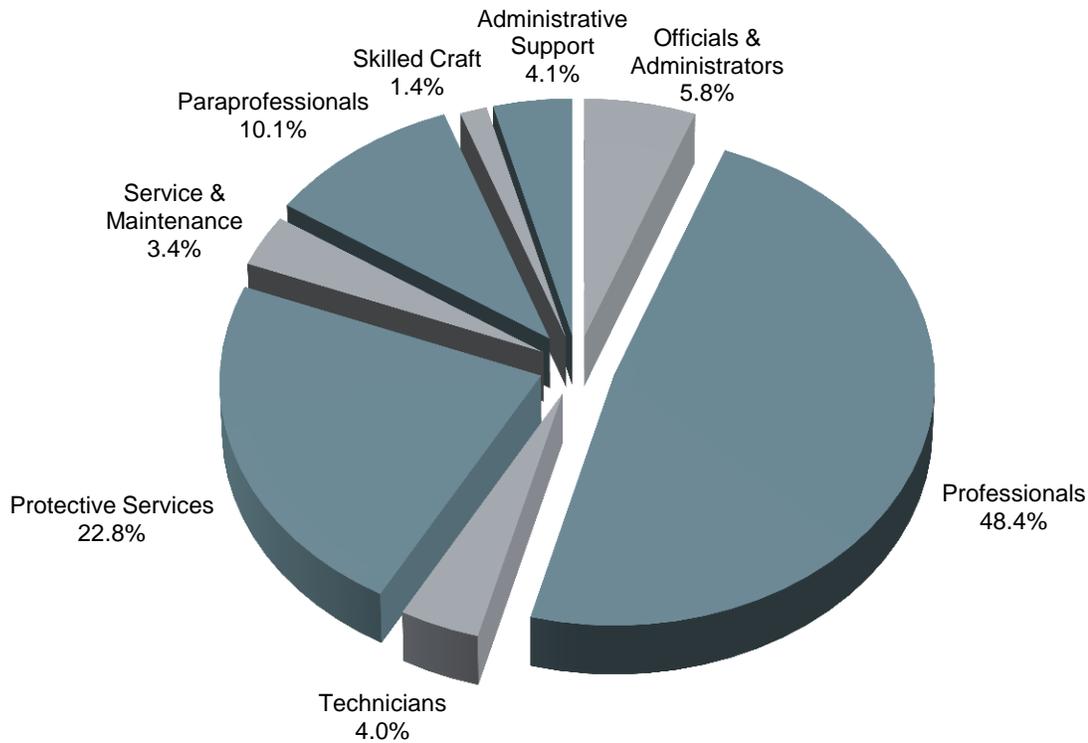
Key Points

- Minority employees as a proportion of the SPS population increased by **2.7%** from FY 2010 to FY 2014, increasing on average by **0.69%** year to year.
- The proportion of minority females grew by **0.8%** over the 5 year period, while the proportion of minority males grew by **1.9%**.



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 2014



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 FY 2013, the largest percentage (48.4%) of SPS employees worked in positions categorized as Professional.
- Skilled craft (1.4%) and service workers (3.4%) 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
- State Government Employees per 10,000 Residents
- SPS Employees by County

4.1 – SPS Employees by Agency Fiscal Year 2010 – 2014

Agency	2010 ¹	2011	2012	2013	2014
Administration	544	536	528	544	568
Agriculture	313	266	256	211	190*
AHCCCS	912	915	957	940	946
ASRS	216	221	230	220	236
Attorney General	556	572	577	587	631
Corporation Commission	265	260	256	249	256
Corrections	9,285	9,676	9,871	9,196	9,069
Early Childhood	123	138	138	138	150
Economic Security	8,982	9,241	9,625	9,600	10,178
Education	491	496	526	519	554
Environmental Quality	553	502	468	474	455
Forestry	143	132	133	128	127
Game & Fish	582	594	596	585	588
Gaming	99	105	104	102	97
Governor's Office	125	170	133	133	122
Health Services	1,699	1,656	1,563	1,593	1,586
Housing	54	54	56	57	58
Industrial Commission	242	232	245	234	237
Insurance	96	90	94	92	92
Juvenile Corrections	674	656	611	568	573
Lottery Commission	92	92	88	85	88
Military Affairs	522	515	482	478	430*
Nursing	54	54	57	55	57
Pioneers' Home	91	92	85	84	90
Registrar of Contractors	103	101	92	86	92
Revenue	701	779	711	738	703
Secretary of State ²	145	139	138	139	140
State Land	121	118	115	111	115
State Parks	192	171	164	163	169
Transportation	3,924	4,084	4,059	4,174	4,208
Veterans' Services	258	253	314	380	373
Water Resources	101	94	104	110	121*
Small Agencies	955	902	847	848	862
SPS Average	33,213	33,906	34,223	33,621	34,161

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

Notes: Notable changes in headcount from the year before were observed at Agriculture, Military Affairs, and Water Resources.

* Additional information for selected agencies is included in the Notes section beginning on page 47

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 **33,825**.
- The SPS employee population increased by **1.6%** last year and by **2.9%** since FY 2010.
- **2** agencies experienced a staffing level decrease of at least 10% from the prior year.
- **One** agency experienced a staffing level decrease of 20% or more since FY 2010.
- The Department of Veterans' Services experienced a staffing level increase of 45% over the past 5 years due to the opening of a new Veterans Home in Tucson.

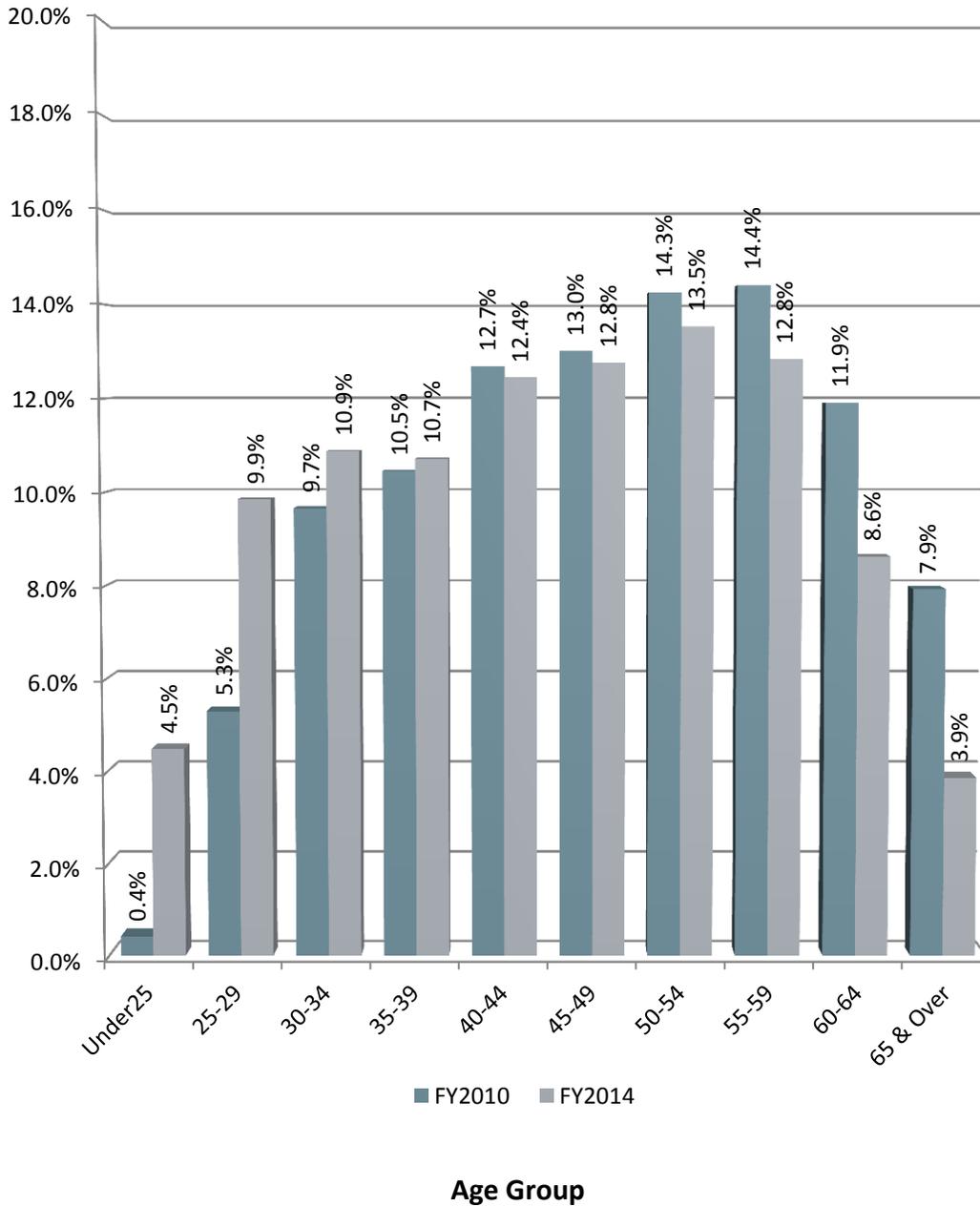
4.2 – Age Distribution of SPS Employees Fiscal Year 2010 and Fiscal Year 2014

Key Points

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

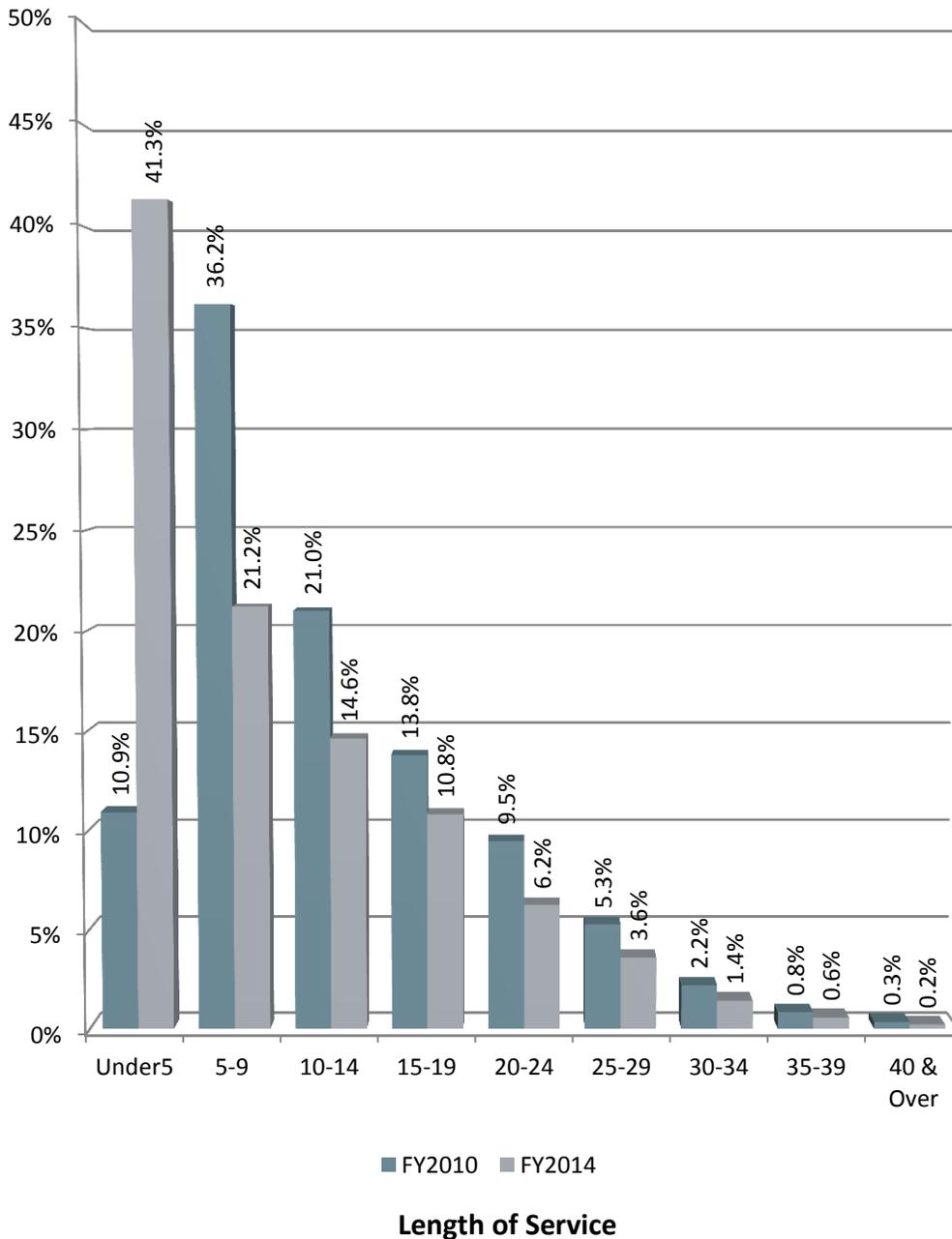
Fiscal Year	Avg. Age
2010	48.9
2011	45.6
2012	45.5
2013	45.4
2014	45.2

- Compared to FY 2010, the employee population under age 35 has increased by 69%.
- Compared to FY 2010, the employee population between 35 and 55 years of age increased by 0.9%.
- The number of employees in the "Over 65" age group decreased by 49.9% compared by 2010.



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

4.3 – Length of Service Distribution of SPS Employees Fiscal Year 2010 and Fiscal Year 2014



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

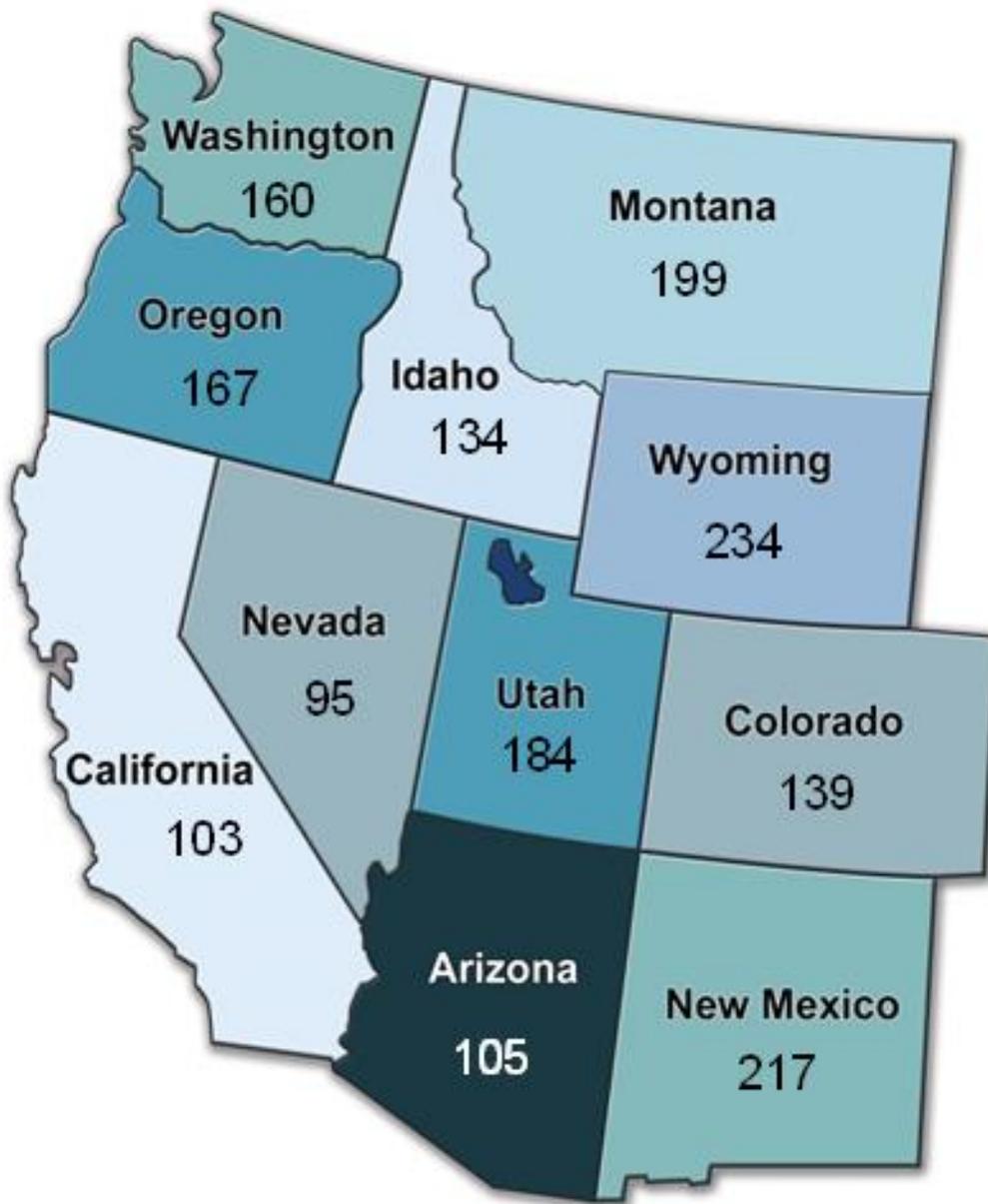
Key Points

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

Fiscal Year	LOS
2010	12.8
2011	9.6
2012	9.5
2013	9.5
2014	9.3

- The population of employees with less than 5 years of service has increased by 289% since FY 2010.
- Compared to FY 2010, the employee population with 5 to 9 years of service decreased by 40%.

4.4 – State Government Employees Per 10,000 Residents



Key Points

- Arizona ranks 9th 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 **14.2%** since 2002, compared to the national average decrease of **4.6%**.
- Arizona ranked 46th among all states when comparing FTEs to population.
- For the list of states by their FTEs to population ratio, please see Appendix 5.5.

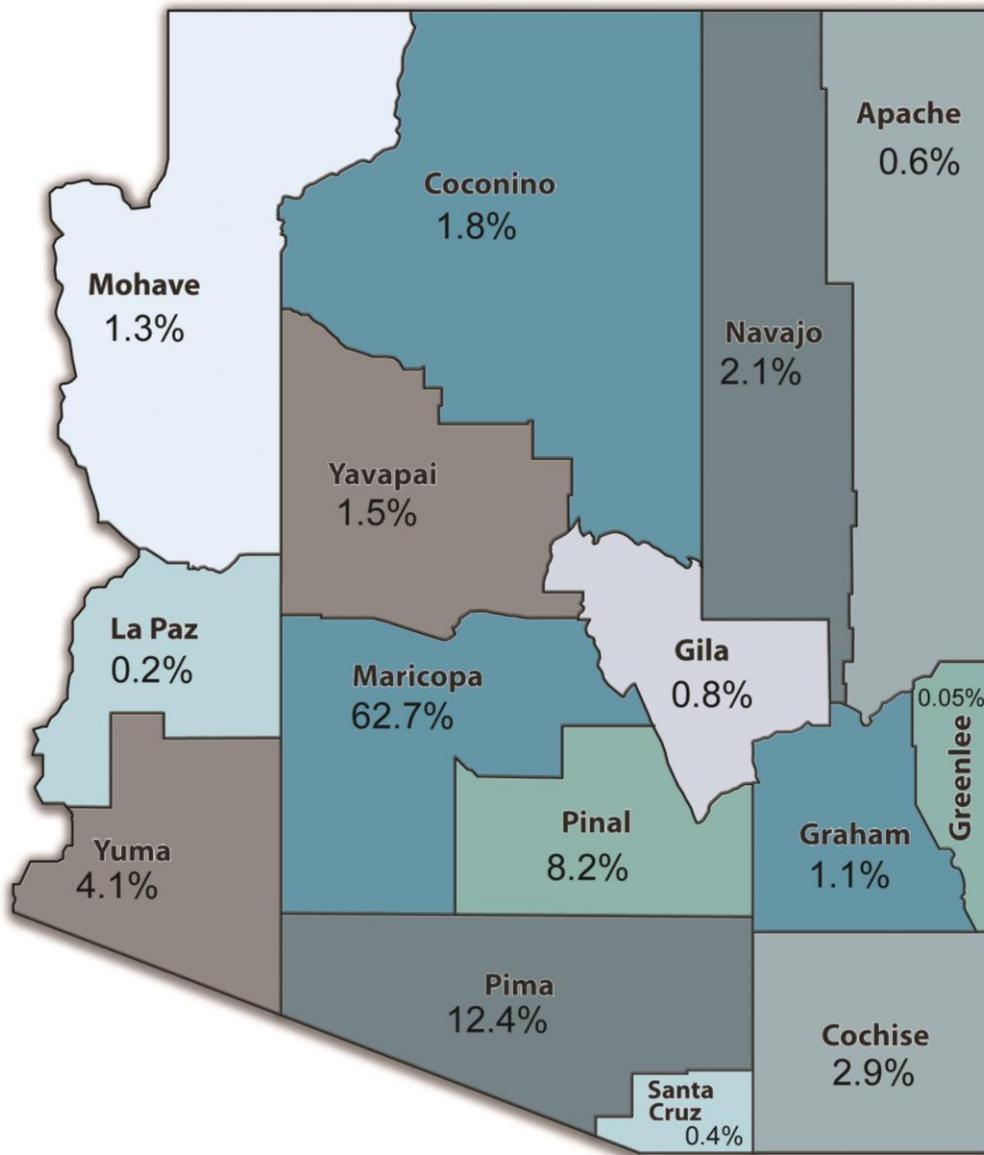
Source: U.S. Census Bureau, Governments Division. March 2012, the most current information available. Population data estimate for July 2012. Data collected by the U.S. Census Bureau includes higher education, police protection, judicial and legal functions within State government, whereas the majority of the tables and charts in the Workforce Report are limited to the agencies within the State Personnel System.

4.5 – SPS Employees by County

FY 2014

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 State Government Employees per 10,000 Residents
- Agency Statistics
- Notes

5.1 – Age and Length of Service Salary Matrix Fiscal Year 2014

		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	1,515	15								1,530
		\$32,144	\$31,025								\$32,134
	25-29	2,856	499	12							3,367
		\$36,038	\$38,009	\$36,931							\$36,334
	30-34	2,097	1,215	386	19						3,717
		\$39,037	\$41,647	\$41,618	\$45,034						\$40,189
	35-39	1,602	1,022	764	265	8					3,661
		\$41,260	\$44,273	\$45,257	\$45,183	\$48,481					\$43,235
	40-44	1,508	1,024	824	707	180	8				4,251
		\$41,986	\$44,949	\$45,064	\$48,205	\$47,392	\$62,448				\$44,598
	45-49	1,379	888	710	754	457	163	9			4,360
		\$43,549	\$44,988	\$45,942	\$46,814	\$51,686	\$52,033	\$45,042			\$45,969
	50-54	1,261	876	763	705	525	380	108	3		4,621
		\$42,906	\$45,978	\$44,837	\$46,275	\$48,812	\$48,812	\$49,916	\$57,289		\$45,972
	55-59	1,074	816	753	653	483	373	162	69	5	4,388
		\$43,361	\$47,046	\$44,774	\$47,312	\$49,346	\$51,520	\$50,603	\$54,709	\$56,054	\$46,689
	60-64	619	594	538	419	324	207	143	77	26	2,947
		\$46,339	\$46,781	\$46,857	\$47,224	\$50,794	\$50,115	\$53,451	\$53,605	\$54,715	\$48,012
	65 and Over	203	300	248	173	155	98	62	42	38	1,319
		\$53,861	\$55,110	\$50,527	\$46,220	\$53,163	\$51,599	\$55,639	\$56,172	\$60,033	\$52,601
Total	14,114	7,249	4,998	3,695	2,132	1,229	484	191	69	34,161	
	\$39,907	\$44,729	\$45,318	\$46,958	\$50,045	\$51,800	\$51,833	\$54,626	\$57,741	\$43,832	

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.

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 turquoise row represents the average annual salary of the group of employees in the respective age and length of service combination. For example, there are 1,515 employees under the age of 25 with less than 5 years of service (as of June 30, 2014). The average annual salary for that group of employees is \$32,144.

5.2 – Average Annual Leave Use and Costs

Fiscal Year 2010 – 2014

Agency	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
Administration	15.9	15.2	16.1	15.9	16.1	\$3,298	\$3,136	\$3,575	\$3,577	\$3,894
Agriculture	13.4	14.0	14.3	16.6	16.3	2,074	2,069	2,155	2,520	2,690
AHCCCS	17.0	16.1	16.0	15.8	15.7	2,851	2,730	2,709	2,708	2,860
ASRS	16.3	18.9	15.3	16.9	15.3	3,252	3,836	3,224	3,697	3,487
Attorney General	16.3	15.5	16.5	16.1	15.9	4,004	3,784	4,133	4,065	4,270
Corporation Commission	16.8	17.5	16.1	15.9	15.4	3,622	3,815	3,635	3,530	3,698
Corrections	13.9	12.6	13.6	13.9	13.9	2,249	2,024	2,182	2,175	2,203
Early Childhood	15.1	11.8	14.6	16.0	16.3	3,552	2,813	3,646	3,927	3,902
Economic Security	15.1	13.1	13.1	13.3	13.5	2,222	1,935	1,941	1,971	2,065
Education	17.0	14.6	14.0	14.3	13.9	3,529	3,041	2,978	3,075	3,101
Environmental Quality	17.0	17.7	18.4	16.7	16.7	3,065	3,145	3,317	3,106	3,276
Forestry	6.1	5.6	6.1	6.2	7.3	1,045	942	1,033	1,062	1,302
Game & Fish	14.2	13.8	14.3	13.6	14.0	2,777	2,770	2,877	2,707	2,868
Gaming	17.4	16.2	17.4	17.6	18.9	3,636	3,381	3,623	3,711	4,117
Governor's Office	12.1	13.2	14.3	16.0	14.4	2,876	2,770	3,292	3,836	3,723
Health Services	16.2	15.4	15.3	14.5	14.2	3,062	2,919	2,936	2,808	2,830
Housing	17.5	14.7	14.7	16.9	15.5	3,580	3,043	3,255	3,654	3,555
Industrial Commission	16.6	15.7	15.6	15.6	15.1	2,787	2,652	2,596	2,680	2,701
Insurance	19.4	17.4	16.8	19.9	13.9	3,911	3,491	3,413	4,046	2,904
Juvenile Corrections	14.6	13.8	13.9	15.1	14.0	2,497	2,376	2,382	2,536	2,401
Lottery Commission	15.6	16.6	17.2	15.8	13.9	2,685	2,847	2,935	2,644	2,481
Military Affairs	16.1	15.5	16.6	16.9	15.6	2,647	2,531	2,715	2,771	2,691
Nursing	13.1	13.6	13.9	12.3	13.0	2,498	2,749	2,593	2,255	2,507
Pioneers' Home	12.4	11.9	13.8	12.2	12.5	1,583	1,492	1,832	1,657	1,620
Registrar of Contractors	16.8	16.7	16.8	15.7	13.8	2,711	2,711	2,794	2,649	2,556
Revenue	16.9	14.7	16.7	15.6	16.0	2,901	2,541	2,898	2,765	2,994
Secretary of State	16.6	17.1	18.1	16.4	16.5	2,694	2,743	2,982	2,748	2,957
State Land	15.7	14.5	16.1	17.3	16.5	2,990	2,883	3,302	3,521	3,466
State Parks	15.1	16.0	15.1	14.4	15.2	2,472	2,695	2,539	2,453	2,627
Transportation	17.0	14.8	15.3	15.2	15.5	2,779	2,459	2,593	2,581	2,732
Veterans' Services	14.3	12.0	11.9	10.8	12.1	2,171	1,782	1,830	1,693	1,879
Water Resources	16.4	16.3	16.7	16.1	14.5	3,850	3,673	3,939	3,863	3,509
Small Agencies	16.4	15.1	15.8	15.8	15.3	3,329	3,042	3,203	3,221	3,332
SPS Average	15.2	13.8	14.2	14.3	14.3	\$2,550	\$2,318	\$2,406	\$2,414	\$2,490

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 2010 – 2014

Agency	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
Administration	7.6	6.7	7.2	6.5	5.9	\$1,418	\$1,263	\$1,423	\$1,342	\$1,310
Agriculture	5.9	7.7	7.2	7.7	6.6	855	1,092	1,010	1,073	1,024
AHCCCS	9.3	8.7	8.5	7.1	7.0	1,407	1,308	1,260	1,070	1,110
ASRS	7.7	6.3	7.2	7.3	6.3	1,378	1,134	1,358	1,364	1,239
Attorney General	7.9	8.3	7.7	7.8	6.8	1,642	1,794	1,743	1,749	1,604
Corporation Commission	10.7	9.7	8.8	8.7	7.2	2,085	2,021	1,742	1,765	1,568
Corrections	9.6	8.1	8.8	8.6	8.0	1,510	1,276	1,383	1,306	1,230
Early Childhood	7.9	5.9	6.1	8.1	7.0	1,752	1,254	1,330	1,942	1,615
Economic Security	10.2	8.9	8.5	8.5	8.0	1,422	1,231	1,185	1,182	1,143
Education	9.4	8.0	7.1	6.9	6.6	1,876	1,537	1,391	1,381	1,351
Environmental Quality	10.4	10.0	10.5	8.5	7.6	1,772	1,694	1,792	1,464	1,389
Forestry	2.8	2.8	3.1	3.1	2.9	471	425	479	507	517
Game & Fish	6.3	6.2	6.4	4.7	4.0	1,130	1,172	1,142	884	751
Gaming	8.4	7.4	8.0	7.7	7.3	1,658	1,487	1,566	1,506	1,486
Governor's Office	4.5	5.2	5.1	5.3	5.3	962	979	1,078	1,212	1,330
Health Services	9.8	9.6	9.0	7.8	7.7	1,745	1,680	1,617	1,397	1,431
Housing	7.6	7.1	6.8	7.5	7.2	1,452	1,390	1,409	1,502	1,494
Industrial Commission	9.5	8.4	9.6	8.6	7.7	1,396	1,278	1,463	1,332	1,194
Insurance	8.5	7.4	6.5	6.2	5.2	1,523	1,287	1,144	1,015	943
Juvenile Corrections	9.3	8.7	8.1	9.3	7.5	1,559	1,434	1,320	1,480	1,232
Lottery Commission	8.8	9.4	9.4	8.4	7.6	1,440	1,520	1,537	1,385	1,255
Military Affairs	7.7	7.7	7.5	7.5	7.3	1,221	1,252	1,216	1,195	1,222
Nursing	7.5	6.4	5.9	6.3	5.3	1,382	995	923	1,129	931
Pioneers' Home	8.0	8.8	10.2	7.8	7.2	1,012	1,093	1,385	1,017	964
Registrar of Contractors	9.4	9.5	10.5	8.7	6.8	1,395	1,468	1,648	1,369	1,151
Revenue	10.8	8.8	9.7	8.6	8.3	1,714	1,412	1,584	1,439	1,473
Secretary of State	9.0	9.3	9.6	8.1	7.6	1,327	1,419	1,525	1,357	1,236
State Land	9.8	8.3	7.5	7.9	6.4	1,794	1,561	1,393	1,497	1,225
State Parks	8.1	6.6	7.1	6.1	5.3	1,246	997	1,105	966	848
Transportation	10.2	8.6	8.6	8.4	8.3	1,542	1,312	1,353	1,325	1,370
Veterans' Services	8.2	8.1	7.2	6.5	8.0	1,165	1,147	1,021	944	1,163
Water Resources	7.7	7.0	6.9	6.8	6.5	1,647	1,469	1,427	1,437	1,421
Small Agencies	7.2	6.9	7.1	7.1	6.5	1,335	1,280	1,310	1,316	1,264
SPS Average	9.5	8.4	8.5	8.1	7.7	\$1,485	\$1,311	\$1,330	\$1,276	\$1,235

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 2012

Rank	State	Payroll per Capita
1	Alaska	\$195.47
2	Hawaii	\$168.04
3	Delaware	\$122.39
4	Vermont	\$110.11
5	North Dakota	\$106.16
6	Wyoming	\$98.24
7	Rhode Island	\$97.40
8	Connecticut	\$95.18
9	New Jersey	\$94.66
10	New Mexico	\$94.45
11	Iowa	\$83.55
12	Arkansas	\$82.68
13	Oregon	\$81.09
14	Montana	\$80.28
15	Utah	\$78.42
16	West Virginia	\$78.40
17	Minnesota	\$75.20
18	Massachusetts	\$74.86
19	Alabama	\$74.59
20	Kentucky	\$74.24
21	Michigan	\$72.64
22	Kansas	\$72.54
23	Louisiana	\$72.41
24	South Dakota	\$72.10
25	Washington	\$71.06
26	Maryland	\$70.31

Rank	State	Payroll per Capita
27	Mississippi	\$69.25
28	New York	\$69.06
29	Colorado	\$68.26
30	Virginia	\$66.73
31	Nebraska	\$65.08
32	Maine	\$64.91
33	Oklahoma	\$64.50
34	North Carolina	\$64.28
35	California	\$64.11
36	New Hampshire	\$61.85
37	South Carolina	\$61.08
38	Pennsylvania	\$59.74
39	Wisconsin	\$56.26
40	Ohio	\$55.83
41	Idaho	\$55.75
42	Indiana	\$53.92
43	Texas	\$51.91
44	Illinois	\$51.80
45	Tennessee	\$51.70
46	Georgia	\$50.46
47	Missouri	\$49.28
48	Nevada	\$45.17
49	Arizona	\$43.59
50	Florida	\$36.81
*	United States	\$63.81

Source: U.S. Census Bureau, Governments Division. March 2012, the most current information available. Population data estimate for July 2012. Data collected by the U.S. Census Bureau includes higher education, police protection, judicial and legal functions within State government, whereas the majority of the tables and charts in the Workforce Report are limited to the agencies within the State Personnel System.

5.5 – Rank Order of All States by State Government Employees per 10,000 Residents 2012

Rank	State	FTEs per Capita
1	Hawaii	408.1
2	Alaska	371.2
3	Delaware	287.2
4	North Dakota	261.2
5	Vermont	239.7
6	Wyoming	234.2
7	West Virginia	216.9
8	New Mexico	216.8
9	Arkansas	214.9
10	Montana	199.5
11	Mississippi	194.2
12	Kentucky	194.1
13	Utah	183.6
14	Rhode Island	180.4
15	Alabama	179.9
16	South Dakota	177.2
17	Nebraska	171.8
18	Louisiana	171.6
19	Connecticut	171.2
20	Oklahoma	169.3
21	Kansas	167.6
22	Oregon	167.4
23	New Jersey	164.3
24	South Carolina	164.1
25	Washington	160.5
26	Maine	158.3

Rank	State	FTEs per Capita
27	Iowa	155.1
28	Virginia	153.2
29	North Carolina	152.7
30	Michigan	147.7
31	Minnesota	147.1
32	Maryland	146.7
33	Massachusetts	144.6
34	Missouri	142.2
35	New Hampshire	140.5
36	Colorado	139.4
37	Indiana	136.0
38	Idaho	133.7
39	Tennessee	130.1
40	Georgia	128.5
41	Pennsylvania	123.8
42	Wisconsin	123.4
43	New York	123.3
44	Texas	117.4
45	Ohio	117.2
46	Arizona	104.7
47	California	103.2
48	Illinois	101.1
49	Nevada	94.6
50	Florida	92.7
*	United States	136.4

Source: U.S. Census Bureau, Governments Division. March 2012, the most current information available. Population data estimate for July 2012. Data collected by the U.S. Census Bureau includes higher education, police protection, judicial and legal functions within State government, whereas the majority of the tables and charts in the Workforce Report are limited to the agencies within the State Personnel System.

5.6 - Agency Statistics (FY2012 - FY2014)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Accountancy	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%
	2014	12	53.1	13.7	\$55,725	25.0%	66.7%	41.7%	41.7%
Administration	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%	17.7%
	2014	568	48.2	10.4	\$62,102	5.8%	50.9%	31.3%	18.3%
Administrative Hearings	2012	16	51.0	17.7	\$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%
	2014	16	52.0	18.2	\$72,258	0.0%	56.3%	25.0%	43.8%
Agriculture	2012	256	46.7	8.9	\$36,715	17.2%	34.4%	36.7%	19.5%
	2013	211	47.2	10.0	\$38,561	3.3%	35.6%	38.9%	18.0%
	2014	190	47.8	10.7	\$42,222	2.6%	36.8%	33.2%	17.9%
AHCCCS	2012	957	48.2	11.0	\$42,946	69.9%	78.3%	43.5%	17.2%
	2013	940	48.3	11.1	\$43,808	17.2%	78.0%	41.8%	17.6%
	2014	946	48.1	10.8	\$46,217	10.8%	77.2%	41.5%	17.0%
Appraisal	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%
	2014	7	54.2	4.1	\$53,238	0.0%	100.0%	14.3%	0.0%
Arts Commission	2012	11	44.6	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%
	2014	13	42.2	7.5	\$45,310	0.0%	61.5%	15.4%	7.7%
ASRS	2012	230	45.7	8.3	\$54,132	0.0%	59.6%	31.3%	11.3%
	2013	220	46.6	9.2	\$54,786	0.0%	61.4%	31.4%	12.3%
	2014	236	46.6	8.9	\$58,704	0.0%	58.1%	32.6%	14.4%
Attorney General	2012	577	48.3	9.7	\$64,777	14.9%	65.3%	25.5%	17.3%
	2013	587	48.2	9.5	\$65,129	5.8%	65.8%	26.6%	17.6%
	2014	631	47.8	9.2	\$68,206	2.5%	64.0%	26.9%	18.7%

5.6 - Agency Statistics (FY2012 - FY2014)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Behavioral Health	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%
	2014	12	46.3	5.8	\$57,231	0.0%	91.7%	33.3%	8.3%
Charter Schools	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%
	2014	6	44.2	6.7	\$55,804	0.0%	66.7%	16.7%	0.0%
Corporation Commission	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%
	2014	256	48.9	11.0	\$61,550	10.2%	57.4%	37.1%	19.5%
Corrections	2012	9,871	41.6	8.4	\$40,215	94.9%	31.7%	46.4%	8.5%
	2013	9,196	41.2	8.7	\$39,517	77.1%	29.3%	48.7%	8.8%
	2014	9,069	41.1	8.8	\$40,088	74.4%	29.3%	49.8%	9.6%
Cosmetology	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%
	2014	17	49.3	12.4	\$43,106	0.0%	100.0%	29.4%	35.3%
Criminal Justice Commission	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%
	2014	25	46.2	9.8	\$60,724	0.0%	56.0%	16.0%	20.0%
Deaf & Hard of Hearing	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%
	2014	13	46.5	8.6	\$57,882	0.0%	76.9%	30.8%	0.0%
Dental Examiners	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%
	2014	9	51.1	7.3	\$52,141	0.0%	100.0%	22.2%	11.1%
Early Childhood	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%
	2014	150	43.7	5.7	\$62,460	0.7%	84.7%	45.3%	4.7%

5.6 - Agency Statistics (FY2012 - FY2014)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Economic Security	2012	9,625	45.8	9.5	\$37,048	91.8%	76.7%	45.7%	14.1%
	2013	9,600	45.6	9.2	\$37,404	35.2%	77.2%	44.8%	14.0%
	2014	10,178	45.2	8.6	\$38,307	24.4%	77.3%	44.6%	13.3%
Education	2012	526	47.5	7.6	\$54,106	35.6%	74.9%	28.0%	15.6%
	2013	519	47.8	7.6	\$55,432	3.1%	75.7%	27.0%	18.3%
	2014	554	47.0	7.4	\$58,033	2.5%	75.5%	29.4%	16.4%
Environmental Quality	2012	468	50.5	13.5	\$46,919	56.8%	47.9%	29.1%	24.2%
	2013	474	49.2	12.7	\$47,694	5.3%	49.2%	29.3%	23.8%
	2014	455	48.7	12.4	\$50,888	4.2%	49.0%	29.9%	22.6%
Executive Clemency	2012	10	52.4	8.8	\$45,493	40.0%	60.0%	70.0%	20.0%
	2013	9	53.7	10.6	\$48,244	0.0%	55.6%	66.7%	11.1%
	2014	12	50.1	5.9	\$43,650	0.0%	75.0%	50.0%	16.7%
Exposition & State Fair	2012	23	48.2	15.3	\$51,425	43.5%	56.5%	26.1%	17.4%
	2013	23	48.2	15.6	\$53,651	8.7%	56.5%	26.1%	30.4%
	2014	40	44.6	10.0	\$44,129	2.5%	35.0%	40.0%	22.5%
Financial Institutions	2012	38	51.1	10.2	\$49,001	79.0%	52.6%	21.1%	18.4%
	2013	45	49.7	9.8	\$49,161	11.1%	48.9%	20.0%	20.0%
	2014	47	49.5	8.7	\$49,946	6.4%	55.3%	25.5%	19.2%
Fingerprinting	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%
	2014	6	48.9	7.1	\$54,263	0.0%	33.3%	0.0%	16.7%
Fire, Building & Life Safety	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%
	2014	27	49.4	9.3	\$48,681	0.0%	37.0%	22.2%	22.2%
Forestry	2012	133	49.3	8.1	\$44,061	45.1%	19.6%	11.3%	19.6%
	2013	128	49.3	8.5	\$45,081	12.5%	20.3%	11.7%	18.8%
	2014	127	48.6	9.2	\$46,072	7.9%	18.1%	11.8%	16.5%

5.6 - Agency Statistics (FY2012 - FY2014)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Game & Fish	2012	596	45.1	11.3	\$49,205	89.1%	36.6%	10.1%	16.1%
	2013	585	45.4	11.7	\$50,231	26.2%	36.8%	10.1%	18.1%
	2014	588	44.9	11.2	\$51,851	24.2%	39.3%	11.4%	17.9%
Gaming	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%
	2014	97	51.3	9.9	\$57,188	0.0%	37.1%	35.1%	21.7%
Geological Survey	2012	40	42.5	6.8	\$50,273	12.5%	55.0%	15.0%	15.0%
	2013	38	43.2	8.0	\$51,655	0.0%	52.6%	10.5%	18.4%
	2014	38	43.6	8.6	\$53,754	2.6%	57.9%	7.9%	18.4%
Governor's Office	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%	19.6%	12.0%
	2014	122	42.6	8.4	\$65,533	0.0%	59.0%	15.6%	14.8%
Health Services	2012	1,563	48.5	9.8	\$48,614	71.3%	64.4%	36.2%	17.0%
	2013	1,593	47.8	9.2	\$48,570	20.5%	63.8%	35.5%	16.8%
	2014	1,586	47.4	8.9	\$50,738	13.4%	63.3%	36.1%	17.0%
Highway Safety	2012	11	43.1	6.0	\$60,808	0.0%	63.6%	54.6%	18.2%
	2013	11	44.1	7.0	\$61,265	0.0%	63.6%	54.6%	18.2%
	2014	12	47.4	6.7	\$61,424	0.0%	75.0%	50.0%	25.0%
Historical Society	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%
	2014	37	50.8	11.0	\$45,751	21.6%	67.6%	29.7%	27.0%
Homeland Security	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%
	2014	15	44.0	7.4	\$63,249	0.0%	46.7%	26.7%	6.7%
Housing	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%
	2014	58	47.0	6.2	\$58,475	0.0%	77.6%	37.9%	6.9%

5.6 - Agency Statistics (FY2012 - FY2014)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Industrial Commission	2012	245	50.5	11.6	\$42,916	82.5%	59.2%	44.5%	19.6%
	2013	234	50.7	11.6	\$44,182	25.2%	58.6%	43.2%	20.1%
	2014	237	50.8	11.3	\$46,646	16.9%	58.7%	43.5%	23.6%
Insurance	2012	94	50.8	12.6	\$50,917	51.1%	58.5%	22.3%	23.4%
	2013	92	50.6	12.4	\$51,561	13.0%	56.5%	23.9%	27.2%
	2014	92	50.5	11.6	\$53,610	10.9%	57.6%	26.1%	27.2%
Juvenile Corrections	2012	611	43.6	9.1	\$41,964	84.3%	44.2%	44.8%	8.7%
	2013	568	43.8	9.4	\$42,015	35.4%	46.7%	44.7%	10.2%
	2014	573	43.1	9.1	\$43,098	18.7%	45.0%	46.1%	11.3%
Liquor Licenses	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%
	2014	38	48.5	8.8	\$51,852	0.0%	52.6%	44.7%	13.2%
Lottery Commission	2012	88	50.1	12.0	\$43,366	75.0%	62.5%	29.6%	22.7%
	2013	85	50.9	11.5	\$43,040	27.1%	61.2%	29.4%	21.2%
	2014	88	50.8	11.0	\$45,595	10.2%	60.2%	28.4%	19.3%
Medical Board	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%	84.9%	18.2%	9.1%
	2014	40	45.6	6.7	\$68,744	0.0%	82.5%	17.5%	12.5%
Military Affairs	2012	482	46.0	8.5	\$42,308	1.9%	23.7%	29.3%	14.5%
	2013	478	46.8	8.6	\$41,776	0.4%	24.7%	29.1%	14.2%
	2014	430	47.6	9.0	\$43,792	0.2%	25.1%	26.3%	17.0%
Mine Inspector	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%
	2014	15	53.1	8.3	\$50,646	0.0%	20.0%	26.7%	40.0%
Nursing	2012	57	54.0	9.3	\$49,089	49.1%	87.7%	28.1%	26.3%
	2013	55	52.8	8.6	\$50,402	18.2%	87.3%	23.6%	29.1%
	2014	57	51.0	7.5	\$51,990	12.3%	84.2%	19.3%	21.1%

5.6 - Agency Statistics (FY2012 - FY2014)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Office of Pest Management	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%
	2014	17	51.2	11.1	\$43,135	5.9%	29.4%	23.5%	23.5%
Osteopathic Examiners	2012	6	53.5	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%
	2014	5	57.8	10.1	\$72,948	0.0%	100.0%	0.0%	40.0%
Pharmacy Board	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%
	2014	17	51.7	10.2	\$74,924	0.0%	58.8%	11.8%	17.7%
Pioneers' Home	2012	85	48.0	7.1	\$32,379	96.5%	72.9%	20.0%	11.8%
	2013	84	48.2	7.1	\$33,846	64.3%	70.2%	22.6%	13.1%
	2014	90	48.7	6.5	\$33,846	38.9%	73.3%	24.4%	12.2%
Postsecondary Education	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%
	2014	8	52.4	3.6	\$54,602	0.0%	87.5%	12.5%	12.5%
Power Authority	2012	8	56.9	8.8	\$90,275	0.0%	50.0%	25.0%	25.0%
	2013	6	53.6	7.1	\$77,987	0.0%	50.0%	33.3%	0.0%
	2014	6	54.6	8.1	\$77,987	0.0%	50.0%	33.3%	0.0%
Prescott Historical Society	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%
	2014	9	60.6	13.5	\$39,346	11.1%	44.4%	11.1%	44.4%
PSPRS	2012	53	48.2	8.3	\$83,919	0.0%	49.1%	7.6%	7.6%
	2013	54	48.2	9.1	\$84,895	0.0%	50.0%	11.1%	9.3%
	2014	43	46.7	9.4	\$80,991	0.0%	53.5%	9.3%	7.0%
Racing	2012	31	53.9	10.9	\$45,594	9.7%	29.0%	25.8%	32.3%
	2013	32	51.8	9.3	\$47,353	0.0%	28.1%	34.4%	28.1%
	2014	31	51.3	8.7	\$50,724	0.0%	29.0%	35.5%	22.6%

5.6 - Agency Statistics (FY2012 - FY2014)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Radiation Regulatory Agency	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%
	2014	27	50.7	10.3	\$47,112	0.0%	37.0%	14.8%	33.3%
Real Estate	2012	30	52.5	13.6	\$41,457	26.7%	56.7%	23.3%	43.3%
	2013	29	51.4	10.1	\$40,752	3.5%	62.1%	24.1%	34.5%
	2014	33	51.4	10.1	\$41,819	0.0%	54.6%	21.2%	30.3%
Redistricting Commission	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%
	2014	5	54.1	5.7	\$70,325	0.0%	60.0%	40.0%	20.0%
Registrar of Contractors	2012	92	52.8	11.3	\$43,469	71.7%	47.8%	29.4%	23.9%
	2013	86	54.2	11.8	\$43,644	22.1%	46.5%	29.1%	25.6%
	2014	92	52.0	10.3	\$46,467	12.0%	47.8%	27.2%	28.3%
Revenue	2012	711	49.4	12.2	\$44,809	60.9%	62.7%	42.2%	21.4%
	2013	738	49.4	11.5	\$45,640	12.1%	63.4%	40.9%	20.7%
	2014	703	49.7	11.5	\$48,379	7.8%	63.0%	42.1%	23.0%
RUCO	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%
	2014	7	53.3	11.6	\$81,861	0.0%	14.3%	0.0%	42.9%
School Facilities Board	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%
	2014	13	55.3	9.5	\$72,962	0.0%	38.5%	30.8%	30.8%
Secretary of State	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%
	2014	140	47.6	9.0	\$44,583	2.1%	59.3%	25.0%	15.7%
State Land	2012	115	49.5	11.3	\$52,719	84.4%	40.9%	18.3%	21.7%
	2013	111	49.6	11.7	\$53,026	5.4%	37.8%	18.0%	27.0%
	2014	115	49.3	11.0	\$55,552	2.6%	40.9%	19.1%	27.0%

5.6 - Agency Statistics (FY2012 - FY2014)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
State Parks	2012	164	51.1	13.7	\$41,528	82.9%	37.2%	12.8%	26.8%
	2013	163	51.2	13.4	\$41,936	29.5%	39.3%	11.7%	24.5%
	2014	169	49.7	13.0	\$43,335	23.7%	39.6%	10.7%	24.3%
Technical Registration	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%
	2014	19	46.6	9.8	\$46,852	5.3%	68.4%	52.6%	5.3%
Tourism	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%
	2014	27	47.3	7.1	\$61,142	0.0%	88.9%	29.6%	11.1%
Transportation	2012	4,059	47.8	11.1	\$42,751	82.1%	41.0%	39.8%	17.1%
	2013	4,174	47.8	10.7	\$42,874	26.7%	40.9%	40.0%	16.7%
	2014	4,208	47.8	10.7	\$44,770	21.9%	40.8%	39.5%	16.9%
Treasurer	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%
	2014	26	49.2	12.7	\$64,286	7.7%	57.7%	30.8%	15.4%
Veterans' Services	2012	314	47.6	5.3	\$39,549	55.1%	64.3%	54.1%	11.8%
	2013	380	45.4	4.6	\$37,365	34.0%	66.6%	56.1%	8.4%
	2014	373	46.0	4.8	\$38,360	23.6%	68.1%	58.2%	8.3%
Veterinary Medical Exam	2012	4	51.0	5.4	\$48,901	0.0%	100.0%	0.0%	0.0%
	2013	4	52.0	6.4	\$53,151	0.0%	100.0%	0.0%	0.0%
	2014	5	50.0	5.9	\$53,847	0.0%	100.0%	0.0%	20.0%
Water Infrastructure	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%
	2014	19	43.4	12.4	\$65,245	0.0%	73.7%	42.1%	10.5%
Water Resources	2012	104	48.0	12.7	\$60,380	42.3%	53.9%	26.0%	16.4%
	2013	110	48.7	12.6	\$59,469	0.0%	48.2%	26.4%	19.1%
	2014	121	47.9	11.8	\$59,859	0.0%	47.1%	26.5%	19.8%

5.6 - Agency Statistics (FY2012 - FY2014)

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Weights And Measures	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%
	2014	31	47.5	9.2	\$43,799	0.0%	32.3%	38.7%	19.4%
State Personnel System	2012	34,223	45.5	9.5	\$42,322	78.7%	53.5%	42.7%	13.8%
	2013	33,621	45.4	9.5	\$42,447	38.9%	53.4%	43.4%	14.0%
	2014	34,161	45.2	9.3	\$43,832	32.7%	53.9%	44.0%	14.2%

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 2014 are included.

5.7 – Notes

(The following information was provided by the agencies identified.)

1.1 – Average Salary per Employee by Agency (page 2)

(Includes agencies experiencing an average salary change of more than 7% from the year before.)

- Administration – The average salary increased by 8.3% from the year before. This increase includes the 5% critical retention pay which was initially provided as one-time payments in FY13, but were converted to base salary increases for employees receiving those payments in FY14. In addition, there were structural changes within the agency that resulted in leaving 60 positions vacant and creating or filling 84 new positions, including 29 IT positions and 55 non-IT positions. The positions that were left vacant were lower paid positions relative to the newly filled positions.
- Agriculture – The average salary increased by 9.5%; this increase includes the 5% critical retention pay that was added to the base pay of employees in FY 2013. Several divisions within the agency created a new supervisor tier to their reporting structure to better assist with the demands of the division while maintaining the same number of FTEs; also a number of inequities were corrected within the department. IT salaries were also adjusted within the last couple of years when recruiting for vacant positions. Lastly, there were several separations (see notes on 2.3 and 4.1) of employees that were earning lower salaries, which resulted in an overall increase in average salary per employee for the agency.
- ASRS (Retirement) – The average salary increased by 7.2% when comparing the average salary in 2014 to the average salary in 2013. Over the four years 2010 through 2014, the annual average salary increased 3.62%. The average salary increase includes the 5% critical retention pay which was initially provided as one-time payments in 2013 and then were converted to permanent base salary increases for employees in 2014 and salary increases for technology related positions in order to attract and retain highly skilled technology resources for critical technology positions.

1.5 – Overtime Costs by Agency (page 5)

(Includes agencies experiencing an increase of at least 40% from the year before provided the agency had at least \$40,000 in overtime expenses.)

- AHCCCS – Overtime expenses increased by 115% from the year before. This increase is primarily the result of work required to implement changes under the Federal Affordable Care Act. This included policy development and the design, testing and implementation of a new eligibility system, along with a significant increase in applications.
- ASRS (Retirement) – Overtime expenses increased by 124% from the year before. Overtime expenses were incurred in 2014 due to two primary business activities; one activity is related to Arizona State Retirement System Technology Services/Resources dedicated to improving hardware and software applications in an effort to proactively address data security matters. The second activity is related to Arizona State Retirement System Financial Services/Resources dedicated to processing new retirements, member contributions and member service purchase requests. Overtime in Financial Services is incurred during the summer months when new retirements spike. In July 2013 alone, new retirements were up 59% over the same time period in June 2012. At the same time, there was a large increase in member service purchase requests due to a statutory deadline of January 2013. At the time of this large increase in production volume, Financial Services had three vacant positions.

- Corrections – Overtime expenses increased by 43% from the year before, and account for the majority of overtime expenses in the State. The increase is primarily the result of recruitment and retention challenges for Correctional Officers which has resulted in staff shortages. Vacancy rates of Correctional Officers increased from 1.7% in July 2012 to 8.0% in June 2014. Vacancy rates in various prisons – Eyman, Florence, Safford, and Winslow – range from 11.3% to 14.7%. During FY 2014 overtime was used to cover many of the posts left unfilled due to the increased vacancy rate. The agency continues to aggressively recruit Correctional Officers and has implemented measures aimed at reducing the vacancy rate of these critical security positions, including increased advertising efforts and 5% stipends at hard to fill locations.
- Game and Fish – Overtime expenses increased by 81% from the year before. This increase primarily occurred in two work units, the Clay Target Center (CTC) and the Research Branch. The increase at the CTC was the result of hosting several multi-day, large shooting events that included up to 500 participants for each event. These large events require more staff time to ensure the events run smoothly and to ensure public safety, which is the number one priority during any shooting event. The CTC operations are primarily funded by revenues generated from range use fees. The increase in overtime for the Research Branch occurred in four separate projects in the Aquatic Research and the Wildlife Health Programs. These programs are funded through various federal contracts, and overtime was accrued in order to meet contractual obligations. The Department has been closely monitoring the ADOA assigned headcount and as a result positions located within the CTC and Research Branch were held vacant which further impacted the accrual of overtime by staff throughout the Department.
- Health Services – Overtime expenses increased by 85% from the year before. About 99% of the agency's overtime expenses are generated at the Arizona State Hospital. In October 2013 the agency received a citation during a Centers for Medicare and Medicaid Services (CMS) survey regarding the failure to staff units in accordance with the acuity needs of the patient population. The citation placed the Hospital in probationary status and failure to correct the issue could have jeopardized CMS certification. Loss of certification would have meant the State would not have received approximately \$28.5 million in Disproportionate Share funds during FY 2015 and the Hospital would have been unable to bill CMS for approximately \$3.5 million annually in Medicare services. The agency was able to mitigate the issue through a plan of correction and in January 2014 a follow-up CMS survey confirmed the staffing issue was corrected and CMS lifted the probationary status. Nevertheless, the agency continues to experience recruitment and retention challenges, especially among nursing and direct care staff. The agency has implemented a number of corrective strategies to address these issues.
- Juvenile Corrections – Overtime expenses increased by 75% from the year before. This increase is primarily the result of recruitment and retention challenges within the Youth Corrections Officer (YCO) and Correctional Food Service Supervisor job classifications, which have resulted in severe staff shortages. In comparison to the prior year, the YCO turnover rate increased from 26% to 29%, resulting in a chronic vacancy rate of approximately 13%. The increased overtime is also attributed to a significant change in operational procedures pertaining to the manner in which correctional posts are covered. During the prior year, the Department utilized Youth Program Officer III staff to assist in covering YCO posts in an effort to decrease overtime usage; however, this practice resulted in programming deficiencies provided to the youth. As a result, the agency discontinued this practice, which forced the agency to revert to utilizing YCO staff to cover posts through the utilization of overtime. Although recruitment and retention challenges remain, beginning FY 2015, the agency has implemented several corrective measures to address these issues.

1.6 – Average Annual Leave Use per Employee (page 6)

(Includes agencies experiencing a change of more than 12% in average annual leave use from the year before, or a difference of more than 30% from the statewide average.)

- Forestry – The State Forestry Division experienced annual leave use at a rate nearly half the statewide average. This is primarily due to the large percentage of employees at the agency that are not benefits eligible. Across all of the SPS agencies, 99.5% of the workforce is benefits eligible, however, in Forestry only 48.8% of employees are benefits eligible, thus explaining the significant deviation from the statewide average.
- Gaming – The average annual leave used per employee was over 30% more than the statewide average. As an uncovered agency, 91% of Gaming’s employees earn annual leave at the highest rate allowable (6.47 hours per pay period). Employees of the agency have an average length of service slightly greater than the state wide average, resulting in employees with high leave balances. Gaming employees with higher leave balances have taken more annual leave than the state average in order to maintain a leave balance at or below the 320 hours that can be transferred into the next calendar year.
- Insurance – The average annual leave used per employee decreased by more than 30% from the year before. This may be the result of some employees being allowed to receive payment for annual leave in June 2013, which may have consequently reduced employee interest in using annual leave during FY 2014.
- Registrar of Contractors – The Registrar of Contractors had a higher than usual number of long term employees retire or leave state service in FY2014. Most of the separating employees were accruing 6.47 hours of annual leave per pay period. Furthermore the agency expanded by 7 positions during FY 2014. Most of the employees hired for the new or vacated positions were new to state service and earned 4 hours of annual leave per pay period. This lower accrual rate and the limited availability of leave to new employees lowered the agency average of annual leave usage.

1.7 – Average Sick Leave Use per Employee (page 7)

(Includes agencies experiencing a difference of more than 50% from the statewide average.)

- Forestry – The State Forestry Division experienced sick leave use at a rate nearly 62% less than the statewide average. This is primarily due to the large percentage of employees at the agency that are not benefits eligible. Across all of the SPS agencies, 99.5% of the workforce is benefits eligible, however, in Forestry only 48.8% of employees are benefits eligible, thus explaining the significant deviation from the statewide average.

2.3 – Turnover Rates by Agency and Type of Separation (page 12)

(Includes agencies experiencing a total turnover rate more than 45% difference from the statewide average, or a difference of more than 130% in a specific category of turnover type.)

- Agriculture – The Department of Agriculture experienced higher than average turnover, driven in part by the high levels of involuntary turnover and turnover attributed to the “Other” category (mostly appointment expiration). In 2013 one division within the agency saw a large cut in their Federal funding which caused a layoff of approximately 16 employees in one location; most of the “Other” category is due to seasonal employees who only work from 1 to 6 months at a time. Most involuntary terminations were due to employee misconduct, job performance or insubordination.
- Insurance – The Department of Insurance experienced an overall turnover rate lower than average, in spite of a particularly high turnover rate due to retirement. More than half of the Department’s turnover was due to employee retirement, which is unusual.

- Juvenile Corrections – The agency experienced a high rate of voluntary turnover in FY 2014. The majority of the reasons employees stated as their reason for leaving was “better job or pay.”
- Military Affairs – The relatively high rate of involuntary turnover was the reason this agency had an overall rate of turnover higher than average. In November 2013, the agency ended a cooperative agreement with the federal government that had provided funding for State staffed security forces at the Arizona Air National Guard wings. This resulted in the layoff of 28 State employees, all of whom were converted to federal employees.
- Pioneers’ Home – The Arizona Pioneers’ Home had an overall turnover rate higher than average, due mostly to the relatively high levels of voluntary turnover. Arizona Pioneers’ Home voluntary turnover may be related to the improved economic outlook. During the recent recession, most of the nursing organizations in this area, instituted hiring freezes. This made nursing jobs more difficult to find. Now, with the improved economic climate, job availability has increased. Many of these new nursing positions offer higher salaries and some, include sign-on bonuses or other incentives to encourage the experienced to apply. In an effort to curb some of the turnover, Arizona Pioneers’ Home is seeking additional funding to bring our agency’s Nursing Department salaries in alignment with other state agencies that use Registered and Licensed Practical Nurses and are closer to private sector salaries.
- Registrar of Contractors – The agency experienced a turnover rate that was double the rate of the year before. Increased turnover at the Registrar of Contractors stems from several sources. First, FY 2014 showed an increase in retiring employees which is expected with the ROC’s relatively older workforce, as noted in current and previous workforce analysis reports. Second, as the economy and specifically the construction industry improve, a significant number of ROC employees leave state service to return to higher paying jobs in the construction industry.
- State Parks – The overall turnover rate for the agency was close to the average; the agency experienced particularly low voluntary turnover rates, however, this was offset by the high rates of retirements and turnover in the “Other” category. Arizona State Parks has a high percentage of "Other" separations due to the large number seasonal/temporary staff that may not return after one season. Although this number is higher than other agencies it has decreased since last reporting fiscal year, FY2013. Arizona State Parks has 25% of its employees meeting retirement criteria which each year is increasing by at least 4% for the next four to five years. These numbers include employees who are members of the Public Safety Personnel Retirement System and are in the Deferred Retirement Options Plan (DROP).
- Veterans’ Services – Approximately seventy-eight percent of the agency’s employees work at one of two skilled nursing facilities. These types of facilities typically have high turnover rates, particularly among the nursing staff. In January 2014, the Arizona State Veteran Home – Phoenix also lost ten employees through a reduction in force when it was determined that contracting with an outside company for dietary services would result in both cost and efficiency savings. Finally, prior to implementing the initial phase of a market adjustment in November of 2013, the agency was losing Veteran Benefit Counselor’s to the Federal government.

2.4 – Turnover Rates by Agency (page 13)

(Includes agencies experiencing a turnover rate more than 50% difference from the year before, or a turnover rate more than 50% difference from the average of the previous 4 years.)

- Corporation Commission – The Corporation Commission experienced an overall turnover rate more than 50% greater than the average over the prior four years. Over the past year, the agency had a significant number of eligible employees retire, most with over 20 years of service. A reorganization of the IT Division resulted in increased turnover of staff in that division. Many of the agency's separations were to the private sector where the former state employees could receive higher pay.
- Insurance – The Department of Insurance experienced an overall turnover rate significantly higher than the year before. More than half of the Department's turnover was due to employee retirement, which is unusual.
- Military Affairs – The relatively high rate of turnover was greater than last year and greater than the average over the prior four years. In November 2013, the agency ended a cooperative agreement with the federal government that had provided funding for State staffed security forces at the Arizona Air National Guard wings. This resulted in the layoff of 28 State employees, all of whom were converted to federal employees.
- Registrar of Contractors – The agency experienced a turnover rate that was double the rate of the year before. Increased turnover at the agency stems from several sources. First, FY 2014 showed an increase in retiring employees which is expected with the agency's relatively older workforce, as noted in current and previous workforce analysis reports. Second, as the economy and specifically the construction industry improve, a significant number of employees leave state service to return to higher paying jobs in the construction industry.
- Water Resources – The agency's overall turnover rate was significantly less than the average over the prior four years. During FY 2010 the agency lost approximately 60% of staff due to budget cuts, hence the 72.4% turnover rate. The agency continued to lose employees during FY 2011, but has since begun to rebuild. It is expected that turnover rates should stabilize around 7 – 10% if there are no material changes in the agency's budget.

4.1 – Employees by Agency (page 28)

(Includes agencies experiencing a change in headcount of 10% or more from the year before.)

- Agriculture – The agency experienced a 10% decrease in headcount from the prior year and a 27% decrease from the average over the prior four years. Federal funding cuts have significantly contributed to the decrease in staff; unfortunately when an employee resigns we are usually not able to fill the vacancy. The Nogales staff have seen a decrease in recent years because the amount of produce coming over the border from Mexico has decreased, therefore the agency does not need as many FTEs or seasonal employees in that location.
- Military Affairs – The agency's headcount decreased by 10% from the year before. In November 2013, the agency ended a cooperative agreement with the federal government that had provided funding for State staffed security forces at the Arizona Air National Guard wings. This resulted in the layoff of 28 State employees, all of whom were converted to federal employees. Additionally, the agency has experienced significant difficulty in filling vacant positions such as ordnance handlers, environmental professionals, and information technology professionals.
- Water Resources – The agency experienced a 10% increase in headcount from the prior year and an 18% increase from the average over the prior four years. During FY 2010 the agency lost approximately 60% of staff due to budget cuts. The agency lost additional personnel in FY 2011 as employees left due to normal turnover and the State's hiring freeze remained in effect. The agency began to rebuild in FY 2012 and has added employees each succeeding year as they approach the appropriated FTE count of 131.

