



ADOA
ARIZONA DEPARTMENT OF ADMINISTRATION

A horizontal band featuring a sunset sky with orange and red hues, and silhouettes of saguaro cacti in the foreground.

State of Arizona
WORKFORCE REPORT
2016

Douglas A. Ducey
Governor

Craig C. Brown, Director
Department of Administration



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ARIZONA DEPARTMENT OF ADMINISTRATION

OFFICE OF THE DIRECTOR

100 NORTH FIFTEENTH AVENUE • SUITE 401
PHOENIX, ARIZONA 85007

(602) 542-1500

September 2016

The Honorable Douglas A. Ducey
Governor, State of Arizona

The Honorable Andy Biggs
President, Arizona State Senate

The Honorable David M. Gowan Sr.
Speaker, Arizona House of Representatives
1700 West Washington
Phoenix, Arizona 85007

Dear Governor Ducey, President Biggs and Speaker Gowan:

Pursuant to Arizona Revised Statutes §41-751, it is my pleasure to share with you the 2016 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 2016, agency budgets and staffing levels remained lower than the years prior to the economic crisis of 2008-2010. The hiring freeze, which the State implemented in February 2008 and renewed in 2015, continued throughout the fiscal year. The overall size of the State's workforce remains significantly smaller, and yet the population that is served by our government agencies continues to increase. The impacts of these actions are illustrated in many of the charts and tables contained herein:

- There were 33,652 active SPS employees at the end of FY 2016 (page iii). This represents a loss of 4,304 filled positions or a decrease of 11% since FY 2008 when the hiring freeze began.
- Covered employees accounted for 79% of employees in FY 2012, but with the implementation of Personnel Reform on September 29, 2012, transitioned to 25% by the end of FY 2016.
- The average employee base salary was \$45,062 (page 2).
- The employee turnover rate (page 16) increased from 16.7% last year to 18.8%.
- Arizona ranks 5th in the nation (page 36) in the ratio of State payroll to the population served, illustrating a high level of efficiency with taxpayer dollars.

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 "CCB", with a long, sweeping underline.

Craig C. Brown
Director, Arizona Department of Administration

Contents

Overview	ii
State Personnel System	iii
Compensation	2
1.1 – Average Salary per Employee by Agency.....	3
1.2 – Average Total Compensation Estimate.....	4
1.3 – Average Salary by Age.....	5
1.4 – Average Salary by Length of Service (LOS).....	5
1.5 – Overtime Costs by Agency	6
1.6 – Average Annual Leave Use (days) per Employee by Agency	7
1.7 – Average Sick Leave Use (days) per Employee by Agency	8
1.8 – Ratio of Total State Payroll to State Population	9
Workforce Characteristics	10
2.1 – SPS Employees by Agency.....	11
2.2 –Age Distribution of SPS Employees.....	12
2.3 –Length of Service Distribution of SPS Employees	13
2.4 –Ratio of State Government Employees to Population.....	14
2.5 –SPS Employees by County.....	15
Turnover	16
3.1 – Turnover Rates: SPS Compared to Benchmarks	17
3.2 – Turnover Rates by Type of Separation.....	18
3.3 – Turnover Rates by Agency and Type of Separation	19
3.4 – Turnover Rates by Agency	20
3.5 – Job Titles with Highest Turnover Rates.....	21
3.6 – Turnover Rates by Age	22
3.7 – Turnover Rates by Length of Service	23
3.8 – Percentage of Separations Due to Retirement.....	24
3.9 – Employees Meeting Retirement Criteria	25
Equal Employment Opportunity	26
4.1 – Ethnic Composition of the SPS Workforce vs Arizona Population and Workforce.....	27
4.2 – Ethnic Composition by Agency	28
4.3 – Gender Composition of the SPS Workforce vs Arizona Population and Workforce.....	29
4.4 – Gender Representation by Agency	30
4.5 – Ethnic and Gender Composition of the SPS Workforce.....	31
4.6 – Distribution of SPS Employees by Occupational Group.....	32
Appendix	33
5.1 – Age and Average Salary	34
5.2 – Length of Service and Salary	34
5.3 – Average Annual Leave Use and Costs	35
5.4 – Average Sick Leave Use and Costs	36
5.5 – Rank Order of States by Payroll to State Population	37
5.6 – Rank Order of States by Government Employees per 10,000 Residents	38
5.7 – Agency Statistics	39
5.8 – Employee Engagement – Engagement Scores for the Last 4 Surveys	45
5.9 – Employee Engagement – Positive Response Comparison for the Last 4 Surveys	46

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 2016 Active Employee Headcount

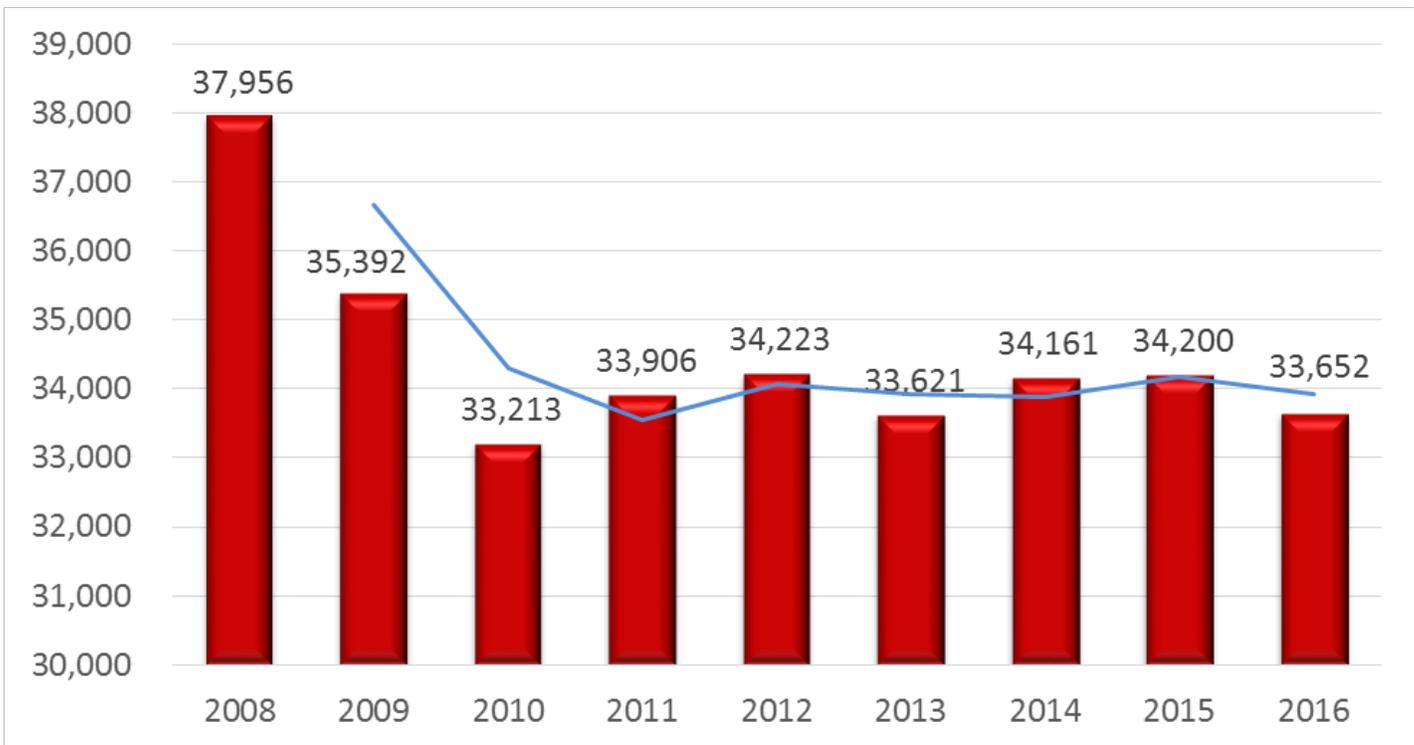
Branch of Government	Active Employees
Executive	35,594
State Personnel System Agencies	33,652
Department of Public Safety	1,942
Legislative	561
Auditor General	191
House Of Representatives	189
Joint Legislative Budget Committee	21
Legislative Council	41
Senate	119
Judicial	729
Court Of Appeals Division I	93
Court Of Appeals Division II	36
Supreme Court	600
Other	616
Arizona Schools for the Deaf And Blind	599
Cotton Research Council	17
TOTAL	37,500

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

State Personnel System

The total number of SPS employees decreased by 2% in FY 2016. Over the past 9 years, Arizona State government has experienced a considerable reduction in the size of the workforce. Compared to FY 2008, the State workforce has decreased by 11%, or 4,304 employees. Figure B illustrates the trend of decreased staffing levels in State government since FY 2008.

**Figure B – SPS Employee Headcount
FY 2008 – 2016**



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.



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 2012 – 2016

Agency	2012	2013	2014	2015	2016
Administration	\$56,045	\$57,318	\$62,102	\$62,498	\$69,674
Agriculture	\$36,715	\$38,561	\$42,222	\$42,452	\$42,996
AHCCCS	\$42,946	\$43,808	\$46,217	\$46,363	\$49,062
Attorney General	\$64,777	\$65,129	\$68,206	\$67,770	\$64,252
Child Safety	*	*	*	\$41,350	\$40,305
Corporation Commission	\$55,899	\$58,266	\$61,550	\$61,595	\$62,344
Corrections	\$40,215	\$39,517	\$40,088	\$40,072	\$40,081
Early Childhood	\$60,722	\$59,726	\$62,460	\$62,981	\$63,551
Economic Security	\$37,048	\$37,404	\$38,307	\$37,650	\$39,599
Education	\$54,106	\$55,432	\$58,033	\$57,816	\$57,964
Environmental Quality	\$46,919	\$47,694	\$50,888	\$54,537	\$56,317
Forestry	\$44,061	\$45,081	\$46,072	\$45,066	\$46,961
Game & Fish	\$49,205	\$50,231	\$51,851	\$51,242	\$52,388
Gaming	\$54,337	\$55,029	\$57,188	\$58,220	\$57,015
Governor's Office	\$60,501	\$61,518	\$65,533	\$68,999	\$71,967
Health Services	\$48,614	\$48,570	\$50,738	\$51,195	\$52,362
Housing	\$56,389	\$56,671	\$58,475	\$59,220	\$62,938
Industrial Commission	\$42,916	\$44,181	\$46,646	\$46,818	\$48,636
Insurance	\$50,917	\$51,561	\$53,610	\$54,901	\$55,689
Juvenile Corrections	\$41,964	\$42,015	\$43,098	\$44,049	\$45,175
Lottery Commission	\$43,366	\$43,040	\$45,595	\$44,501	\$45,599
Military Affairs	\$42,308	\$41,776	\$43,792	\$45,102	\$46,119
Nursing	\$49,089	\$50,402	\$51,990	\$51,908	\$52,911
Pioneers Home	\$32,379	\$33,846	\$33,846	\$32,990	\$36,610
Registrar of Contractors	\$43,469	\$43,644	\$46,467	\$48,296	\$50,769
Retirement (ASRS)	\$54,132	\$54,786	\$58,704	\$60,481	\$63,191
Revenue	\$44,809	\$45,640	\$48,379	\$47,797	\$50,101
Secretary of State	\$42,717	\$42,748	\$44,583	\$46,149	\$48,091
State Land	\$52,719	\$53,026	\$55,552	\$56,267	\$58,316
State Parks	\$41,528	\$41,936	\$43,335	\$39,678	\$41,487
Transportation	\$42,751	\$42,874	\$44,770	\$46,158	\$46,848
Veterans' Services	\$39,549	\$37,365	\$38,360	\$38,882	\$38,118
Water Resources	\$60,380	\$59,469	\$59,859	\$60,095	\$60,130
Small Agencies	\$54,593	\$54,476	\$55,811	\$55,995	\$57,095
SPS Average	\$42,322	\$42,447	\$43,832	\$44,116	\$45,062

* Child Safety did not exist as a separate agency until 2015.

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 payment. 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.

Key Points

Last Year:

- The average salary decreased in 4 agencies and increased in 30 agencies.

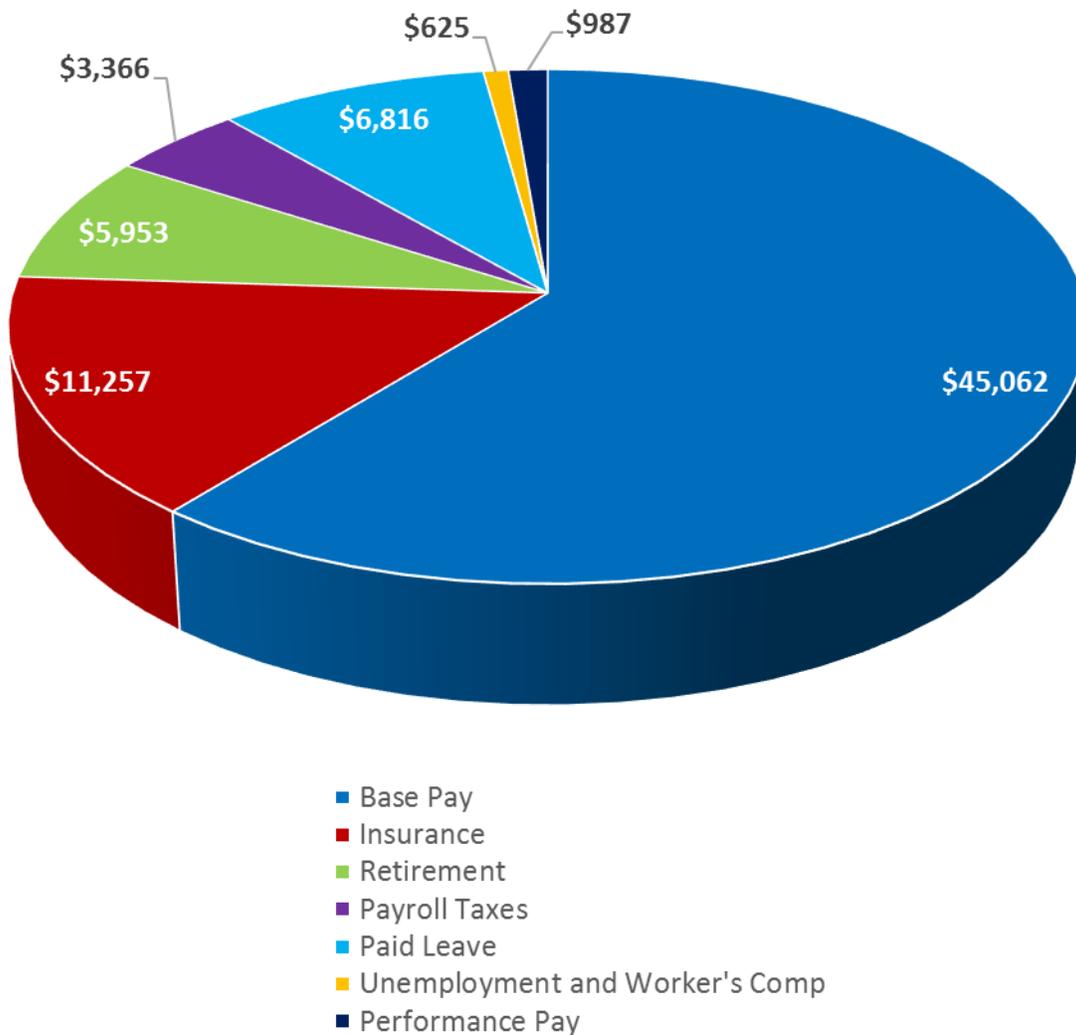
Since 2012:

- The average salary for SPS employees increased by 6.6% in the last 5 years, while the market increased by 13.2% over the same time period (based on the Arizona Compensation Survey).
- The following table illustrates the year to year change to salaries for SPS employees in comparison to the market (based on the Arizona Compensation Survey).

Year	SPS	Market
FY 12	0.2%	2.3%
FY 13	0.3%	2.3%
FY 14	3.3%	2.7%
FY 15	0.6%	2.9%
FY 16	2.1%	2.5%

- For more information on SPS employee compensation compared to the market, see the *2016 Advisory Recommendation*.

1.2 – Average Total Compensation Estimate Fiscal Year 2016



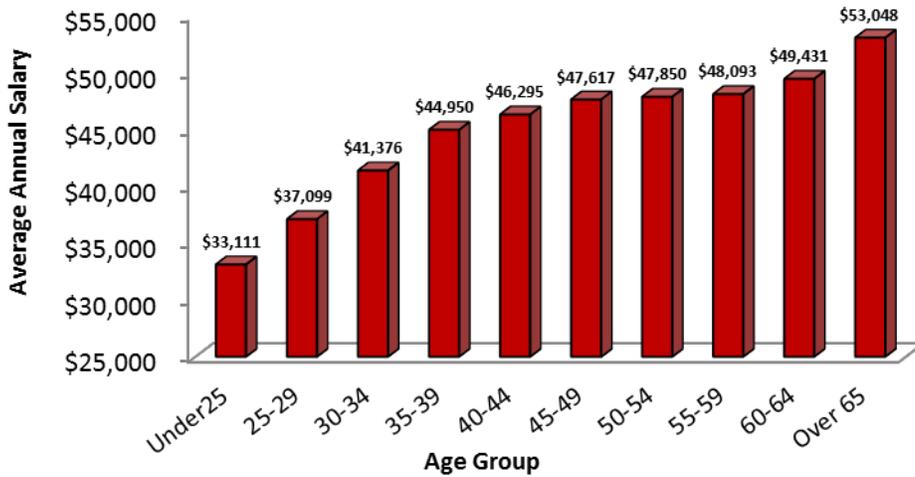
Key Points

Last Year:

- The average total compensation for SPS employees was \$74,068.
- The average base salary (\$45,062) was 60.8% of a SPS employee's total compensation.
- The percentage of compensation derived from base pay decreased by 0.6% compared to FY 2015.

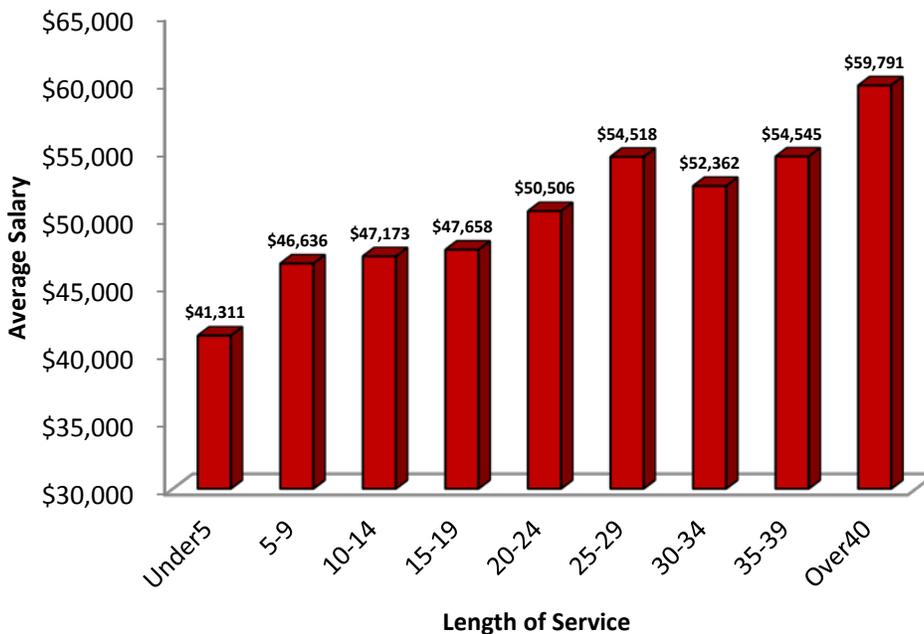
Source: HRIS. Calculations represent estimations based on the last payroll run of the fiscal year, and do not reflect amounts actually incurred or paid. Amounts shown are based on individuals employed on the dates shown by agencies covered by the State Personnel System. These amounts exclude supplemental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

1.3 – Average Salary by Age Fiscal Year 2016



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 2016



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 shows the percentage increase in average salary from one age group to the next.

Under 25	-
25-29	12.05%
30-34	11.53%
35-39	8.64%
40-44	2.99%
45-49	2.86%
50-54	0.49%
55-59	0.51%
60-64	2.78%
Over 65	7.32%

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

LOS	% Change
Under 5	-
5-9	13%
10-14	1%
15-19	1%
20-24	6%
25-29	8%
30-34	-4%
35-39	4%
Over 40	10%

- For a breakdown of the SPS employee population by age or LOS, see the Workforce Characteristics section, pages 11 and 12.

- For more detailed information on average salary and population by age and LOS, see Appendix 5.1 – Age and Average Salary.

1.5 – Overtime Costs by Agency Fiscal Year 2012 – 2016

Agency	2012	2013	2014	2015	2016
Administration	\$123,405	\$137,407	\$105,584	\$94,294	\$90,867
Agriculture	\$340,168	\$202,194	\$222,426	\$170,818	\$257,832
AHCCCS	\$277	\$53,480	\$114,831	\$99,495	\$69,702
Attorney General	\$124,353	\$182,558	\$161,159	\$217,507	\$223,622
Child Safety	*	*	*	\$6,924,296	\$8,271,497
Corporation Commission	\$21,086	\$35,045	\$15,530	\$11,230	\$9,787
Corrections	\$19,829,115	\$12,441,987	\$17,623,275	\$24,415,127	\$24,837,932
Early Childhood	\$0	\$0	\$386	\$0	\$0
Economic Security	\$11,733,737	\$12,344,429	\$12,788,895	\$6,784,669	\$4,570,143
Education	\$23,581	\$55,175	\$60,177	\$46,700	\$36,542
Environmental Quality	\$25,167	\$29,363	\$17,029	\$27,933	\$56,759
Forestry	\$1,084,446	\$981,180	\$1,341,358	\$799,159	\$546,784
Game & Fish	\$73,658	\$52,368	\$94,856	\$86,985	\$115,541
Gaming	\$664	\$188	\$0	\$0	\$0
Governor's Office	\$0	\$0	\$0	\$24	\$0
Health Services	\$1,146,911	\$1,393,170	\$2,576,278	\$1,876,230	\$2,268,108
Housing	\$0	\$0	\$0	\$0	\$0
Industrial Commission	\$0	\$1,021	\$1,944	\$3,008	\$818
Insurance	\$168	\$2,452	\$2,272	\$795	\$643
Juvenile Corrections	\$758,029	\$217,791	\$381,731	\$183,967	\$192,190
Lottery Commission	\$5,567	\$5,114	\$9,751	\$3,563	\$14,371
Military Affairs	\$579,891	\$593,572	\$521,811	\$509,690	\$538,813
Nursing	\$3,466	\$9,138	\$6,014	\$0	\$473
Pioneers Home	\$43,982	\$42,240	\$39,226	\$25,153	\$45,996
Registrar of Contractors	\$3,258	\$5,403	\$8,161	\$364	\$0
Retirement (ASRS)	\$7,612	\$21,608	\$48,430	\$9,888	\$21,224
Revenue	\$28,938	\$46,768	\$40,240	\$54,223	\$57,039
Secretary of State	\$3,584	\$3,956	\$1,936	\$194,491	\$11,427
State Land	\$0	\$30	\$787	\$341	\$325
State Parks	\$33,162	\$19,337	\$38,120	\$30,739	\$29,323
Transportation	\$3,858,790	\$4,631,037	\$5,121,336	\$5,386,299	\$6,102,109
Veterans' Services	\$554,234	\$649,622	\$890,570	\$1,153,083	\$1,001,607
Water Resources	\$0	\$0	\$0	\$0	\$0
Small Agencies	\$345,381.56	\$374,086.37	\$471,329.97	\$462,118.00	\$362,579.31
SPS Average	\$40,752,632	\$34,531,718	\$42,705,444	\$49,572,178	\$49,736,275

* Child Safety did not exist as a separate agency until 2015.

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.

Key Points

Last Year:

- Overtime expenses remained essentially unchanged compared FY 2015.
- 4 agencies incurred 88% of the total overtime expenditures.
- 4 agencies experienced a decrease of 50% or more in overtime expenditures.
- 5 agencies experienced an increase of 50% or more in overtime expenditures.

1.6 – Average Annual Leave Use (days) per Employee by Agency Fiscal Year 2012 – 2016

Agency	2012	2013	2014	2015	2016
Administration	16.1	15.9	16.1	15.8	13.4
Agriculture	14.3	16.6	16.3	15.2	14.1
AHCCCS	16.0	15.8	15.7	15.7	14.1
Attorney General	16.5	16.1	15.9	14.6	12.3
Child Safety	*	*	*	11.3	8.6
Corporation Commission	16.1	15.9	15.4	15.7	13.6
Corrections	13.6	13.9	13.9	13.9	12.3
Early Childhood	14.6	16.0	16.3	14.2	12.0
Economic Security	13.1	13.3	13.5	13.3	11.0
Education	14.0	14.3	13.9	13.9	12.0
Environmental Quality	18.4	16.7	16.7	16.3	14.4
Forestry	6.1	6.2	7.3	11.5	10.1
Game & Fish	14.3	13.6	14.0	14.0	13.4
Gaming	17.4	17.6	18.9	16.5	13.9
Governor's Office	14.3	16.0	14.4	10.4	8.6
Health Services	15.3	14.5	14.2	14.3	12.9
Housing	14.7	16.9	15.5	16.9	16.1
Industrial Commission	15.6	15.6	15.1	14.8	12.8
Insurance	16.8	19.9	13.9	17.0	16.1
Juvenile Corrections	13.9	15.1	14.0	14.6	13.1
Lottery Commission	17.2	15.8	13.9	14.5	12.1
Military Affairs	16.6	16.9	15.6	14.9	13.0
Nursing	13.9	12.3	13.0	13.1	12.2
Pioneers Home	13.8	12.2	12.5	12.0	9.9
Registrar of Contractors	16.8	15.7	13.8	12.0	8.9
Retirement (ASRS)	15.3	16.9	15.3	16.3	14.6
Revenue	16.7	15.6	16.0	14.6	13.9
Secretary of State	18.1	16.4	16.5	15.9	12.3
State Land	16.1	17.3	16.5	15.1	14.0
State Parks	15.1	14.4	15.2	10.1	9.7
Transportation	15.3	15.2	15.5	16.2	15.2
Veterans' Services	11.9	10.8	12.1	12.5	9.2
Water Resources	16.7	16.1	14.5	16.5	14.1
Small Agencies	15.8	15.8	15.3	14.6	12.6
SPS Average	14.2	14.3	14.3	14.0	12.2

* Child Safety did not exist as a separate agency until 2015.

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

Key Points

Last Year:

- Employees took 1.8 less days of annual leave compared to FY 2015.
- The estimated cost of annual leave (leave taken and leave payout) in FY 2016 was \$2,159 per employee.

Since 2012:

- State employees used an average of 13.8 days of annual leave a year.

- For more detailed information on average annual leave, see Appendix 5.3 – Annual Leave Use and Costs.

1.7 – Average Sick Leave Use (days) per Employee by Agency Fiscal Year 2012 – 2016

Agency	2012	2013	2014	2015	2016
Administration	7.2	6.5	5.9	6.4	5.2
Agriculture	7.2	7.7	6.6	6.5	5.8
AHCCCS	8.5	7.1	7.0	7.1	6.2
Attorney General	7.7	7.8	6.8	6.1	4.6
Child Safety	*	*	*	8.1	6.6
Corporation Commission	8.8	8.7	7.2	7.8	6.6
Corrections	8.8	8.6	8.0	7.0	5.3
Early Childhood	6.1	8.1	7.0	7.5	6.1
Economic Security	8.5	8.5	8.0	6.8	5.9
Education	7.1	6.9	6.6	7.9	6.8
Environmental Quality	10.5	8.5	7.6	4.5	4.0
Forestry	3.1	3.1	2.9	3.4	3.3
Game & Fish	6.4	4.7	4.0	6.8	5.7
Gaming	8.0	7.7	7.3	3.5	2.4
Governor's Office	5.1	5.3	5.3	7.8	6.7
Health Services	9.0	7.8	7.7	8.5	8.3
Housing	6.8	7.5	7.2	7.8	6.5
Industrial Commission	9.6	8.6	7.7	5.9	5.4
Insurance	6.5	6.2	5.2	7.4	6.3
Juvenile Corrections	8.1	9.3	7.5	7.1	6.2
Lottery Commission	9.4	8.4	7.6	7.3	6.0
Military Affairs	7.5	7.5	7.3	6.1	5.4
Nursing	5.9	6.3	5.3	7.6	6.4
Pioneers Home	10.2	7.8	7.2	6.1	4.4
Registrar of Contractors	10.5	8.7	6.8	7.5	6.5
Retirement (ASRS)	7.2	7.3	6.3	6.8	5.4
Revenue	9.7	8.6	8.3	7.7	7.2
Secretary of State	9.6	8.1	7.6	7.6	6.0
State Land	7.5	7.9	6.4	7.1	6.3
State Parks	7.1	6.1	5.3	4.2	3.9
Transportation	8.6	8.4	8.3	8.6	7.8
Veterans' Services	7.2	6.5	8.0	7.7	5.4
Water Resources	6.9	6.8	6.5	7.1	6.3
Small Agencies	7.1	7.1	6.5	6.3	5.5
SPS Average	8.5	8.2	7.7	7.4	6.2

* Child Safety did not exist as a separate agency until 2015.

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

Key Points

Last Year:

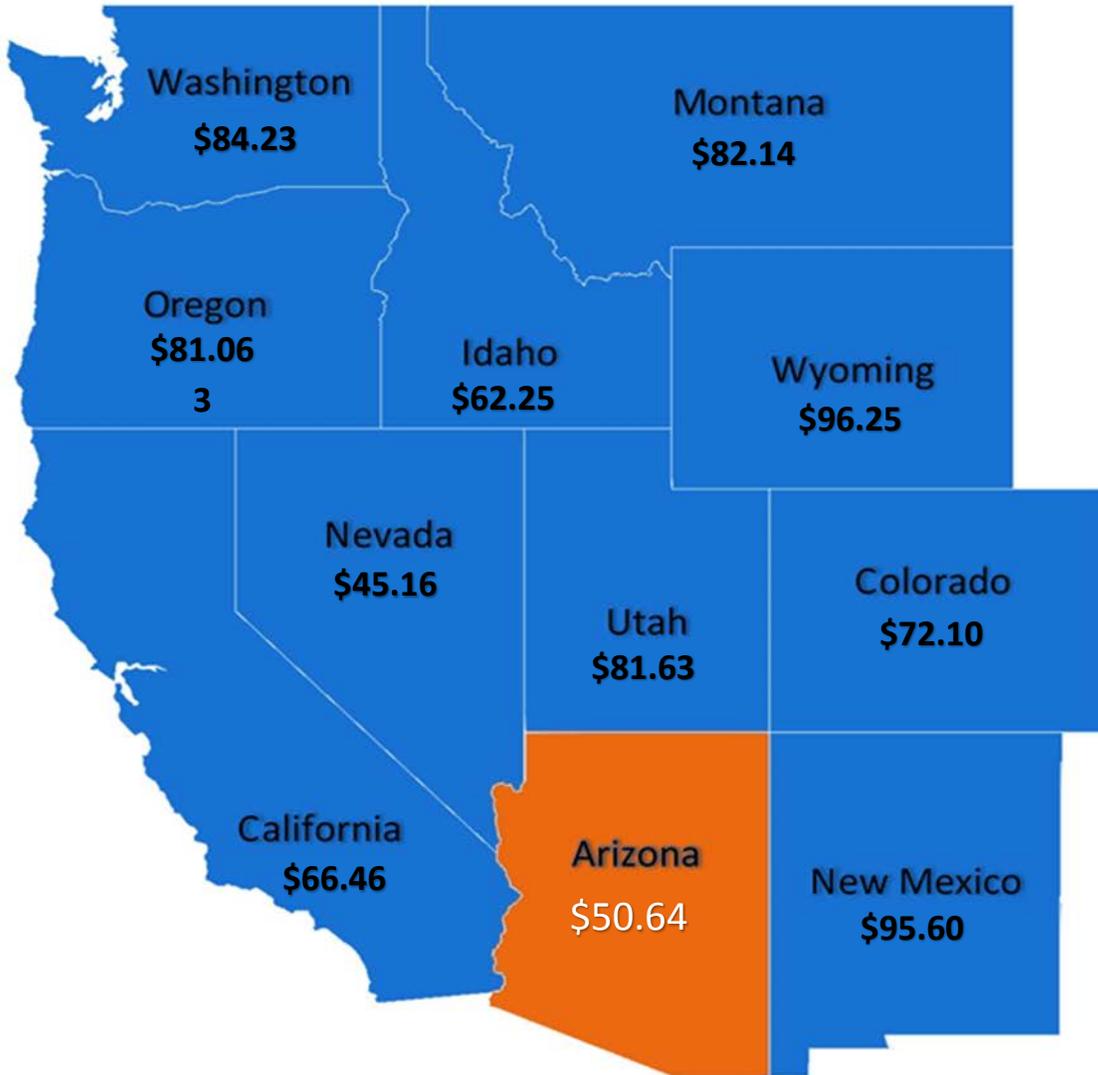
- Employees took 1.2 less days of sick leave compared to FY 2015.
- The estimated productivity loss from sick leave was \$1,011 per employee compared to \$1,202 last year.

Since 2012:

- Employees used less sick leave in FY 2016 than they had in the previous 5 years.
- The 5-yr average sick leave use was 7.6 days per employee.

- For more detailed information on average sick leave, see Appendix 5.4 – Average Sick Leave Use and Costs.

1.8 – Ratio of Total State Payroll to State Population Payroll Dollars per Resident – 2014 Census



Key Points

- Arizona ranks 2nd out of the 11 continental Western states for the ratio of state payroll to population.
- Arizona ranks 5th in the country.

- For the list of all states and their ratio of payroll to population, see Appendix 5.5 – Rank Order of States Payroll to State Population.

Source: U.S. Census Bureau, Governments Division. March 2014, the most current information available. Population data estimate for July 2015. 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 Workforce Characteristics

- 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

2.1 – SPS Employees by Agency Fiscal Year 2012 – 2016

Agency	2012	2013	2014	2015	2016
Administration	528	544	568	550	500
Agriculture	256	211	190	202	219
AHCCCS	957	940	946	926	1001
Attorney General	577	587	631	653	1050
Child Safety	*	*	*	2,836	2,723
Corporation Commission	256	249	256	256	253
Corrections	9,871	9,196	9,069	9,148	9,063
Early Childhood	138	138	150	148	141
Economic Security	9,625	9,600	10,178	7,628	7,664
Education	526	519	554	568	548
Environmental Quality	468	474	455	420	401
Forestry	133	128	127	66	82
Game & Fish	596	585	588	617	588
Gaming	104	102	97	95	107
Governor's Office	133	133	122	103	98
Health Services	1,563	1,593	1,586	1,547	1,323
Housing	56	57	58	60	60
Industrial Commission	245	234	237	228	216
Insurance	94	92	92	86	77
Juvenile Corrections	611	568	573	537	467
Lottery Commission	88	85	88	86	66
Military Affairs	482	478	430	424	431
Nursing	57	55	57	56	56
Pioneers Home	85	84	90	100	96
Registrar of Contractors	92	86	92	93	90
Retirement (ASRS)	230	220	236	229	227
Revenue	711	738	703	756	646
Secretary of State	138	139	140	137	130
State Land	115	111	115	112	98
State Parks	164	163	169	231	199
Transportation	4,059	4,174	4,208	3,968	3,722
Veterans' Services	314	380	373	352	381
Water Resources	104	110	121	114	120
Small Agencies	847	848	862	868	707
SPS Total	34,223	33,621	34,161	34,200	33,652

* Child Safety did not exist as a separate agency until 2015.

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

Key Points

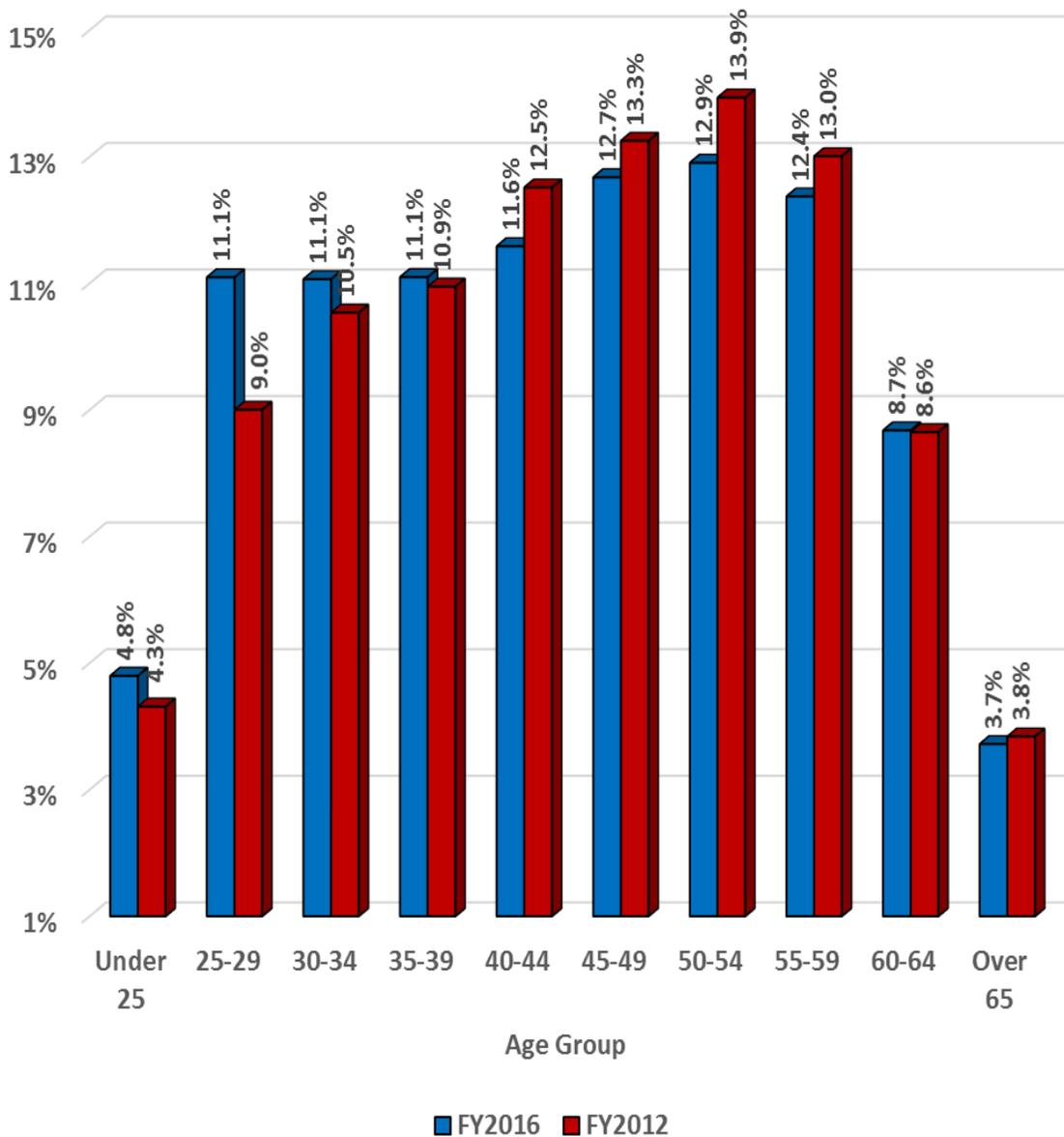
Last Year:

- The number of SPS employees decreased by 1.6%.
- 8 agencies experienced a decrease in staffing of 10% or more.
- 1 agency experienced a decrease in staffing of 20% or more.

Since 2012:

- The number of SPS employees has decreased by 1.7%.
- 13 agencies experienced a decrease in staffing of 10% or more.
- 5 agencies experienced a decrease in staffing of 20% or more.

2.2 –Age Distribution of SPS Employees Fiscal Year 2012 and Fiscal Year 2016



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

Key Points

Last Year:

- Employees aged 40 to 59 years old made up 53% of the SPS workforce.
- Employees aged 50-54 were the largest age group.

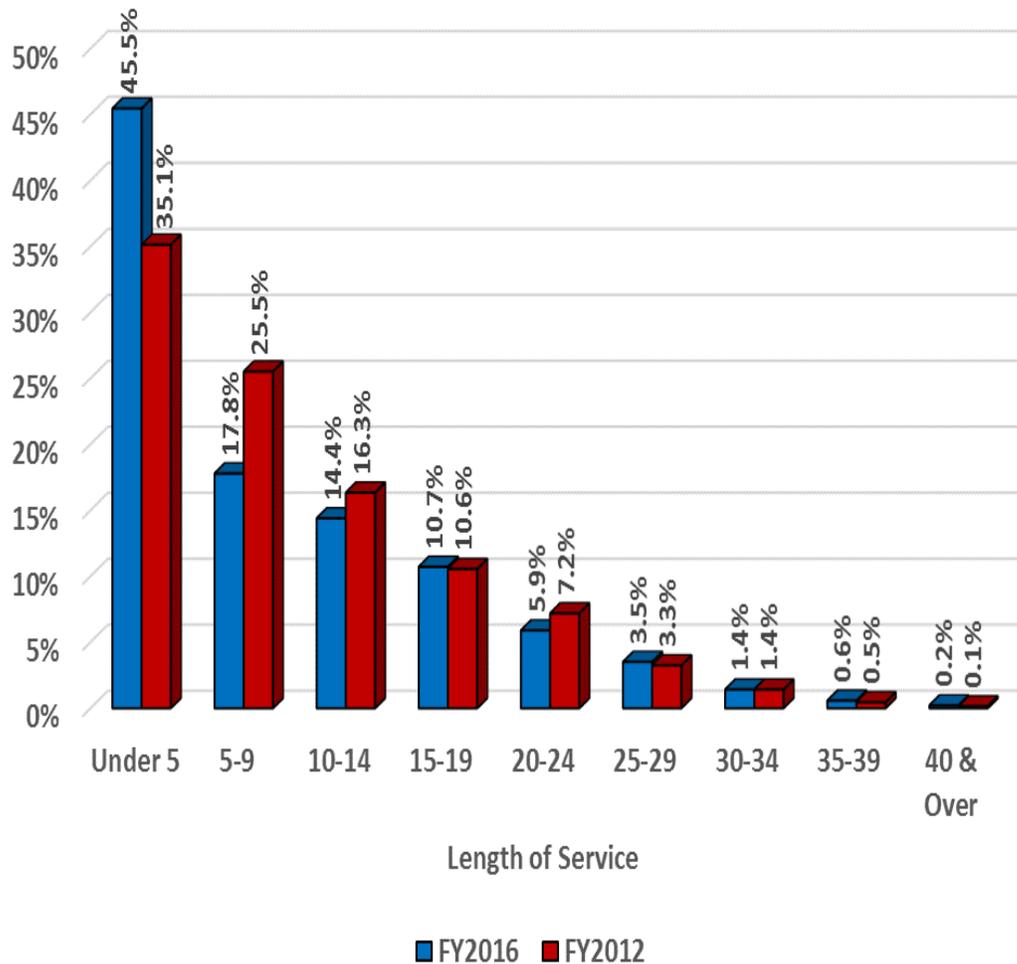
Since 2012:

- The average age of an SPS employee was about 45 years old.

Fiscal Year	Avg. Age
2012	45.5
2013	45.4
2014	45.2
2015	45.0
2016	45.5

- The number of employees under 35 years old increased by 3%.
- The number of employees between 35 and 55 years old decreased by 2%.
- The number of employees over 65 remained virtually unchanged.

2.3 –Length of Service Distribution of SPS Employees Fiscal Year 2012 and Fiscal Year 2016



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

Key Points

Last Year:

- Employees with less than 5 years of service made up 46% of the SPS workforce.
- The average length of service was 10 years.

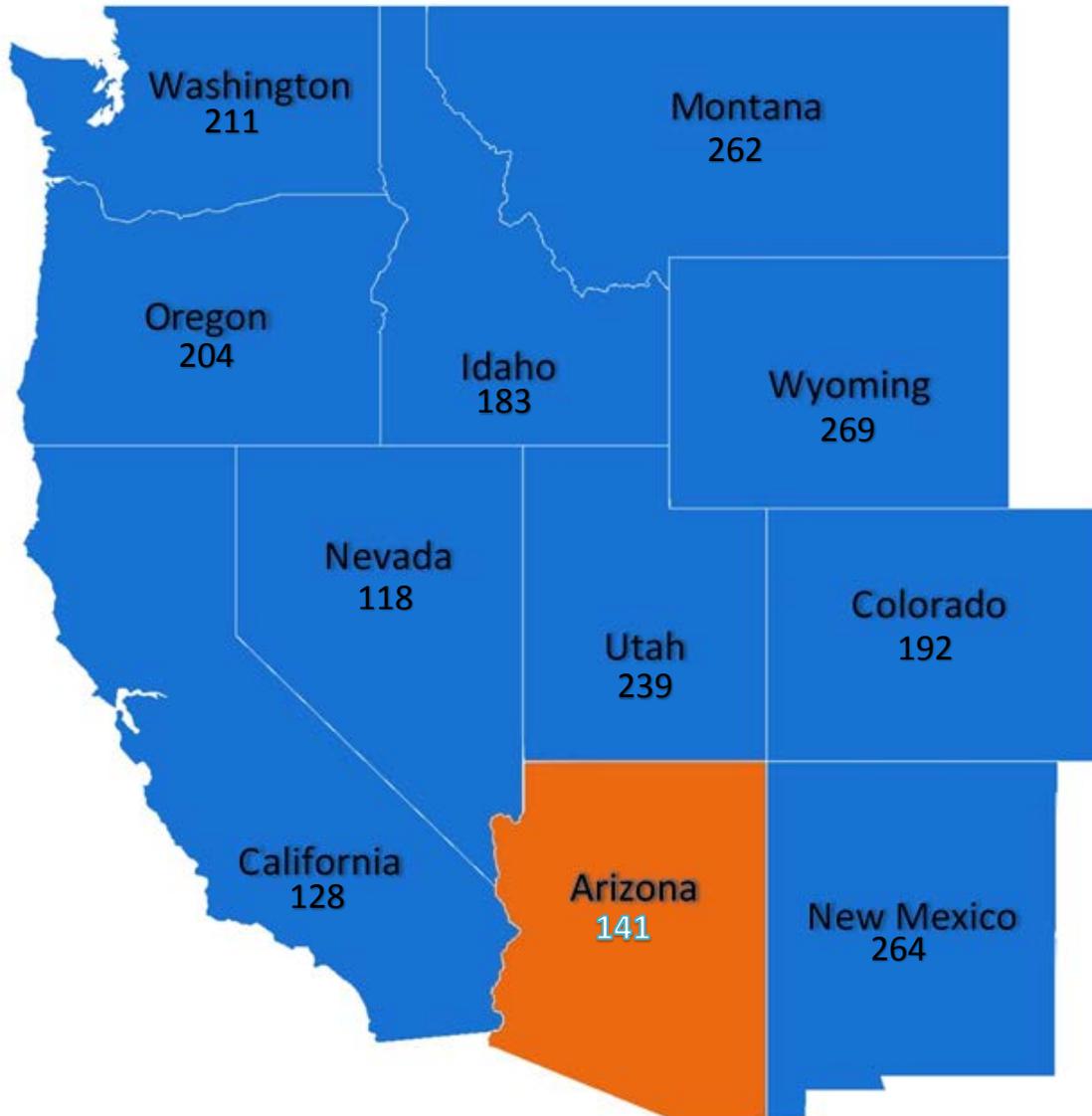
Since 2012:

- The average length of service of an SPS employee has increased slightly.

Fiscal Year	LOS
2012	9.5
2013	9.5
2014	9.3
2015	9.1
2016	10.2

- The number of employees with less than 5 years of service has increased by 10.33%.
- The number of employees with 5 to 9 years of service has decreased by 7.7%.

2.4 –Ratio of State Government Employees to Population Per 10,000 Residents – 2014 Census



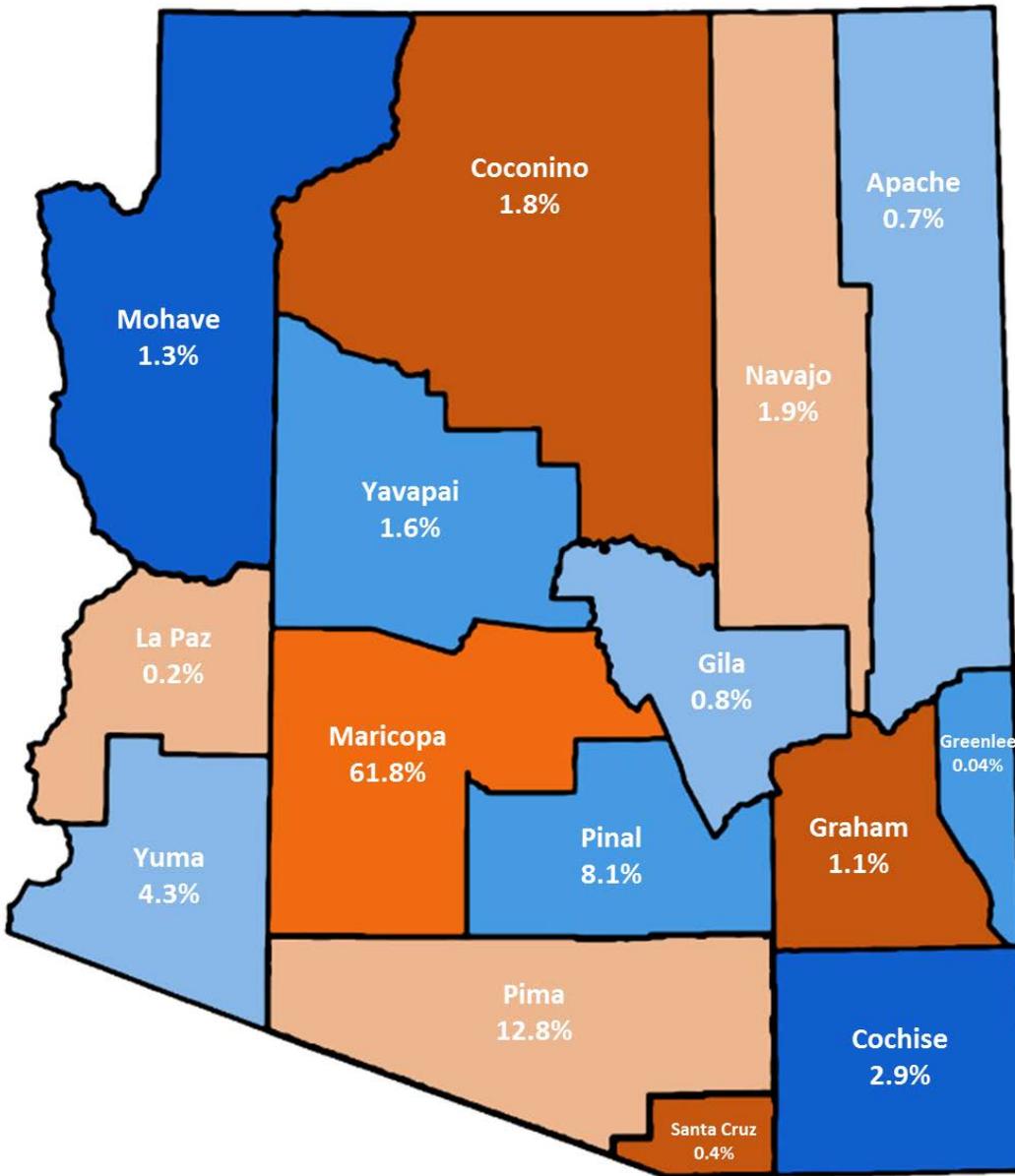
Key Points

- Arizona ranks 3rd out of the 11 continental Western states for full-time employees to population.
- Arizona ranks 7th in the country.

- For the list of all states and their ratio of employees to population, see Appendix 5.6 – Rank Order of State Government employees to Population.

Source: U.S. Census Bureau, Governments Division. March 2014, the most current information available. Population data estimate for July 2015. 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.

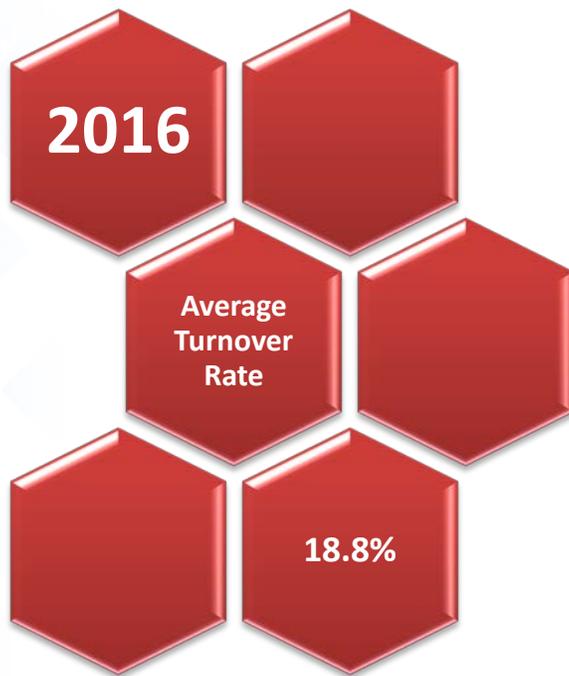
2.5 –SPS Employees by County Fiscal Year 2016



Key Points

- The majority of SPS employees work in Maricopa County, followed by Pima and Pinal counties. Together, these counties account for nearly 83% of the SPS workforce.

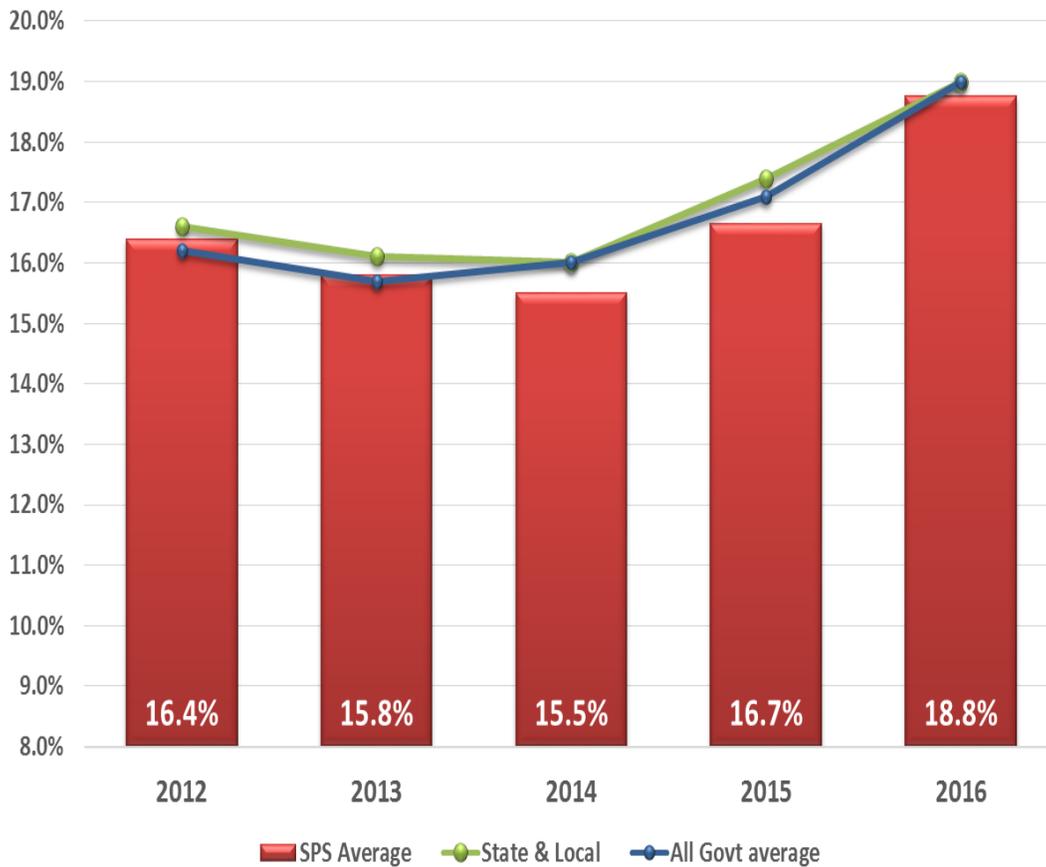
Source: HRIS. Data includes all regular, active SPS employees at fiscal year-end (June 30).



3 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

3.1 – Turnover Rates: SPS Compared to Benchmarks Fiscal Year 2012 – 2016



Key Points

Last Year:

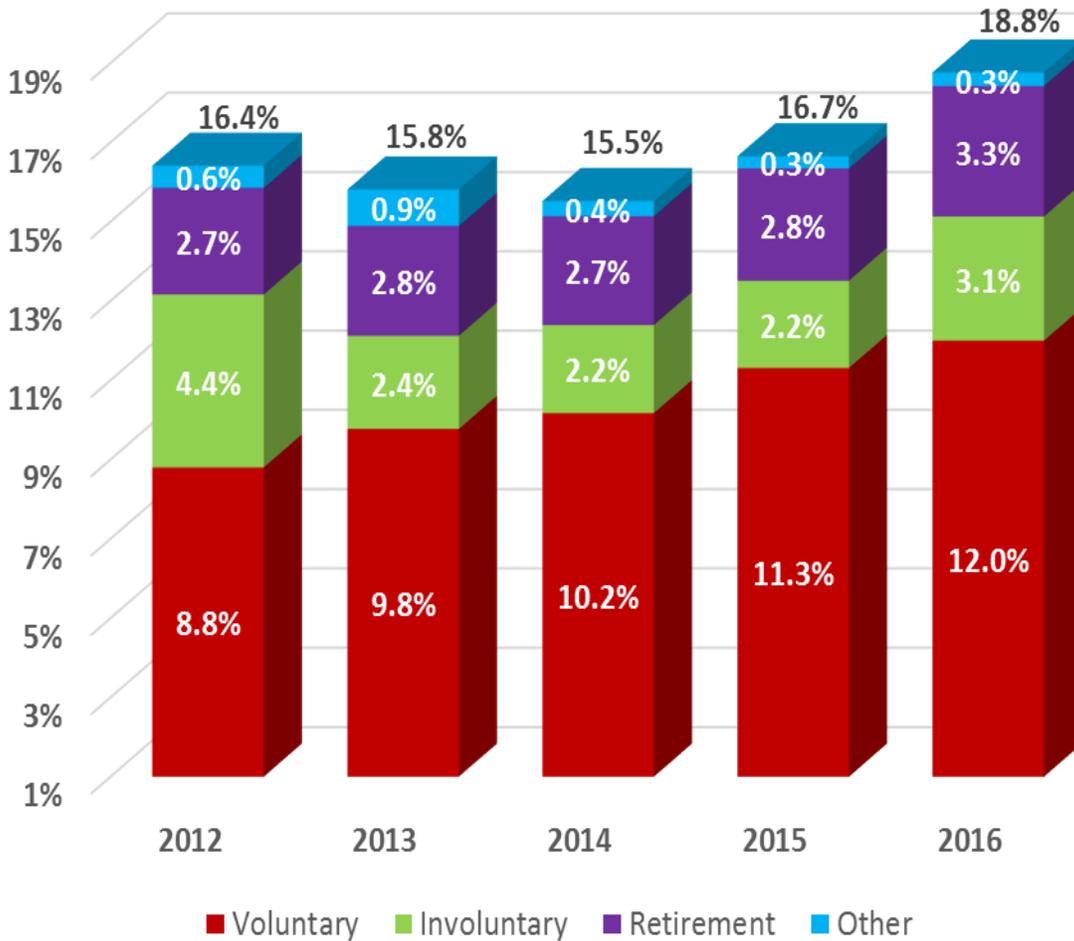
- The SPS turnover was 18.8%, an increase of 2.1% over FY 2015.
- The turnover at State & Local as well as all government entities nationwide also increased by 1.8% on average.

Since 2012:

- Over the past 5 years, SPS agencies had an average annual turnover rate of 16.6%, which is lower than the average annual rates for state and local governments (17.0%) and all government entities nationwide (16.8%).

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.

3.2 – Turnover Rates by Type of Separation Fiscal Year 2012 – 2016



Key Points

Last Year:

- Turnover increased by 2.1% compared to FY 2015.
- Voluntary separations remained the leading attrition category at 12%.

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

3.3 – Turnover Rates by Agency and Type of Separation Fiscal Year 2016

Agency	Voluntary	Involuntary	Retirement	Other	Total
Administration	10.67%	7.49%	3.56%	0.56%	22.28%
Agriculture	11.74%	0.98%	1.47%	0.00%	14.18%
AHCCCS	9.35%	2.98%	3.80%	0.00%	16.13%
Attorney General	8.21%	1.19%	2.62%	0.36%	12.37%
Child Safety	22.4%	2.9%	1.8%	0.1%	27.2%
Corporation Commission	7.86%	3.14%	4.32%	0.39%	15.72%
Corrections	10.37%	2.10%	2.88%	0.08%	15.42%
Early Childhood	14.43%	4.12%	2.75%	0.00%	21.31%
Economic Security	10.91%	3.43%	2.79%	0.22%	17.35%
Education	11.43%	2.00%	3.81%	0.91%	18.15%
Environmental Quality	7.71%	2.34%	4.44%	0.00%	14.49%
Forestry	1.91%	0.96%	0.96%	1.91%	5.74%
Game & Fish	6.46%	0.00%	3.40%	1.02%	10.88%
Gaming	1.96%	5.88%	6.86%	0.00%	14.71%
Governor's Office	20.00%	1.82%	0.00%	2.73%	24.55%
Health Services	13.75%	4.81%	2.89%	0.34%	21.79%
Housing	10.17%	0.00%	1.69%	0.00%	11.86%
Industrial Commission	9.27%	1.77%	5.30%	0.44%	16.78%
Insurance	5.92%	1.18%	7.10%	0.00%	14.20%
Juvenile Corrections	22.31%	7.88%	4.62%	0.38%	35.19%
Lottery Commission	22.08%	15.58%	5.19%	0.00%	42.86%
Military Affairs	9.99%	0.93%	2.32%	0.23%	13.47%
Nursing	7.08%	0.00%	1.77%	0.00%	8.85%
Pioneers Home	29.03%	3.23%	2.15%	4.30%	38.71%
Registrar of Contractors	13.19%	5.49%	6.59%	1.10%	26.37%
Retirement (ASRS)	9.50%	1.73%	4.32%	0.43%	15.98%
Revenue	13.64%	11.71%	5.93%	0.00%	31.28%
Secretary of State	14.07%	3.70%	4.44%	0.00%	22.22%
State Land	12.21%	2.82%	3.76%	0.00%	18.78%
State Parks	21.20%	1.63%	8.70%	5.98%	37.50%
Transportation	7.36%	1.84%	4.31%	0.33%	13.85%
Veterans' Services	19.36%	7.96%	1.86%	0.00%	29.18%
Water Resources	8.30%	2.49%	3.32%	0.83%	14.94%
Small Agencies	11.8%	3.1%	4.0%	3.1%	22.1%
SPS Average	12.0%	3.1%	3.3%	0.3%	18.8%

Key Points

Last Year:

- Voluntary separations accounted for 64% of departures.
- Retirements accounted for 18% of departures.

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.

3.4 – Turnover Rates by Agency Fiscal Year 2012 – 2016

Agency	2012	2013	2014	2015	2016
Administration	11.8%	11.8%	12.1%	17.2%	22.3%
Agriculture	28.4%	25.3%	27.9%	13.3%	14.2%
AHCCCS	15.0%	13.4%	14.7%	17.4%	16.1%
Attorney General	14.1%	13.9%	9.4%	16.0%	12.4%
Child Safety	*	*	*	24.5%	27.2%
Corporation Commission	12.4%	9.9%	13.5%	9.8%	15.7%
Corrections	17.5%	13.1%	14.7%	13.3%	15.4%
Early Childhood	15.2%	18.8%	10.4%	13.4%	21.3%
Economic Security	16.7%	20.4%	17.6%	19.2%	17.4%
Education	16.2%	17.0%	14.5%	15.2%	18.2%
Environmental Quality	9.1%	10.8%	13.1%	16.9%	14.5%
Forestry	16.6%	16.1%	21.2%	20.7%	5.7%
Game & Fish	9.6%	9.3%	10.7%	8.3%	10.9%
Gaming	11.5%	12.6%	9.0%	15.6%	14.7%
Governor's Office	19.1%	22.6%	22.0%	48.0%	24.6%
Health Services	20.2%	19.8%	18.4%	20.8%	21.8%
Housing	27.3%	12.4%	12.2%	6.8%	11.9%
Industrial Commission	8.4%	16.7%	12.3%	15.1%	16.8%
Insurance	13.0%	6.5%	12.0%	13.5%	14.2%
Juvenile Corrections	28.7%	19.7%	23.1%	24.9%	35.2%
Lottery Commission	16.7%	11.6%	15.0%	20.7%	42.9%
Military Affairs	21.1%	14.4%	22.7%	18.3%	13.5%
Nursing	18.0%	23.2%	17.9%	17.7%	8.9%
Pioneers Home	21.5%	32.0%	26.4%	22.1%	38.7%
Registrar of Contractors	19.7%	11.2%	22.5%	22.7%	26.4%
Retirement (ASRS)	16.0%	17.8%	11.0%	9.0%	16.0%
Revenue	15.2%	14.2%	15.0%	12.9%	31.3%
Secretary of State	13.0%	11.6%	13.6%	15.2%	22.2%
State Land	16.3%	9.7%	14.2%	18.5%	18.8%
State Parks	17.9%	17.7%	16.9%	21.5%	37.5%
Transportation	12.3%	12.2%	11.5%	12.5%	13.9%
Veterans' Services	25.4%	26.8%	24.4%	27.6%	29.2%
Water Resources	10.1%	7.5%	8.7%	11.1%	14.9%
Small Agencies	14.0%	13.0%	14.6%	17.0%	22.1%
SPS Average	16.4%	15.8%	15.5%	16.7%	18.8%

* Child Safety did not exist as a separate agency until 2015.

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

Last Year:

- 13 agencies experienced a turnover rate of 20% or more.
- The turnover rate decreased in 9 agencies compared to FY 2015.
- The turnover increased in 26 agencies compared to FY 2015.

3.5 – Job Titles with Highest Turnover Rates Fiscal Year 2012 – 2016

Job Title	Turnover Rate
YOUTH CORRECTIONAL OFFICER 1	75.9%
CORRECTIONAL OFFICER 1	63.3%
CHILD SAFETY SPECIALIST 1	43.5%
PROGRAM SERVICE EVALUATOR 1	33.8%
CHILD SAFETY CASE AIDE 2	33.5%
CHILD SAFETY SPECIALIST 3	32.8%
CHILD SAFETY SPECIALIST 2	32.3%
MENTAL HEALTH PROGRAM SPECIALIST 3	32.1%
HABILITATION TECHNICIAN 2	30.3%
INDUSTRY PROGRAM SPECIALIST	29.1%
NURSING ASSISTANT	28.0%
HUMAN SERVICES PROGRAM DEVELOPMENT SPECIALIST	27.5%
PSYCHIATRIC NURSE 2	26.9%
SECRETARY	26.0%
COLLECTOR 2	25.9%
TRAINING OFFICER 2	25.4%
PROGRAM COMPLIANCE AUDITOR 3	25.2%
ARIZONA STATE HOSPITAL SECURITY OFFICER 1	24.2%
DISABILITY EVALUATOR 1	23.9%
CUSTOMER SERVICE REPRESENTATIVE 1	23.7%
HIGHWAY OPERATIONS TECHNICIAN 1	23.4%
PROGRAM SERVICE EVALUATOR 2	22.7%
EXECUTIVE STAFF ASSISTANT	22.6%
COLLECTOR 3	22.2%
ADMINISTRATIVE SECRETARY 1	22.0%
HABILITATION SERVICES PROJECT COORDINATOR	21.9%
REHABILITATION SERVICES SPECIALIST 3	21.7%
EDUCATION PROGRAM SPECIALIST	21.3%
HUMAN SERVICES SPECIALIST 2	21.1%
HUMAN SERVICES SPECIALIST 3	21.1%
CHILD SUPPORT SERVICES OFFICER 2	20.8%
ADMINISTRATIVE OFFICER 2	20.3%
CUSTOMER SERVICE REPRESENTATIVE 2	20.2%
SENIOR RETIREMENT ADVISOR	20.0%

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.

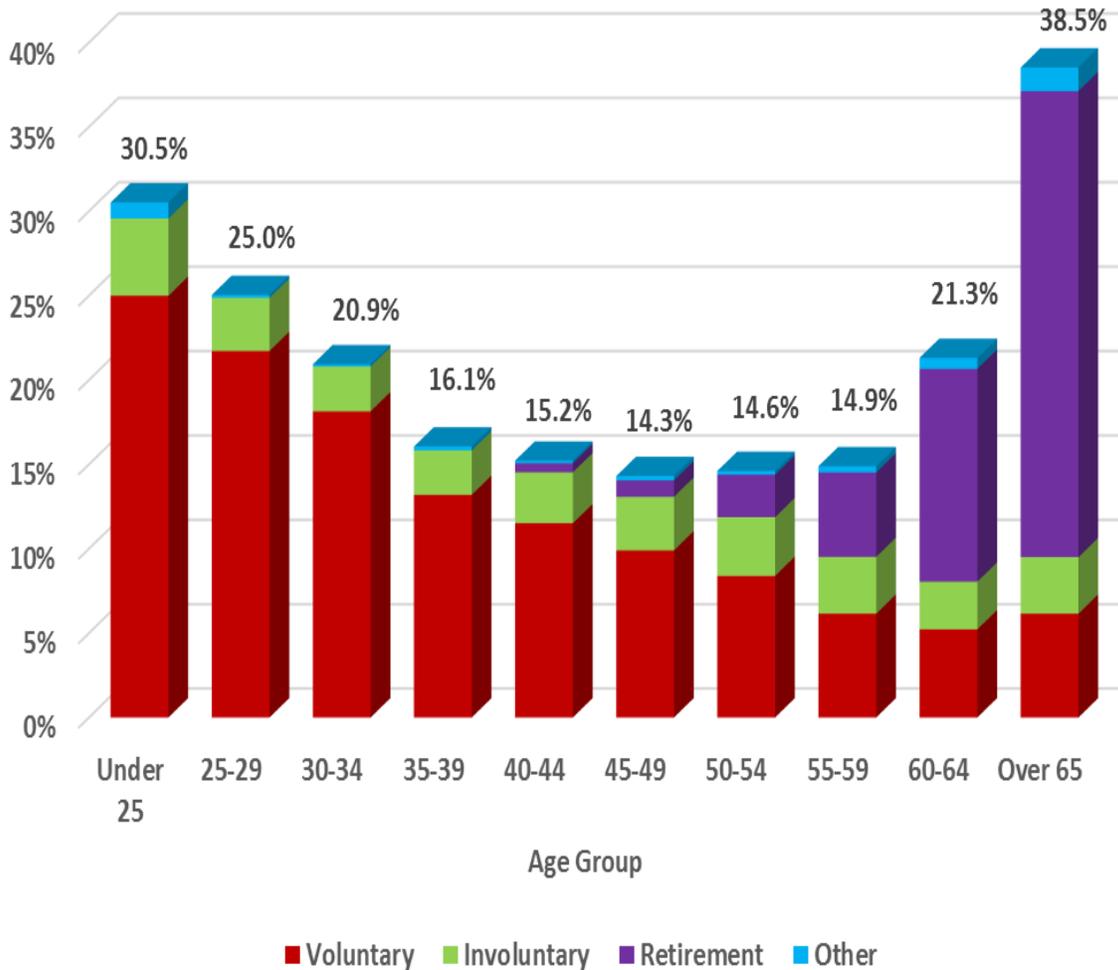
Notes: The Correctional Officer I classification is a training position used by the Department of Corrections when newly hired employees do not have certified Correctional Officer training. These positions are required to attend extensive training at the Arizona Law Enforcement Training Academy. At the 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

Last Year:

- Classifications related to health and social services, (e.g. Child Safety Services, Program Services Evaluators, Mental Health Program Specialists), had 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.

3.6 – Turnover Rates by Age Fiscal Year 2016



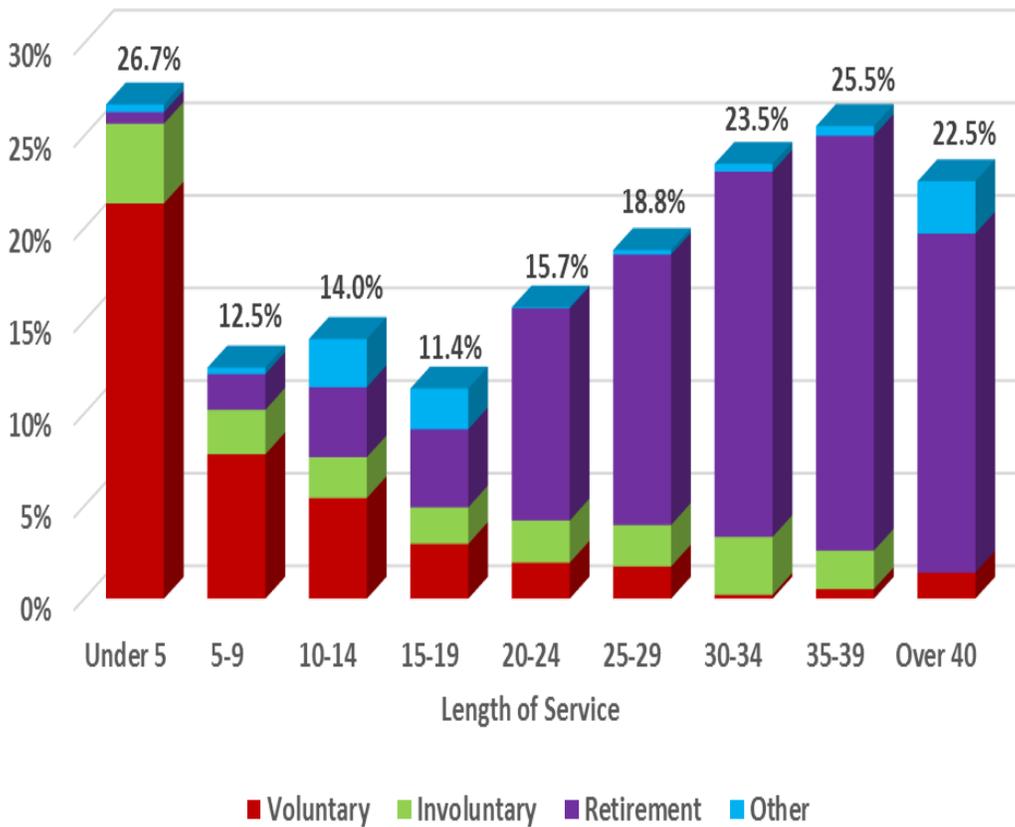
Key Points

Last Year:

- Turnover rates due to retirement are naturally higher for employees over 65 years old.
- If the 65 years and above group is excluded, employees 30 years old and younger have the highest turnover rate.

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.

3.7 – Turnover Rates by Length of Service Fiscal Year 2016



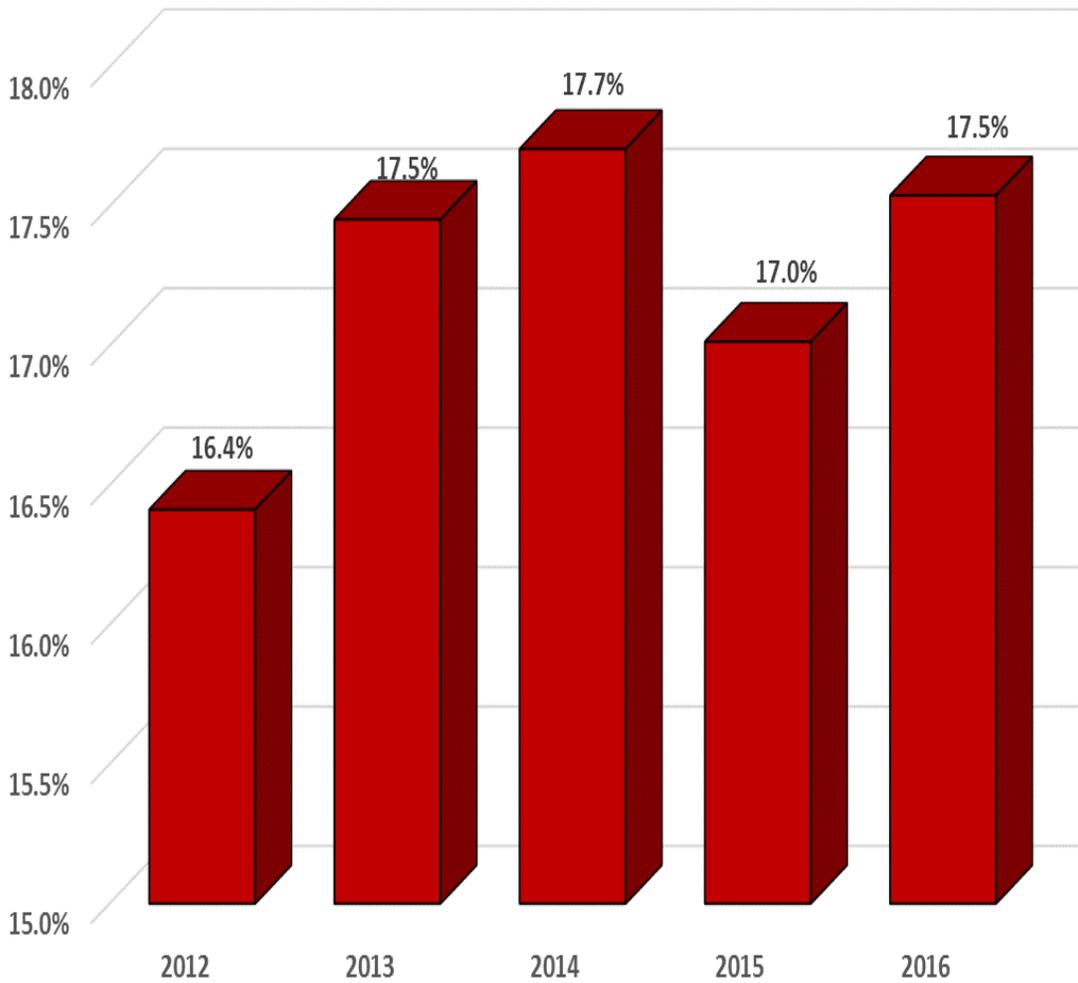
Key Points

Last Year:

- Turnover rates were highest for employees with less than 5 years of service, as well as those with 35 to 39 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.

3.8 – Percentage of Separations Due to Retirement Fiscal Year 2012 – 2016



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

Last Year:

- Retirements as a percentage of separations increased by 0.5% compared to FY 2015.

Since 2012:

- The 5-yr average of separations due to retirement is 17.2%.

3.9 – Employees Meeting Retirement Criteria Fiscal Year 2017 – 2021 (Projected)

Agency	2017	2018	2019	2020	2021
Administration	18.4%	21.0%	24.6%	28.2%	31.2%
Agriculture	20.1%	24.7%	30.6%	31.1%	36.1%
AHCCCS	16.2%	19.4%	23.9%	27.8%	32.3%
Attorney General	13.3%	16.2%	19.0%	21.6%	24.0%
Child Safety	6.7%	8.4%	10.1%	11.5%	13.8%
Corporation Commission	20.9%	23.7%	27.7%	31.6%	34.4%
Corrections	10.2%	12.7%	16.1%	19.8%	22.8%
Early Childhood	5.7%	7.1%	10.6%	11.3%	14.2%
Economic Security	14.2%	16.9%	19.5%	22.5%	25.9%
Education	11.9%	15.0%	17.2%	20.4%	22.6%
Environmental Quality	23.7%	26.9%	29.9%	32.2%	36.4%
Forestry	12.2%	14.6%	18.3%	19.5%	25.6%
Game & Fish	19.2%	21.4%	26.0%	28.7%	33.3%
Gaming	19.6%	23.4%	28.0%	29.9%	35.5%
Governor's Office	9.2%	9.2%	12.2%	13.3%	15.3%
Health Services	18.4%	21.2%	24.4%	28.3%	31.5%
Housing	16.7%	21.7%	25.0%	26.7%	30.0%
Industrial Commission	20.8%	25.5%	29.6%	35.6%	38.0%
Insurance	20.8%	27.3%	28.6%	32.5%	36.4%
Juvenile Corrections	16.9%	19.5%	22.5%	25.3%	28.1%
Lottery Commission	12.1%	19.7%	27.3%	30.3%	33.3%
Medical Board	13.7%	15.7%	15.7%	17.6%	21.6%
Military Affairs	16.9%	19.3%	21.6%	23.9%	28.8%
Nursing	16.1%	21.4%	26.8%	26.8%	26.8%
Pioneers Home	16.7%	19.8%	22.9%	26.0%	31.3%
Registrar of Contractors	13.3%	16.7%	18.9%	23.3%	28.9%
Retirement (ASRS)	12.8%	13.7%	16.7%	20.3%	23.8%
Revenue	23.2%	25.5%	29.3%	33.0%	36.7%
Secretary of State	16.2%	19.2%	20.0%	21.5%	23.8%
State Land	24.5%	25.5%	27.6%	30.6%	34.7%
State Parks	18.1%	21.6%	25.1%	29.6%	33.7%
Transportation	19.0%	21.9%	25.3%	29.3%	33.4%
Veterans' Services	6.6%	8.9%	10.5%	12.1%	15.0%
Water Resources	20.0%	20.0%	24.2%	30.8%	38.3%
Small Agencies	19.3%	22.3%	25.7%	28.5%	28.5%
SPS Average	13.9%	16.6%	19.6%	22.8%	22.8%

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

Next year (FY 2017):

- 8 agencies will have 20% or more employees eligible for retirement.
- 14% of all SPS employees will reach retirement eligibility.

In the next 5 years:

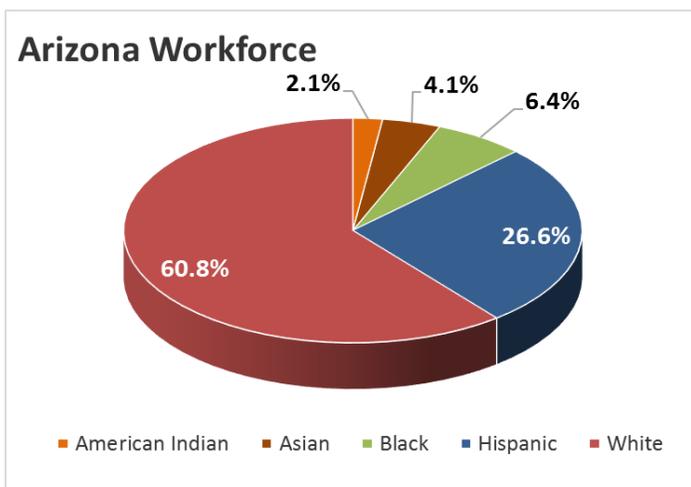
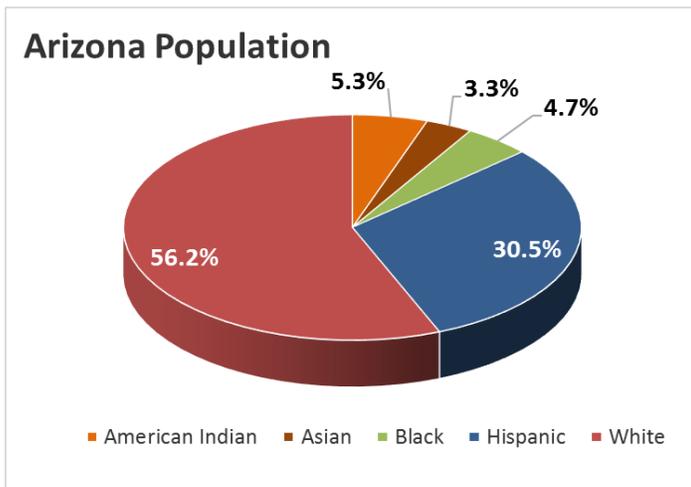
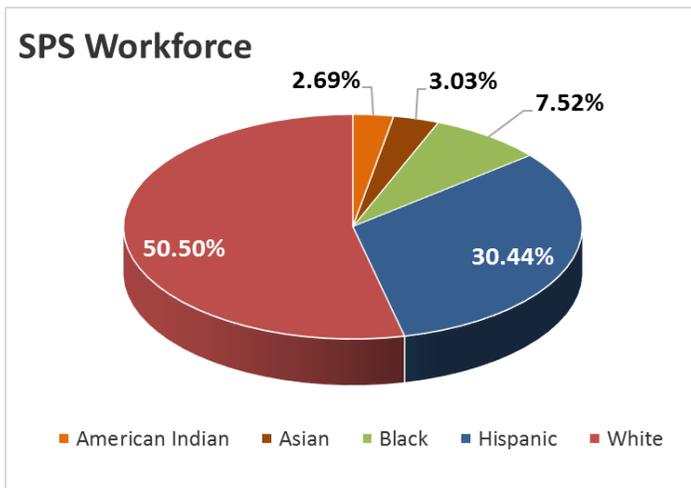
- In FY 2021, over 30% of employees will be eligible for retirement in 18 agencies.



4 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

4.1 – Ethnic Composition of the SPS Workforce Compared to Arizona Population and Arizona Workforce Fiscal Year 2016



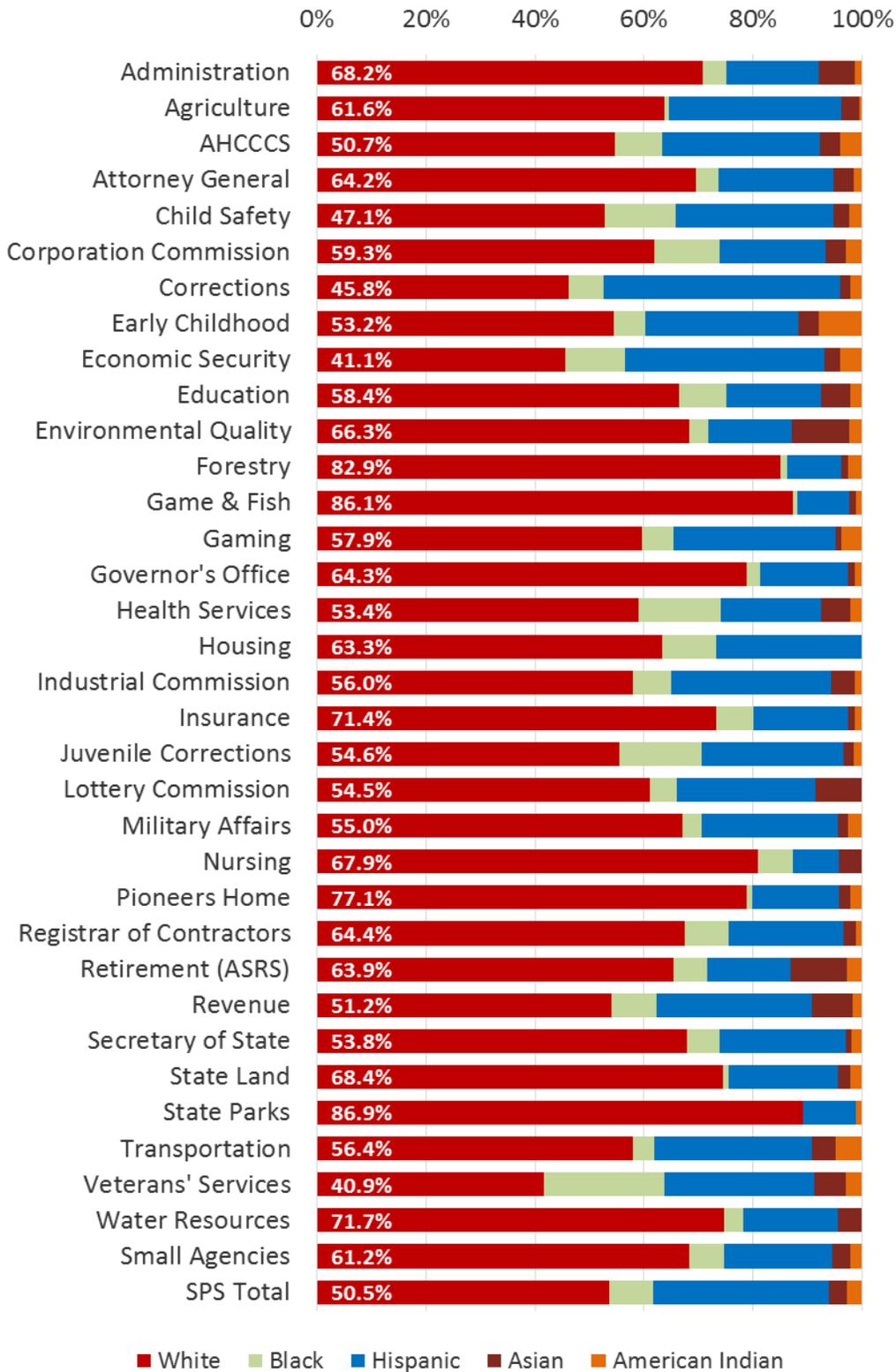
Source: The SPS Workforce chart includes HRIS data for all regular, active SPS employees at fiscal year-end (June 30). The Arizona Workforce chart includes data from the U.S. Equal Employment Opportunity Commission 2012 EEO-1 Report. Percentages are based upon employees responding – a small percentage of employees choose not to disclose their ethnicity. The Arizona Population chart is based on U.S. Census Bureau, March 2014, the most current information available.

Key Points

Last Year:

- The majority of the SPS workforce (80.9%) was composed of the White and Hispanic ethnic groups.
- Overall, the ethnic composition of the SPS agencies mirrors the composition of the Arizona population and workforce.

4.2 – Ethnic Composition by Agency Fiscal Year 2016



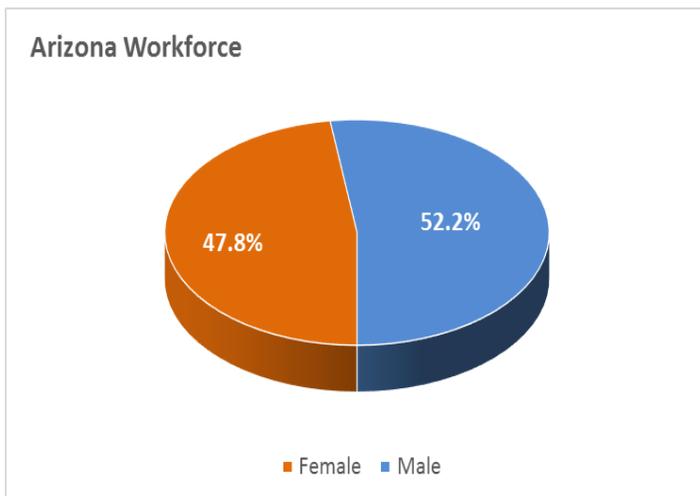
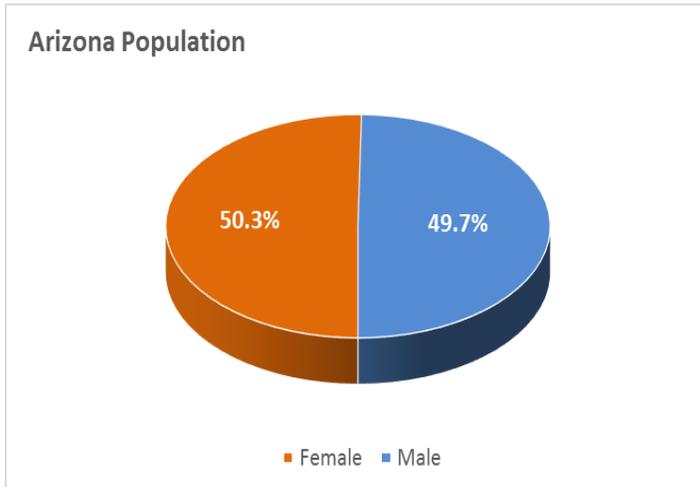
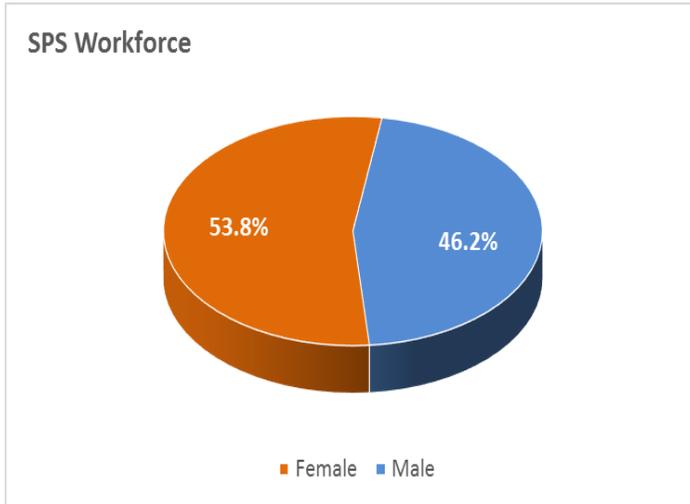
Source: HRIS. Data represents all regular, active SPS employees at fiscal year-end (June 30). Percentages are based on employees who identified their ethnicity – a small percentage of employees choose not to disclose this information.

Key Points

Last Year:

- Minority ethnic groups composed 43.69% of the SPS workforce.
- Minority ethnic groups composed 50% or more of the employee population in 2 agencies.

4.3 – Gender Composition of the SPS Workforce Compared to Arizona Population and Arizona Workforce Fiscal Year 2016



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 7/8/2015. Arizona Workforce chart includes data from the U.S. Equal Employment Opportunity Commission 2013 EEO-1 Report.

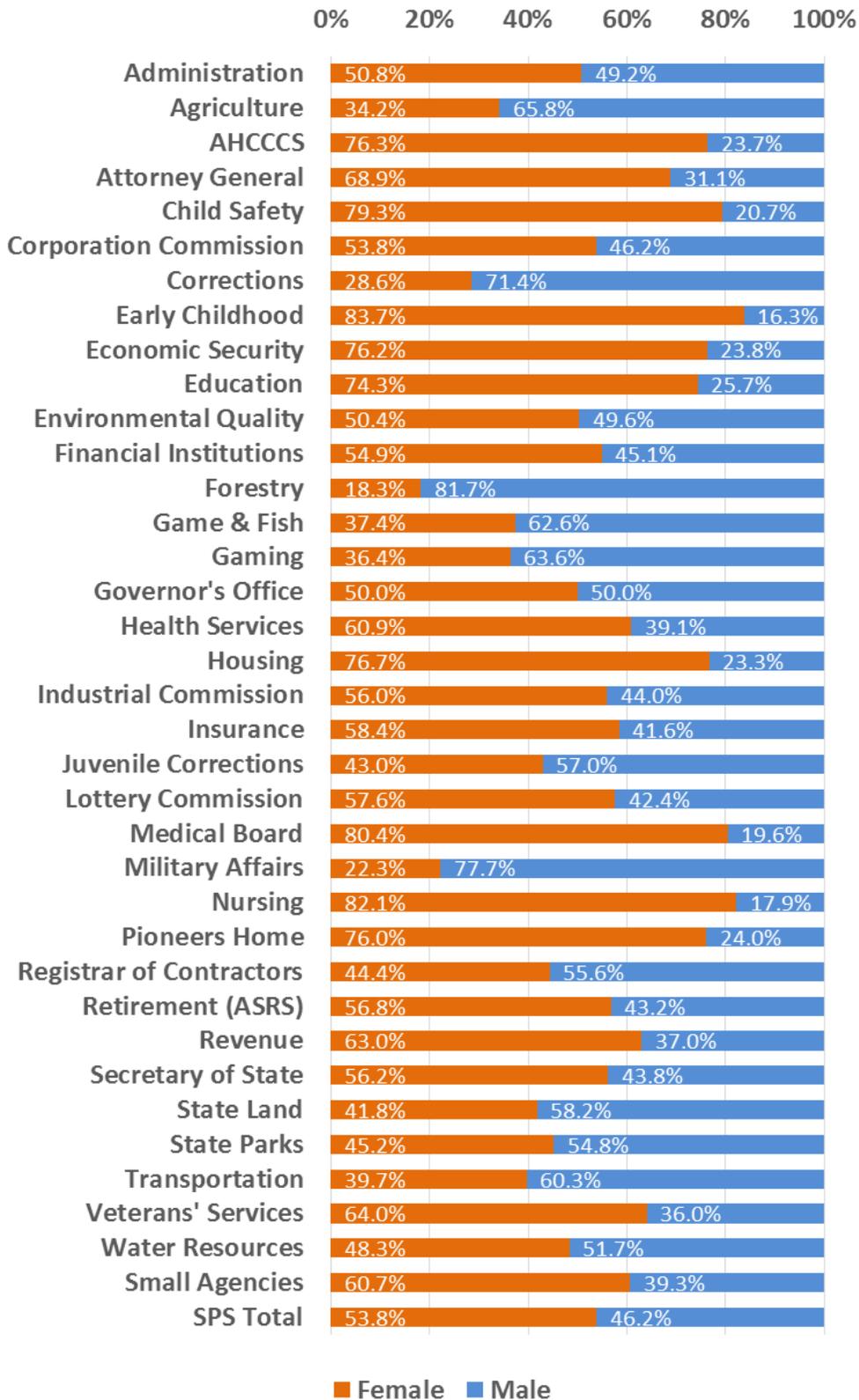
Key Points

Last Year:

- The SPS workforce had a slightly higher ratio of females to males compared to the Arizona Population and Workforce.

	Female to Male Ratio
SPS	1.16 : 1
AZ Population	0.99 : 1
AZ Workforce	1.09 : 1

4.4 – Gender Representation by Agency Fiscal Year 2016



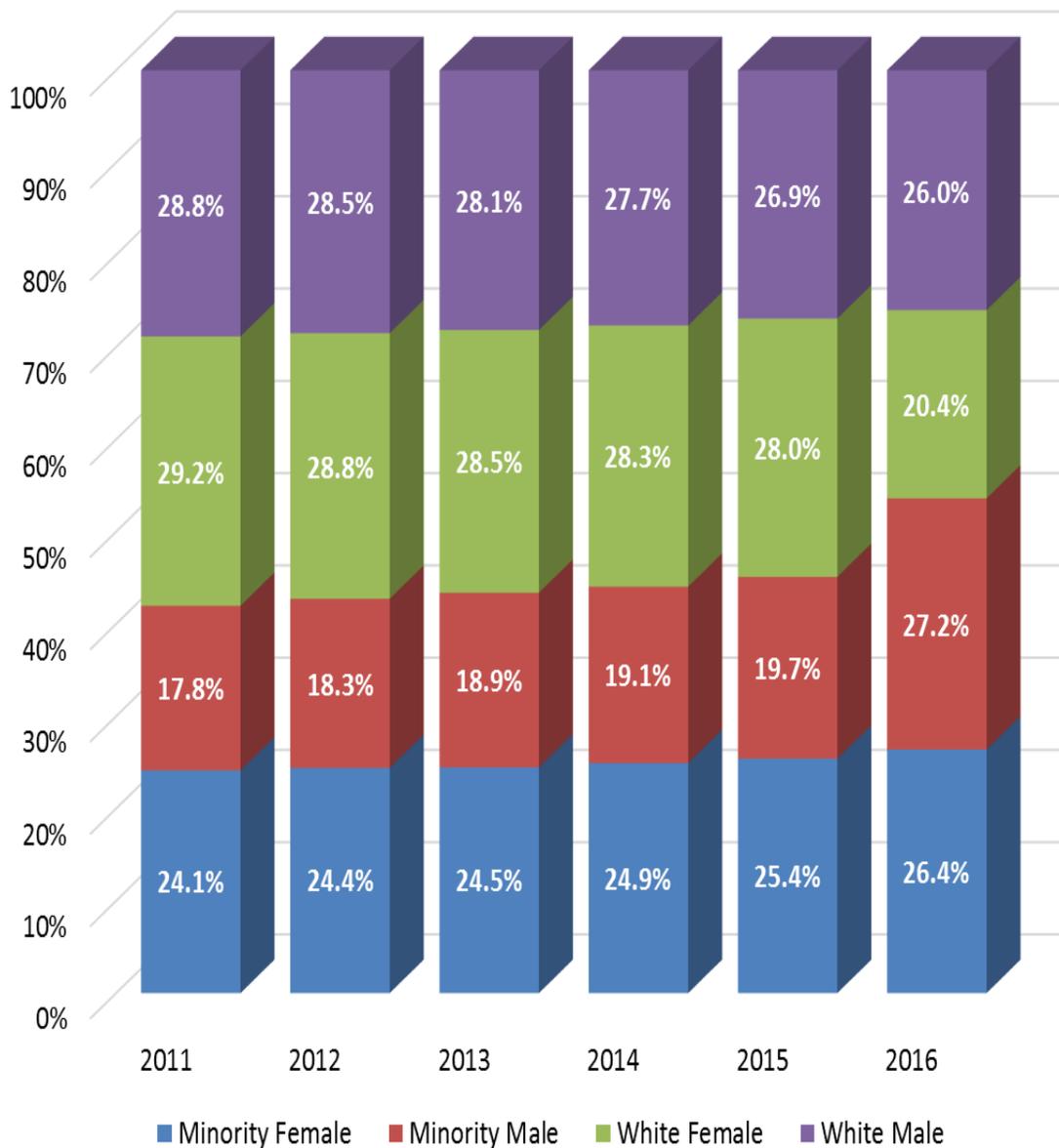
Key Points

Last Year:

- Females represented 50% or more of the workforce in 22 agencies.
- Females represented 75% or more of the workforce in 8 agencies.

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

4.5 – Ethnic and Gender Composition of the SPS Workforce Fiscal Year 2012 – 2016



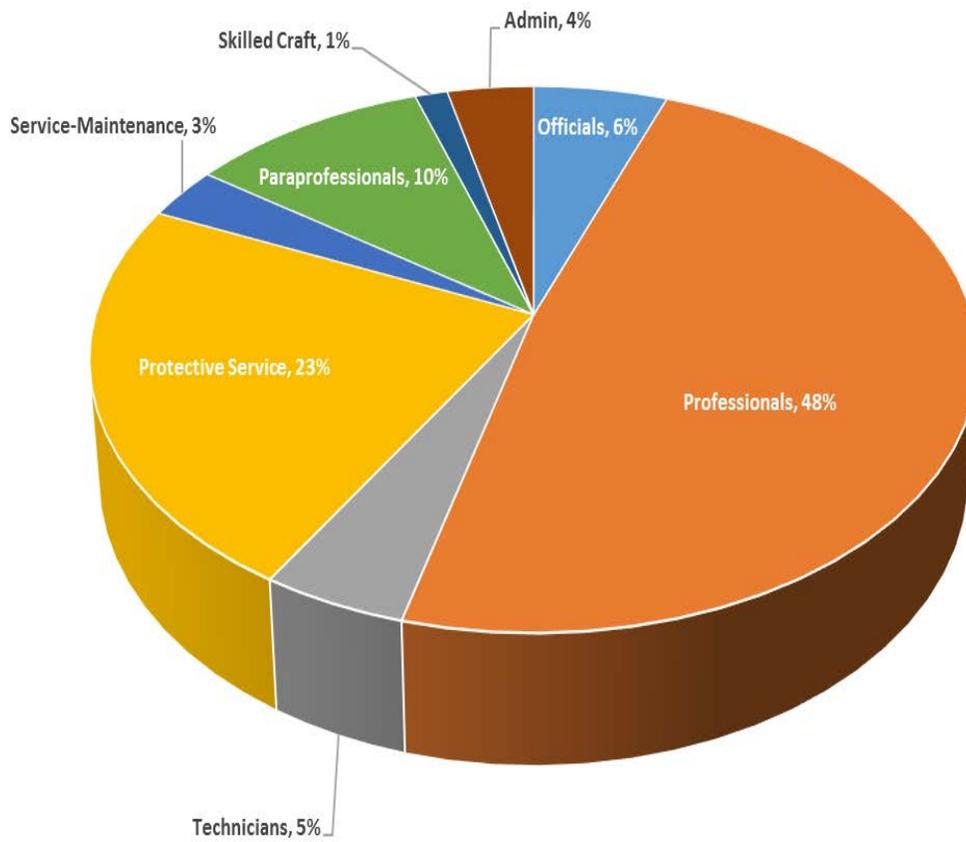
Key Points

Last Year:

- The number of minority employees increased by 8.5% compared to FY 2015.
- The most significant change occurred in the decrease of white females, a reduction of 7.6%.

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.

4.6 – Distribution of SPS Employees by Occupational Group Fiscal Year 2016



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

Last Year:

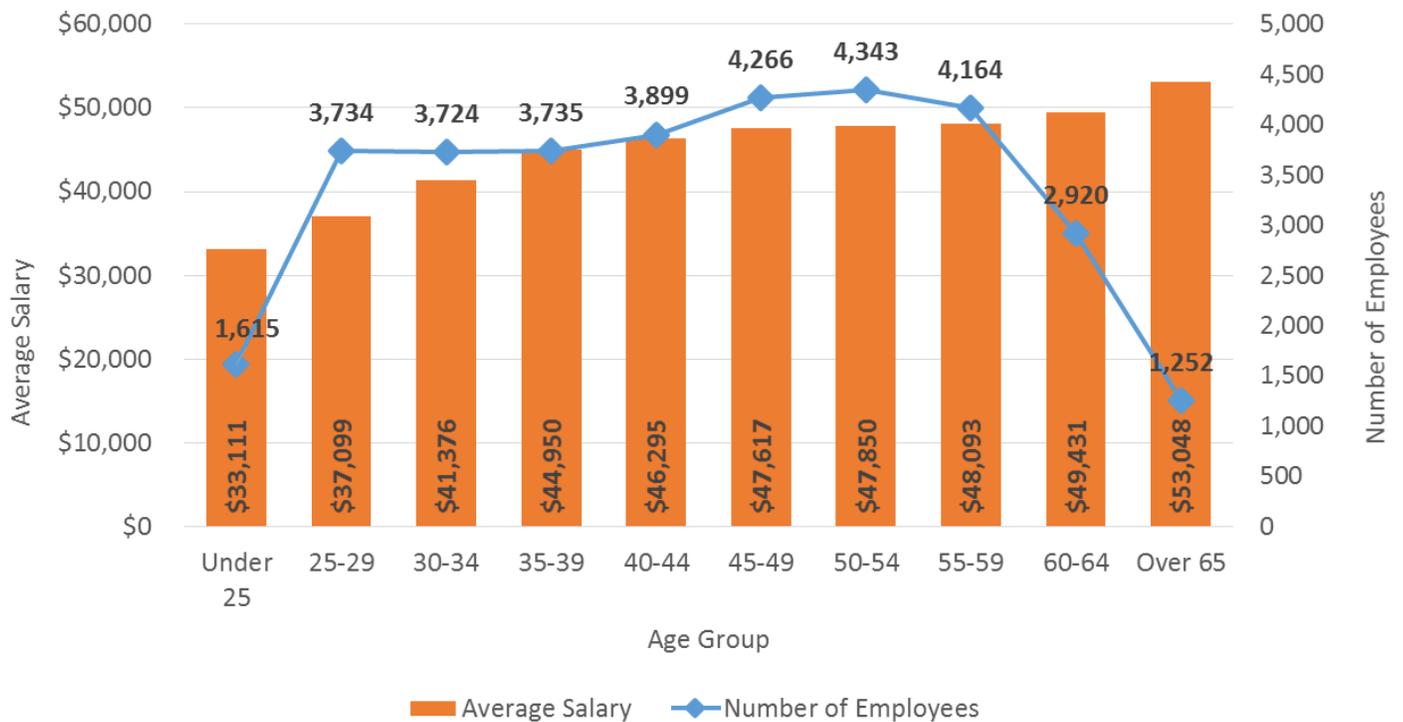
- The distribution of the various occupational groups did not change compared to FY 2015.
- Professionals still account for the majority of the workforce.
- The Skilled-Craft group remains the smallest percentage.



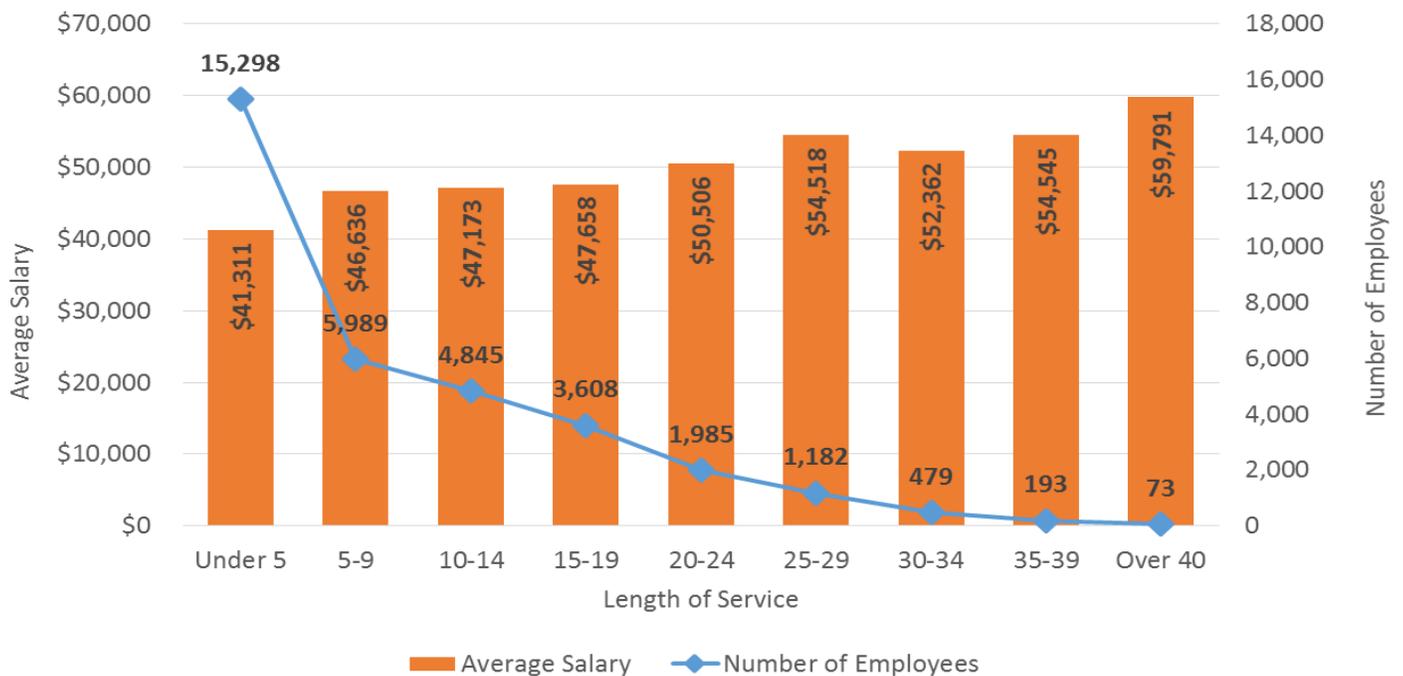
5 Appendix

- Age and Average Salary
- Length of Service and Average Salary
- 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

5.1 – Age and Average Salary Fiscal Year 2016



5.2 – Length of Service and Salary Fiscal Year 2016



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.

5.3 – Average Annual Leave Use and Costs Fiscal Year 2012 – 2016

Agency	Average Annual Leave Days					Average Annual Leave Costs				
	2012	2013	2014	2015	2016	2012	2013	2014	2015	2016
Administration	16.1	15.9	16.1	15.8	13.4	\$3,575	\$3,577	\$3,894	\$3,826	\$3,297
Agriculture	14.3	16.6	16.3	15.2	14.1	\$2,155	\$2,520	\$2,690	\$2,625	\$2,474
AHCCCS	16.0	15.8	15.7	15.7	14.1	\$2,709	\$2,708	\$2,860	\$2,863	\$2,613
Attorney General	16.5	16.1	15.9	14.6	12.3	\$4,133	\$4,065	\$4,270	\$3,848	\$3,085
Child Safety	*	*	*	11.3	8.6	*	*	*	\$1,901	\$1,408
Corporation Commission	16.1	15.9	15.4	15.7	13.6	\$3,635	\$3,530	\$3,698	\$3,822	\$3,343
Corrections	13.6	13.9	13.9	13.9	12.3	\$2,182	\$2,175	\$2,203	\$2,214	\$1,973
Early Childhood	14.6	16.0	16.3	14.2	12.0	\$3,646	\$3,927	\$3,902	\$3,495	\$3,016
Economic Security	13.1	13.3	13.5	13.3	11.0	\$1,941	\$1,971	\$2,065	\$2,018	\$1,668
Education	14.0	14.3	13.9	13.9	12.0	\$2,978	\$3,075	\$3,101	\$3,081	\$2,641
Environmental Quality	18.4	16.7	16.7	16.3	14.4	\$3,317	\$3,106	\$3,276	\$3,264	\$2,872
Forestry	6.1	6.2	7.3	11.5	10.1	\$1,033	\$1,062	\$1,302	\$2,075	\$1,804
Game & Fish	14.3	13.6	14.0	14.0	13.4	\$2,877	\$2,707	\$2,868	\$2,929	\$2,802
Gaming	17.4	17.6	18.9	16.5	13.9	\$3,623	\$3,711	\$4,117	\$3,693	\$2,996
Governor's Office	14.3	16.0	14.4	10.4	8.6	\$3,292	\$3,836	\$3,723	\$2,483	\$2,191
Health Services	15.3	14.5	14.2	14.3	12.9	\$2,936	\$2,808	\$2,830	\$2,893	\$2,607
Housing	14.7	16.9	15.5	16.9	16.1	\$3,255	\$3,654	\$3,555	\$3,870	\$3,746
Industrial Commission	15.6	15.6	15.1	14.8	12.8	\$2,596	\$2,680	\$2,701	\$2,708	\$2,325
Insurance	16.8	19.9	13.9	17.0	16.1	\$3,413	\$4,046	\$2,904	\$3,926	\$3,654
Juvenile Corrections	13.9	15.1	14.0	14.6	13.1	\$2,382	\$2,536	\$2,401	\$2,566	\$2,336
Lottery Commission	17.2	15.8	13.9	14.5	12.1	\$2,935	\$2,644	\$2,481	\$2,462	\$1,940
Military Affairs	16.6	16.9	15.6	14.9	13.0	\$2,715	\$2,771	\$2,691	\$2,600	\$2,283
Nursing	13.9	12.3	13.0	13.1	12.2	\$2,593	\$2,255	\$2,507	\$2,678	\$2,507
Pioneers Home	13.8	12.2	12.5	12.0	9.9	\$1,832	\$1,657	\$1,620	\$1,604	\$1,359
Registrar of Contractors	16.8	15.7	13.8	12.0	8.9	\$2,794	\$2,649	\$2,556	\$2,082	\$1,670
Retirement (ASRS)	15.3	16.9	15.3	16.3	14.6	\$3,224	\$3,697	\$3,487	\$3,739	\$3,324
Revenue	16.7	15.6	16.0	14.6	13.9	\$2,898	\$2,765	\$2,994	\$2,762	\$2,567
Secretary of State	18.1	16.4	16.5	15.9	12.3	\$2,982	\$2,748	\$2,957	\$2,709	\$2,086
State Land	16.1	17.3	16.5	15.1	14.0	\$3,302	\$3,521	\$3,466	\$3,340	\$3,041
State Parks	15.1	14.4	15.2	10.1	9.7	\$2,539	\$2,453	\$2,627	\$1,787	\$1,604
Transportation	15.3	15.2	15.5	16.2	15.2	\$2,593	\$2,581	\$2,732	\$2,929	\$2,756
Veterans' Services	11.9	10.8	12.1	12.5	9.2	\$1,830	\$1,693	\$1,879	\$1,920	\$1,425
Water Resources	16.7	16.1	14.5	16.5	14.1	\$3,939	\$3,863	\$3,509	\$3,886	\$3,282
Small Agencies	15.8	15.8	15.3	14.7	12.6	\$3,203	\$3,221	\$3,332	\$3,285	\$2,881
SPS Average	14.2	14.3	14.3	14.0	12.2	\$2,406	\$2,414	\$2,490	\$2,472	\$2,159

* Child Safety did not exist as a separate agency until 2015.

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

5.4 – Average Sick Leave Use and Costs

Fiscal Year 2012 – 2016

Agency	Average Sick Leave Days					Average Sick Leave Costs				
	2012	2013	2014	2015	2016	2012	2013	2014	2015	2016
Administration	7.2	6.5	5.9	6.4	5.2	\$1,423	\$1,342	\$1,310	\$1,381	\$1,154
Agriculture	7.2	7.7	6.6	6.5	5.8	\$1,010	\$1,073	\$1,024	\$1,057	\$962
AHCCCS	8.5	7.1	7.0	7.1	6.2	\$1,260	\$1,070	\$1,110	\$1,141	\$1,025
Attorney General	7.7	7.8	6.8	6.8	5.4	\$1,743	\$1,749	\$1,604	\$1,547	\$1,164
Corporation Commission	8.8	8.7	7.2	8.1	6.6	\$1,742	\$1,765	\$1,568	\$1,822	\$1,531
Corrections	8.8	8.6	8.0	7.8	6.6	\$1,383	\$1,306	\$1,230	\$1,202	\$1,021
Early Childhood	6.1	8.1	7.0	7.0	5.3	\$1,330	\$1,942	\$1,615	\$1,579	\$1,222
Economic Security	8.5	8.5	8.0	7.5	6.1	\$1,185	\$1,182	\$1,143	\$1,051	\$849
Education	7.1	6.9	6.6	6.8	5.9	\$1,391	\$1,381	\$1,351	\$1,392	\$1,208
Environmental Quality	10.5	8.5	7.6	7.9	6.8	\$1,792	\$1,464	\$1,389	\$1,490	\$1,287
Forestry	3.1	3.1	2.9	4.5	4.0	\$479	\$507	\$517	\$774	\$673
Game & Fish	6.4	4.7	4.0	3.4	3.3	\$1,142	\$884	\$751	\$655	\$629
Gaming	8.0	7.7	7.3	6.8	5.7	\$1,566	\$1,506	\$1,486	\$1,440	\$1,176
Governor's Office	5.1	5.3	5.3	3.5	2.4	\$1,078	\$1,212	\$1,330	\$762	\$534
Health Services	9.0	7.8	7.7	7.8	6.7	\$1,617	\$1,397	\$1,431	\$1,457	\$1,222
Housing	6.8	7.5	7.2	8.5	8.3	\$1,409	\$1,502	\$1,494	\$1,814	\$1,763
Industrial Commission	9.6	8.6	7.7	7.8	6.5	\$1,463	\$1,332	\$1,194	\$1,236	\$1,023
Insurance	6.5	6.2	5.2	5.9	5.4	\$1,144	\$1,015	\$943	\$1,143	\$1,025
Juvenile Corrections	8.1	9.3	7.5	7.4	6.3	\$1,320	\$1,480	\$1,232	\$1,248	\$1,082
Lottery Commission	9.4	8.4	7.6	7.1	6.2	\$1,537	\$1,385	\$1,255	\$1,086	\$916
Military Affairs	7.5	7.5	7.3	7.3	6.0	\$1,216	\$1,195	\$1,222	\$1,237	\$1,017
Nursing	5.9	6.3	5.3	6.1	5.4	\$923	\$1,129	\$931	\$1,046	\$943
Pioneers Home	10.2	7.8	7.2	7.6	6.4	\$1,385	\$1,017	\$964	\$952	\$836
Registrar of Contractors	10.5	8.7	6.8	6.1	4.4	\$1,648	\$1,369	\$1,151	\$1,032	\$739
Retirement (ASRS)	7.2	7.3	6.3	7.5	6.5	\$1,358	\$1,364	\$1,239	\$1,536	\$1,314
Revenue	9.7	8.6	8.3	7.7	7.2	\$1,584	\$1,439	\$1,473	\$1,387	\$1,272
Secretary of State	9.6	8.1	7.6	7.6	6.0	\$1,525	\$1,357	\$1,236	\$1,239	\$972
State Land	7.5	7.9	6.4	7.1	6.3	\$1,393	\$1,497	\$1,225	\$1,403	\$1,229
State Parks	7.1	6.1	5.3	4.2	3.9	\$1,105	\$966	\$848	\$672	\$623
Transportation	8.6	8.4	8.3	8.6	7.8	\$1,353	\$1,325	\$1,370	\$1,448	\$1,313
Veterans' Services	7.2	6.5	8.0	7.7	5.4	\$1,021	\$944	\$1,163	\$1,105	\$778
Water Resources	6.9	6.8	6.5	7.1	6.3	\$1,427	\$1,437	\$1,421	\$1,545	\$1,363
Small Agencies	7.1	7.1	6.5	6.3	5.5	\$1,310	\$1,316	\$1,264	\$1,277	\$1,133
SPS Average	8.5	8.2	7.7	7.4	6.2	\$1,330	\$1,276	\$1,235	\$1,202	\$1,011

* Child Safety did not exist as separate agency until 2015.

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

5.5 – Rank Order of All States by Ratio of Total State Payroll to State Population (2014 Census)

Rank	State	Payroll Per Capita	Rank	State	FTE per 10,000
1	Florida	\$36.13	26	New York	\$71.71
2	Nevada	\$45.16	27	Colorado	\$72.10
3	Tennessee	\$47.99	28	Kansas	\$74.55
4	Georgia	\$49.90	29	Michigan	\$75.60
5	Arizona	\$50.64	30	Kentucky	\$76.69
6	Illinois	\$52.44	31	Alabama	\$77.27
7	Missouri	\$52.72	32	Minnesota	\$78.65
8	Texas	\$53.28	33	West Virginia	\$79.18
9	Indiana	\$53.43	34	Massachusetts	\$80.10
10	Ohio	\$56.64	35	Oregon	\$81.06
11	Wisconsin	\$60.02	36	Utah	\$81.63
12	Idaho	\$62.25	37	Montana	\$82.14
13	Pennsylvania	\$62.32	38	Arkansas	\$82.32
14	South Carolina	\$62.37	39	Washington	\$84.23
15	North Carolina	\$64.60	40	Iowa	\$86.94
16	New Hampshire	\$65.19	41	New Jersey	\$94.73
17	Nebraska	\$65.38	42	New Mexico	\$95.60
18	Maine	\$66.04	43	Wyoming	\$96.25
19	California	\$66.46	44	Rhode Island	\$96.92
20	South Dakota	\$67.09	45	Connecticut	\$109.04
21	Oklahoma	\$68.20	46	North Dakota	\$109.13
22	Louisiana	\$69.80	47	Vermont	\$115.90
23	Virginia	\$70.36	48	Delaware	\$122.08
24	Mississippi	\$70.60	49	Hawaii	\$178.87
25	Maryland	\$71.62	50	Alaska	\$200.03
United States Average \$77.87					

Source: U.S. Census Bureau, Governments Division. March 2014, the most current information available. Population data estimate for July 2015. 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 – Rank Order of All States by State Government Employees per 10,000 Residents (2014 Census)

Rank	State	FTE per 10,000	Rank	State	FTE per 10,000
1	Florida	101.2	26	Nebraska	194.7
2	Nevada	118.4	27	Virginia	200.1
3	Illinois	119.6	28	Maine	202.1
4	California	127.6	29	Oregon	204.2
5	Texas	134.2	30	Kansas	210.7
6	New York	135.9	31	Washington	211.4
7	Arizona	141.1	32	Oklahoma	215.0
8	Tennessee	147.3	33	Connecticut	217.6
9	Maryland	152.7	34	Mississippi	219.3
10	Pennsylvania	160.7	35	Iowa	219.9
11	Ohio	162.8	36	South Dakota	221.7
12	Georgia	167.9	37	Alabama	224.0
13	North Carolina	170.3	38	Kentucky	224.9
14	Indiana	176.2	39	Rhode Island	228.4
15	Missouri	177.4	40	Utah	239.2
16	New Jersey	179.4	41	Arkansas	245.2
17	Massachusetts	182.0	42	Montana	262.1
18	Idaho	183.0	43	New Mexico	263.6
19	Michigan	186.3	44	West Virginia	263.9
20	Wisconsin	187.0	45	Wyoming	269.2
21	South Carolina	188.5	46	Vermont	278.6
22	Minnesota	188.7	47	Delaware	325.8
23	Colorado	191.6	48	North Dakota	337.0
24	Louisiana	191.8	49	Alaska	405.8
25	New Hampshire	194.4	50	Hawaii	508.4
United States Average 209.20					

Source: U.S. Census Bureau, Governments Division. March 2014, the most current information available. Population data estimate for July 2015. 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.

5.7 – Agency Statistics Fiscal Year 2012 – 2016

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Accountancy	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%
	2015	10	49.2	10.4	\$57,339	0.0%	70.0%	40.0%	20.0%
	2016	13	43.0	7.3	\$58,740	0.0%	61.5%	53.8%	7.7%
Administration	2013	544	48.2	10.6	\$57,318	6.6%	51.3%	31.6%	17.6%
	2014	568	48.2	10.4	\$62,102	5.8%	50.9%	31.3%	18.3%
	2015	550	48.5	10.7	\$62,498	4.7%	53.8%	30.7%	18.7%
	2016	500	48.8	10.0	\$69,674	2.6%	50.8%	28.2%	18.4%
Administrative Hearings	2013	17	51.1	17.6	\$66,928	0.0%	58.8%	29.4%	23.5%
	2014	16	51.9	18.2	\$72,258	0.0%	56.3%	25.0%	43.8%
	2015	12	51.7	16.8	\$68,878	0.0%	66.7%	33.3%	33.3%
	2016	13	45.0	11.7	\$69,998	0.0%	76.9%	38.5%	23.1%
Agriculture	2013	211	47.2	10.0	\$38,561	3.3%	35.5%	38.9%	18.0%
	2014	190	47.8	10.7	\$42,222	2.6%	36.8%	33.2%	17.9%
	2015	202	47.0	9.6	\$42,452	1.0%	36.1%	31.7%	17.3%
	2016	219	47.4	10.1	\$42,996	0.5%	34.2%	35.2%	20.1%
AHCCCS	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%
	2015	926	47.9	10.6	\$46,363	6.8%	77.0%	40.1%	16.5%
	2016	1,001	47.7	10.2	\$49,062	4.6%	76.3%	42.1%	16.2%
Arts Commission	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%
	2015	12	43.8	9.2	\$46,855	0.0%	66.7%	16.7%	16.7%
	2016	13	42.5	7.1	\$47,306	0.0%	76.9%	15.4%	7.7%
Attorney General	2013	587	48.2	9.5	\$65,129	5.8%	65.8%	26.6%	17.5%
	2014	631	47.8	9.2	\$68,206	2.5%	64.0%	26.9%	18.7%
	2015	653	47.3	8.9	\$67,770	1.7%	63.2%	25.9%	16.1%
	2016	1,050	45.8	7.9	\$64,252	1.1%	68.9%	28.1%	13.3%
Behavioral Health	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%
	2015	15	38.1	5.1	\$51,160	0.0%	86.7%	40.0%	6.7%
	2016	14	38.8	5.5	\$53,039	0.0%	85.7%	42.9%	7.1%
Charter Schools	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%
	2015	9	40.4	5.3	\$55,082	0.0%	66.7%	11.1%	0.0%
	2016	11	37.8	3.8	\$52,431	0.0%	81.8%	27.3%	0.0%

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.

Line items for small agencies with less than 5 employees have been omitted to protect the anonymity of the individuals.

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Child Safety *	2015	2,836	41.0	6.2	\$41,350	11.1%	79.5%	38.4%	6.8%
	2016	2,723	40.8	5.8	\$40,305	8.0%	79.3%	42.1%	6.7%
Corporation Commission	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%
	2015	256	49.3	11.3	\$61,595	6.3%	53.9%	36.7%	21.9%
	2016	253	48.6	10.8	\$62,344	4.0%	53.8%	36.4%	20.9%
Corrections	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%
	2015	9,148	40.9	8.8	\$40,072	73.5%	29.1%	51.5%	9.8%
	2016	9,063	40.5	8.8	\$40,081	73.2%	28.6%	53.3%	10.2%
Cosmetology	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%
	2015	17	48.5	12.2	\$45,256	0.0%	100.0%	35.3%	35.3%
	2016	21	47.7	9.7	\$41,728	0.0%	95.2%	42.9%	28.6%
Criminal Justice Commission	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%
	2015	23	45.4	8.2	\$59,951	0.0%	56.5%	8.7%	8.7%
	2016	23	43.2	9.0	\$60,960	0.0%	60.9%	30.4%	17.4%
Deaf & Hard of Hrng	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%
	2015	15	45.7	8.3	\$58,903	0.0%	80.0%	33.3%	0.0%
	2016	15	45.3	8.8	\$60,252	0.0%	80.0%	40.0%	0.0%
Dental Examiners	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%
	2015	9	52.1	8.3	\$52,894	0.0%	100.0%	22.2%	11.1%
	2016	9	54.2	10.6	\$54,622	0.0%	100.0%	22.2%	22.2%
Early Childhood	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%
	2015	148	43.7	6.0	\$62,891	0.0%	85.1%	45.9%	6.8%
	2016	141	44.2	5.8	\$63,551	0.0%	83.7%	44.7%	5.7%
Economic Security	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%
	2015	7,628	46.4	9.0	\$37,650	10.1%	76.5%	48.1%	15.3%
	2016	7,664	45.9	8.4	\$39,599	5.2%	76.2%	48.9%	14.2%
Education	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%
	2015	568	46.5	7.0	\$57,816	1.9%	76.2%	28.5%	12.3%
	2016	548	46.4	6.8	\$57,964	1.5%	74.3%	29.4%	11.9%
Environmental Quality	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%
	2015	420	48.1	12.2	\$54,537	3.6%	51.2%	32.1%	22.9%
	2016	401	47.2	11.8	\$56,317	1.7%	50.4%	30.7%	23.7%
Executive Clemency	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%
	2015	13	54.4	6.0	\$43,202	0.0%	69.2%	30.8%	30.8%
	2016	12	53.9	6.2	\$43,603	0.0%	66.7%	25.0%	33.3%

* Child Safety did not exist as a separate agency until 2015.

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Exposition & State Fair	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%
	2015	36	43.9	9.4	\$41,784	0.0%	38.9%	44.4%	11.1%
	2016	39	47.5	7.8	\$44,941	0.0%	41.0%	35.9%	15.4%
Financial Institutions	2013	45	49.7	9.7	\$49,161	11.1%	48.9%	20.0%	20.0%
	2014	47	49.5	8.7	\$49,946	6.4%	55.3%	25.5%	19.1%
	2015	50	49.8	8.2	\$49,603	2.0%	56.0%	30.0%	16.0%
	2016	51	49.7	9.0	\$52,670	2.0%	54.9%	29.4%	13.7%
Fingerprinting	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%
	2015	6	51.6	12.6	\$57,312	0.0%	33.3%	16.7%	33.3%
	2016	6	52.6	13.6	\$57,312	0.0%	33.3%	16.7%	33.3%
Forestry	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%
	2015	66	47.8	10.4	\$45,066	6.1%	22.7%	12.1%	10.6%
	2016	82	47.3	8.9	\$46,961	3.7%	18.3%	14.6%	12.2%
Game & Fish	2013	585	45.4	11.7	\$50,231	26.2%	36.8%	10.1%	18.1%
	2014	588	44.9	11.2	\$51,851	24.1%	39.3%	11.4%	17.9%
	2015	617	44.9	11.0	\$51,242	17.8%	37.9%	11.3%	17.5%
	2016	588	45.2	11.5	\$52,388	15.5%	37.4%	12.4%	19.2%
Gaming	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%	21.6%
	2015	95	50.3	9.0	\$58,220	0.0%	38.9%	34.7%	16.8%
	2016	107	50.7	8.7	\$57,015	0.0%	36.4%	39.3%	19.6%
Geological Survey	2013	38	43.2	8.0	\$51,654	0.0%	52.6%	10.5%	18.4%
	2014	38	43.5	8.6	\$53,754	2.6%	57.9%	7.9%	18.4%
	2015	31	45.9	10.2	\$59,344	3.2%	54.8%	6.5%	22.6%
	2016	19	47.7	8.3	\$59,213	5.3%	57.9%	15.8%	15.8%
Governor's Office	2013	133	41.3	8.1	\$61,518	0.0%	56.4%	19.5%	12.0%
	2014	122	42.6	8.4	\$65,533	0.0%	59.0%	15.6%	14.8%
	2015	103	39.4	6.0	\$68,999	0.0%	53.4%	13.6%	6.8%
	2016	98	39.1	6.8	\$71,967	0.0%	50.0%	17.3%	9.2%
Health Services	2013	1,593	47.8	9.2	\$48,570	20.5%	63.8%	35.5%	16.8%
	2014	1,586	47.4	8.8	\$50,738	13.4%	63.3%	36.1%	17.0%
	2015	1,547	47.6	8.9	\$51,195	9.0%	62.1%	36.3%	17.2%
	2016	1,323	47.6	9.3	\$52,362	8.2%	60.9%	37.1%	18.4%
Highway Safety	2013	11	44.1	7.0	\$61,265	0.0%	63.6%	54.5%	18.2%
	2014	12	47.4	6.7	\$61,424	0.0%	75.0%	50.0%	25.0%
	2015	9	44.4	5.2	\$61,454	0.0%	66.7%	55.6%	11.1%
	2016	12	49.6	5.7	\$59,859	0.0%	83.3%	41.7%	8.3%
Historical Society	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%
	2015	39	50.5	8.4	\$51,908	12.5%	82.1%	19.6%	14.3%
	2016	44	47.6	9.4	\$42,251	9.1%	75.0%	29.5%	22.7%
Homeland Security	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%
	2015	16	40.5	6.3	\$63,936	0.0%	43.8%	25.0%	6.3%
	2016	14	43.1	7.3	\$67,459	0.0%	50.0%	21.4%	7.1%

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Housing	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%
	2015	60	55.5	9.9	\$52,035	0.0%	21.4%	28.6%	42.9%
	2016	60	49.6	8.4	\$62,938	0.0%	76.7%	36.7%	16.7%
Industrial Commission	2013	234	50.7	11.6	\$44,181	25.2%	58.5%	43.2%	20.1%
	2014	237	50.8	11.3	\$46,646	16.9%	58.6%	43.5%	23.6%
	2015	228	50.9	10.2	\$46,818	14.9%	57.5%	42.1%	21.9%
	2016	216	51.2	9.7	\$48,636	9.3%	56.0%	40.7%	20.8%
Insurance	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%
	2015	86	51.5	11.0	\$42,630	6.3%	31.3%	25.0%	25.0%
	2016	77	50.3	12.1	\$55,689	11.7%	58.4%	26.0%	20.8%
Juvenile Corrections	2013	568	43.7	9.4	\$42,015	35.4%	46.7%	44.7%	10.2%
	2014	573	43.1	9.0	\$43,098	18.7%	45.0%	46.1%	11.3%
	2015	537	43.0	9.4	\$44,049	15.3%	44.7%	46.6%	13.8%
	2016	467	43.8	9.9	\$45,175	11.6%	43.0%	43.9%	16.9%
Liquor Licenses	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%
	2015	40	46.4	8.9	\$50,967	0.0%	52.5%	40.0%	10.0%
	2016	37	46.5	8.5	\$50,263	0.0%	54.1%	35.1%	13.5%
Lottery Commission	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%
	2015	86	49.4	10.4	\$44,501	7.0%	53.5%	29.1%	14.0%
	2016	66	49.4	9.0	\$45,599	3.0%	57.6%	34.8%	12.1%
Medical Board	2013	33	45.9	7.5	\$70,576	0.0%	84.8%	18.2%	9.1%
	2014	40	45.6	6.7	\$68,744	0.0%	82.5%	17.5%	12.5%
	2015	44	47.1	6.7	\$66,145	0.0%	79.5%	15.9%	11.4%
	2016	51	47.4	7.8	\$64,083	0.0%	80.4%	17.6%	13.7%
Military Affairs	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%
	2015	424	47.5	8.9	\$45,102	0.2%	23.1%	25.0%	16.3%
	2016	431	47.5	9.1	\$46,119	0.2%	22.3%	26.9%	16.9%
Mine Inspector	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%
	2015	14	55.5	9.9	\$52,035	0.0%	21.4%	28.6%	42.9%
	2016	14	57.0	10.0	\$52,007	0.0%	28.6%	14.3%	50.0%
Nursing	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%
	2015	56	50.5	8.4	\$51,908	12.5%	82.1%	19.6%	14.3%
	2016	56	51.5	8.8	\$52,911	10.7%	82.1%	16.1%	16.1%
Osteopathic Examiners	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%
	2015	5	54.3	7.8	\$74,126	0.0%	80.0%	0.0%	0.0%
	2016	5	55.3	8.8	\$76,337	0.0%	80.0%	0.0%	40.0%
Pharmacy Board	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%	17.6%
	2015	17	51.3	9.4	\$77,175	0.0%	58.8%	5.9%	11.8%
	2016	21	48.4	9.3	\$70,507	0.0%	66.7%	19.0%	23.8%

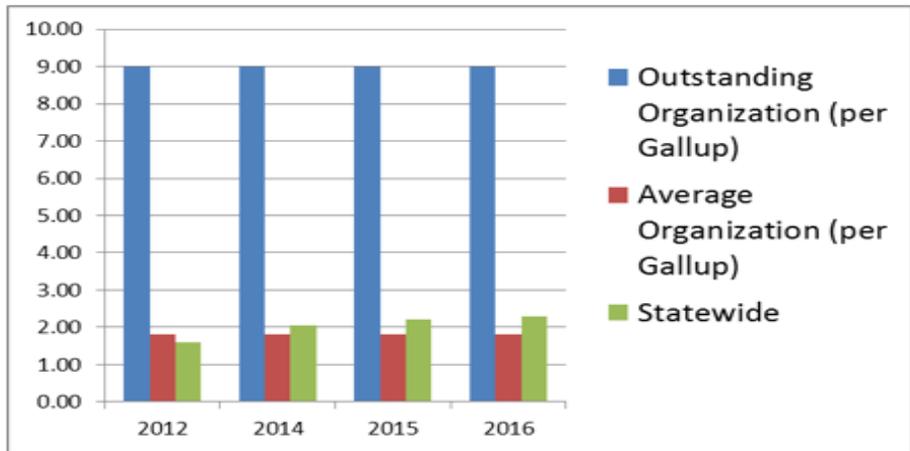
Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Pioneers Home	2013	84	48.1	7.1	\$33,846	64.3%	70.2%	22.6%	13.1%
	2014	90	48.7	6.5	\$33,846	38.9%	73.3%	24.4%	12.2%
	2015	100	47.2	6.0	\$32,990	31.0%	74.0%	23.0%	11.0%
	2016	96	48.5	6.2	\$36,610	22.9%	76.0%	20.8%	16.7%
Postsecondary Education	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%
	2015	7	53.0	4.7	\$55,022	0.0%	85.7%	28.6%	14.3%
	2016	7	50.4	5.5	\$55,379	0.0%	85.7%	28.6%	14.3%
Power Authority	2014	6	54.5	8.1	\$77,987	0.0%	50.0%	33.3%	0.0%
	2015	7	55.2	7.9	\$74,869	0.0%	57.1%	28.6%	14.3%
	2016	8	52.3	7.7	\$74,116	0.0%	50.0%	25.0%	25.0%
Prescott Historical Society	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%
	2015	11	59.8	12.0	\$43,355	9.1%	45.5%	9.1%	54.5%
	2016	11	60.8	13.0	\$44,184	9.1%	45.5%	9.1%	63.6%
PSPRS	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%
	2015	46	46.9	10.0	\$91,227	0.0%	54.3%	13.0%	10.9%
	2016	45	48.2	10.9	\$93,229	0.0%	48.9%	13.3%	20.0%
Radiation Regulatory	2013	27	51.4	10.9	\$44,445	3.7%	37.0%	25.9%	40.7%
	2014	27	50.6	10.3	\$47,112	0.0%	37.0%	14.8%	33.3%
	2015	29	48.1	9.6	\$45,875	0.0%	51.7%	17.2%	24.1%
	2016	32	47.1	9.2	\$46,165	0.0%	43.8%	21.9%	18.8%
Real Estate	2013	29	51.4	10.1	\$40,752	3.4%	62.1%	24.1%	34.5%
	2014	33	51.4	10.1	\$41,819	0.0%	54.5%	21.2%	30.3%
	2015	33	51.7	9.5	\$41,486	0.0%	51.5%	27.3%	27.3%
	2016	32	51.5	10.0	\$44,473	0.0%	53.1%	25.0%	34.4%
Registrar Of Contractors	2013	86	54.1	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%
	2015	93	50.8	8.8	\$48,296	10.8%	49.5%	31.2%	20.4%
	2016	90	48.2	6.8	\$50,769	3.3%	44.4%	31.1%	13.3%
Retirement (ASRS)	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%
	2015	229	46.9	9.5	\$60,481	0.0%	58.5%	33.2%	13.1%
	2016	227	46.7	9.4	\$63,191	0.0%	56.8%	33.9%	12.8%
Revenue	2013	738	49.3	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%
	2015	756	48.9	10.6	\$47,797	5.6%	63.8%	43.9%	22.4%
	2016	646	49.1	11.2	\$50,101	2.8%	63.0%	43.5%	23.2%
RUCO	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%
	2015	7	52.3	11.8	\$81,109	0.0%	14.3%	0.0%	28.6%
	2016	8	55.4	11.6	\$78,596	0.0%	12.5%	0.0%	25.0%
School Facilities Board	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%
	2015	11	54.1	10.1	\$70,746	0.0%	45.5%	36.4%	18.2%
	2016	9	54.8	11.2	\$70,075	0.0%	44.4%	33.3%	11.1%

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Secretary Of State	2013	139	47.2	9.0	\$42,748	2.9%	59.7%	23.0%	14.4%
	2014	140	47.6	8.9	\$44,583	2.1%	59.3%	25.0%	15.7%
	2015	137	47.7	9.0	\$46,149	1.5%	57.7%	24.8%	16.8%
	2016	130	46.9	7.9	\$48,091	0.8%	56.2%	25.4%	16.2%
State Land	2013	111	49.6	11.7	\$53,026	5.4%	37.8%	18.0%	27.0%
	2014	115	49.2	11.0	\$55,552	2.6%	40.9%	19.1%	27.0%
	2015	112	49.1	10.0	\$52,267	0.9%	38.4%	17.9%	25.9%
	2016	98	49.1	10.3	\$58,316	1.0%	41.8%	23.5%	24.5%
State Parks	2013	163	51.2	13.4	\$41,936	29.4%	39.3%	11.7%	24.5%
	2014	169	49.7	13.0	\$43,335	23.7%	39.6%	10.7%	24.3%
	2015	231	48.8	10.0	\$39,678	14.7%	47.6%	12.6%	20.3%
	2016	199	47.6	9.5	\$41,487	12.1%	45.2%	10.6%	18.1%
Technical Registration	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%
	2015	18	44.1	7.1	\$48,250	0.0%	61.1%	50.0%	5.6%
	2016	20	45.8	7.0	\$46,805	0.0%	65.0%	50.0%	5.0%
Tourism	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%
	2015	27	48.6	7.5	\$62,592	0.0%	85.2%	25.9%	11.1%
	2016	22	45.6	5.7	\$68,860	0.0%	90.9%	27.3%	9.1%
Transportation	2013	4,174	47.8	10.7	\$42,874	26.7%	40.9%	40.0%	16.7%
	2014	4,208	47.7	10.7	\$44,770	21.9%	40.8%	39.5%	16.9%
	2015	3,968	48.1	11.1	\$46,158	18.4%	40.3%	40.2%	17.8%
	2016	3,722	48.5	11.4	\$46,848	14.6%	39.7%	40.9%	19.0%
Treasurer	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%
	2015	27	43.8	8.9	\$60,694	0.0%	59.3%	29.6%	7.4%
	2016	28	44.1	8.3	\$64,860	0.0%	50.0%	32.1%	14.3%
Veterans' Services	2013	380	45.4	4.6	\$37,365	33.9%	66.6%	56.1%	8.4%
	2014	373	46.0	4.8	\$38,360	23.6%	68.1%	58.2%	8.3%
	2015	352	46.0	5.0	\$38,882	18.5%	68.8%	56.8%	7.1%
	2016	381	45.9	4.8	\$38,118	13.6%	64.0%	57.5%	6.6%
Water Infrastructure	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%
	2015	18	44.1	14.0	\$64,860	0.0%	72.2%	44.4%	11.1%
	2016	17	43.7	14.1	\$62,175	0.0%	70.6%	47.1%	11.8%
Water Resources	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%	26.4%	19.8%
	2015	114	48.2	12.5	\$60,095	0.0%	49.1%	25.4%	21.1%
	2016	120	46.9	11.7	\$60,130	0.0%	48.3%	24.2%	20.0%
Weights And Measures	2013	32	47.7	9.2	\$43,348	0.0%	34.4%	34.4%	18.8%
	2014	31	47.5	9.1	\$43,799	0.0%	32.3%	38.7%	19.4%
	2015	28	50.2	9.7	\$44,155	0.0%	32.1%	39.3%	17.9%
	2016	29	47.2	8.3	\$41,500	0.0%	31.0%	41.4%	17.2%
State Personnel System	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%
	2015	34,200	45.0	9.1	\$44,116	27.0%	54.1%	45.1%	14.0%
	2016	33,652	45.5	10.2	\$45,062	25.0%	53.9%	43.7%	14.0%

5.8 – Employee Engagement – Engagement Scores for the Last 4 Surveys

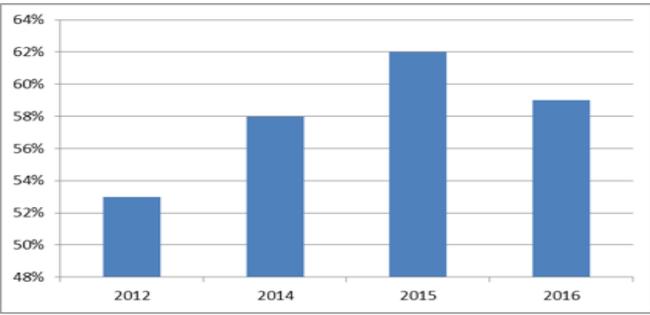
The Arizona Department of Administration conducts the Employee Engagement Survey every year. State agencies are always striving to improve their efficiency and effectiveness. According to Gallup, average organizations have an engagement ratio of 1.80 while outstanding organizations have an engagement ratio of 9.00 and above. Engaged employees are more productive, more customer-focused, and more likely to stay with their organization.

2016 State of Arizona Employee Engagement Ratio Score ¹



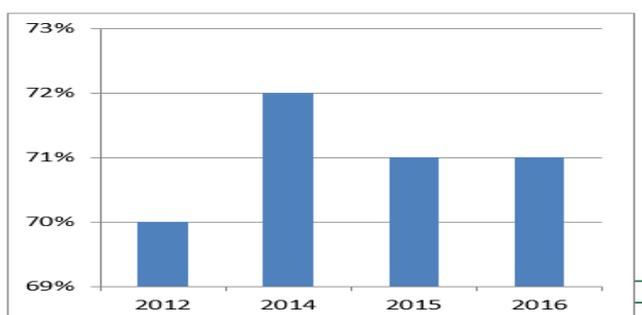
	2012	2014	2015	2016
Statewide	1.60	2.05	2.20	2.30

Participation Rate 2012-2016



	2012	2014	2015	2016
Statewide	53%	58%	62%	59%

Positive Responses 2012-2016 ²



	2012	2014	2015	2016
Statewide	70%	72%	71%	71%

¹ The engagement ratio is calculated using the following formula: $\frac{\text{Total number of "Strongly Agree" responses}}{\text{Sum of "Disagree" + "Strongly Disagree" responses}}$

Example: $\frac{100 \text{ "Strongly Agree" responses}}{12 \text{ "Disagree" + } 10 \text{ "Strongly Disagree" responses}} = 4.54 \text{ Engagement Ratio}$

² Positive Responses is the sum of "Strongly Agree" + "Agree" responses
The survey was not conducted in 2013.

5.9 – Employee Engagement – Positive Response Comparison for the Last 4 Surveys

Questions	2012 Positive Responses	2014 Positive Responses	2015 Positive Responses	2016 Positive Responses	Change from 2015 to 2016
Overall, I am satisfied with my job.	70%	72%	71%	71%	0%
I understand clearly what is expected of me at work.	79%	79%	81%	81%	0%
I have the proper tools and equipment to do my job.	63%	62%	65%	64%	-1%
My job gives me the opportunity to do what I do best every day.	66%	69%	67%	67%	0%
I receive recognition for my work when I deserve it.	49%	57%	54%	55%	1%
My supervisor shows care and concern for employees.	69%	62%	73%	73%	0%
My agency supports my participation in education and professional development opportunities.	49%	74%	57%	59%	2%
My agency values my ideas on work related problems.	50%	60%	53%	54%	1%
My job is important to support the mission of my agency.	91%	83%	88%	89%	1%
My co-workers are committed to providing high quality service.	66%	72%	68%	70%	2%
I would recommend my agency to other people as a good place to work.	56%	63%	59%	59%	0%
I plan on being employed with my agency two years from now.	71%	45%	69%	70%	1%
I receive adequate feedback on my work.	61%	65%	64%	64%	0%
I have the opportunity to learn and do new things in my job.	63%	65%	67%	67%	0%

The positive responses are calculated by adding the number of “Strongly Agree” + “Agree” responses.

The survey was not conducted in 2013.

