

State of Arizona Workforce Report

Janice K. Brewer
Governor



Scott A. Smith
Director

ARIZONA DEPARTMENT OF ADMINISTRATION

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August 30, 2012

The Honorable Janice K. Brewer
Governor, State of Arizona
The Honorable Steve Pierce
President, Arizona State Senate
The Honorable Andy Tobin
Speaker, Arizona House of Representatives
1700 West Washington
Phoenix, Arizona 85007

Dear Governor Brewer, President Pierce and Speaker Tobin:

It is my pleasure to share with you the 2012 annual report on state personnel and the operation of the state personnel system. This year's Workforce Report includes over 30 charts and tables of information regarding the status of the State's workforce.

During this fiscal year, state government began to turn the corner after facing multiple years of unprecedented challenges as the state and nation struggled through economic hardship. Three years ago, Arizona was faced with the most dire situation of any state in the nation. The state implemented a hiring freeze in February 2008 which began the most significant reduction in the size of state government in recent times. Although we believe the worst is behind us, agency budgets and staffing levels remain significantly reduced from years past. 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 clearly illustrated in many of the charts and tables contained herein:

- There were 31,985 active employees at the end of FY2012 (page iii). This represents a loss of 5,321 filled positions, or a decrease of 14.3% since 2007.
- The average salary of a covered employee (\$37,397) decreased slightly (page 2).
- The separation rate of covered employees (page 10) increased from 13.9% last year to the current rate of 16.2%, due in large part to outsourcing of the Department of Corrections health care. Even so, turnover remains below public sector benchmarks.
- Over 81% of the employees are covered by the state merit system (page 27).
- Arizona ranks 49th in the nation (page 30) 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 "Scott A. Smith".

Scott A. Smith
Director

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Overview

Arizona Revised Statutes (ARS) §41-763.01 requires the Director of the Arizona Department of Administration (ADOA) to provide an annual report to the Governor and the Legislature on the status of the state’s human resources and the operation of the state human resources system. 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 affected by and reasons for turnover within state service.
- Information concerning employee compensation during the preceding year.
- Overtime pay requirements of all state agencies.
- Other information as determined by the Director.

Figure A – Fiscal Year 2012 Active Employee Headcount

Agency	Active Employees
ADOA Human Resources Personnel System	31,985
Arizona Schools for the Deaf And Blind	365
Auditor General's Office	173
Cotton Research Council	72
Court Of Appeals Div I (Phoenix)	95
Court Of Appeals Div II (Tucson)	38
Gaming, Dept of	104
Governor's Office	133
Governor's Office of Equal Opportunity	3
House Of Representatives	189
Joint Legislative Budget Committee	20
Legislative Council	38
Public Safety, Dept of	1,817
Retirement System	226
Secretary of State/Library, Archives & Public Records	133
Senate	118
Supreme Court	527
Tourism, Office of	25
TOTAL	36,061

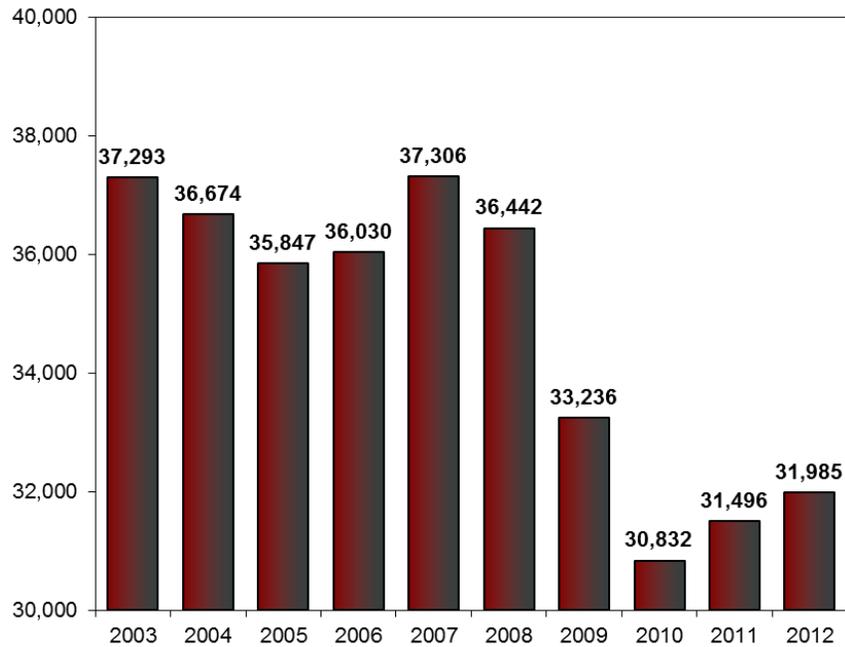
Source: The state’s Human Resources Information Solution. Data includes covered and uncovered, regular, active employees at fiscal year end (June 30).

In Arizona State government the majority of agencies are subject to the jurisdiction of the ADOA Human Resources System. However, there are 17 agencies that are not included in this personnel system. Agencies that are not within the ADOA Human Resources System have the authority to develop their own employment, compensation, attendance/leave, and employee relations policies and procedures. Figure A identifies the agencies (excluding the universities) within Arizona State Government and the number of active employees at the end of the fiscal year.

The largest of the human resources systems within Arizona State Government is the ADOA Human Resources System, also known as Arizona State Service. The ADOA Human Resources System and the Law Enforcement Merit System Council (the Department of Public Safety’s personnel system) are the State’s only merit systems established by statute. Merit system employees may only be separated from service for cause. Non-merit employees of all systems serve at the pleasure of the appointing authorities and can be separated without the right of appeal. They are considered “at will” employees.

The total number of employees in the ADOA Human Resources System increased slightly in 2012, but remained far below the average staffing levels of the past ten years. The increase in the number of active employees in the past year was 1.6%. Compared to the average size of the workforce from 2003 through 2008, the state has experienced a reduction of 12.6%. This reduction in the size of the workforce has been unprecedented and includes a total reduction of over 5,300 filled positions compared with the staffing levels of 2003. Figure B illustrates the long term trend of decreased staffing levels in state government.

**Figure B – Employee Headcount – ADOA Personnel System
Fiscal Year 2003 – 2012**



The remainder of this report addresses the ADOA Human Resources System. This report is intended to focus attention on the majority of the state’s workforce which is comprised of regular, permanent, full-time employees. Therefore employees that were in positions identified as limited, seasonal, or working part-time of less than 0.25 full time equivalents have been excluded.

Section One – Compensation

This section provides information concerning the compensation of state employees.

Section Two – Mobility

This section illustrates mobility patterns of employees, including turnover rates of different categories of employees and future projections of retirement eligibility.

Section Three – Equal Employment

Comparative data is presented to illustrate the ethnic, gender, and occupational diversity of the state’s workforce.

Section Four – Workforce Characteristics

The majority of the information presented in this section illustrates agency level detail with five years of historical information.

The HRIS system captures information from approximately 100 different agencies, boards, and commissions that are included within the ADOA Human Resources System. Many of these organizations are quite small in size. For many of the tables contained herein, organizations with less than 50 active employees have been consolidated into one line item noted as “small agencies”.



1 Compensation

- Average Salary of Covered Employees by Agency
- Total Overtime Costs by Agency
- Distribution of Overtime Costs by Agency
- Average Sick Leave Use and Costs

... the average annual salary for covered employees decreased slightly for the second year in a row ...

**Table 1-1 – Agency Comparison of Average Salary
per Covered Employee
Fiscal Year 2008 - 2012**

Agency	Average Covered Employee Wages				
	2008	2009	2010	2011	2012
Small Agencies	\$35,422	\$35,224	\$35,750	\$37,071	\$36,455
Administration	\$36,736	\$39,433	\$40,631	\$40,358	\$40,535
Agriculture	\$37,064	\$35,561	\$34,649	\$33,871	\$34,928
AHCCCS	\$33,184	\$33,577	\$34,219	\$34,164	\$33,721
Attorney General	\$39,889	\$38,858	\$38,965	\$40,784	\$41,086
Corporation Commission	\$41,895	\$42,709	\$43,142	\$44,550	\$44,361
Corrections	\$39,286	\$39,572	\$39,367	\$39,127	\$38,970
Early Childhood Development	\$36,875	\$36,082	\$36,479	\$36,987	\$37,578
Economic Security	\$34,673	\$35,018	\$35,085	\$34,713	\$34,604
Education	\$41,952	\$42,397	\$43,900	\$45,223	\$44,456
Environmental Quality	\$40,655	\$40,799	\$40,745	\$40,783	\$40,588
Forestry	\$40,567	\$40,765	\$40,930	\$42,179	\$42,334
Game & Fish	\$45,392	\$47,220	\$47,072	\$47,576	\$47,745
Health Services	\$41,845	\$41,814	\$41,856	\$41,976	\$42,123
Housing Dept	\$47,536	\$34,475	\$34,475	\$34,475	\$34,475
Industrial Commission	\$36,097	\$36,124	\$35,863	\$36,852	\$37,453
Insurance Dept	\$39,087	\$39,119	\$39,701	\$39,797	\$38,853
Juvenile Corrections	\$38,299	\$38,729	\$39,589	\$38,434	\$37,387
Land Dept	\$45,793	\$46,395	\$46,738	\$47,195	\$47,758
Lottery Commission	\$38,863	\$38,479	\$37,575	\$37,641	\$37,816
Military Affairs	\$30,894	\$33,289	\$35,804	\$37,217	\$38,552
Nursing	\$38,679	\$37,104	\$36,622	\$34,393	\$34,583
Pioneers Home	\$30,964	\$31,911	\$30,917	\$30,853	\$30,850
Registrar of Contractors	\$36,223	\$36,393	\$35,954	\$36,218	\$36,148
Revenue	\$34,633	\$35,158	\$35,095	\$35,525	\$35,102
State Parks	\$36,692	\$36,987	\$36,827	\$37,228	\$37,993
Transportation	\$36,261	\$36,736	\$36,810	\$37,050	\$37,231
Veterans Service	\$32,107	\$30,817	\$31,659	\$31,291	\$31,454
Water Resources	\$44,658	\$44,727	\$48,441	\$48,359	\$46,950
Overall Average	\$37,224	\$37,636	\$37,684	\$37,535	\$37,397

Source: The state's Human Resources Information Solution. Calculations are based on annual salary from fiscal year-end (June 30). Performance pay and other additional compensation (stipends) are not included, and furloughs and other unpaid time off are also not included.

Analysis: The statewide average salary for covered employees decreased slightly for the second year in a row. Twelve agencies experienced a decrease in the average salary for their covered employees, while fifteen agencies experienced an increase.

... total costs for overtime expenditures increased slightly compared with last year's expenditures ...

**Table 1-2 – Total Overtime Costs by Agency
Fiscal Year 2008 - 2012**

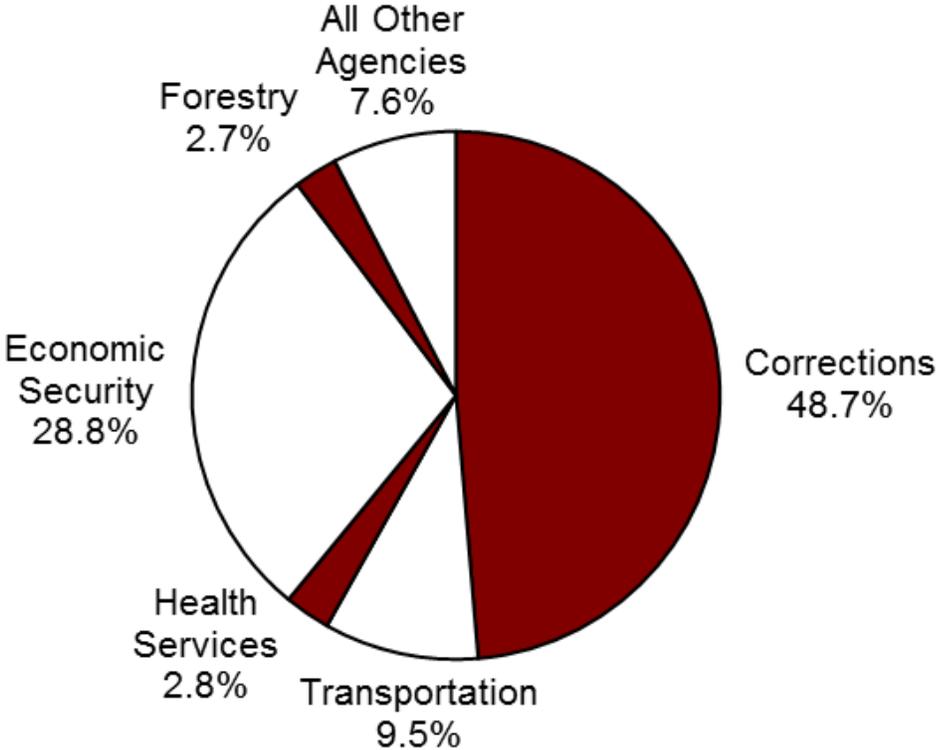
Agency	2008	2009	2010	2011	2012
Small Agency	\$560,400	\$467,011	\$254,565	\$299,166	\$356,577
Administration	\$465,108	\$685,851	\$102,580	\$162,877	\$123,405
Agriculture	\$302,617	\$334,525	\$330,397	\$332,778	\$340,168
AHCCCS	\$134,349	\$8,312	\$78	\$330	\$277
Attorney General	\$182,392	\$92,866	\$114,335	\$153,413	\$124,353
Corporation Commission	\$18,944	\$7,860	\$6,862	\$3,131	\$21,086
Corrections	\$14,074,189	\$8,151,499	\$7,613,439	\$24,100,804	\$19,829,115
Early Childhood Development	\$0	\$369	\$0	\$0	\$0
Economic Security	\$11,960,865	\$8,072,263	\$3,720,439	\$8,195,741	\$11,733,737
Education	\$87,397	\$58,406	\$8,375	\$3,525	\$23,581
Environmental Quality	\$81,885	\$64,874	\$33,739	\$26,077	\$25,167
Forestry	\$0	\$1,300,947	\$964,026	\$991,712	\$1,084,446
Game & Fish	\$105,015	\$58,045	\$56,371	\$64,142	\$73,658
Health Services	\$844,764	\$622,925	\$169,875	\$675,924	\$1,146,911
Housing	\$0	\$0	\$0	\$0	\$0
Industrial Commission	\$614	\$863	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$0	\$168
Juvenile Corrections	\$2,887,795	\$1,191,177	\$612,709	\$1,161,137	\$758,029
Land Dept	\$1,439,639	\$762	\$1,032	\$136	\$0
Lottery Commission	\$9,597	\$7,844	\$9,787	\$4,809	\$5,567
Military Affairs	\$583,836	\$641,178	\$500,940	\$450,875	\$579,891
Nursing	\$23	\$667	\$119	\$14,485	\$3,466
Pioneers Home	\$15,500	\$29,659	\$17,784	\$19,500	\$43,982
Registrar of Contractors	\$43,130	\$16,066	\$624	\$3,345	\$3,258
Revenue	\$143,393	\$93,609	\$47,302	\$69,251	\$28,938
State Parks	\$26,904	\$19,197	\$6,656	\$29,367	\$33,162
Transportation	\$5,968,928	\$2,541,254	\$1,910,901	\$2,636,057	\$3,858,790
Veterans Service	\$589,884	\$518,484	\$364,500	\$332,570	\$554,234
Water Resources	\$924	\$304	\$207	\$0	\$0
Overall Total	\$40,591,020	\$25,020,122	\$16,848,191	\$39,731,151	\$40,751,968

Source: The state's financial system (Arizona Financial Information System) accessed via OpenBooks.az.gov, Arizona's official transparency web site. 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 by employees at the appropriate rate for their overtime hours worked.

Analysis: The State's total overtime expenses increased by 2.6% from last year. Eight agencies experienced an increase of 25% or more, including five that increased by over 50%. However, there were four agencies that experienced a decrease of 25% or more, including three that experienced a decrease of more than 50%.

... five agencies accounted for over 92% of the State's overtime expenses ...

**Table 1-3 – Distribution of Overtime Costs by Agency
Fiscal Year 2012**



Source: The state's financial system (Arizona Financial Information System). 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 by employees at the appropriate rate for their overtime hours worked.

Analysis: Five agencies accounted for over 92% of the State's total overtime expenses last year.

... the average number of sick leave days used and the average cost of sick leave increased slightly from last year. . .

Table 1-4 – Average Sick Leave Use and Average Costs Per Employee by Agency Fiscal Year 2009 - 2012

Agency	Avg Sick Leave Days				Avg Sick Leave Costs			
	2009	2010	2011	2012	2009	2010	2011	2012
Small Agencies	7.6	7.6	7.3	7.2	\$1,337	\$1,394	\$1,325	\$1,338
Administration	7.9	7.6	6.6	7.3	\$1,462	\$1,423	\$1,254	\$1,437
Agriculture	6.1	6.3	8.9	7.6	\$877	\$940	\$1,303	\$1,094
AHCCCS	9.1	9.3	8.7	8.5	\$1,335	\$1,407	\$1,306	\$1,265
Attorney General	7.6	8.0	8.2	7.8	\$1,597	\$1,675	\$1,809	\$1,777
Corporation Commission	9.5	11.1	9.9	8.8	\$1,805	\$2,173	\$2,061	\$1,734
Corrections	9.6	9.9	8.3	9.0	\$1,511	\$1,559	\$1,302	\$1,408
Early Childhood Development	5.5	7.9	5.9	6.2	\$1,189	\$1,752	\$1,254	\$1,340
Economic Security	9.4	10.3	8.9	8.6	\$1,295	\$1,440	\$1,234	\$1,197
Education	9.5	9.6	7.9	7.1	\$1,851	\$1,924	\$1,519	\$1,393
Environmental Quality	10.1	10.3	9.9	10.4	\$1,688	\$1,740	\$1,678	\$1,789
Forestry	6.6	6.9	5.8	6.2	\$1,061	\$1,149	\$913	\$962
Game & Fish	6.5	6.9	6.7	6.9	\$1,163	\$1,255	\$1,282	\$1,257
Health Services	9.2	9.9	9.6	9.0	\$1,612	\$1,762	\$1,679	\$1,624
Housing Dept	8.5	7.9	7.8	7.6	\$1,640	\$1,511	\$1,511	\$1,574
Industrial Commission	8.0	9.6	8.4	9.6	\$1,143	\$1,407	\$1,278	\$1,469
Insurance Dept	6.1	8.5	7.5	6.6	\$1,078	\$1,523	\$1,296	\$1,150
Juvenile Corrections	8.3	9.4	8.8	8.1	\$1,365	\$1,572	\$1,448	\$1,309
Land Dept	10.8	10.1	8.4	7.5	\$1,954	\$1,833	\$1,588	\$1,393
Lottery Commission	8.2	8.8	9.4	9.4	\$1,302	\$1,442	\$1,520	\$1,537
Military Affairs	6.8	8.2	7.8	7.7	\$1,108	\$1,328	\$1,294	\$1,276
Nursing	6.7	7.5	6.6	6.0	\$1,074	\$1,354	\$1,024	\$945
Pioneers Home	7.7	7.9	8.6	10.3	\$1,017	\$998	\$1,080	\$1,401
Registrar of Contractors	8.3	9.4	9.5	10.5	\$1,261	\$1,395	\$1,468	\$1,648
Revenue	9.6	10.9	9.1	9.8	\$1,540	\$1,766	\$1,471	\$1,608
State Parks	9.0	8.7	6.6	8.3	\$1,413	\$1,335	\$990	\$1,291
Transportation	9.3	10.3	8.5	8.6	\$1,377	\$1,535	\$1,288	\$1,344
Veterans Service	7.4	8.3	8.2	7.3	\$1,003	\$1,169	\$1,156	\$1,025
Water Resources	9.5	7.8	7.1	6.9	\$1,799	\$1,658	\$1,482	\$1,428
Overall Average	9.1	9.8	8.5	8.6	\$1,411	\$1,520	\$1,327	\$1,349

Source: The Human Resources Information Solution. The above calculations include donated leave and family leave in addition to sick leave. Data includes covered and uncovered employees.

Analysis: The average cost of sick leave increased by 1.7% last year, resulting in an increased loss of productivity estimated at over \$1.3 million. Five agencies experienced cost decreases of 10% or more. However, there were five agencies that experienced increases of 10%, including two agencies experiencing increases in excess of 20%.



2 Mobility

- Changes in Separations by Covered & Uncovered Employees
- Separation Rates of Covered Employees by Agency
- Voluntary and Involuntary Separations by Agency
- Arizona Separation Rates Compared to Benchmarks
- Most Populous Covered Classes
- Covered Classes with the Highest Separation Rates
- Separation Rates by Ethnicity
- Separation Rates by Occupation
- Separation Rates by Age Distribution
- Separation Rates by Length of Service
- Difference in Age Distribution–New Hires and Separations
- Difference in Ethnic Distribution–New Hires and Separations
- Percentage of Separations Due to Retirement
- Retirement Eligibility by Agency

... the separation rate for covered employees increased from last year, due in large part to the outsourcing of the Dept of Corrections Health Care ...

**Table 2-1 – Ten Years of Changes in Separations
by Covered and Uncovered Employees
Fiscal Year 2003 - 2012**

Year		Total Employees	Retirements		Resignations		Terminations		Other		Total Separations	
			Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
2003	Covered	31,828	523	1.6%	3,323	10.4%	629	2.0%	423	1.3%	4,898	15.4%
	Uncovered	4,589	92	2.0%	412	9.0%	109	2.4%	142	3.1%	755	16.5%
2004	Covered	30,831	420	1.4%	1,886	6.1%	766	2.5%	1,516	4.9%	4,588	14.9%
	Uncovered	5,843	114	2.0%	314	5.4%	20	0.3%	632	10.8%	1,080	18.5%
2005	Covered	29,742	715	2.4%	2,358	7.9%	963	3.2%	2,275	7.6%	6,311	21.2%
	Uncovered	6,105	159	2.6%	433	7.1%	20	0.3%	538	8.8%	1,150	18.8%
2006	Covered	29,488	635	2.2%	2,195	7.4%	830	2.8%	1,605	5.4%	5,265	17.9%
	Uncovered	6,542	160	2.4%	459	7.0%	14	0.2%	635	9.7%	1,268	19.4%
2007	Covered	30,192	684	2.3%	2,072	6.9%	951	3.1%	1,515	5.0%	5,222	17.3%
	Uncovered	7,114	228	3.2%	405	5.7%	24	0.3%	663	9.3%	1,320	18.6%
2008	Covered	29,840	478	1.6%	1,690	5.7%	850	2.8%	1,392	4.7%	4,410	14.8%
	Uncovered	6,602	317	4.8%	316	4.8%	21	0.3%	538	8.1%	1,192	18.1%
2009	Covered	27,155	435	1.6%	1,052	3.9%	1,813	6.7%	944	3.5%	4,244	15.6%
	Uncovered	6,081	89	1.5%	242	4.0%	154	2.5%	418	6.9%	903	14.8%
2010	Covered	25,252	923	3.7%	1,664	6.6%	947	3.8%	387	1.5%	3,921	15.5%
	Uncovered	5,580	213	3.8%	318	5.7%	209	3.7%	224	4.0%	964	17.3%
2011	Covered	25,882	756	2.9%	2,056	7.9%	695	2.7%	78	0.3%	3,585	13.9%
	Uncovered	5,614	192	3.4%	540	9.6%	105	1.9%	87	1.5%	924	16.5%
2012	Covered	25,986	680	2.6%	2,279	8.8%	1,162	4.5%	86	0.3%	4,207	16.2%
	Uncovered	5,999	201	3.4%	481	8.0%	199	3.3%	55	0.9%	936	15.6%

Source: The state's Human Resources Information Solution. Data represents separations during the fiscal year (July 1 – June 30).

Analysis: The separation rate for covered employees increased from the rate experienced last year. The average separation rate for both categories combined (covered and uncovered) was 16.1% which is higher than last year's combined rate of 14.3%. Resignations remain the leading category of separations, however the largest increase from last year was in the category of terminations, increasing by an average of 3.2% for covered and uncovered combined. This increase was due to a legislatively mandated outsourcing of the Department of Corrections Health Care. If this outsourcing had not occurred, the separation rate would have been 14.8% for covered employees and 14.9% for covered and uncovered combined. All other categories of separations decreased from the year before.

... the average separation rate of covered employees (16.2%) increased from last year ...

**Table 2-2 – Separation Rates of Covered Employees
by Agency
Fiscal Year 2008 - 2012**

Agency Name	2008	2009	2010	2011	2012
Small Agencies	18.2%	17.2%	28.7%	22.6%	16.5%
Administration	17.0%	35.4%	18.2%	12.5%	13.2%
Agriculture	15.4%	32.1%	21.7%	8.0%	21.7%
AHCCCS	10.6%	13.8%	28.3%	11.8%	15.2%
Attorney General	18.3%	17.9%	13.2%	8.7%	15.3%
Corporation Commission	11.7%	7.5%	9.5%	3.9%	12.4%
Corrections	13.1%	8.6%	11.6%	11.4%	16.0%
Early Childhood Development	6.3%	21.7%	41.7%	30.4%	33.3%
Economic Security	16.4%	22.6%	15.9%	17.1%	17.0%
Education	22.8%	16.9%	21.8%	13.1%	12.8%
Environmental Quality	9.0%	8.1%	15.9%	8.7%	11.7%
Forestry	1.7%	15.4%	22.9%	16.3%	13.6%
Game & Fish	9.5%	5.9%	4.6%	6.0%	6.0%
Health Services	17.0%	13.4%	14.3%	18.4%	21.6%
Housing Dept	0.0%	100%	0.0%	0.0%	0.0%
Industrial Commission	15.2%	11.1%	8.3%	13.3%	5.9%
Insurance Dept	5.3%	43.1%	6.1%	8.5%	10.6%
Juvenile Corrections	28.3%	24.7%	65.4%	24.2%	30.8%
Land Dept	16.0%	9.2%	10.4%	10.3%	13.4%
Lottery Commission	4.4%	4.2%	9.1%	5.8%	15.2%
Military Affairs	44.4%	0.0%	9.1%	10.0%	11.1%
Nursing	10.9%	6.3%	16.7%	18.5%	10.7%
Pioneers Home	23.3%	19.8%	23.5%	20.7%	23.5%
Registrar of Contractors	18.4%	4.7%	8.9%	7.9%	18.2%
Revenue	16.2%	74.3%	14.2%	12.2%	14.0%
State Parks	9.3%	15.8%	35.8%	19.8%	15.0%
Transportation	12.0%	7.7%	11.1%	10.8%	13.4%
Veterans Service	39.7%	26.8%	25.2%	29.3%	29.7%
Water Resources	6.2%	8.7%	192.0%	12.5%	11.4%
Totals	14.8%	15.6%	15.5%	13.9%	16.2%

Source: The state's Human Resources Information Solution. Data represents separations of covered employees from state service during the fiscal year (July 1 – June 30).

Analysis: The overall rate of separations of covered employees from state service increased from last year. Twenty of the larger agencies (71%) experienced an increase in separation rates of covered employees from 2011, while seven agencies (25%) experienced a decrease. Six agencies experienced separation rates greater than 20% and two agencies experienced separation rates greater than 30%.

The legislatively mandated outsourcing of the Department of Corrections Health Care resulted in an increase for this agency. If this outsourcing had not occurred, the separation rate for the Department of Corrections would have been 11.9%, and would have brought the statewide total down to 14.8%

... voluntary separations are the most common reason for covered employees leaving state service ...

Table 2-3 – Voluntary and Involuntary Separations of Covered Employees by Agency Fiscal Year 2012

Agency	Voluntary		Involuntary		Total	
	Number	Percent	Number	Percent	Number	Percent
Small Agencies	22	12.5%	7	4.0%	29	16.5%
Administration	17	8.3%	10	4.9%	27	13.2%
Agriculture	4	17.4%	1	4.3%	5	21.7%
AHCCCS	77	11.6%	24	3.6%	101	15.2%
Attorney General	11	12.9%	2	2.4%	13	15.3%
Corporation Commission	15	11.6%	1	0.8%	16	12.4%
Corrections	920	10.1%	539	5.9%	1,459	16.0%
Early Childhood Development	6	33.3%	0	0.0%	6	33.3%
Economic Security	1116	13.2%	316	3.7%	1,432	17.0%
Education	21	11.2%	3	1.6%	24	12.8%
Environmental Quality	28	10.5%	3	1.1%	31	11.7%
Forestry	6	13.6%	0	0.0%	6	13.6%
Game & Fish	24	5.8%	1	0.2%	25	6.0%
Health Services	152	14.4%	76	7.2%	228	21.6%
Housing	0	0.0%	0	0.0%	0	0.0%
Industrial Commission	10	5.0%	2	1.0%	12	5.9%
Insurance	4	8.5%	1	2.1%	5	10.6%
Juvenile Corrections	117	23.2%	38	7.5%	155	30.8%
Land Dept	12	12.4%	1	1.0%	13	13.4%
Lottery Commission	10	15.2%	0	0.0%	10	15.2%
Military Affairs	0	0.0%	1	11.1%	1	11.1%
Nursing	3	10.7%	0	0.0%	3	10.7%
Pioneers Home	17	21.0%	2	2.5%	19	23.5%
Registrar of Contractors	12	18.2%	0	0.0%	12	18.2%
Revenue	51	11.9%	9	2.1%	60	14.0%
State Parks	16	14.2%	1	0.9%	17	15.0%
Transportation	339	10.3%	103	3.1%	442	13.4%
Veterans Service	32	18.6%	19	11.0%	51	29.7%
Water Resources	3	6.8%	2	4.5%	5	11.4%
Total	3,045	11.7%	1,162	4.5%	4,207	16.2%

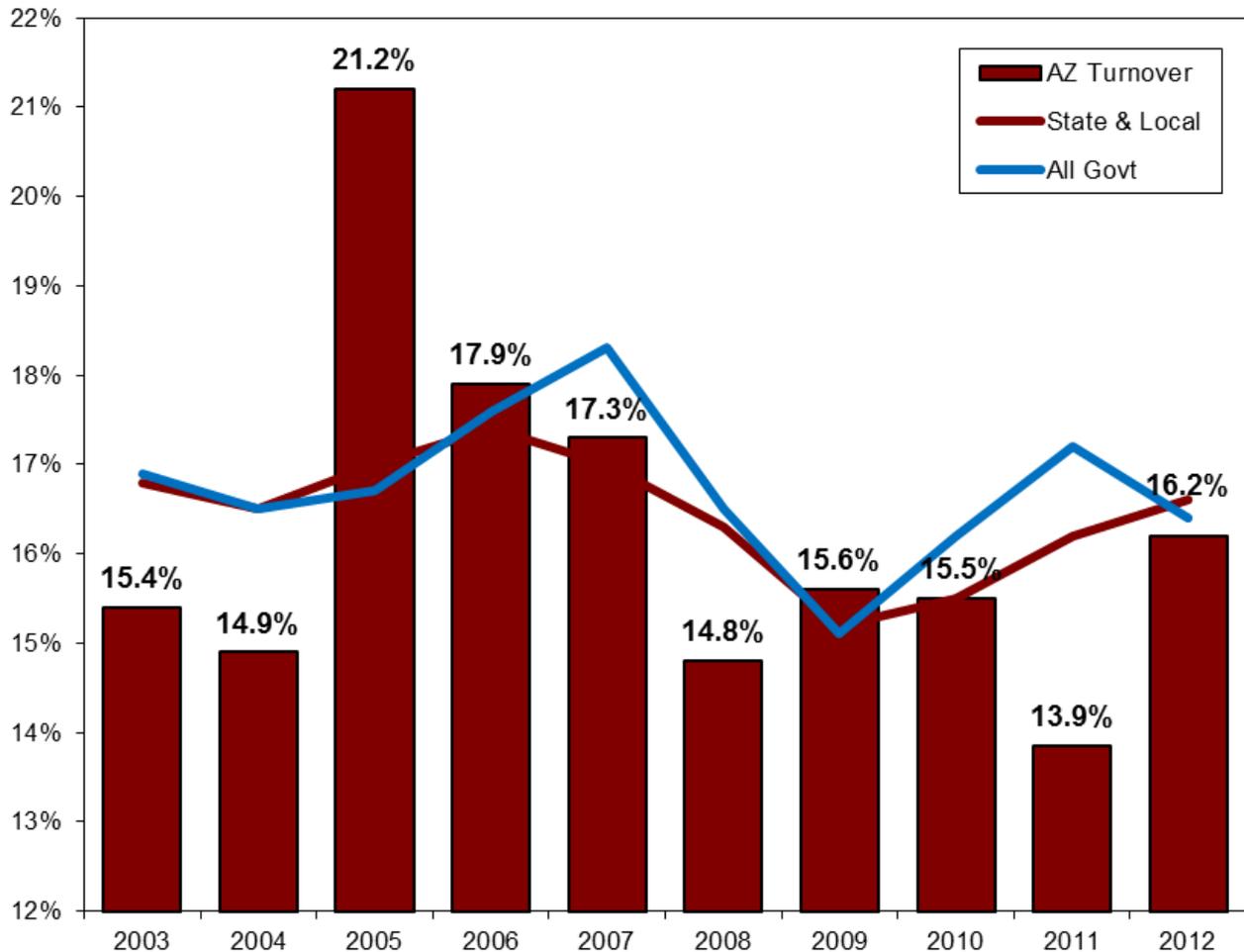
Source: The state's Human Resources Information Solution. Data represents separations of employees in covered positions from state service during the fiscal year (July 1 – June 30).

Analysis: Voluntary separations are the most common type of separation from state service, accounting for over 72% of separations of covered employees this past year.

The legislatively mandated outsourcing of the Department of Corrections Health Care resulted in an increase of involuntary separations for this agency. If this outsourcing had not occurred, the involuntary separation rate for the Department of Corrections would have been 1.8%, and would have brought the statewide total of involuntary separations down to 3.0%

... the separation rate of covered employees was less than the separation rate of other public sector entities last year ...

**Table 2-4 – Separation Rates
Arizona Compared to Benchmarks
Fiscal Year 2003 - 2012**



Source: The state's Human Resources Information Solution. Data represents separation rate of covered employees from state service during the fiscal year (July 1 – June 30). Comparative data from the national 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.

Analysis: The above chart shows the separation rates of covered employees compared to national statistics for other public sector organizations. Arizona has typically experienced a lower separation rate than benchmark organizations. In 2005, the state experienced a relatively high separation rate, however, the rate has decreased each of the next three years, then showed an increase in 2009. The last two years, Arizona's separation rate has been less than the separation rate of both State & Local governments and All Government. In 2012 the separation rate was 0.4% less than State & Local and 0.2% less than All Government.

... the Corrections Officer class is the most populous class title ...
 ... Correctional Registered Nurses had the highest separation rates ...

**Table 2-5 – Most Populous Covered Class Titles
 Fiscal Year 2012**

Class Title	Number
Corrections Officer (I, II, III, IV)	6,664
Program Services Evaluator (I, II, III, IV, V)	2,247
Child Protective Services Specialist (I, II, III)	1,039
Customer Services Representative (I, II, III)	922
Human Services Specialist (I, II, III)	889
Administrative Assistant (I, II, III)	872
Information Technology Specialist (1, 2, 3, 4, 5)	631
Corrections Sergeant	584
Highway Operations Technician (1, 2, 3, 4)	541
Motor Vehicle Division Customer Services Rep	427
Program and Project Specialist (I, II)	411
Habitation Technician (II, III)	356

Source: The state's Human Resources Information Solution. Data represents active employees in covered positions (June 2012).

Analysis: The title of Corrections Officer is by far the most populated class series in the state, followed by Program Services Evaluator, and Child Protective Services Specialist.

**Table 2-6 – Covered Classes With High Separation Rates
 Fiscal Year 2012**

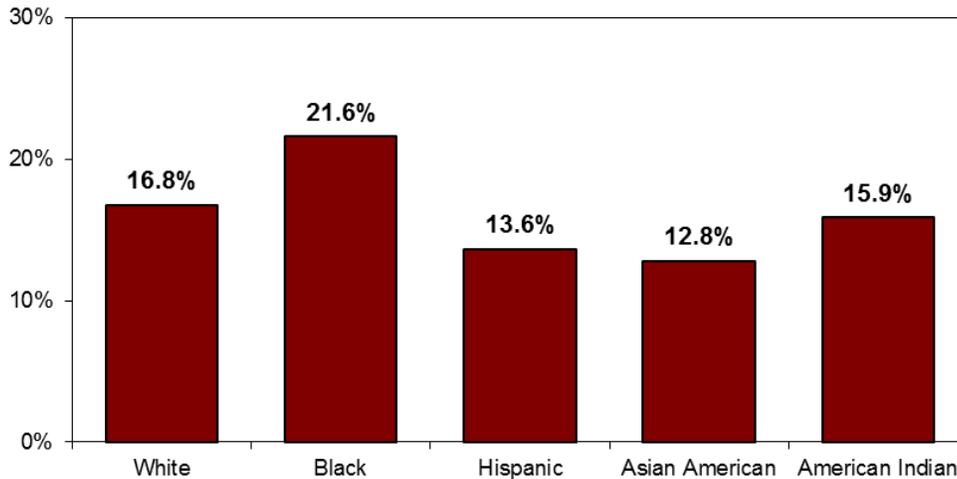
Class Title	Separation Rate
Correctional Registered Nurse	131.9%
Psychology Associate II	84.9%
Licensed Practical Nurse	82.5%
MVD Customer Service Associate	48.5%
Youth Correctional Officer I	47.3%
Mental Health Program Specialist III	38.7%
Nursing Assistant	38.5%
Mental Health Program Specialist II	38.5%
Psychiatric Nurse II	35.7%
Child Protective Services Specialist II	35.2%
Program Services Evaluator I	35.2%
Child Protective Services Specialist I	33.5%

Source: The state's Human Resources Information Solution. Classes considered in this table include those with 50 or more active covered employees in the respective class. Data represents separations of covered employees from state service during the fiscal year (July 1 – June 30).

Analysis: The Department of Corrections outsourced health care in 2012, resulting in high turnover rates for many of their classifications. Other classes associated with the Health and Social Services industries experienced high separation rates relative to the number of employees in their respective classes.

... the Black ethnic group had the highest separation rate ...
... in the occupational groups, the highest rate was in the Technicians group .

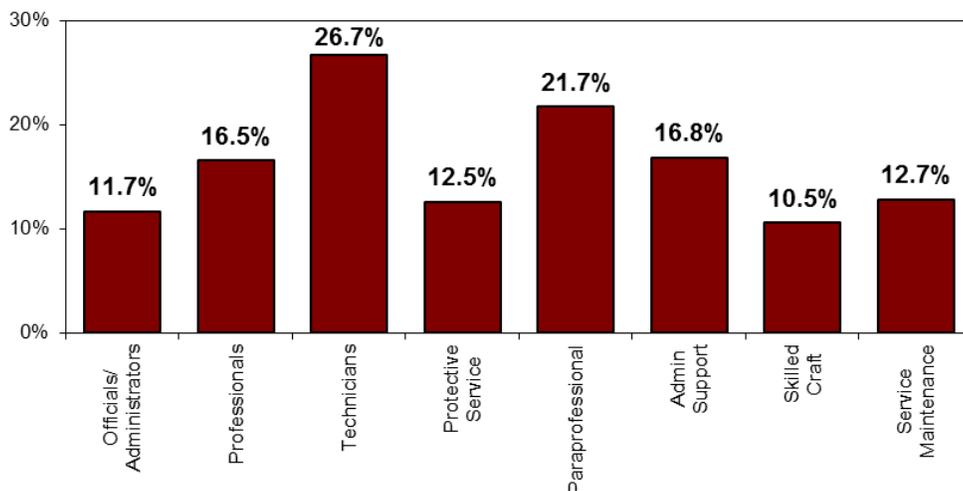
**Table 2-7 – Separation Rates by Ethnic Group
Fiscal Year 2012**



Source: The state's Human Resources Information Solution. Percentages are based upon covered and uncovered employees that voluntarily disclose their ethnicity – a small percentage of employees choose not to disclose their ethnicity. Data represents separations from state service during the fiscal year (July 1 – June 30).

Analysis: The highest rate of separations was in the Black ethnic group. Separation rates were lowest among Asian American employees.

**Table 2-8 – Separation Rates by Occupational Code
Fiscal Year 2012**

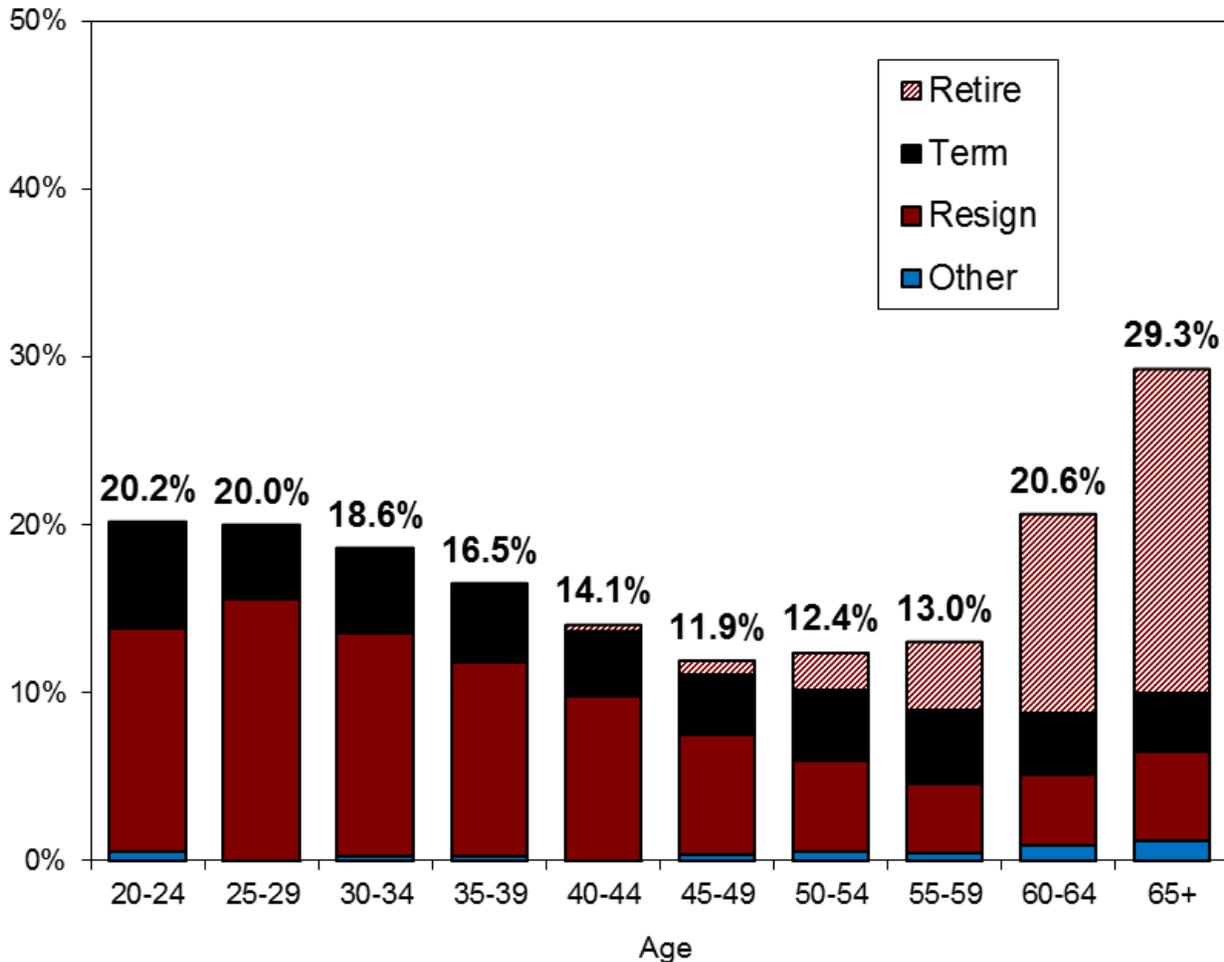


Source: The state's Human Resources Information Solution. Data represents separations from state service during the fiscal year (July 1 – June 30). Data includes covered and uncovered employees.

Analysis: The highest rate of separations was in the Technicians occupational group. Separation rates were lowest among employees assigned to Skilled Craft positions.

... resignations generally decrease with increasing age, while the rate of retirements generally increases ...

**Table 2-9 – Separation Rates by Age Distribution
Fiscal Year 2012**

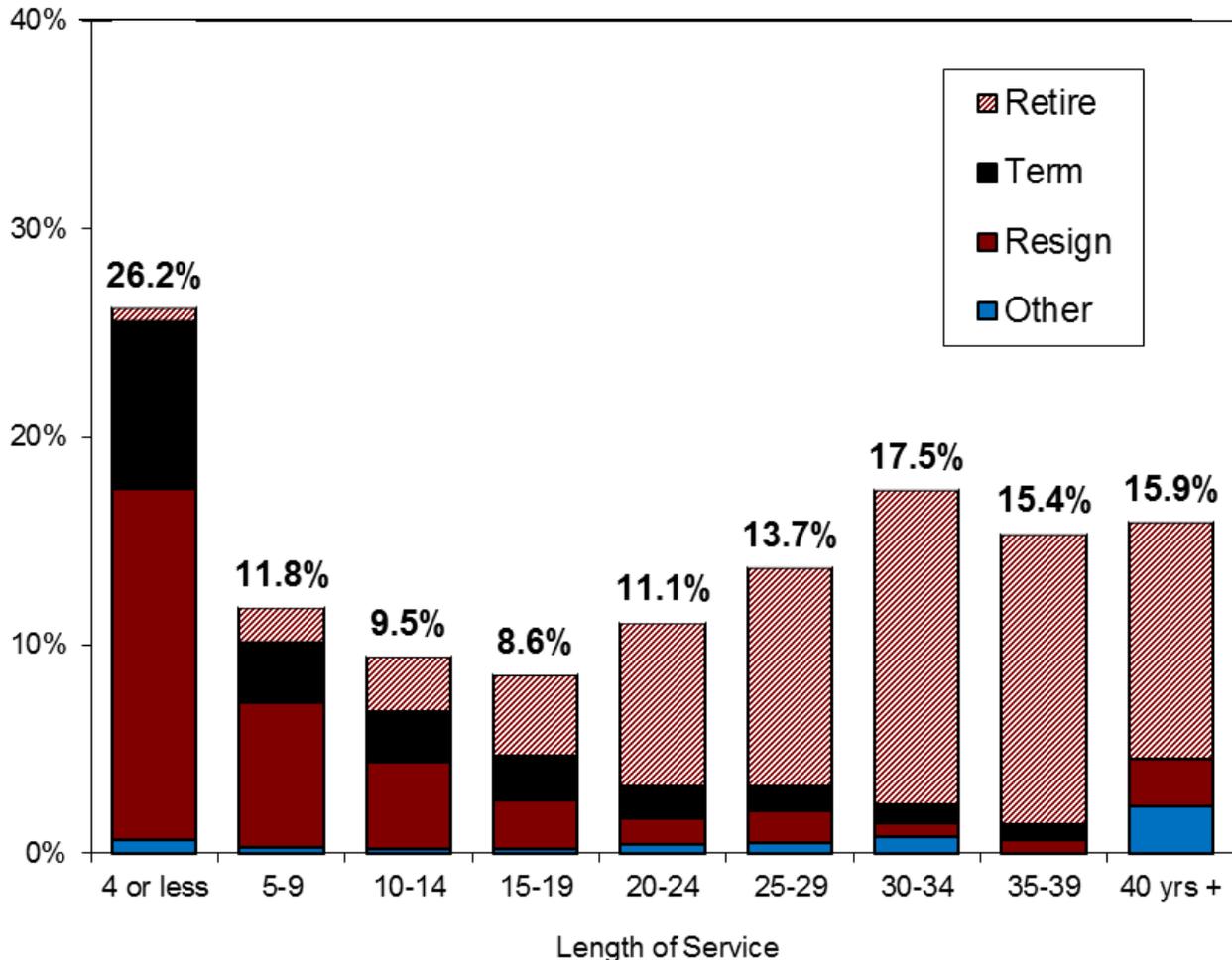


Source: The state's Human Resources Information Solution. Data represents separations from state service during the fiscal year (July 1 – June 30). Data includes covered and uncovered employees.

Analysis: The above chart shows the separation rates by age group for all employees. In 2012, employees in the three youngest age brackets experienced a separation rate of about 20%. The separation rate generally decreases as the average age increases until employees reach the age of 50, when the separation rate begins to climb again. The relative percentage of separations due to resignations generally decreases with increasing age, while the relative percentage of separations due to retirements generally increases.

... resignations generally decrease with increasing length of service, while retirements generally increase ...

**Table 2-10 – Separation Rates by Length of Service
Fiscal Year 2012**

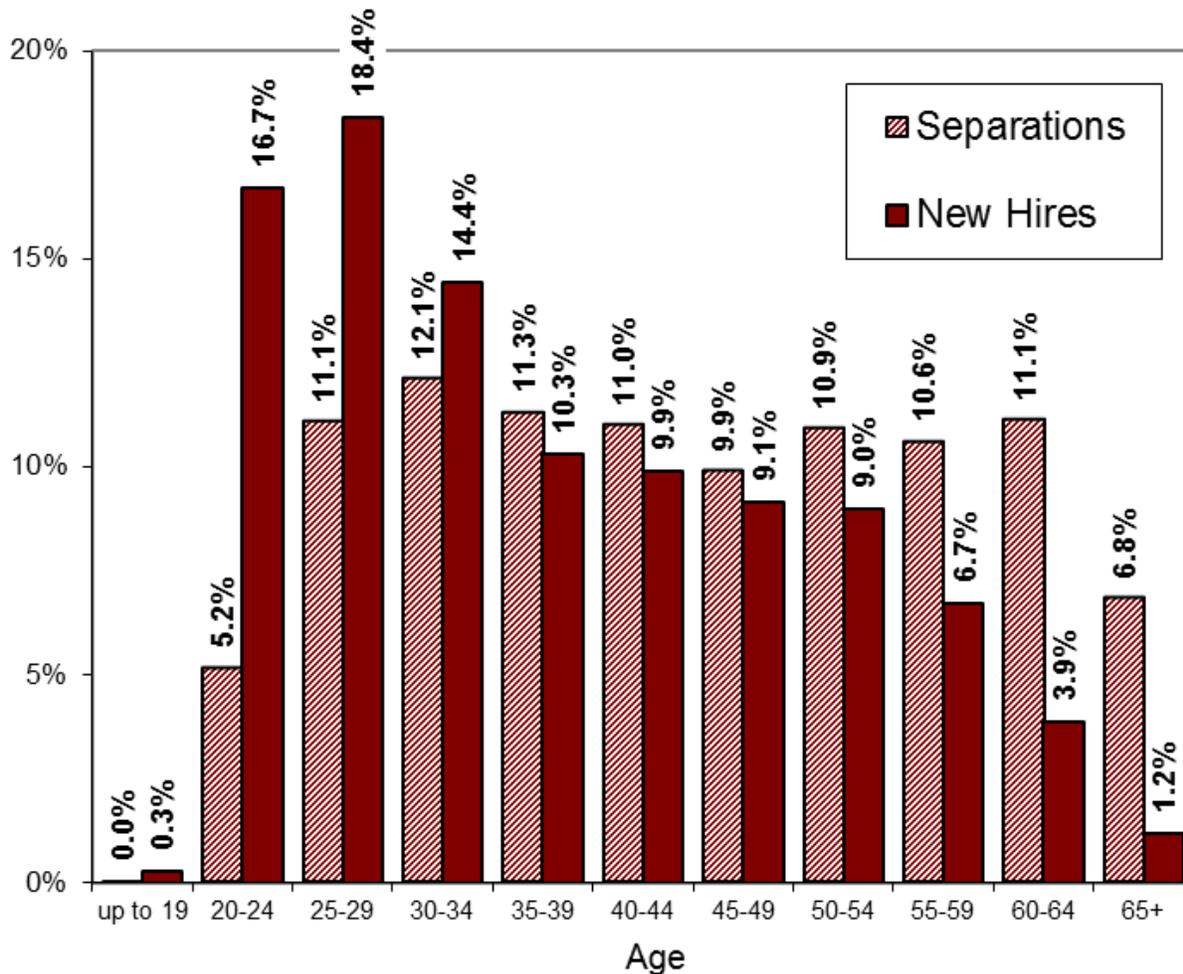


Source: The state's Human Resources Information Solution. Data represents separations from state service during the fiscal year (July 1 – June 30). Data includes covered and uncovered employees.

Analysis: The above chart shows the relative separation rates for the length of service distributions of all employees. In 2012, employees with more than 30 years of service experienced an average separation rate of 16.9%. The separation rate was lowest for employees with fifteen to nineteen years of service. The relative percentage of separations due to resignations generally decreases with increasing length of service, while the relative percentage of separations due to retirements generally increases.

... more new hires are in the younger age groups when compared to the age distribution of separating employees ...

**Table 2-11 – Difference in Age Distribution between New Hires and Separations
Fiscal Year 2012**

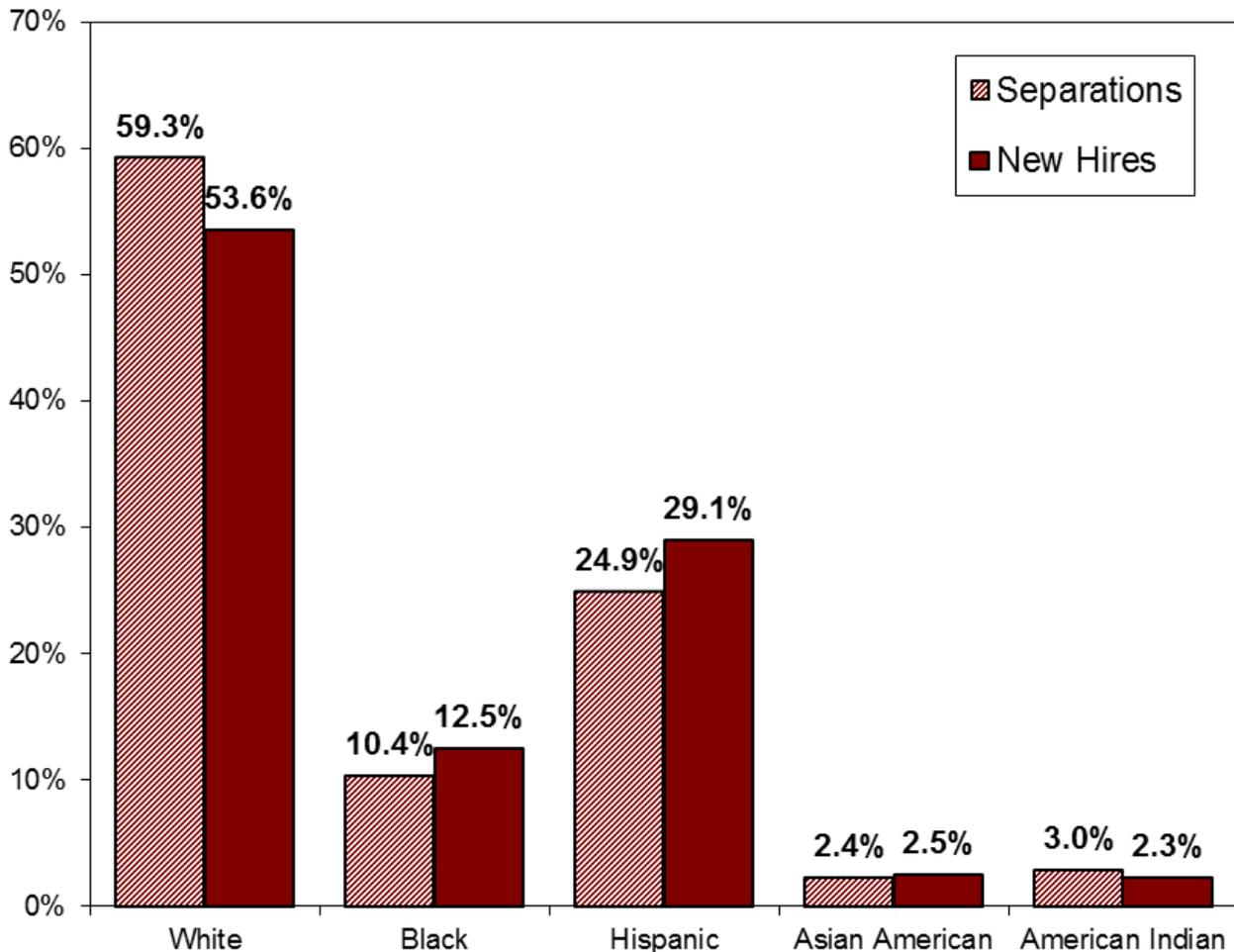


Source: The state's Human Resources Information Solution. Data represents separations from state service during the fiscal year and employees newly hired into state service during the fiscal year (July 1 – June 30). Data includes covered and uncovered employees.

Analysis: The above chart shows the relative difference in age distribution between those employees that separated from the state and those that were newly hired into the state. The average age of a separating employee was 45.2, while the average age of a newly hired employee was 37.8. There was a higher percentage of new hires than separations in all age groups below 35 years of age. Above 35 years of age, the trend reverses and there is a higher percentage of separations. The largest difference between the two groups occurs in the 20-24, 25-29, and 60-64 age groups.

... there was a higher distribution of separations among the White ethnic group than new hires ...

**Table 2-12 – Difference in Ethnic Distribution
between New Hires and Separations
Fiscal Year 2012**

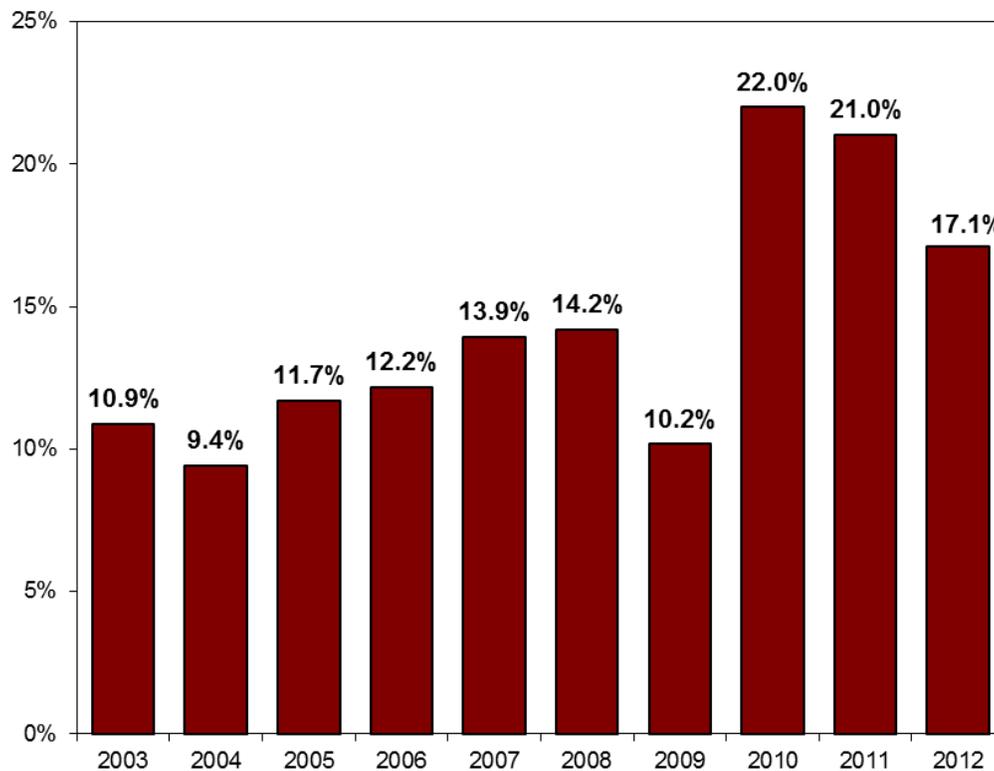


Source: The state's Human Resources Information Solution. Data represents separations from state service during the fiscal year and employees newly hired into state service during the fiscal year (July 1 – June 30). Data includes covered and uncovered employees that voluntarily disclosed their ethnicity – a small percentage of employees choose not to disclose this information.

Analysis: The above chart shows the relative difference in ethnic distribution between those employees that separated from the state and those that were newly hired into the state. In 2012, there was a relatively higher distribution of separations of the White ethnic group compared to new hires. The Hispanic ethnic group had a higher distribution of new hires than separations.

. . the percentage of separations as a result of retirement decreased for the second year in a row . . .

**Table 2-13 – Percentage of Separations Due to Retirement
Fiscal Year 2003 - 2012**



Source: The state's Human Resources Information Solution. Data represents separations from state service during the fiscal year (July 1 – June 30). Includes covered and uncovered employees.

Analysis: The ratio of separations that are due to retirements decreased from the relative highs of 2010 and 2011. The average percentage of separations due to retirements is 13.9% over a ten-year span, and shows an average increase of 1.11% per year.

... nearly 90% of the larger state agencies are expected to have at least 25% of their active workforce eligible to retire within the next five years ...

**Table 2-14 – Retirement Eligibility
Fiscal Year 2013 - 2017**

Agency Name	2013	2014	2015	2016	2017
Small Agencies	19.4%	23.1%	28.3%	31.6%	38.0%
Administration	16.7%	19.9%	24.6%	28.1%	32.5%
Agriculture	20.4%	22.2%	24.4%	30.3%	34.4%
AHCCCS	16.5%	20.1%	24.3%	28.2%	33.4%
Attorney General	16.4%	19.1%	24.6%	29.0%	31.9%
Corporation Commission	15.7%	19.3%	24.0%	29.1%	32.7%
Corrections	10.5%	13.5%	17.1%	20.4%	24.2%
Early Childhood Development	3.6%	5.8%	6.6%	10.9%	15.3%
Economic Security	13.9%	16.7%	20.2%	23.8%	27.6%
Education	11.3%	15.6%	17.5%	23.2%	27.7%
Environmental Quality	24.5%	30.3%	33.8%	39.6%	45.8%
Forestry	16.7%	20.8%	25.0%	31.3%	35.4%
Game & Fish	17.7%	22.8%	27.8%	32.1%	37.9%
Health Services	17.0%	21.2%	25.6%	30.3%	35.6%
Housing	11.1%	17.8%	20.0%	26.7%	35.6%
Industrial Commission	19.3%	23.8%	29.9%	33.6%	39.3%
Insurance	23.1%	31.9%	38.5%	40.7%	42.9%
Juvenile Corrections	11.4%	16.1%	19.5%	25.8%	31.7%
Land Dept	21.7%	29.6%	34.8%	40.0%	42.6%
Lottery Commission	21.6%	22.7%	25.0%	27.3%	31.8%
Military Affairs	14.4%	16.2%	20.3%	23.7%	27.5%
Nursing	21.8%	30.9%	34.5%	36.4%	40.0%
Pioneers Home	11.9%	17.9%	21.4%	25.0%	34.5%
Registrar of Contractors	23.9%	29.3%	39.1%	44.6%	51.1%
Revenue	22.3%	26.3%	32.6%	37.7%	42.7%
State Parks	30.2%	33.1%	41.0%	46.8%	51.1%
Transportation	16.4%	19.7%	23.0%	27.0%	31.5%
Veterans Service	7.9%	10.2%	14.4%	17.0%	23.6%
Water Resources	16.5%	18.4%	22.3%	27.2%	32.0%
Totals	14.1%	17.3%	21.1%	25.0%	29.2%

Source: The state's Human Resources Information Solution. Projected retirement eligibility is based on years of service and age criteria for the Arizona State Retirement System and Public Safety Personnel Retirement System. Many state employees continue to remain employed with the state after they become eligible to retire. Also, employees may have "purchased" credited service in other organizations resulting in an earlier eligibility date than that which was calculated. Actual retirement rates may differ from the numbers shown above. Data includes covered and uncovered employees.

Analysis: Nearly 90% of the larger agencies are projected to have at least 25% of their active employees eligible for retirement within five years, and twenty-two agencies will have at least 30% of their workforce eligible to retire in 2017. Twelve agencies are anticipated to have over 35% of their active employees eligible to retire in five years, six agencies have over 40% eligibility, and two agencies have over 50% of their workforce eligible to retire in five years.

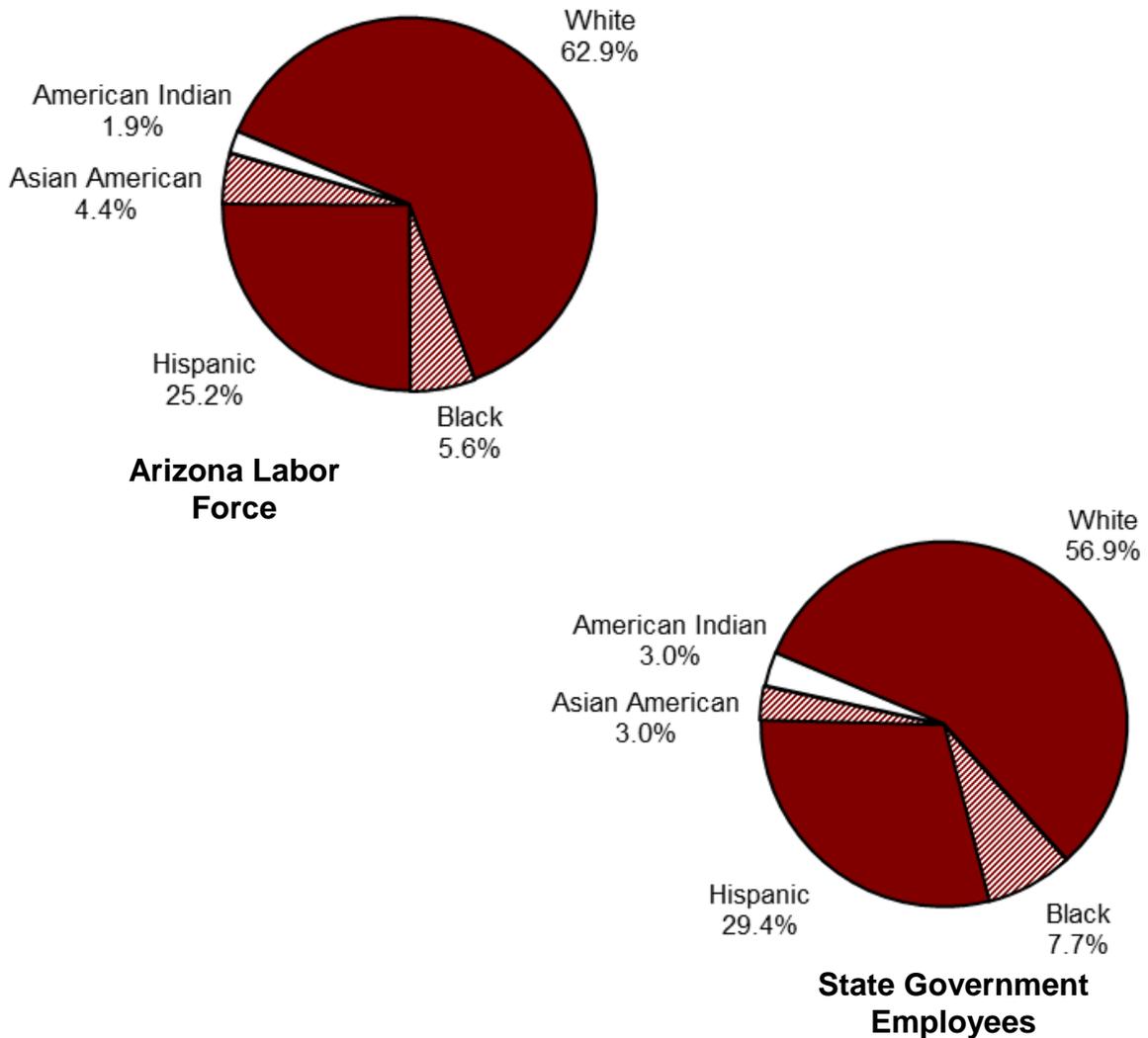


3 Equal Employment

- Distribution of Employees by Ethnic Group
- Distribution of Employees by Occupation
- Minority Representation by Agency
- Gender Representation by Agency
- Changes in Employment by Ethnicity and Gender

... the state's workforce closely resembles the available labor force within Arizona ...

Table 3-1 – Distribution of State Government Employees by Ethnic Group Fiscal Year 2012

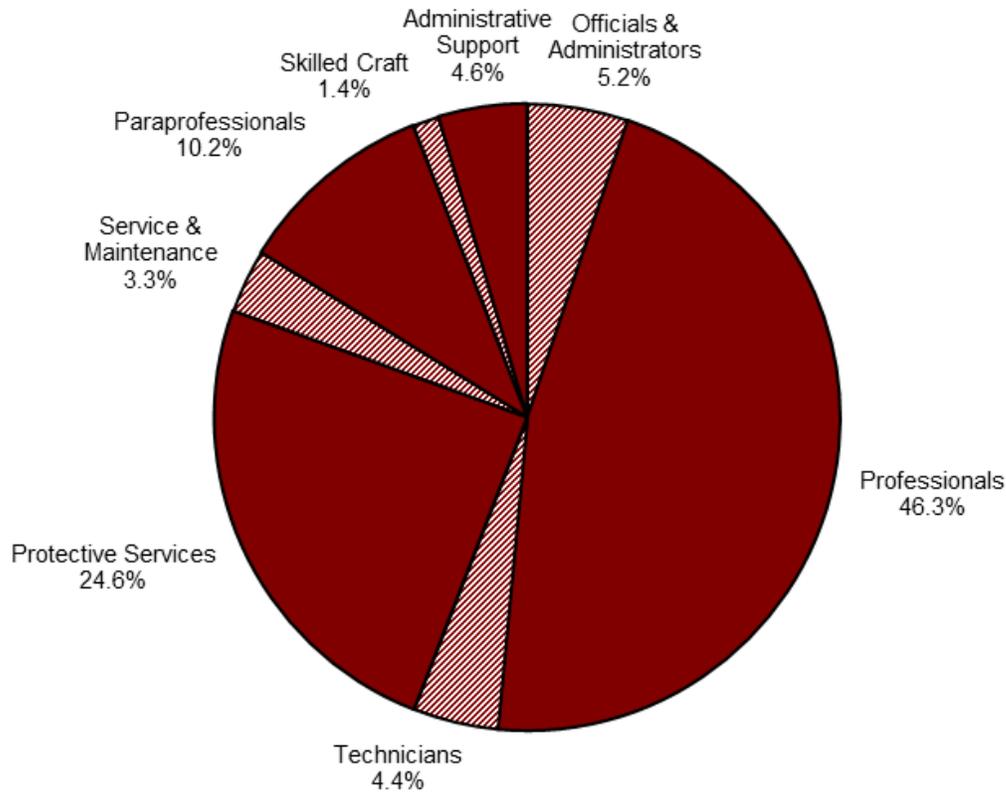


Source: Arizona Labor Force data from the U.S. Equal Employment Commission 2010 EEO-1 Report; State Government Employees data from the State's Human Resources Information Solution June 2012; includes covered and uncovered employees. Percentages are based upon employees responding – a small percentage of employees choose not to disclose their ethnicity.

Analysis: The majority of the state's workforce is comprised of the White and Hispanic ethnic groups. The state government's workforce has a higher percentage of Black, Hispanic, and American Indian ethnic groups than the Arizona Labor Force.

... the professional occupational group accounts for the largest portion of the state's workforce, followed by protective services and paraprofessionals ...

**Table 3-2 – Distribution of State Government Employees by Occupational Group
Fiscal Year 2012**

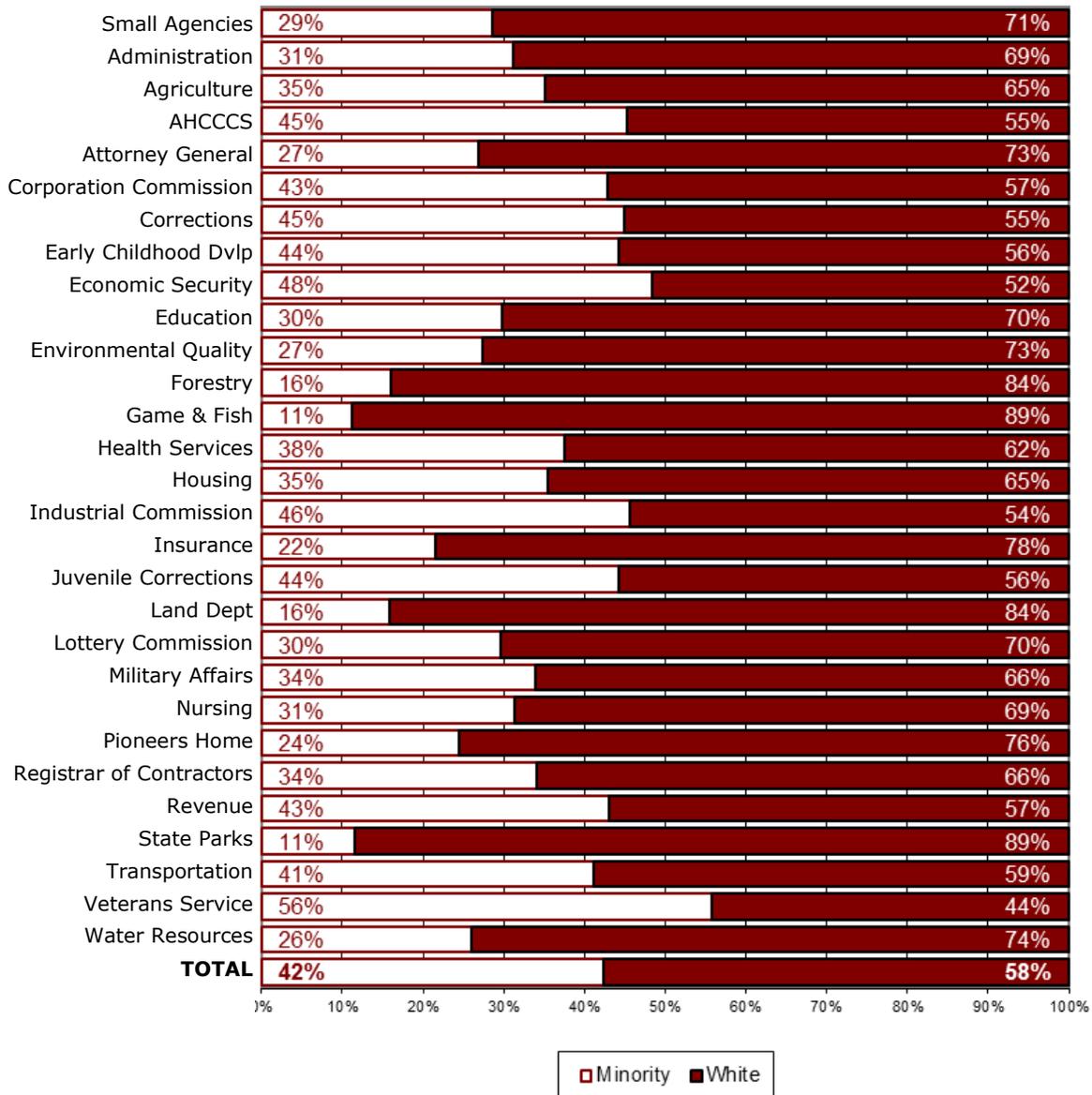


Source: The State's Human Resources Information Solution, June 2012; includes covered and uncovered employees. Categories are based upon the Equal Employment Opportunity Commission's Occupational Categories for State and Local Government (EEO-4).

Analysis: State employees in positions categorized as Professional comprise the largest percentage (46%) of the eight occupational groupings. Skilled craft (1.4%) and service workers (3.3%) encompass the smallest percentage.

... minorities comprise 42% of the employees in the ADOA Human Resources System ...

**Table 3-3 – Minority Representation by Agency
Fiscal Year 2012**

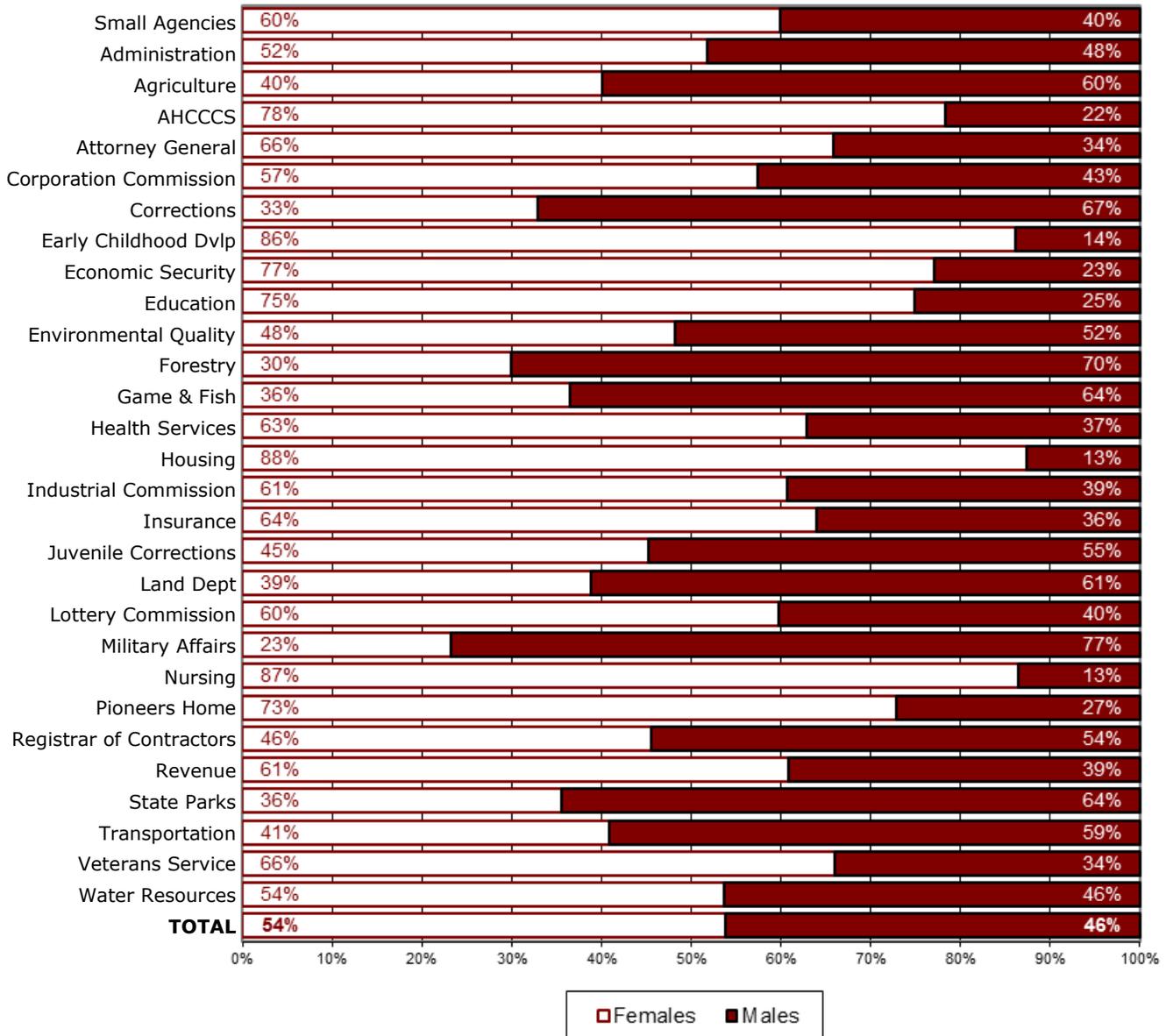


Source: The State’s Human Resources Information Solution (HRIS), June 2012. Percentages are based upon covered and uncovered employees that identified their ethnicity – a small percentage of employees choose not to disclose this information.

Analysis: The table above shows the proportion of minority employees of each of the larger state agencies. One of the larger agencies had a minority distribution that was 10% greater than the statewide average, while 5 agencies had a minority distribution that was 20% or more less than the statewide average.

... females comprise 54% of the employees in the ADOA Human Resources System ...

**Table 3-4 – Gender Representation by Agency
Fiscal Year 2012**

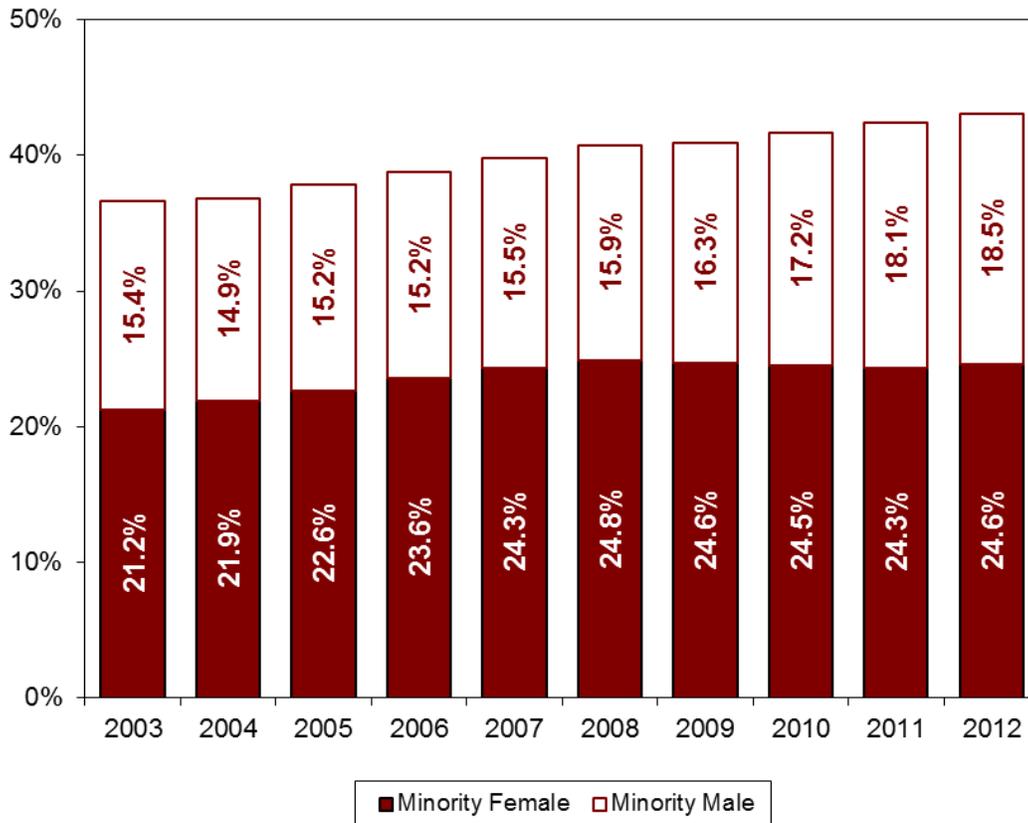


Source: The state's Human Resources Information Solution; June 2012. Includes covered and uncovered employees.

Analysis: Seventeen of the twenty-eight larger agencies (61%) have a workforce where females are in the majority. Seven of the larger agencies had a distribution of females that was 20% or greater than the statewide average, while three agencies had a distribution of females that was 20% or less than the statewide average.

... the total percentage of minorities increased, with increases observed in both genders ...

**Table 3-5 – Ten Years of Changes in Employment by Ethnicity and Gender
Fiscal Year 2003 – 2012**



Source: The state's Human Resources Management System for 2003. Data for 2004 through 2012 was extracted from the state's Human Resources Information Solution. Data represents fiscal year-end (June 30). Percentages are based upon covered and uncovered employees that identified their ethnicity – a small percentage of employees choose not to disclose this information.

Analysis: The overall growth in the total percentage of minority employees has averaged 0.75% over the past ten years. Historically this growth has been most apparent in the percentage of minority females; the average increase in minority females over the past ten years has been 0.33%. However, in recent years, the majority of increases have resulted from the relative increase in minority males, while the percentage of minority females has remained relatively stable.



4 Workforce Characteristics

- Employees by Agency
- Covered/Uncovered Employees by Agency
- Rank of All States by FTEs to Population
- Ratio of State FTEs to Population
- Rank of All States by Payroll to Population
- Ratio of State Payroll to Population
- State Employees by County
- Age Distribution
- Length of Service Distribution

... over 54% of the larger agencies experienced a decrease in the average size of their workforce ...

**Table 4-1 – Employees by Agency
Fiscal Year 2008 - 2012**

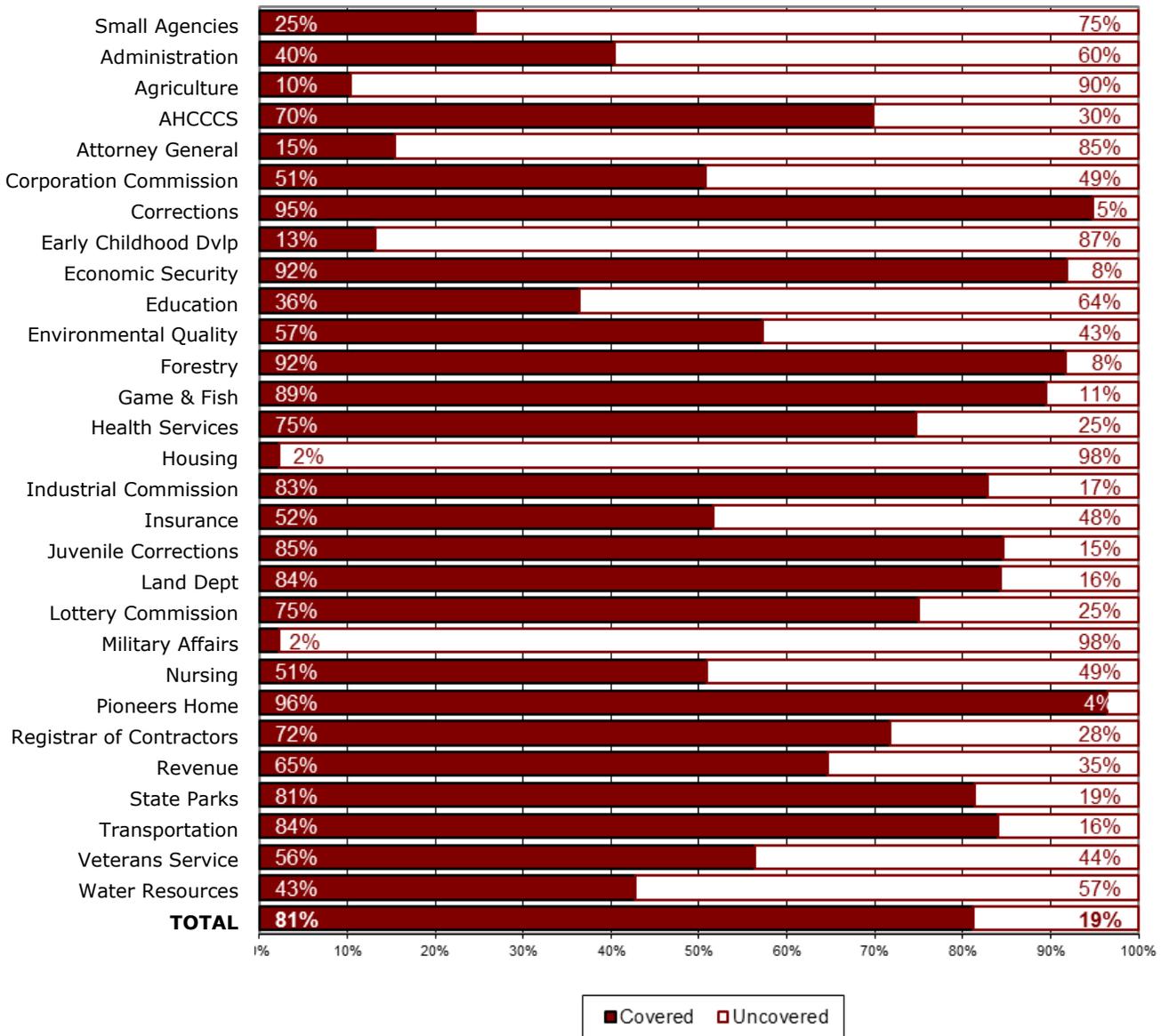
Agency Name	2008	2009	2010	2011	2012
Small Agencies	1,307	1,144	806	716	718
Administration	755	586	519	510	508
Agriculture	313	270	275	207	221
AHCCCS	1,272	1,115	908	913	953
Attorney General	582	528	503	525	549
Corporation Commission	288	272	259	251	254
Corrections	9,305	9,145	8,913	9,396	9,610
Early Childhood Development	99	123	123	138	137
Economic Security	10,187	9,201	8,730	8,910	9,188
Education	494	445	438	462	513
Environmental Quality	693	624	546	470	465
Forestry	62	58	55	50	48
Game & Fish	550	449	461	466	464
Health Services	1,859	1,676	1,561	1,498	1,413
Housing	65	58	50	48	45
Industrial Commission	276	244	242	232	244
Insurance	129	98	96	89	91
Juvenile Corrections	1,081	975	656	639	596
Land Dept	144	133	121	116	115
Lottery Commission	91	94	91	92	88
Military Affairs	403	393	394	414	389
Nursing	46	53	52	52	55
Pioneers Home	93	94	88	85	84
Registrar Of Contractors	120	117	103	101	92
Revenue	964	644	648	711	665
State Parks	277	244	175	149	139
Transportation	4,460	3,956	3,669	3,919	3,933
Veterans Service	285	273	250	244	305
Water Resources	242	224	100	93	103
Totals	36,442	33,236	30,832	31,496	31,985

Source: The state's Human Resources Information Solution. Data includes covered and uncovered active employees at fiscal year-end (June 30). In FY2010, the Retirement System and the Secretary of State moved out of the ADOA Personnel System.

Analysis: During the past year, 15 of the larger state agencies experienced a decrease in the number of employees, however, none experienced decreases of greater than 10%. There were 13 agencies that experienced an increase from the prior year, including 3 with increases of more than 10%. Compared with staffing levels in 2008, 18 agencies are still experiencing decreased staffing levels of 10% or more, including 7 with decreases of over 30%.

... over 81% of employees in the ADOA Human Resources System are covered by the state merit system ...

**Table 4-2 – Covered/Uncovered Employees by Agency
Fiscal Year 2012**



Source: The state’s Human Resources Information Solution. Table includes covered and uncovered active employees at fiscal year-end (June 30).

Analysis: This table illustrates the distinction between “covered” employees (employees in positions covered by the ADOA personnel rules, sometimes referred to as “merit” employees) and “uncovered” employees (employees in positions not covered by the ADOA personnel rules, sometimes referred to as “at will” employees). Over 81% of the workforce in the ADOA Human Resources System is covered by the merit system. Twenty out of the twenty-eight large agencies (71%) have at least half of their employees covered by the merit system.

. . . Arizona ranks 48th in the nation in the ratio of full-time equivalent state employees to total population . . .

**Table 4-3 - Rank Order of All States by Ratio of State FTEs to State Population
2010**

1.....Hawaii	27.....Virginia
2.....Alaska	28.....Kansas
3.....Delaware	29.....North Carolina
4.....North Dakota	30.....Maryland
5.....Wyoming	31.....Minnesota
6.....New Mexico	32.....Missouri
7.....Vermont	33.....New Hampshire
8.....Arkansas	34.....Michigan
9.....West Virginia	35.....Massachusetts
10.....Montana	United States Average
11.....Louisiana	36.....Colorado
12.....Mississippi	37.....Idaho
13.....Oklahoma	38.....Indiana
14.....Alabama	39.....Pennsylvania
15.....Kentucky	40.....Tennessee
16.....Utah	41.....New York
17.....Washington	42.....Georgia
18.....Nebraska	43.....Wisconsin
19.....Rhode Island	44.....Texas
20.....Connecticut	45.....Ohio
21.....South Dakota	46.....California
22.....New Jersey	47.....Nevada
23.....Oregon	48..... Arizona
24.....Iowa	49.....Illinois
25.....South Carolina	50.....Florida
26.....Maine	

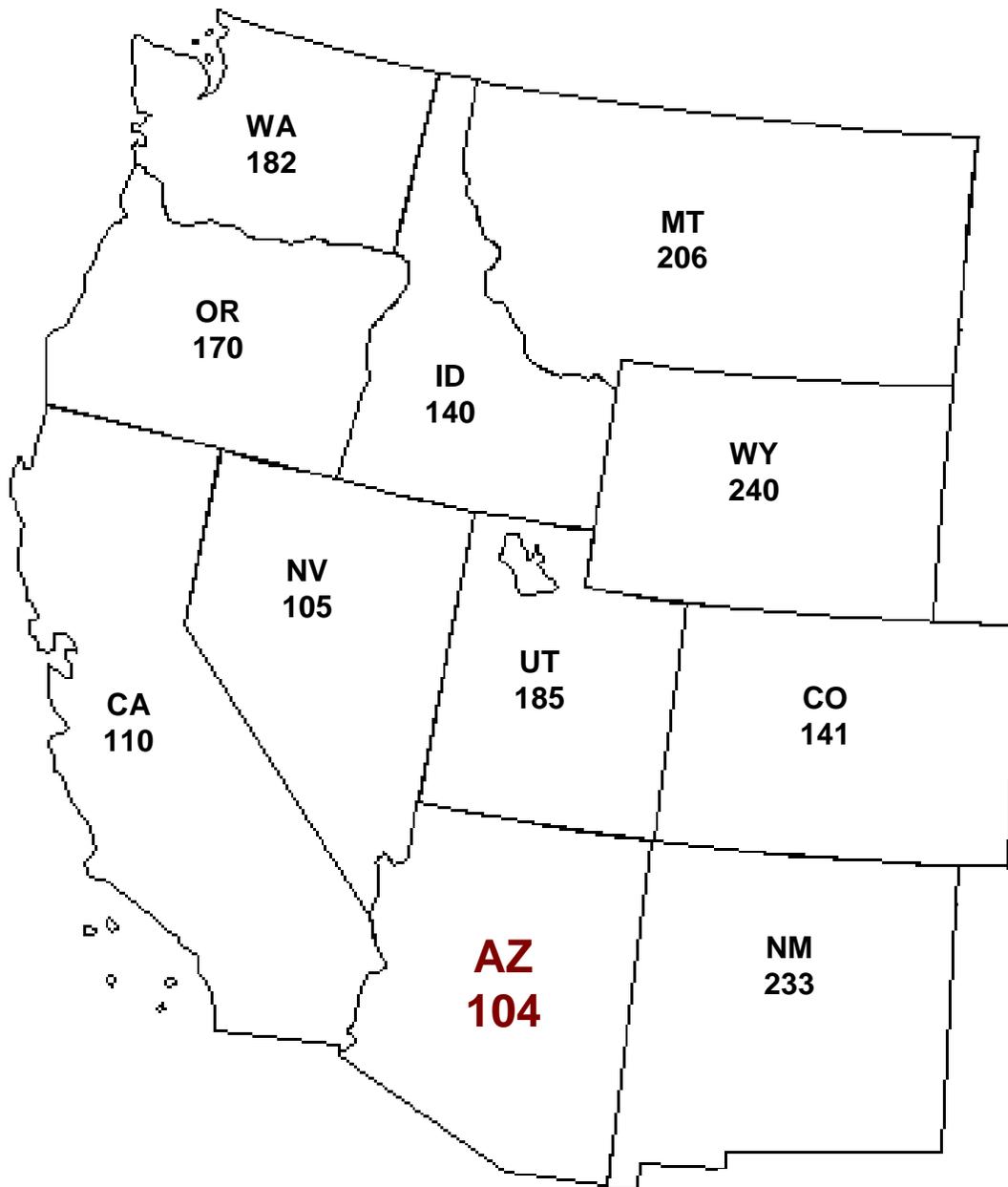
Source: U.S. Census Bureau, Governments Division. March 2010, the most current information available. Population data estimate for July 2010.

Analysis: Arizona ranked 48th in the nation in the ratio of full-time equivalent state employees compared to the overall population of the state.

Of the Western States, no other state has fewer FTEs compared to the overall population of the state than Arizona.

. . . of the Western states, no other state has a lower ratio of full-time equivalent state employees to total population than Arizona . . .

**Table 4-4 - Ratio of State FTEs to State Population
2010
Employees per 10,000 Population**



Source: U.S. Census Bureau, Governments Division. March 2010, the most current information available. Population data estimate for July 2010.

Analysis: Arizona continues to rank 11th out of the 11 continental Western states in the ratio of full-time equivalent state employees compared to the overall population of the state. Arizona's ratio of FTEs per 10,000 population decreased by 14.6% since 2002, compared to the national average decrease of 3.5%.

. . . Arizona still ranks 49th in the nation when comparing total payroll to the state's population. . .

**Table 4-5 - Rank Order of All States by Ratio of Total State Payroll to State Population
2010**

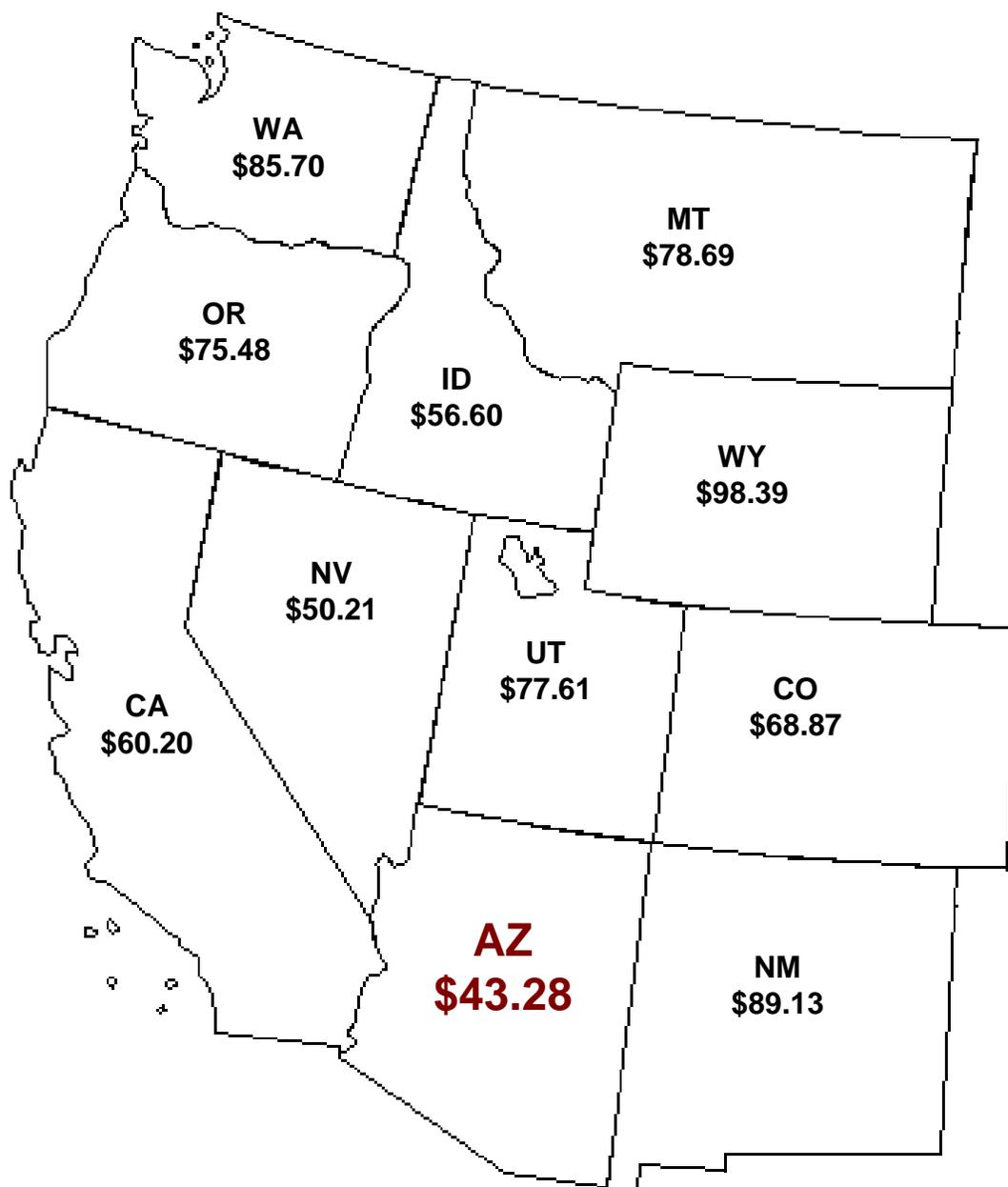
1.....Hawaii	27.....Colorado
2.....Alaska	28.....South Dakota
3.....Delaware	29.....Virginia
4.....Vermont	30.....Mississippi
5.....North Dakota	31.....Nebraska
6.....Wyoming	32.....New Hampshire
7.....New Jersey	33.....Maine
8.....Connecticut	United States Average
9.....Rhode Island	34.....Kansas
10.....New Mexico	35.....South Carolina
11.....Washington	36.....California
12.....Iowa	37.....Pennsylvania
13.....Louisiana	38.....North Carolina
14.....Arkansas	39.....Wisconsin
15.....Montana	40.....Idaho
16.....Utah	41.....Ohio
17.....Minnesota	42.....Texas
18.....Oregon	43.....Indiana
19.....Alabama	44.....Missouri
20.....West Virginia	45.....Illinois
21.....Michigan	46.....Nevada
22.....Kentucky	47.....Tennessee
23.....Massachusetts	48.....Georgia
24.....Maryland	49..... Arizona
25.....Oklahoma	50.....Florida
26.....New York	

Source: U.S. Census Bureau, Governments Division. March 2010, the most current information available. Population data estimate for July 2010.

Analysis: Arizona remained 49th in the nation in 2010 when comparing total payroll to the state's population. Arizona has held this ranking since 2000 when Arizona ranked 47th. Of the Western States, no other state has a lower ratio of state payroll compared to the overall population of the state than Arizona.

... no other Western state has a lower state payroll when compared to the state's population ...

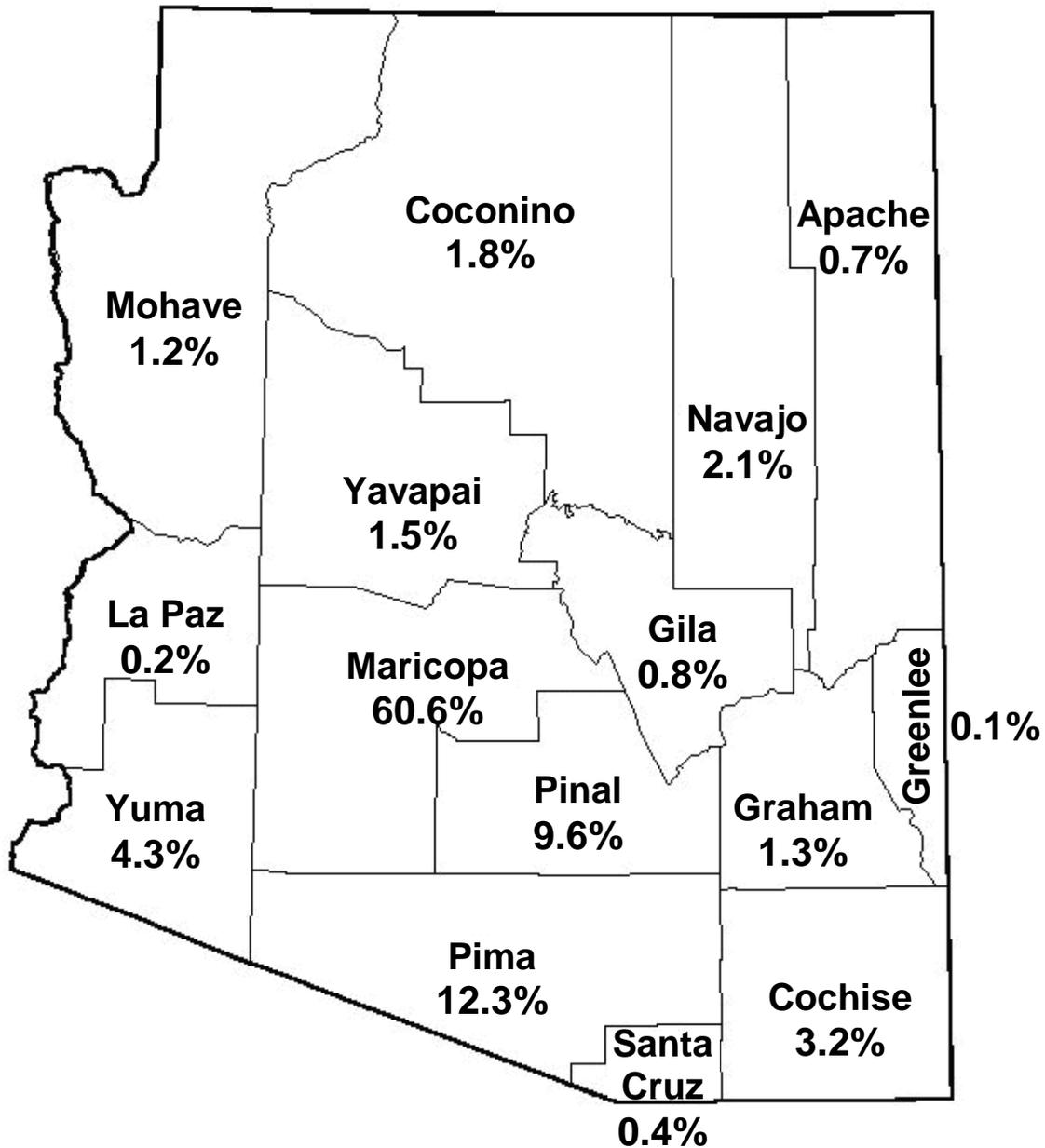
**Table 4-6 - Ratio of Total State Payroll to State Population
2010
Payroll Dollars per Citizen**



Source: U.S. Census Bureau, Governments Division. March 2010, the most current information available. Population data estimate for July 2010.

Analysis: Of the Western States, Arizona continues to have the lowest ratio of state payroll compared to the overall population of the state. Arizona's payroll ratio increased 14.0% since 2002, compared to the national average which increased by 22.8%.

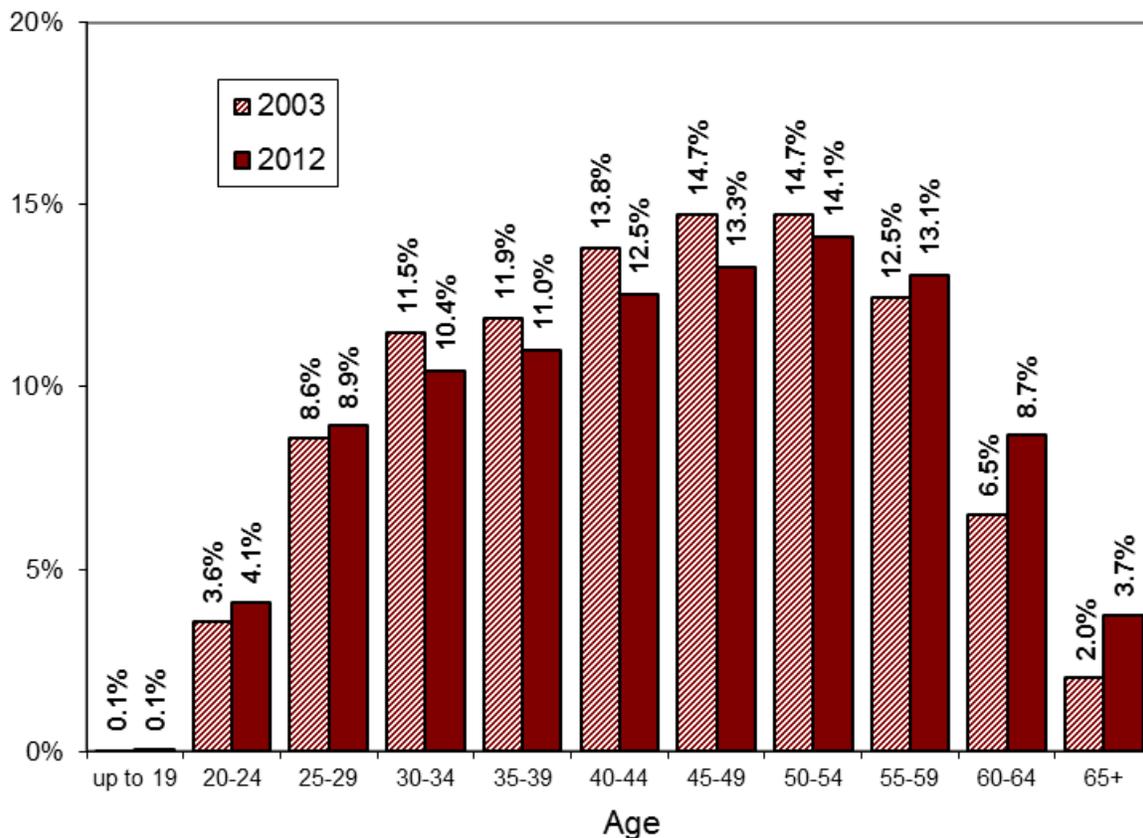
**Table 4-7 – State Employees by County
Fiscal Year 2012**



Source: The state's Human Resources Information Solution. Data represents covered and uncovered active employees at fiscal year-end (June 30).

Analysis: The majority of state employees work in Maricopa County, followed by Pima and Pinal counties. These three counties account for over 82% of all state employees.

**Table 4-8 – Age Distribution for All Employees
Fiscal Year 2003 and 2012**



Source: The state's Human Resources Information Solution. Data includes covered and uncovered employees.

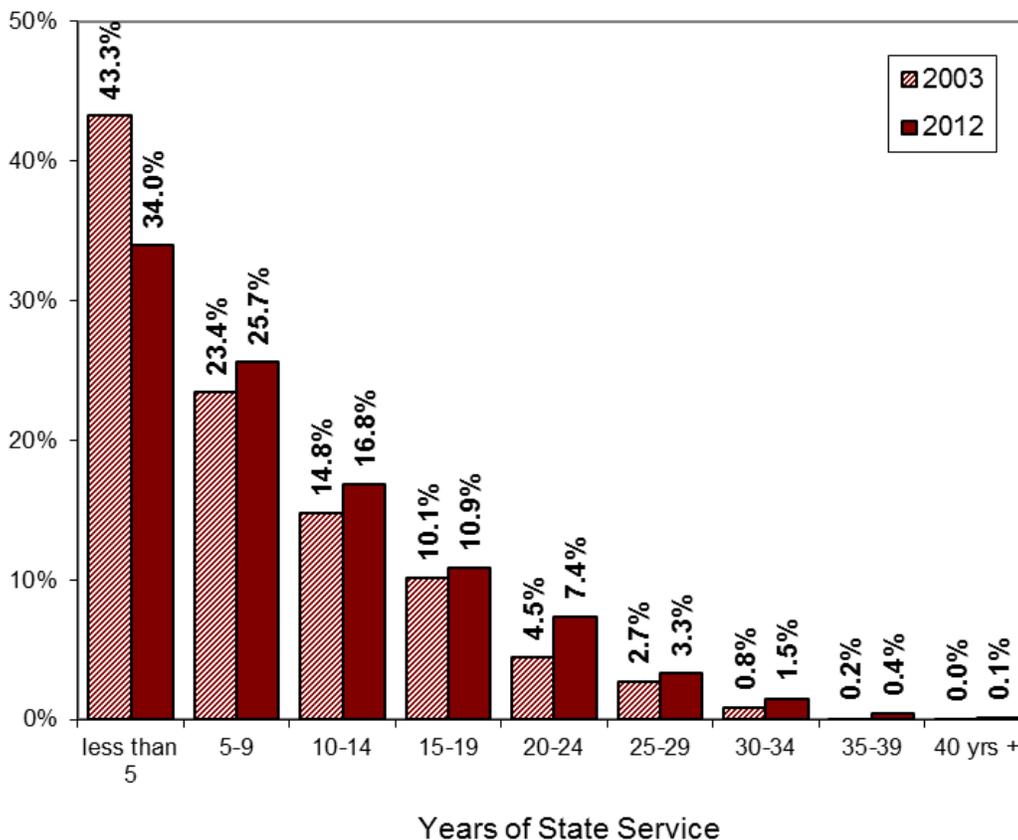
Analysis: The above chart shows the age distribution for all employees. In 2012, the average age of a state employee was 45.5 years. More employees were in the 50-54 age group than any other age group.

Ten years ago, in 2003, 52% of the workforce was between 30 and 50 years of age, whereas in 2012, 47% of the workforce was in this age segment. In 2003, 21% of the workforce was over the age of 55; however in 2012, over 25% was over 55 years of age.

The largest difference between 2003 and 2012 occurs in the age group of 60-64 year old employees. The three oldest age groups (55-59, 60-64, and 65+) all indicate more employees in 2012 are remaining at work into their later years.

... in 2012 the average length of service was 9.7 years ...

**Table 4-9 – Length of Service Distribution for All Employees
Fiscal Year 2003 and 2012**



Source: The state's Human Resources Information Solution. Data includes covered and uncovered employees.

Analysis: The above chart shows the length of service distribution for all state employees and the relative changes from ten years ago. The average length of service with the state in 2012 was 9.7 years of service. 34.0% of state employees have been hired within the last 5 years, and 59.6% of employees have less than 10 years of service with the state.

The largest difference between 2003 and 2012 occurs in the less than 5 years of service group, illustrating a difference of over 9% fewer employees in this group in 2012. All of the other comparisons of length of service indicate that more tenured employees are remaining with the state in 2012 than in 2003.