



STATE OF ARIZONA WORKFORCE REPORT



Douglas A. Ducey
Governor

2015

Kevin Donnellan, Acting Director
Department of Administration



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Governor

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ARIZONA DEPARTMENT OF ADMINISTRATION

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September 2015

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 2015 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 2015, agency budgets and staffing levels remained lower than the years prior to the economic crisis. The hiring freeze, which the State implemented in February 2008 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 34,200 active SPS employees at the end of FY 2015 (page iii). This represents a loss of 3,756 filled positions or a decrease of 10% 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 27% by the end of FY 2015 (page iv).
- The average employee base salary was \$44,116 (page 2).
- The employee turnover rate (page 25) increased from 15.5% last year to 16.7%; the relative proportion of voluntary separations continued to increase.
- Arizona ranks 49th in the nation (pages 8 & 44) 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 "Kevin Donnellan".

Kevin Donnellan
Acting Director

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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 2015 Active Employee Headcount

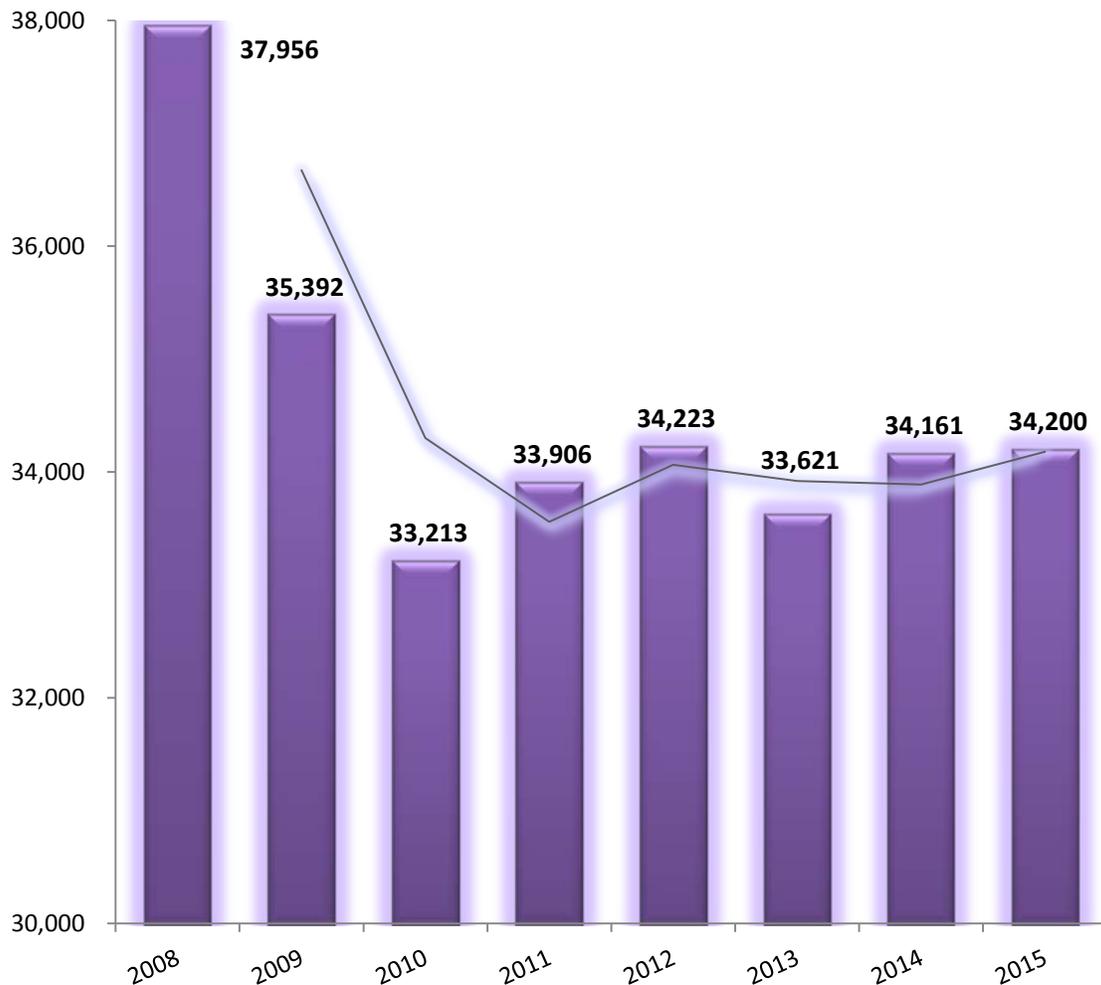
Branch of Government	Active Employees
Executive	36,124
State Personnel System Agencies	34,200
Department of Public Safety	1,924
Legislative	559
Auditor General	189
House Of Representatives	189
Joint Legislative Budget Committee	24
Legislative Council	41
Senate	116
Judicial	741
Court Of Appeals Division I	97
Court Of Appeals Division II	37
Supreme Court	607
Other	660
Arizona Schools for the Deaf And Blind	640
Cotton Research Council	20
TOTAL	38,084

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 increased by 0.1% in FY 2015. Over the past 7 years, Arizona State government has experienced a considerable reduction in the size of the workforce. Compared to FY 2008, the State workforce has decreased by 10%, or 3,756 employees. Figure B illustrates the trend of decreased staffing levels in State government since FY 2008.

**Figure B – SPS Employee Headcount
FY 2008 – 2015**



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.

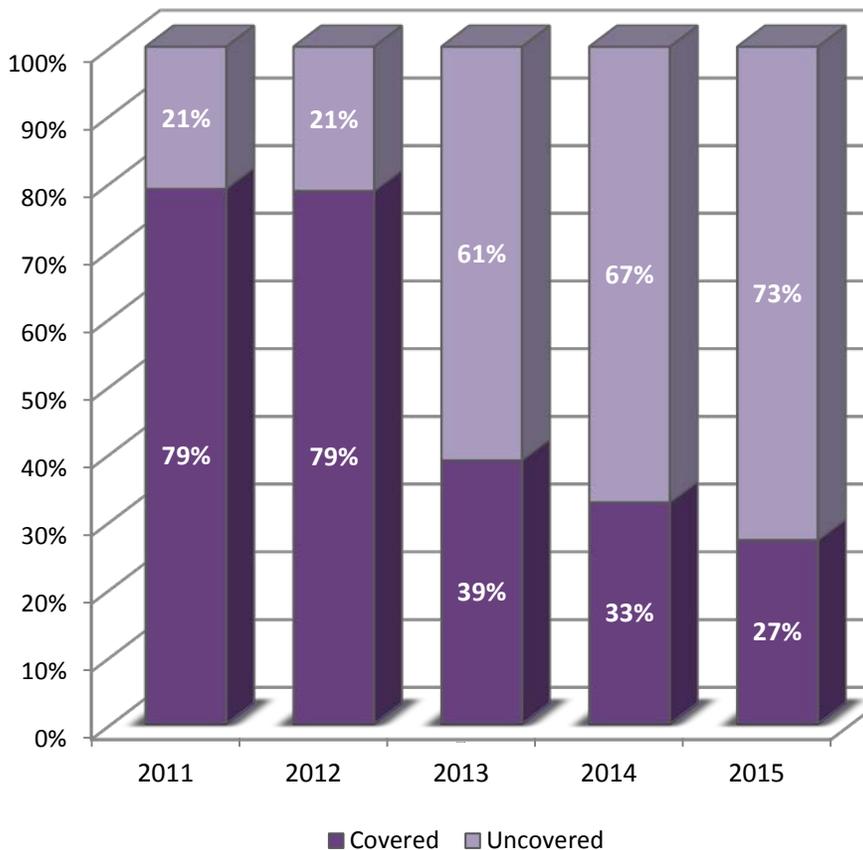
Transition to an At-Will Workforce

At the time of implementation of personnel reform, beginning September 29, 2012, the following employees became at-will uncovered:

- New hires
- Supervisors
- Employees in Attorney positions
- Employees in Information Technology positions
- Employees in positions of Grade 19 or higher
- Covered employees that voluntarily elected to become uncovered
- Covered employees who voluntarily accepted a new assignment (e.g. promotion, transfer)

Figure C illustrates the shift in the relative percentage of at-will uncovered employees. In the years prior to FY 2013, the majority of the workforce was covered; the majority is now uncovered. Furthermore, the percentage of uncovered employees will continue to increase as the remaining covered employees voluntarily accept changes in assignment or elect to become uncovered, and as new hires replace covered employees leaving the workforce.

**Figure C – Covered vs. Uncovered Employees
FY 2011 – 2015**



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

Personnel Reform

A comprehensive personnel reform bill went into effect on September 29, 2012, which included 5 major components:

- Consolidation of agency personnel systems
- Transition to an at-will workforce
- Improved management of the State workforce
- Restructured grievance and appeal system
- Updated human resource practices

Consolidation of Personnel Systems and Improved Management

With the implementation of personnel reform, agencies that were previously within the ADOA Personnel System were moved into the new State Personnel System, along with six other Executive Branch agencies that had previously operated their personnel systems independently. This consolidation was concurrent with significant statutory and rules changes that brought about increased consistency in the management of the State's workforce.

The annual workforce reports, prior to FY 2013, provided information on ADOA Personnel System employees only. The consolidation of personnel systems added approximately 700 employees to the total population of the workforce considered within this report. Although the State Personnel System was not established until FY 2013, in order to provide consistent analysis over time, all fiscal years represented in this report include information for all current SPS agencies. As a result, the statewide data in this report should not be compared with the workforce reports that only included ADOA Personnel System agencies.

Performance Management

An integral part of personnel reform was the creation of the Managing Accountability and Performance (MAP) system. The previous performance management system was considered by many to be ineffective, inefficient, and burdensome. The new performance management system ensures that most employees are evaluated on a consistent framework of competencies (i.e. employee behaviors), which enables agencies to formally identify their top performing employees. Some competencies are uniform across the entire State, and others are specifically defined by each agency. Both covered and uncovered employees have their performance formally evaluated at least annually.

All agencies used MAP to evaluate their employees during FY 2015. Each employee is evaluated on three standard statewide competencies (four for supervisors), three agency-selected competencies, and a “results orientation” competency, which is based on goals set by the employee and his or her supervisor. For each competency, the employee receives a rating of “Needs Improvement”, “Meets Expectations”, or “Exceeds Expectations”, which has a corresponding numerical rating level (see Figure D below).

Figure D – MAP Rating Scale

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

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

Figure E provides data for those employees that completed a MAP evaluation cycle in FY 2015, including the number of employees who received an overall MAP rating and the average overall rating for the 10 agencies in the State Personnel System with the most completed reviews. As MAP data becomes more plentiful in future years, the workforce report will use this information to provide additional performance management analysis.

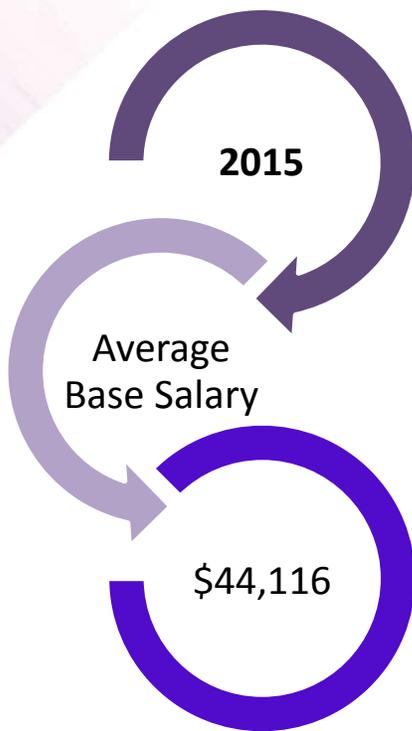
Figure E –Average Rating for the 10 Agencies with the Most MAP Reviews

Name	Employees Reviewed	Average Score
Administration	446	2.34
AHCCCS	794	2.42
Child Safety	1,673	2.29
Corrections	1,117	2.24
Economic Security	6,635	2.23
Environmental Quality	401	2.24
Health Services	581	2.20
Juvenile Corrections	453	2.49
Military Affairs	340	2.36
Transportation	2,721	2.17

Source: HRIS. Data includes the most recent MAP score for all SPS employees who had been evaluated within the 2015 fiscal year.

Workforce Reporting Modifications

There have been significant organizational and technical modifications to the methodology of gathering data since the FY 2012 report was published. These changes, which are discussed in the FY 2013 report, are reflected in each fiscal year that is represented in the report. As a result, the data that is included in this report should not be compared with data in any annual reports prior to the FY 2013.



1 Compensation

- ▽ Average Salary per Employee by Agency
- ▽ Average Total Compensation Estimate
- ▽ Average Salary by Age
- ▽ Average Salary by Length of Service
- ▽ Overtime Costs by Agency
- ▽ Average Annual Leave Use per Employee by Agency
- ▽ Average Sick Leave Use per Employee by Agency
- ▽ Ratio of Total State Payroll to State Population

SPS 5 Year Average Salary FY2011-FY2015	SPS Base Salary Percentage of Total Compensation	FY2015 SPS Average Costs for Sick Leave
\$42,990	61.4%	\$1,202 per employee

1.1 – Average Salary per Employee by Agency Fiscal Year 2011 – 2015

Agency	2011	2012	2013	2014	2015
Administration	\$52,599	\$56,045	\$57,318	\$62,102	\$62,498
Agriculture	\$35,334	\$36,715	\$38,561	\$42,222	\$42,452
AHCCCS	\$42,919	\$42,946	\$43,808	\$46,217	\$46,363
Attorney General	\$64,732	\$64,777	\$65,129	\$68,206	\$67,770
Child Safety	N/A	N/A	N/A	N/A	\$41,350
Corporation Commission	\$56,537	\$55,899	\$58,266	\$61,550	\$61,595
Corrections	\$40,435	\$40,215	\$39,517	\$40,088	\$40,072
Early Childhood	\$59,705	\$60,722	\$59,726	\$62,460	\$62,981
Economic Security	\$37,004	\$37,048	\$37,404	\$38,307	\$37,650
Education	\$53,738	\$54,106	\$55,432	\$58,033	\$57,816
Environmental Quality	\$46,304	\$46,919	\$47,694	\$50,888	\$54,537
Forestry	\$44,637	\$44,061	\$45,081	\$46,072	\$45,066
Game & Fish	\$49,054	\$49,205	\$50,231	\$51,851	\$51,242
Gaming	\$54,337	\$54,337	\$55,029	\$57,188	\$58,220
Governor's Office	\$58,153	\$60,501	\$61,518	\$65,533	\$68,999
Health Services	\$47,563	\$48,614	\$48,570	\$50,738	\$51,195
Housing	\$55,446	\$56,389	\$56,671	\$58,475	\$59,220
Industrial Commission	\$42,509	\$42,916	\$44,181	\$46,646	\$46,818
Insurance	\$51,830	\$50,917	\$51,561	\$53,610	\$54,901
Juvenile Corrections	\$42,944	\$41,964	\$42,015	\$43,098	\$44,049
Lottery Commission	\$43,508	\$43,366	\$43,040	\$45,595	\$44,501
Military Affairs	\$41,923	\$42,308	\$41,776	\$43,792	\$45,102
Nursing	\$48,056	\$49,089	\$50,402	\$51,990	\$51,908
Pioneers' Home	\$32,286	\$32,379	\$33,846	\$33,846	\$32,990
Registrar of Contractors	\$42,123	\$43,469	\$43,644	\$46,467	\$48,296
Retirement (ASRS)	\$51,666	\$54,132	\$54,786	\$58,704	\$60,481
Revenue	\$43,939	\$44,809	\$45,640	\$48,379	\$47,797
Secretary of State	\$42,201	\$42,717	\$42,748	\$44,583	\$46,149
State Land	\$51,366	\$52,719	\$53,026	\$55,552	\$56,267
State Parks	\$41,286	\$41,528	\$41,936	\$43,335	\$39,678
Transportation	\$42,164	\$42,751	\$42,874	\$44,770	\$46,158
Veterans' Services	\$38,829	\$39,549	\$37,365	\$38,360	\$38,882
Water Resources	\$58,735	\$60,380	\$59,469	\$59,859	\$60,095
Small Agencies	\$54,784	\$54,593	\$54,476	\$55,811	\$55,995
SPS Average	\$42,235	\$42,322	\$42,447	\$43,832	\$44,116

Source: HRIS. Calculations are based on fiscal year-end (June 30) annual salary data for all regular, active SPS employees. Performance pay and other additional compensation (stipends) are not included, and furloughs and other unpaid time off are also not included. The retention pay in FY 2013 is excluded.

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

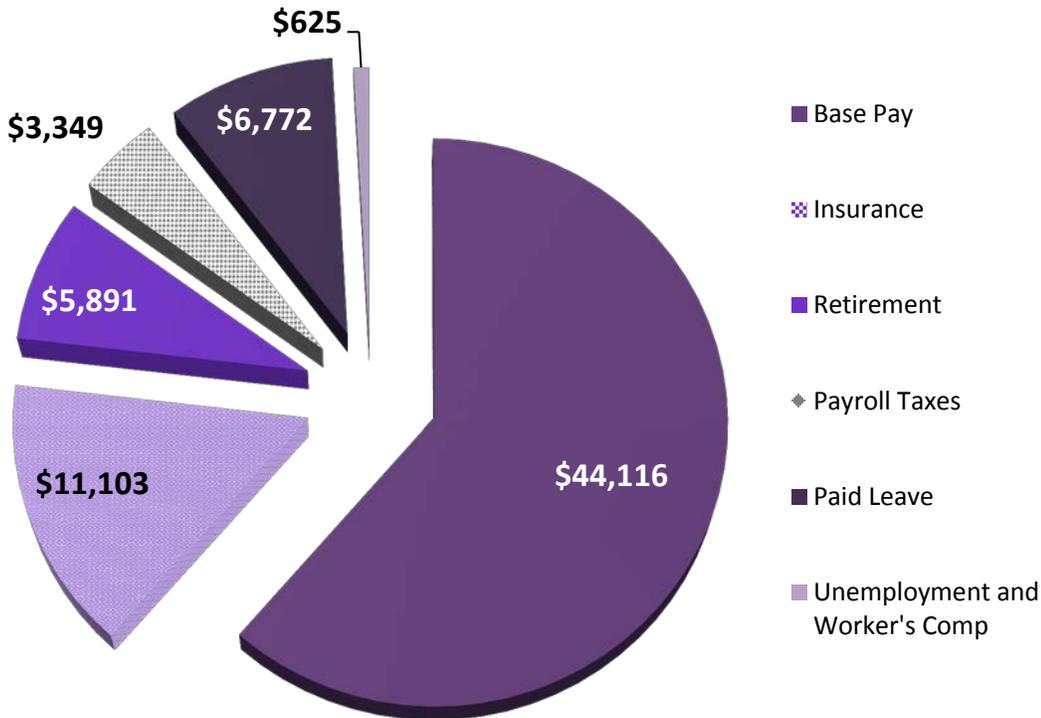
Key Points

- The average salary for SPS employees increased by 4.3% over the past 5 years, while the market increased by 10.2% over the same time period (*Arizona Compensation Survey*).
- The following table illustrates the year-over-year percentage change to salaries for SPS employees with respect to the market (based on the *Arizona Compensation Survey*).

Year	SPS	Market
'12	0.2%	2.3%
'13	0.3%	2.3%
'14	3.3%	2.7%
'15	0.6%	2.9%

- **11** agencies experienced a decrease in the average salary of its employees last year.
- **13** agencies experienced increases in average salary in each of the past 5 years.
- For more information on SPS employee compensation relative to the market, see the *2015 Advisory Recommendation*.

1.2 – Average Total Compensation Estimate Fiscal Year 2015

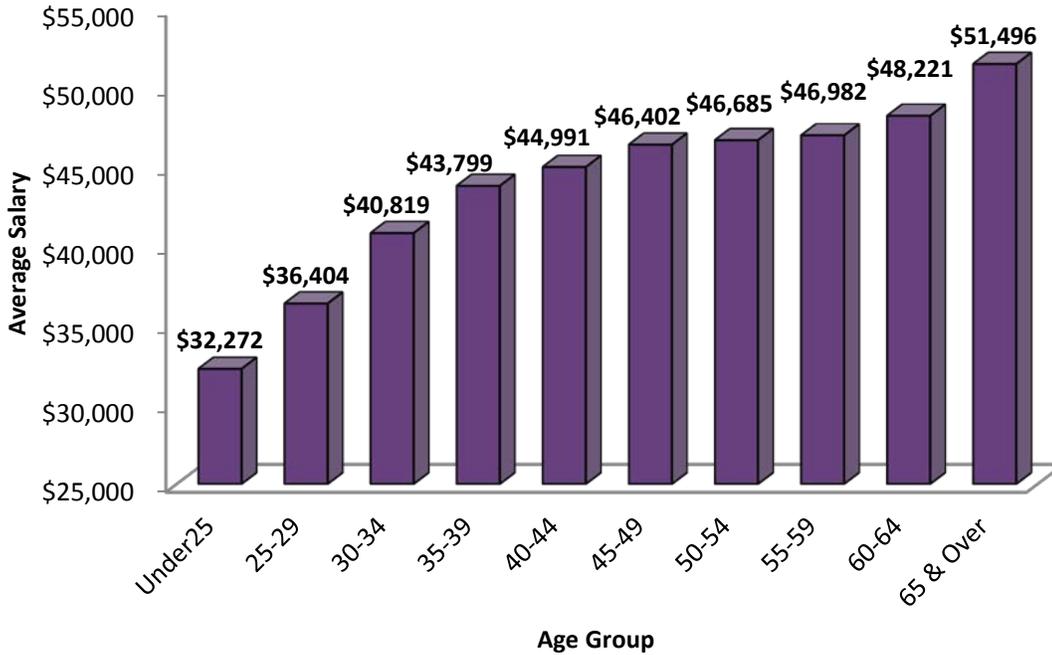


Key Points

- The average total compensation for SPS employees is **\$71,857**.
- On average, base salary (**\$44,116**) constitutes **61.4%** of a SPS employee's total compensation.
- Compared to FY 2014, there was no change in relative percentage of total compensation derived from base pay, decreased from 61.7%.

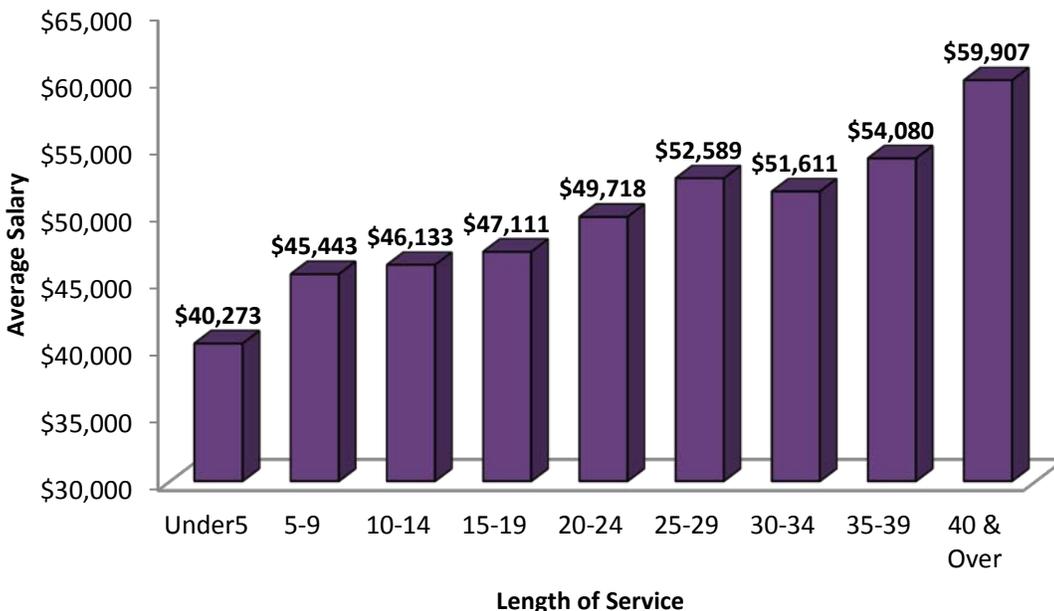
Source: HRIS. Calculations represent estimations based on the last payroll run of the fiscal year, and do not reflect amounts actually incurred or paid. Amounts shown are based on individuals employed on the dates shown by agencies covered by the State Personnel System. These amounts exclude supplemental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

1.3 – Average Salary by Age Fiscal Year 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.

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

Key Points

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

AGE	% Change
Under 25	-
25-29	12.80%
30-34	12.13%
35-39	7.30%
40-44	2.72%
45-49	3.14%
50-54	0.61%
55-59	0.64%
60-64	2.64%
65 & Over	6.79%

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

LOS	% Change
Under 5	-
5-9	12.84%
10-14	1.52%
15-19	2.12%
20-24	5.53%
25-29	5.77%
30-34	-1.86%
35-39	4.78%
40 & Over	10.77%

- For a breakdown of the SPS employee population by age or LOS, see the Workforce Characteristics section, pages 19 and 20.
- For more detailed information on average salary and population by age and LOS, see Appendix 6-1.

1.5 – Overtime Costs by Agency Fiscal Year 2011 – 2015

Agency	2011	2012	2013	2014	2015
Administration	\$162,877	\$123,405	\$137,407	\$105,584	\$94,294
Agriculture	\$332,778	\$340,168	\$202,194	\$222,426	\$170,818
AHCCCS	\$330	\$277	\$53,480	\$114,831	\$99,495
Attorney General	\$153,413	\$124,353	\$182,558	\$161,159	\$217,507
Child Safety	N/A	N/A	N/A	N/A	\$6,924,296
Corporation Commission	\$3,131	\$21,086	\$35,045	\$15,530	\$11,230
Corrections	\$24,080,092	\$19,829,115	\$12,441,987	\$17,623,275	\$24,415,127
Early Childhood	\$0	\$0	\$0	\$386	\$0
Economic Security	\$8,195,741	\$11,733,737	\$12,344,429	\$12,788,895	\$6,784,669
Education	\$3,525	\$23,581	\$55,175	\$60,177	\$46,700
Environmental Quality	\$26,077	\$25,167	\$29,363	\$17,029	\$27,933
Forestry	\$1,004,071	\$1,084,446	\$981,180	\$1,341,358	\$799,159
Game & Fish	\$64,142	\$73,658	\$52,368	\$94,856	\$86,985
Gaming	\$0	\$664	\$188	\$0	\$0
Governor's Office	\$133	\$0	\$0	\$0	\$24
Health Services	\$675,924	\$1,146,911	\$1,393,170	\$2,576,278	\$1,876,230
Housing	\$0	\$0	\$0	\$0	\$0
Industrial Commission	\$0	\$0	\$1,021	\$1,944	\$3,008
Insurance	\$0	\$168	\$2,452	\$2,272	\$795
Juvenile Corrections	\$1,161,137	\$758,029	\$217,791	\$381,731	\$183,967
Lottery Commission	\$4,809	\$5,567	\$5,114	\$9,751	\$3,563
Military Affairs	\$450,875	\$579,891	\$593,572	\$521,811	\$509,690
Nursing	\$14,485	\$3,466	\$9,138	\$6,014	\$0
Pioneers' Home	\$19,500	\$43,982	\$42,240	\$39,226	\$25,153
Registrar of Contractors	\$3,345	\$3,258	\$5,403	\$8,161	\$364
Retirement (ASRS)	\$5,559	\$7,612	\$21,608	\$48,430	\$9,888
Revenue	\$69,251	\$28,938	\$46,768	\$40,240	\$54,223
Secretary of State	\$1,131	\$3,584	\$3,956	\$1,936	\$194,491
State Land	\$136	\$0	\$30	\$787	\$341
State Parks	\$29,367	\$33,162	\$19,337	\$38,120	\$30,739
Transportation	\$2,636,057	\$3,858,790	\$4,631,037	\$5,121,336	\$5,386,299
Veterans' Services	\$332,570	\$554,234	\$649,622	\$890,570	\$1,153,083
Water Resources	\$0	\$0	\$0	\$0	\$0
Small Agencies	\$299,166	\$345,382	\$374,086	\$471,330	\$462,108
SPS Average	\$39,729,623	\$40,752,632	\$34,531,718	\$42,705,444	\$49,572,178

Key Points

- The total overtime expenses of all SPS agencies increased by 16% from last year.
- 4 agencies account for 88% of the total overtime expenditures.
- 13 agencies experienced a decrease of 25% or more in overtime expenses, 8 of which decreased by over 50%.
- 7 agencies experienced an increase of 25% or more in overtime expenses, including 3 that experienced an increase of more than 50%.

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.

1.6 – Average Annual Leave Use (days) per Employee by Agency Fiscal Year 2011 – 2015

Agency	2011	2012	2013	2014	2015
Administration	15.2	16.1	15.9	16.1	15.8
Agriculture	14.0	14.3	16.6	16.3	15.2
AHCCCS	16.1	16.0	15.8	15.7	15.7
Attorney General	15.5	16.5	16.1	15.9	14.6
Child Safety	N/A	N/A	N/A	N/A	11.3
Corporation Commission	17.5	16.1	15.9	15.4	15.7
Corrections	12.6	13.6	13.9	13.9	13.9
Early Childhood	11.8	14.6	16.0	16.3	14.2
Economic Security	13.1	13.1	13.3	13.5	13.3
Education	14.6	14.0	14.3	13.9	13.9
Environmental Quality	17.7	18.4	16.7	16.7	16.3
Forestry	5.6	6.1	6.2	7.3	11.5
Game & Fish	13.8	14.3	13.6	14.0	14.0
Gaming	16.2	17.4	17.6	18.9	16.5
Governor's Office	13.2	14.3	16.0	14.4	10.4
Health Services	15.4	15.3	14.5	14.2	14.3
Housing	14.7	14.7	16.9	15.5	16.9
Industrial Commission	15.7	15.6	15.6	15.1	14.8
Insurance	17.4	16.8	19.9	13.9	17.0
Juvenile Corrections	13.8	13.9	15.1	14.0	14.6
Lottery Commission	16.6	17.2	15.8	13.9	14.5
Military Affairs	15.5	16.6	16.9	15.6	14.9
Nursing	13.6	13.9	12.3	13.0	13.1
Pioneers' Home	11.9	13.8	12.2	12.5	12.0
Registrar of Contractors	16.7	16.8	15.7	13.8	12.0
Retirement (ASRS)	18.9	15.3	16.9	15.3	16.3
Revenue	14.7	16.7	15.6	16.0	14.6
Secretary of State	17.1	18.1	16.4	16.5	15.9
State Land	14.5	16.1	17.3	16.5	15.1
State Parks	16.0	15.1	14.4	15.2	10.1
Transportation	14.8	15.3	15.2	15.5	16.2
Veterans' Services	12.0	11.9	10.8	12.1	12.5
Water Resources	16.3	16.7	16.1	14.5	16.5
Small Agencies	15.1	15.8	15.8	15.3	14.6
SPS Average	13.8	14.2	14.3	14.3	14.0

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

Key Points

- The average annual leave used per State employee over the past 5 years was **14.1** days.
- The average annual leave taken per employee decreased by 1.9%.
- The estimated cost of annual leave (leave taken and leave payout) in FY 2015 was **\$2,472** per employee.
- For more detailed information on average annual leave see Appendix 6-2.

1.7 – Average Sick Leave Use (days) per Employee by Agency Fiscal Year 2011 – 2015

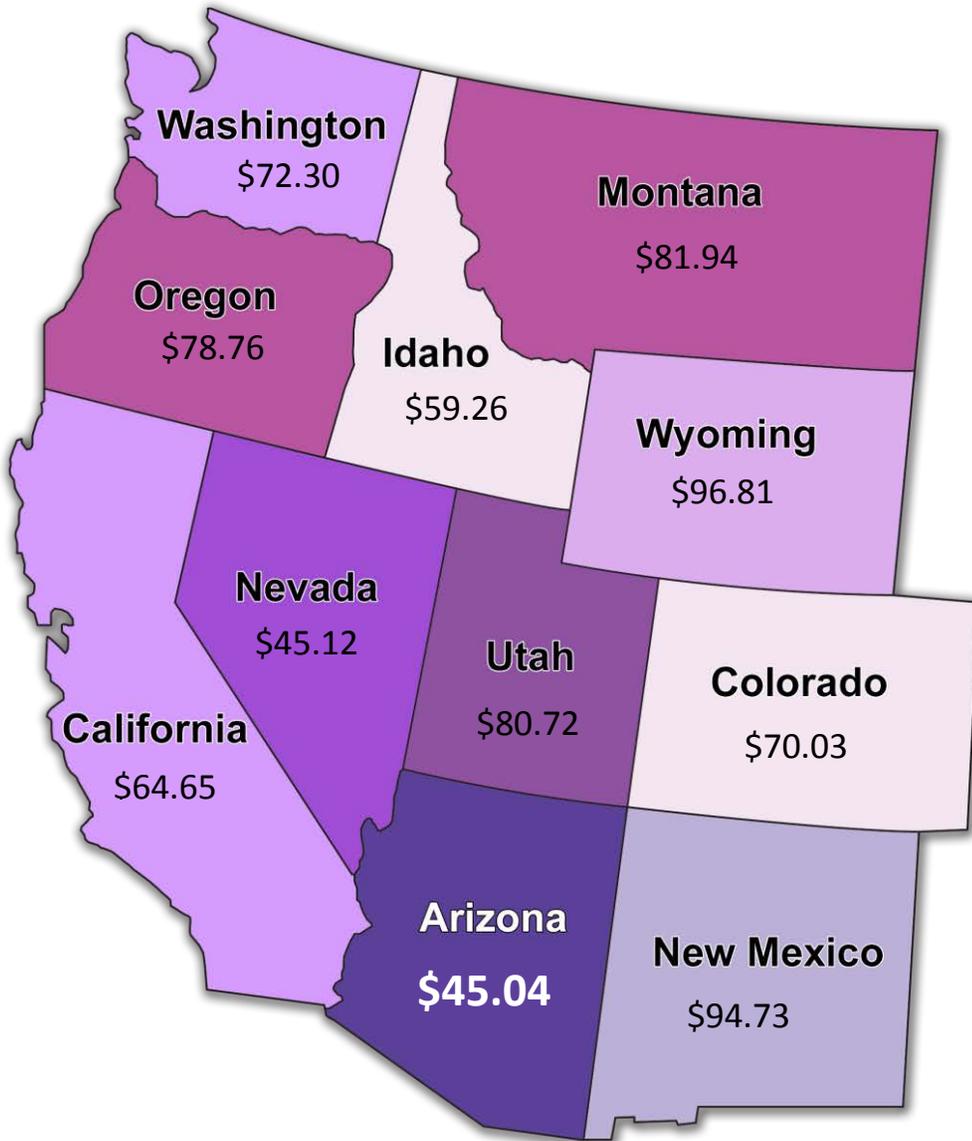
Agency	2011	2012	2013	2014	2015
Administration	6.7	7.2	6.5	5.9	6.4
Agriculture	7.7	7.2	7.7	6.6	6.5
AHCCCS	8.7	8.5	7.1	7.0	7.1
Attorney General	8.3	7.7	7.8	6.8	6.8
Child Safety	N/A	N/A	N/A	N/A	6.1
Corporation Commission	9.7	8.8	8.7	7.2	8.1
Corrections	8.1	8.8	8.6	8.0	7.8
Early Childhood	5.9	6.1	8.1	7.0	7.0
Economic Security	8.9	8.5	8.5	8.0	7.5
Education	8.0	7.1	6.9	6.6	6.8
Environmental Quality	10.0	10.5	8.5	7.6	7.9
Forestry	2.8	3.1	3.1	2.9	4.5
Game & Fish	6.2	6.4	4.7	4.0	3.4
Gaming	7.4	8.0	7.7	7.3	6.8
Governor's Office	5.2	5.1	5.3	5.3	3.5
Health Services	9.6	9.0	7.8	7.7	7.8
Housing	7.1	6.8	7.5	7.2	8.5
Industrial Commission	8.4	9.6	8.6	7.7	7.8
Insurance	7.4	6.5	6.2	5.2	5.9
Juvenile Corrections	8.7	8.1	9.3	7.5	7.4
Lottery Commission	9.4	9.4	8.4	7.6	7.1
Military Affairs	7.7	7.5	7.5	7.3	7.3
Nursing	6.4	5.9	6.3	5.3	6.1
Pioneers' Home	8.8	10.2	7.8	7.2	7.6
Registrar of Contractors	9.5	10.5	8.7	6.8	6.1
Retirement (ASRS)	6.3	7.2	7.3	6.3	7.5
Revenue	8.8	9.7	8.6	8.3	7.7
Secretary of State	9.3	9.6	8.1	7.6	7.6
State Land	8.3	7.5	7.9	6.4	7.1
State Parks	6.6	7.1	6.1	5.3	4.2
Transportation	8.6	8.6	8.4	8.3	8.6
Veterans' Services	8.1	7.2	6.5	8.0	7.7
Water Resources	7.0	6.9	6.8	6.5	7.1
Small Agencies	6.9	7.1	7.1	6.5	6.3
SPS Average	8.4	8.5	8.2	7.7	7.4

Key Points

- The average sick leave used per State employee over the past 5 years was 8.0 days.
- The average sick leave taken per employee decreased by 3.6% last year and by 8.6% since FY 2011.
- The estimated productivity loss from sick leave in FY 2015 was **\$1,202** per employee, a 2.7% decrease from FY 2014, please see Appendix 6.3.
- For more detailed information on average sick leave see Appendix 6-3.

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

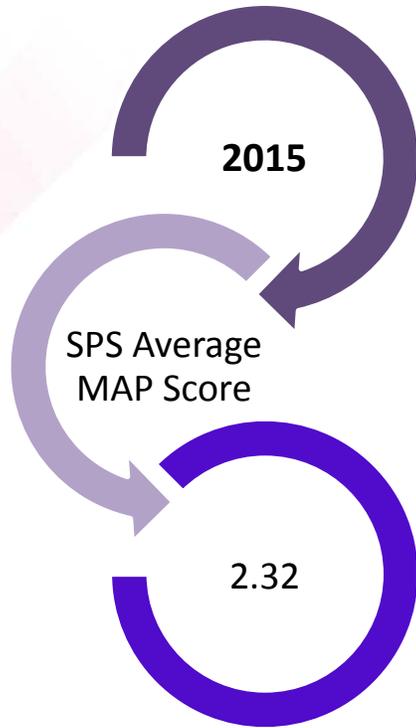
1.8 – Ratio of Total State Payroll to State Population Payroll Dollars per Resident – 2013



Key Points

- Of the Western States, Arizona continues to have the lowest ratio of State payroll compared to the overall population of the State.
- Arizona remained 49th when comparing State payroll to State population in 2013. Arizona has held this ranking since 2000.
- For the list of all states by their payroll to population ratio, please see Appendix 6-4.

Source: U.S. Census Bureau, Governments Division. March 2013, the most current information available. Population data estimate for July 2013. 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.

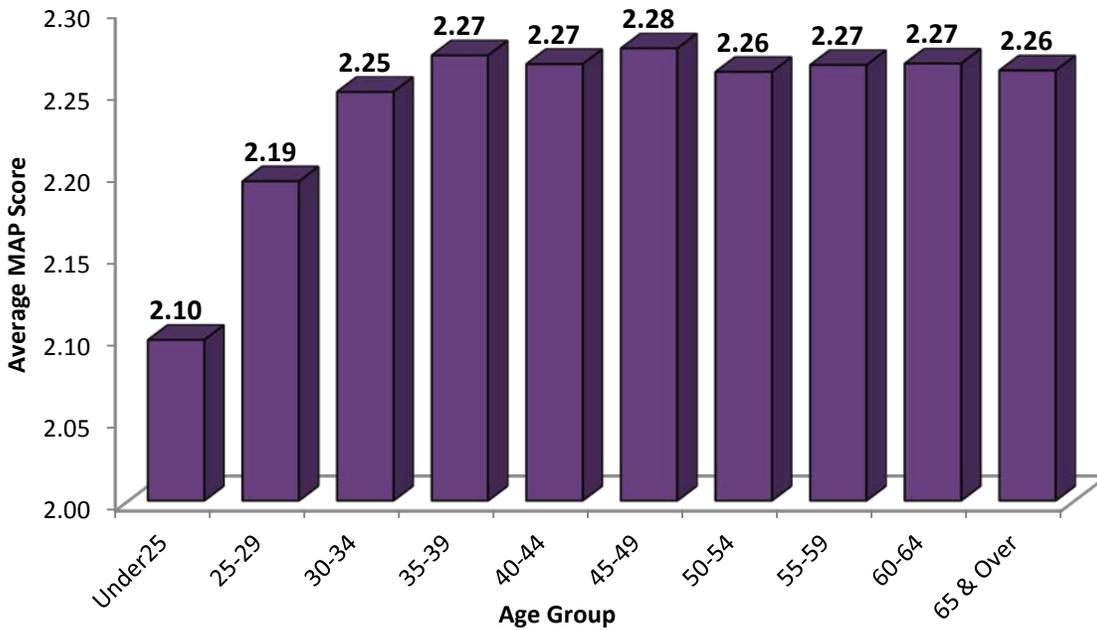


2 *Performance*

- ▽ Average MAP by Gender
- ▽ Average MAP by Age
- ▽ Average MAP by Length of Service
- ▽ Average MAP by Ethnicity
- ▽ Average MAP by Salary
- ▽ State Personnel Employee Performance by Occupational Group
- ▽ Average MAP per Agency
- ▽ Job Titles with Highest MAP Scores

SPS Average MAP Score FY2015 for 5-9 Years of Service	Percentage of Workforce with a MAP Score that Exceeds Expectations	Occupational Group with Highest MAP Score
2.39 Meeting Expectations	24.8%	Officials

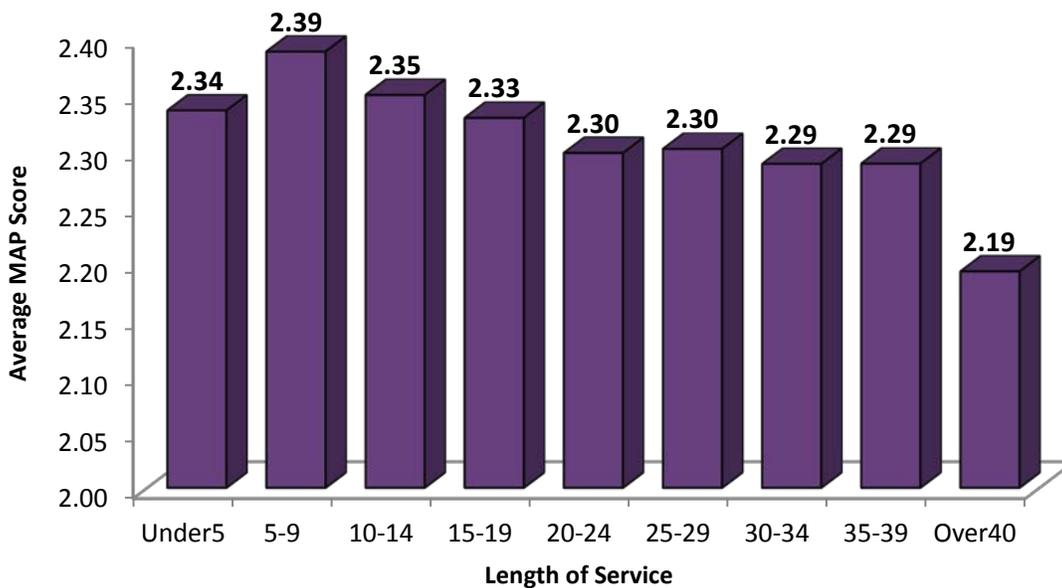
2.1 – Average MAP by Age Fiscal Year 2015



Key Points

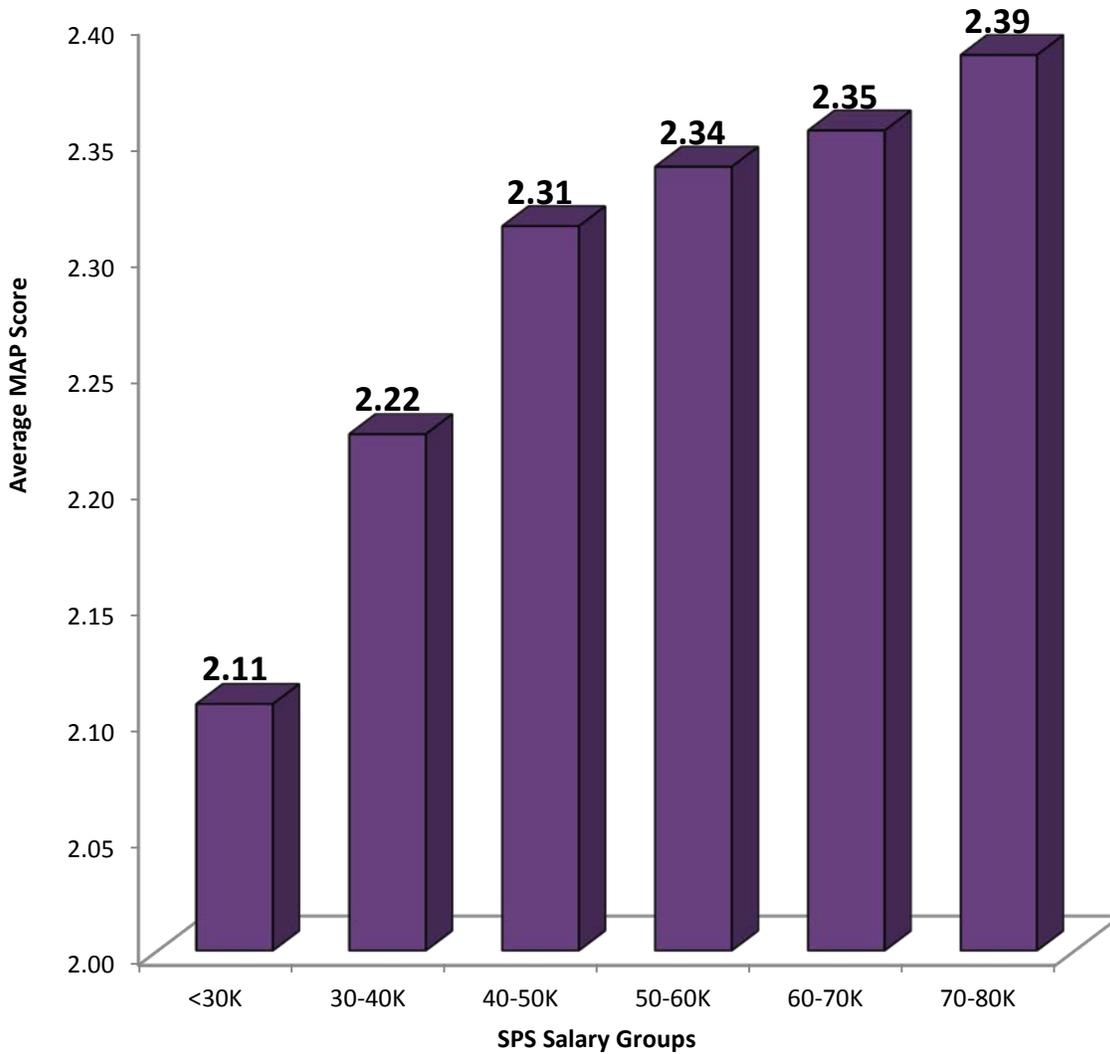
- The age group of 45-49 scored the highest amongst all age groups at an average of 2.28, meeting expectations.
- The average MAP score for 5-9 years length of service scored the highest amongst the Length of Service.

2.2 – Average MAP by Length of Service Fiscal Year 2015



Source: HRIS. Data includes the most recent MAP score for all SPS employees who had been evaluated as of July 1, 2015. Some MAP scores were not available due to new hires, transfers, non-distributed, development of agency competencies, on-going analysis, and or not required.

2.3 – Average MAP by Salary Fiscal Year 2015

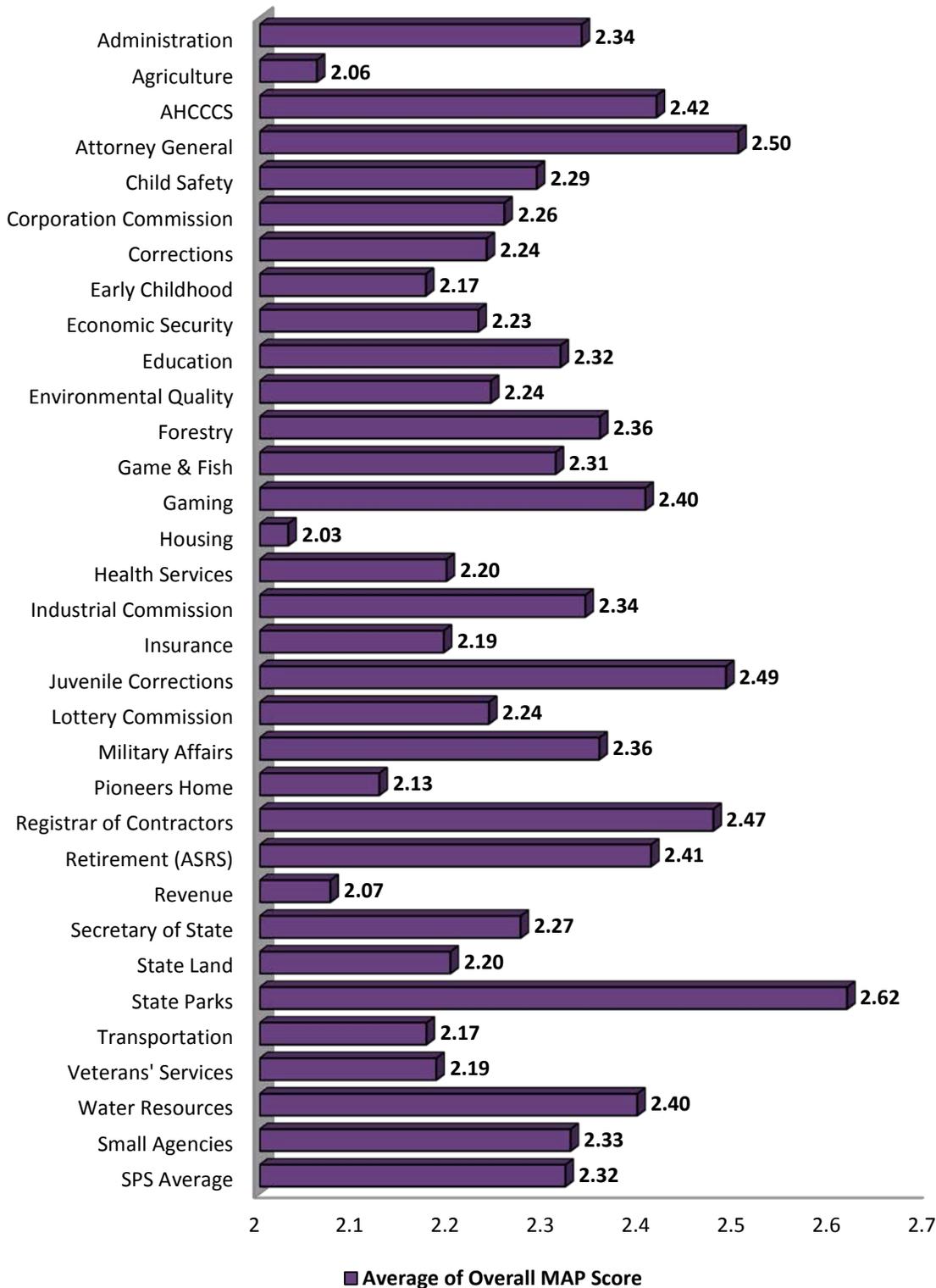


Source: HRIS. Data includes the most recent MAP score for all SPS employees who had been evaluated as of July 1, 2015.

Key Points

- The average MAP score from under 30k to 30-40k has a 5.5% increase in performance and a 4% increase in performance from 30-40k to 40-50k.
- There is about a 1% increase in performance from 50-60k to 70-80k.
- There are no decreases in performance as the SPS employee earns more money.

2.4 – Average MAP per Agency Fiscal Year 2015



Key Points

- Average overall MAP score is 2.32 for all employees in the State Personnel System.
- The average MAP score of the SPS agencies with 50 employees or more are meeting expectations in their performance. There are 2 agencies that have an average score of 2.50 and higher, exceeding expectations.

Source: HRIS. Data includes the most recent MAP score for all SPS employees who had been evaluated as of July 1, 2015.

2.5 – State Personnel Employee Performance by Agency Fiscal Year 2015

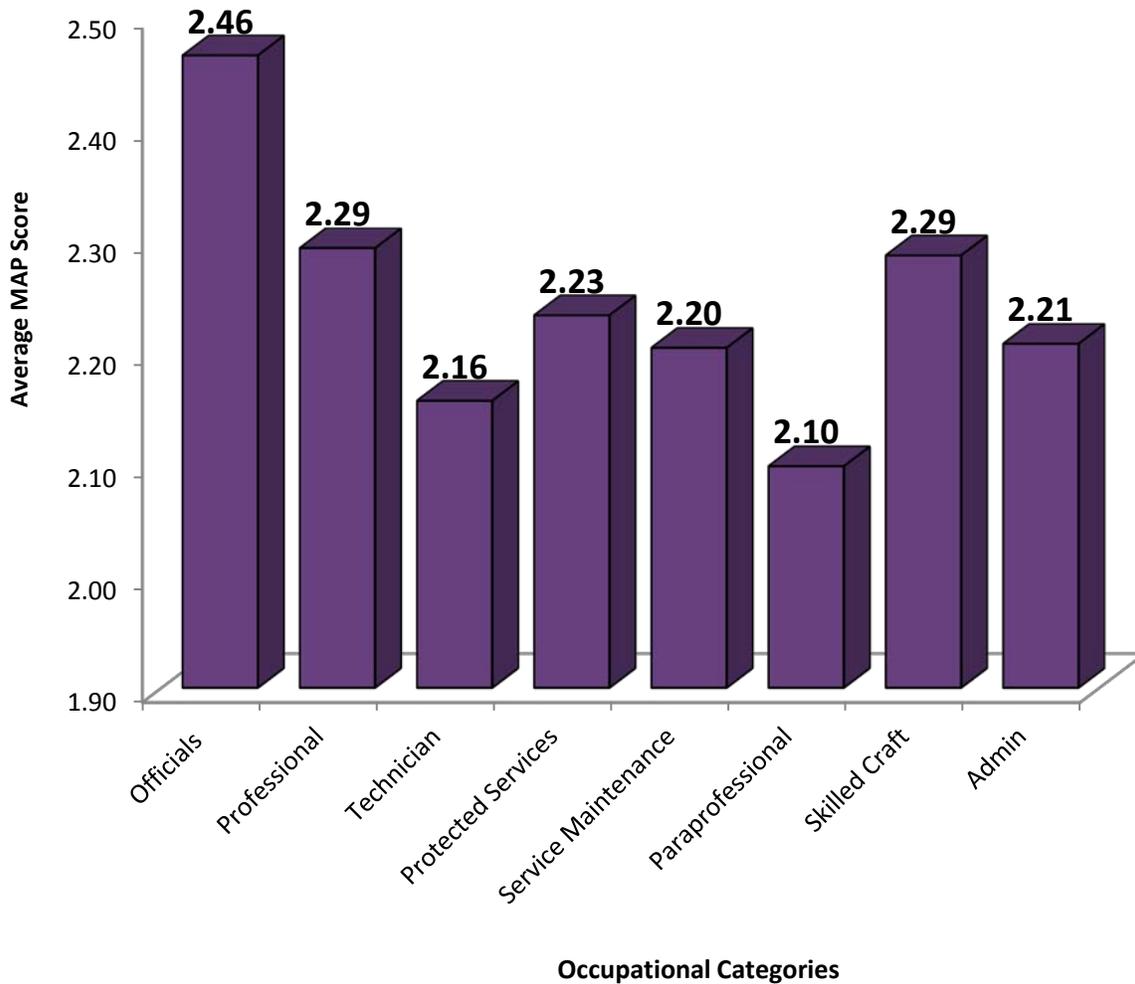
Agency	Employees Reviewed	Needs Improvement	Meets Expectations	Exceeds Expectations
Administration	446	8.3%	54.3%	37.4%
Agriculture	21	14.3%	76.2%	9.5%
AHCCCS	794	1.0%	58.3%	40.7%
Child Safety	1,673	2.4%	71.4%	26.2%
Corporation Commission	217	6.0%	65.4%	28.6%
Corrections	1,117	6.5%	67.8%	24.8%
Early Childhood	124	6.5%	83.9%	9.7%
Economic Security	6,635	5.2%	73.1%	21.6%
Education	46	10.9%	54.3%	30.4%
Environmental Quality	401	10.5%	72.8%	16.7%
Forestry	47	4.3%	57.4%	38.3%
Game & Fish	62	6.5%	66.1%	27.4%
Gaming	75	0.0%	57.3%	42.7%
Health Services	581	9.3%	79.9%	10.5%
Industrial Commission	214	8.4%	56.1%	35.5%
Insurance	76	1.3%	86.8%	11.8%
Juvenile Corrections	453	6.2%	42.4%	51.4%
Lottery Commission	73	9.6%	67.1%	23.3%
Military Affairs	340	7.6%	49.7%	42.6%
Pioneers' Home	36	5.6%	91.7%	2.8%
Registrar of Contractors	78	1.3%	48.7%	50.0%
Retirement (ASRS)	207	5.3%	50.7%	44.0%
Revenue	23	21.7%	56.5%	21.7%
Secretary of State	74	9.5%	66.2%	24.3%
State Land	71	18.3%	54.9%	26.8%
Transportation	2,721	15.5%	66.3%	18.1%
Veterans' Services	250	5.2%	77.2%	17.6%
Water Resources	78	11.5%	28.2%	60.3%
Small Agencies	323	6.2%	58.8%	35.0%
SPS Average	17,270	7.0%	68.1%	24.8%

Source: HRIS. Data includes the most recent MAP score for all SPS employees who had been evaluated as of July 1, 2015.

Key Points

- Less than 10% of employees need improvement based on the average MAP score in the State Personnel System.
- The overall average MAP scores from SPS reflected 24.8% of employees exceeded expectations and 68.1% met expectations.

2.6 – State Personnel Employee Performance by Occupational Group Fiscal Year 2015



Key Points

- 47.8% of SPS employees are Professionals and have an average of 2.29 MAP score, meeting expectations.
- Officials scored the highest out of the SPS occupational categories with an average of a 2.46 MAP score.
- Paraprofessionals scored the lowest out of the occupational categories with an average of 2.10 MAP score.

SPS Occupational Groups

Professional	47.8%
Protected Services	22.7%
Paraprofessional	10.3%
Officials	5.8%
Technician	4.7%
Admin.	4.0%
Service Maintenance	3.4%
Skilled Craft	1.4%

- See Table 5.6 for distribution of SPS Employees by Occupational Group.

Source: HRIS. Data includes the most recent MAP score for all SPS employees who had been evaluated as of July 1, 2015.

2.7 –Performance by Classification (Largest Headcount)

Fiscal Year 2015

Full Classification Title	Employee Count	Average MAP Score
Correctional Officer 2	5,792	2.17
Program Service Evaluator 3	1,066	2.20
Human Services Specialist 2	722	2.19
Correctional Sergeant	621	2.24
Program Service Evaluator 1	573	2.00
DCS Specialist 3	476	2.32
Correctional Officer 3	423	2.43
DCS Specialist 1	399	2.11
MVD Customer Service Representative	395	1.98
Highway Operations Technician 3	320	2.22
Program Service Evaluator 2	296	1.99
DCS Specialist 2	291	2.15
DCS Case Aide 2	286	2.22
Child Support Services Officer 2	285	2.12
Program Service Evaluator 4	283	2.23
Habilitation Technician 2	279	2.05
Customer Service Representative 1	270	2.13
Human Services Specialist 3	248	2.28
Correctional Lieutenant	232	2.32
DCS Unit Supervisor	207	2.37
Transportation Engineering Specialist	206	2.16
Educational Program Specialist	201	2.04
Rehabilitation Services Specialist 3	199	2.19
Attorney General, Assistant	183	2.23
Correctional Officer 1	183	1.89
Customer Service Representative 2	157	2.06
Youth Corrections Officer 1	156	2.23
Human Services Unit Supervisor	145	2.38
Mental Health Program Specialist 3	141	2.00
Program Service Evaluator 3	134	2.44
Transportation Engineer 1	131	2.11
Transportation Construction Technician 4	129	2.21
DCS Specialist 4	124	2.46
Program Service Evaluator 5	119	2.31
Administrative Assistant 3	115	2.33
Nursing Assistant	113	2.06
Program Project Specialist 2	112	2.33
Human Services Worker 2	112	2.13
Administrative Services Officer 2	108	2.45
Correctional Education Program Teacher	108	2.34

Source: HRIS. Data includes the most recent MAP score for all SPS employees who had been evaluated as of July 1, 2015.

Key Points

- The Department of Corrections has the highest number of SPS employees with their Correctional Officer 2's at 5,792 and an average MAP score of 2.17, meeting expectations.
- The Department of Economic Security holds 40% of the largest headcounts in our SPS classifications.
- The Department of Child Safety, Corrections, and Transportation all hold 15% of the largest headcounts in our SPS classifications.
- The DCS Specialist 4 (2.46) and the Administrative Services Officer 2 (2.45) averaged the highest MAP score, meeting expectations.
- The Correctional Officer 1 had the lowest averaged MAP score at 1.89, needing improvement.

2.8 –Performance by Classification (Highest Ranking MAP Scores)

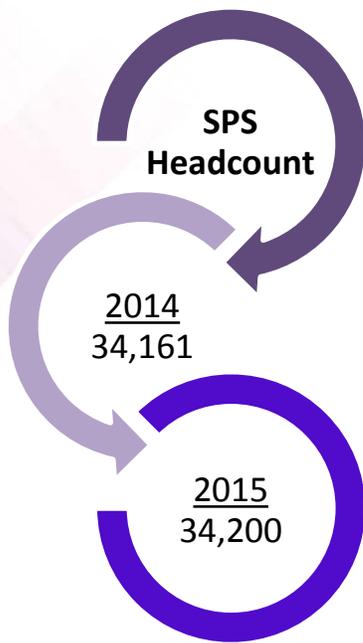
Fiscal Year 2015

Full Classification Title	Employee Count	Average MAP Score
Wildlife Specialist 2	53	2.53
Industrial Program Specialist	59	2.52
Disability Evaluator 3	55	2.52
Human Services Program Development Specialist	71	2.49
Pre-Admission Screening Assessor	77	2.46
DCS Specialist 4	124	2.46
Administrative Services Officer 2	108	2.45
Program Service Evaluator 3	134	2.44
Youth Corrections Officer 2	73	2.44
Correctional Officer 3	423	2.43
Habilitation Services Project Coordinator	68	2.42
Highway Operations Technician 4	86	2.41
Administrative Assistant 2	104	2.40
Educational Program Administrator	53	2.40
Human Services Program Development Specialist	50	2.39
Equipment Repair Technician	71	2.39
Human Services Unit Supervisor	145	2.38
Correctional Officer 4	101	2.38
DCS Unit Supervisor	207	2.37
Retirement Advisor, Senior	54	2.37
Correctional Captain	74	2.37
DCS Program Specialist	83	2.36
Program Compliance Auditor 1	86	2.34
Correctional Education Program Teacher	108	2.34
Administrative Services Officer 1	88	2.34
Program Project Specialist 2	112	2.33
Administrative Assistant 3	115	2.33
Correctional Lieutenant	232	2.32
DCS Specialist 3	476	2.32
Highway Operations Technician Supervisor	60	2.32
Wildlife Specialist 3	53	2.32
Program Service Evaluator 5	119	2.31
Administrative Assistant 3	93	2.30
Health Program Manager 3	53	2.29
Customer Service Representative 1	50	2.28
Human Services Specialist 3	248	2.28
Administrative Services Officer 1	71	2.28
Secretary	90	2.26
Medical Records Review Consultant	58	2.25
Community Corrections Officer	92	2.24

Source: HRIS. Data includes the most recent MAP score for all SPS employees who had been evaluated as of July 1, 2015.

Key Points

- The Wildlife Specialist 3 (2.53), Industrial Program Specialist and Disability Evaluator 3 exceed expectations with an average MAP score of 2.52 and above.
- The Department of Economic Security holds 33% of the highest MAP scores in our SPS classifications with a headcount of 50 or more.
- The Department of Health Services, Juvenile Corrections, and Education holds 3% of the highest MAP scores in our SPS classifications with a headcount of 50 or more.



3

Workforce Characteristics

- ▽ SPS Employees by Agency
- ▽ Age Distribution of SPS Employees
- ▽ Length of Service Distribution of SPS Employees
- ▽ State Government Employees per 10,000 Residents
- ▽ SPS Employees by County

SPS Welcomes a New Agency! Department of Child Safety	Average Age of a State Employee	Average Length of Service of a State Employee
2,836 Employees (branched off from the Department of Economic Security)	45.0	9.1

3.1 –SPS Employees by Agency Fiscal Year 2011 – 2015

Agency	2011	2012	2013	2014	2015
Administration	536	528	544	568	550
Agriculture	266	256	211	190	202
AHCCCS	915	957	940	946	926
Attorney General	572	577	587	631	653
Child Safety*	N/A	N/A	N/A	N/A	2,836
Corporation Commission	260	256	249	256	256
Corrections	9,676	9,871	9,196	9,069	9,148
Early Childhood	138	138	138	150	148
Economic Security*	9,241	9,625	9,600	10,178	7,628
Education	496	526	519	554	568
Environmental Quality	502	468	474	455	420
Forestry	132	133	128	127	66
Game & Fish	594	596	585	588	617
Gaming	105	104	102	97	95
Governor's Office	170	133	133	122	103
Health Services	1,656	1,563	1,593	1,586	1,547
Housing	54	56	57	58	60
Industrial Commission	232	245	234	237	228
Insurance	90	94	92	92	86
Juvenile Corrections	656	611	568	573	537
Lottery Commission	92	88	85	88	86
Military Affairs	515	482	478	430	424
Nursing	54	57	55	57	56
Pioneers' Home	92	85	84	90	100
Registrar of Contractors	101	92	86	92	93
Retirement (ASRS)	221	230	220	236	229
Revenue	779	711	738	703	756
Secretary of State	139	138	139	140	137
State Land	118	115	111	115	112
State Parks	171	164	163	169	231
Transportation	4,084	4,059	4,174	4,208	3,968
Veterans' Services	253	314	380	373	352
Water Resources	94	104	110	121	114
Small Agencies	902	847	848	862	868
SPS Total	33,906	34,223	33,621	34,161	34,200

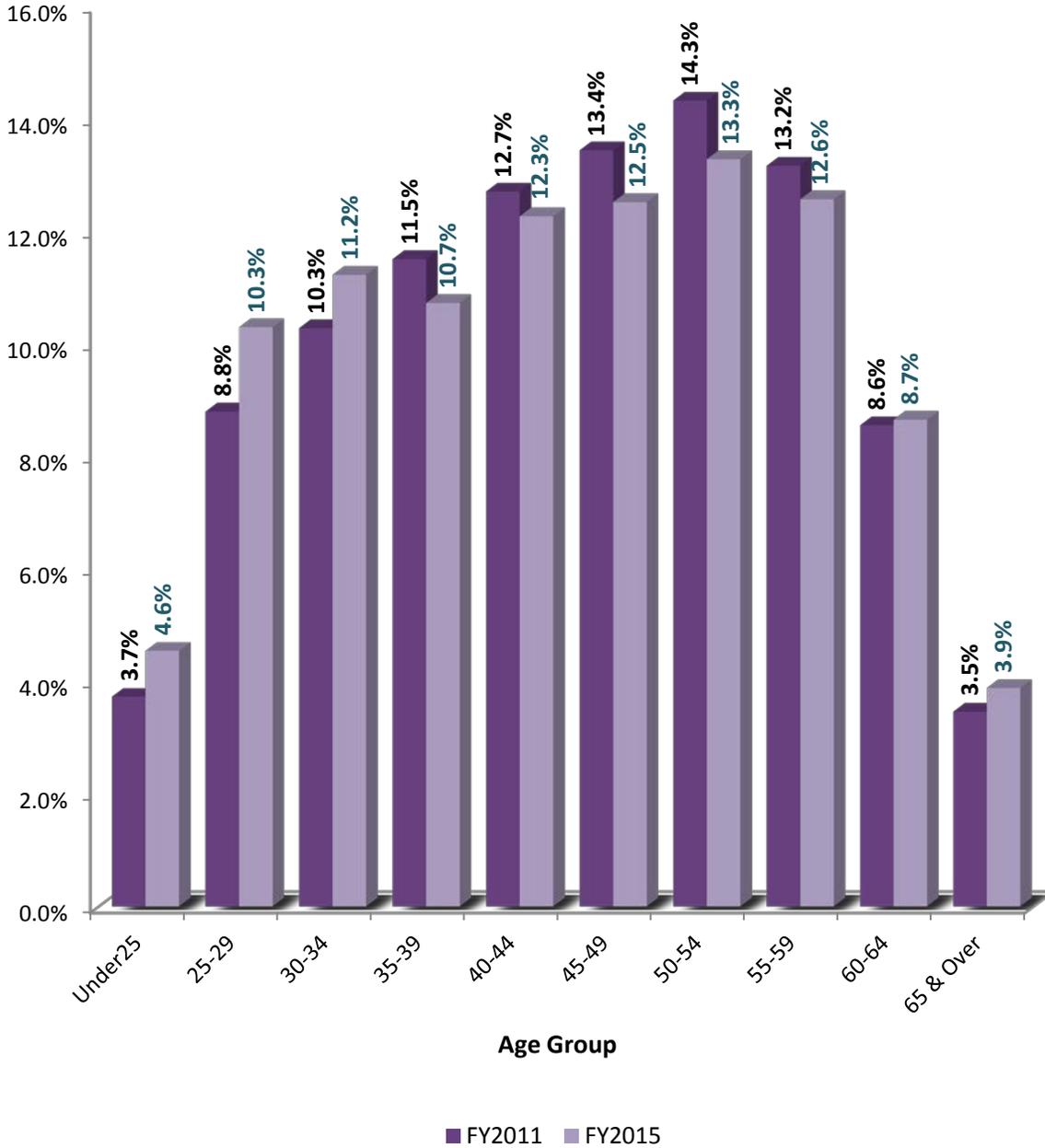
Source: HRIS. Data includes all regular, active SPS employees at fiscal year-end (June 30).

*Note: The Department of Child Safety was created from a former Division of the Department of Economic Security.

Key Points

- The 5-year average SPS employee population is **34,022**.
- The SPS employee population increased by 0.11% last year and by 0.9% since FY 2011.
- **2** agencies experienced a staffing level decrease of at least 10% from the prior year.
- **3** agencies experienced a staffing level decrease of 20% or more since FY 2011.
- The Department of Economic Security experienced a staffing level decrease of 25.1% over the past year due to the separations and development of a new agency, Department of Child Safety. If DCS and DES stayed together there would have been a 2.8% increase in staffing.

3.2 –Age Distribution of SPS Employees Fiscal Year 2011 and Fiscal Year 2015



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

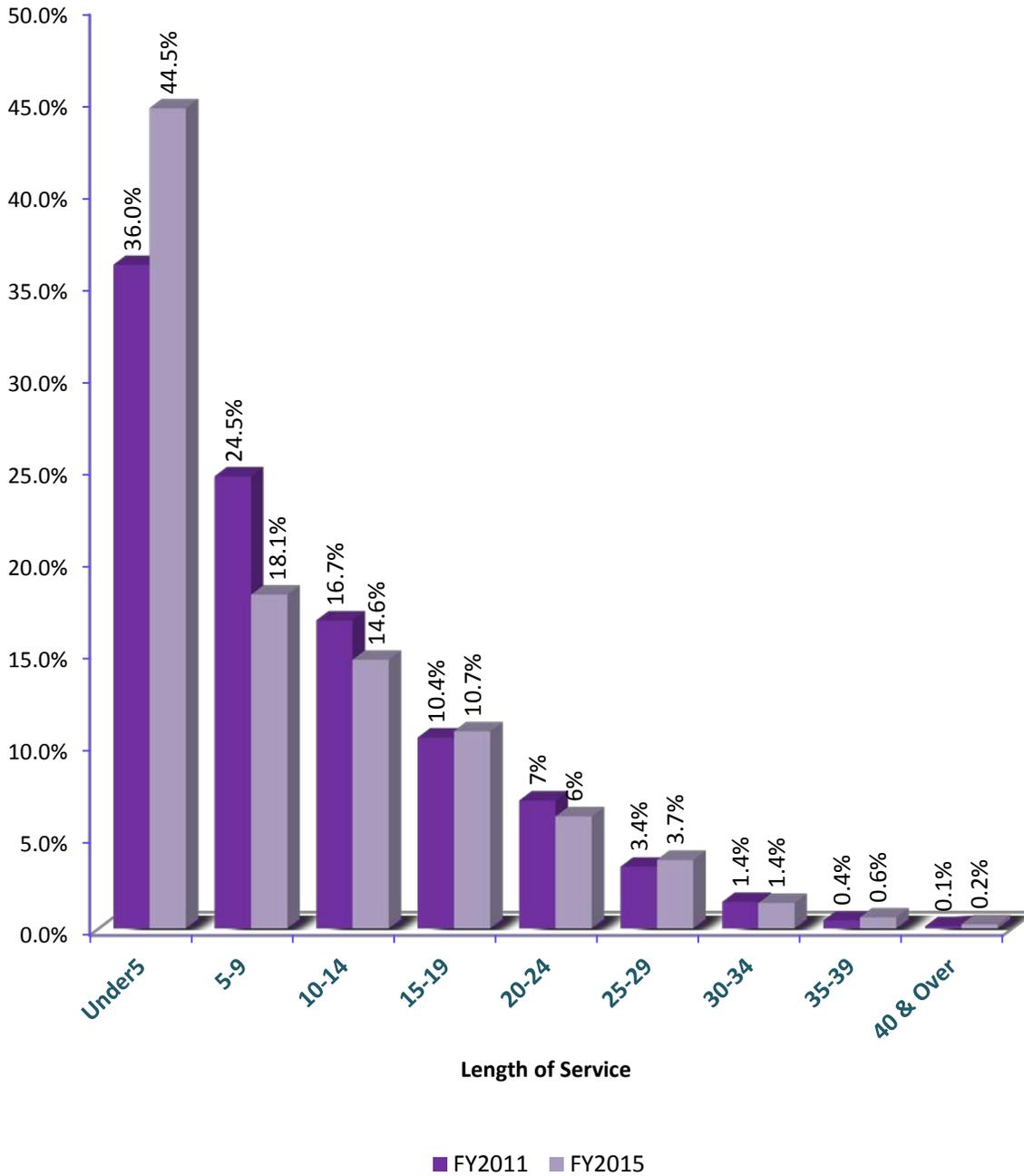
Key Points

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

Fiscal Year	Avg. Age
2011	45.6
2012	45.5
2013	45.4
2014	45.2
2015	45.0

- Compared to FY 2011, the employee population under age 35 has increased by 15.3%.
- Compared to FY 2011, the employee population between 35 and 55 years of age decreased by 5.3%.
- The number of employees in the “Over 65” age group increased by 12.1% compared to 2011.

3.3 –Length of Service Distribution of SPS Employees Fiscal Year 2011 and Fiscal Year 2015



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

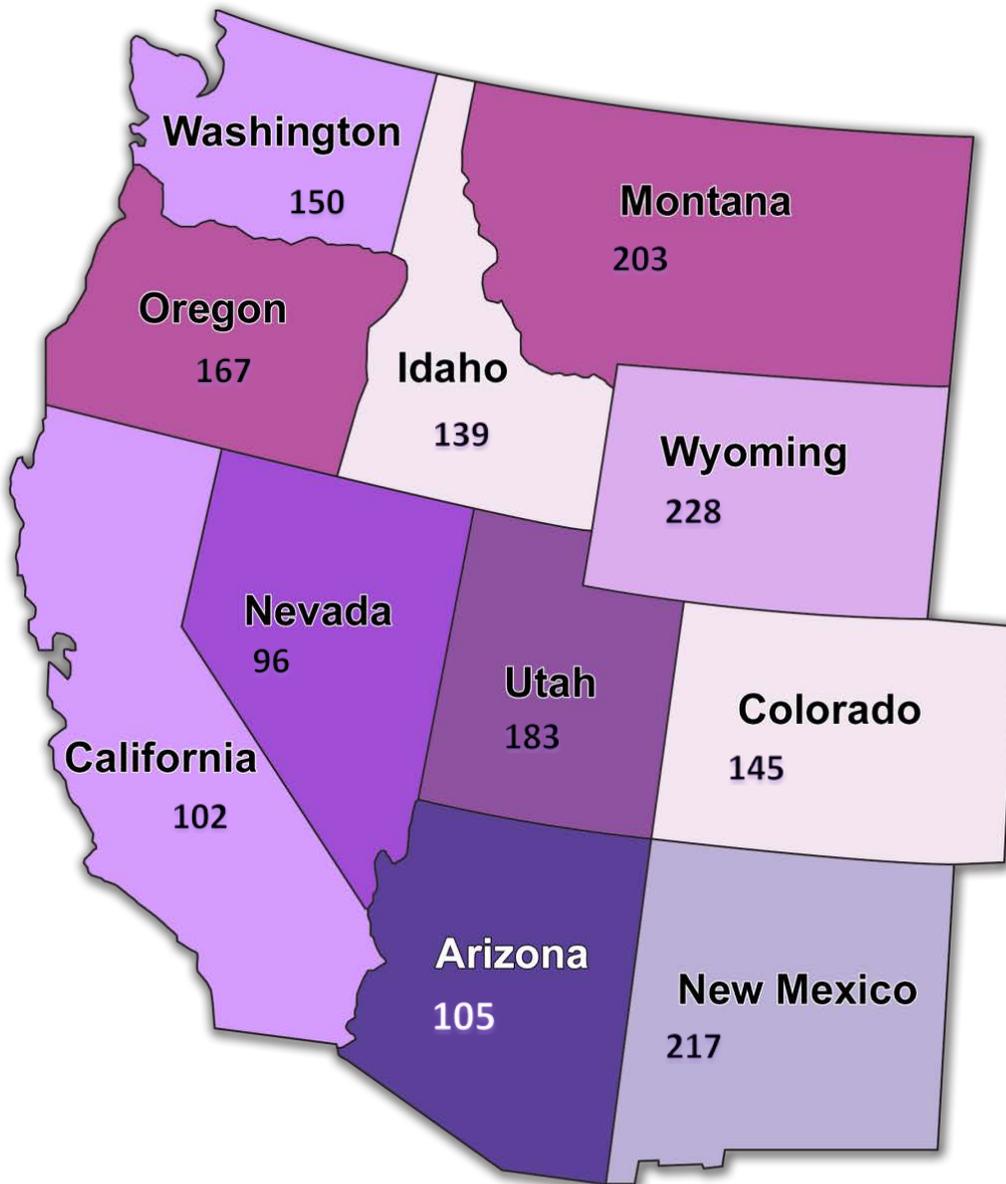
Key Points

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

Fiscal Year	LOS
2011	9.6
2012	9.5
2013	9.5
2014	9.3
2015	9.1

- The population of employees with less than 5 years of service has increased by 8.5% since FY 2011.
- Compared to FY 2011, the employee population with 5 to 9 years of service decreased by 6.4%.

3.4 –Ratio of State Government Employees Per 10,000 Residents

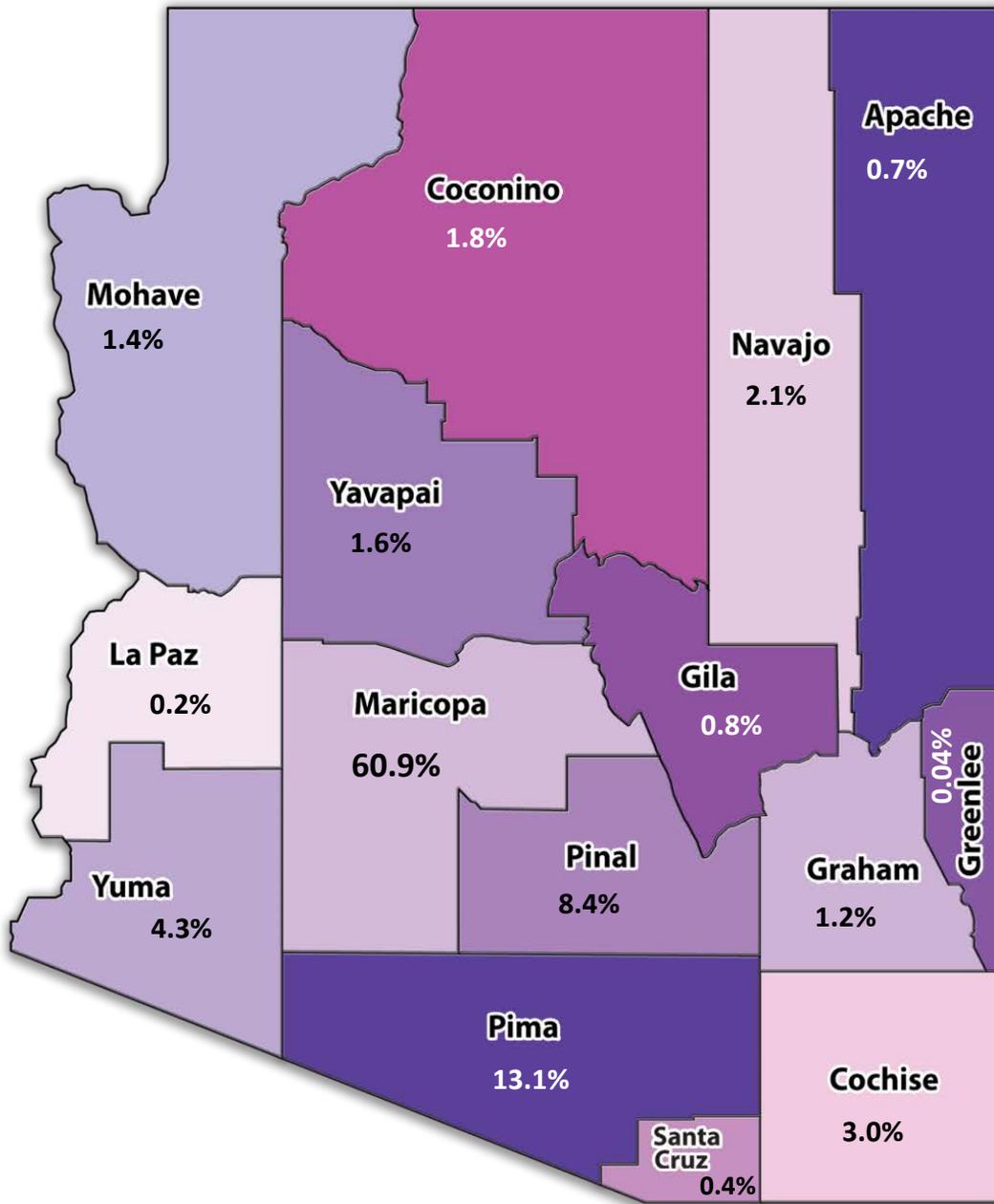


Key Points

- Arizona ranks 9th out of the 11 continental Western states in the ratio of full-time equivalent (FTE) state employees compared to the overall population of each state.
- Arizona's ratio of FTEs per 10,000 residents decreased by 13.9% since 2002, compared to the national average decrease of 7.9%.
- Arizona ranked 46th among all states when comparing FTEs to population.
- For the list of states by their FTEs to population ratio, please see Appendix 6-5.

Source: U.S. Census Bureau, Governments Division. March 2013, the most current information available. Population data estimate for July 2013. 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.

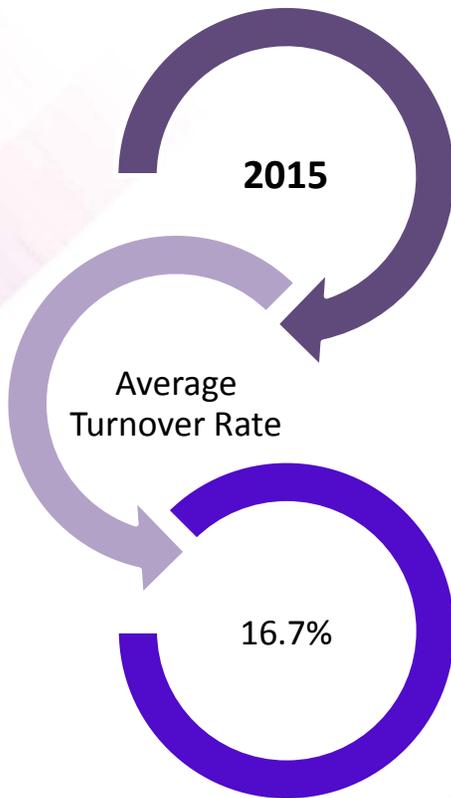
3.5 –SPS Employees by County Fiscal Year 2015



Key Points

- The majority of SPS employees work in Maricopa County, followed by Pima and Pinal counties. These three counties account for over 82.4% of all SPS employees.

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

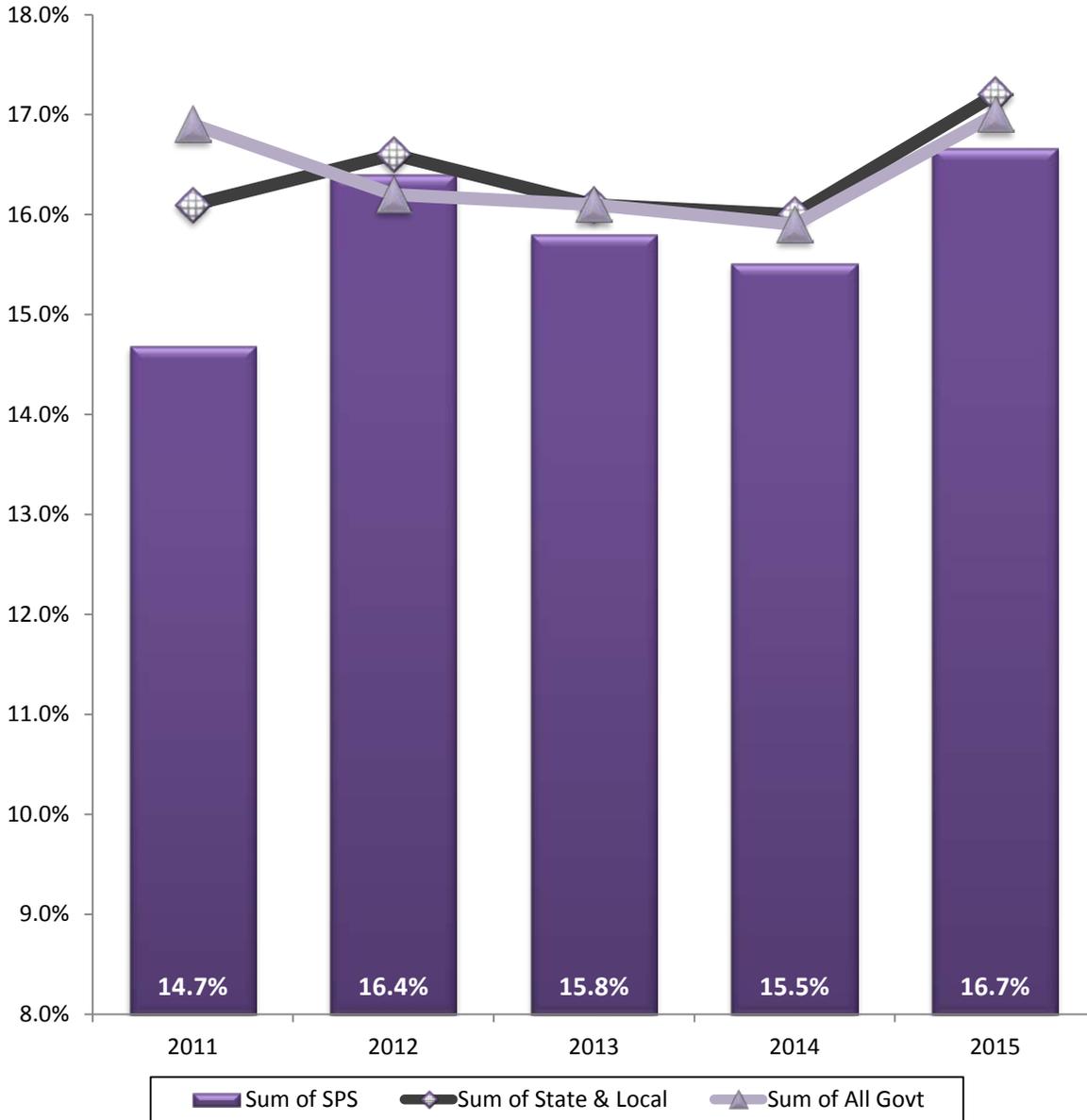


4 *Turnover*

- ▽ 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

SPS 5 Year Average Turnover Rate FY2011-FY2015	SPS Leading Reason for Separation: Voluntary	Percent of Workforce Eligible to Retirement in 5 Years
15.8%	11.3%	26.7%

4.1 – Turnover Rates: SPS Compared to Benchmarks Fiscal Year 2011 – 2015

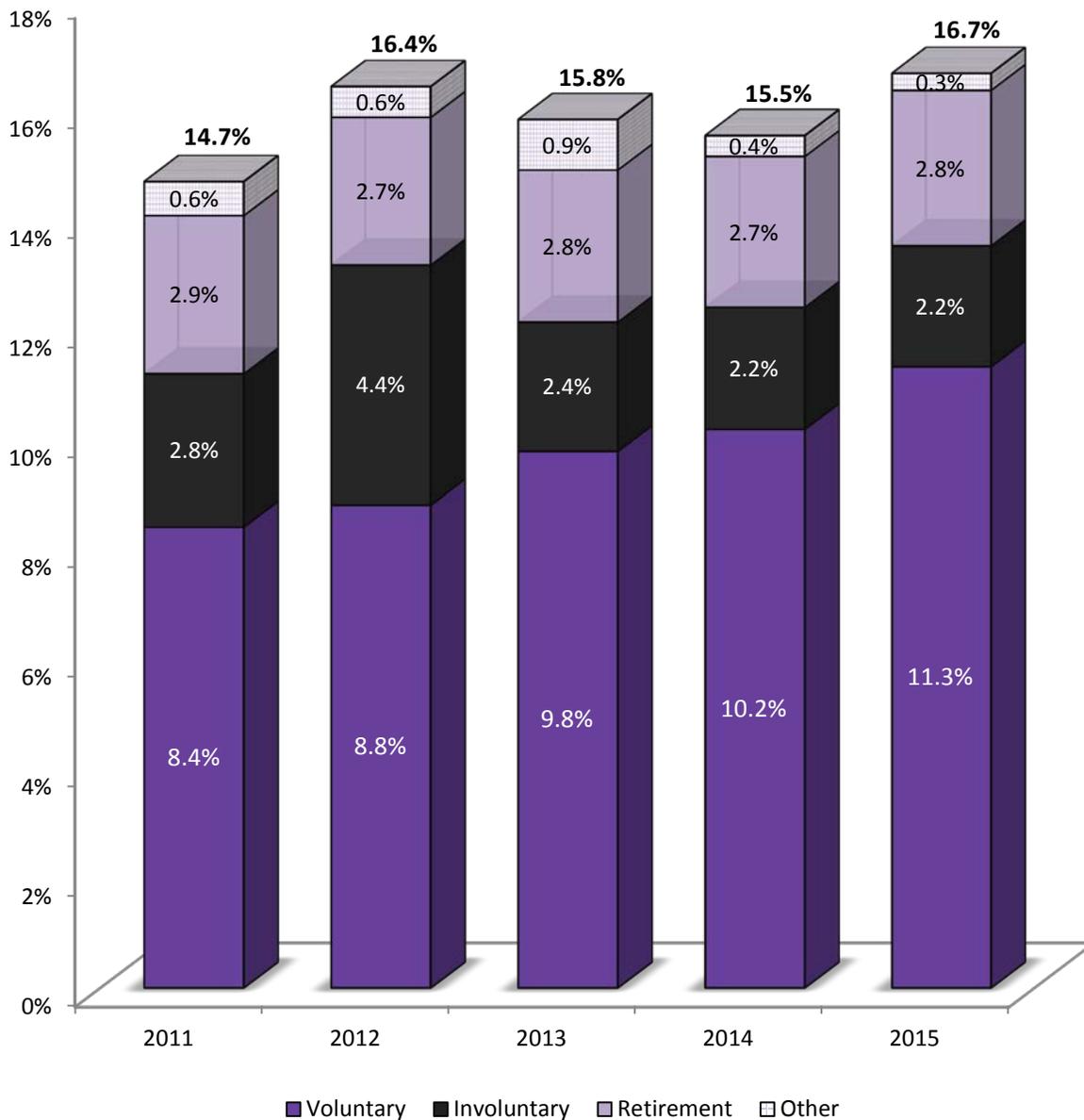


Key Points

- Over the past 5 years, SPS had an average annual turnover rate of 15.8%, which was lower than the average annual rates for state and local governments and all government entities nationwide, in which both had 16.4%.
- SPS experienced a lower rate of turnover in FY 2015 (16.7%) than state and local governments (17.2%), but had a slight increase over all government entities nationwide (17.0%).

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. 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.

4.2 – Turnover Rates by Type of Separation Fiscal Year 2011 – 2015



Key Points

- The 5-year average SPS employee turnover rate is **15.8%**.
- The employee turnover rate increased by 1.2 % from last year.
- Involuntary separations decreased from **4.4%** in FY12 to **2.2%** in FY15; a 49.3% decrease.
- Voluntary separations remained the leading category of separations in FY 2015 at **11.3%**, increasing by 37.1% over the past 5 years.

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.

4.3 – Turnover Rates by Agency and Type of Separation Fiscal Year 2015

Agency	Voluntary	Involuntary	Retirement	Other	Total
Administration	11.1%	1.6%	4.5%	0.0%	17.2%
Agriculture	5.1%	3.6%	4.1%	0.5%	13.3%
AHCCCS	10.8%	2.1%	4.4%	0.1%	17.4%
Attorney General	11.1%	1.4%	3.4%	0.2%	16.0%
Child Safety	20.3%	2.5%	1.5%	0.2%	24.5%
Corporation Commission	4.3%	0.4%	3.9%	1.2%	9.8%
Corrections	9.2%	1.8%	2.2%	0.1%	13.3%
Early Childhood	9.4%	2.7%	1.3%	0.0%	13.4%
Economic Security	14.1%	2.3%	2.6%	0.2%	19.2%
Education	9.5%	1.8%	3.6%	0.4%	15.2%
Environmental Quality	8.5%	3.0%	5.5%	0.0%	16.9%
Forestry	15.5%	1.0%	4.2%	0.0%	20.7%
Game & Fish	5.2%	0.5%	2.7%	0.0%	8.3%
Gaming	3.1%	0.0%	12.5%	0.0%	15.6%
Governor's Office	0.0%	0.0%	4.4%	43.6%	48.0%
Health Services	14.4%	3.6%	2.6%	0.3%	20.8%
Housing	6.8%	0.0%	0.0%	0.0%	6.8%
Industrial Commission	9.9%	0.0%	5.2%	0.0%	15.1%
Insurance	6.7%	0.0%	6.7%	0.0%	13.5%
Juvenile Corrections	18.0%	4.3%	2.5%	0.0%	24.9%
Lottery Commission	10.3%	5.8%	4.6%	0.0%	20.7%
Military Affairs	12.2%	2.3%	3.5%	0.2%	18.3%
Nursing	14.2%	0.0%	3.5%	0.0%	17.7%
Pioneers' Home	15.8%	3.2%	3.2%	0.0%	22.1%
Registrar of Contractors	4.3%	9.7%	7.6%	1.1%	22.7%
Retirement (ASRS)	5.6%	1.3%	2.2%	0.0%	9.0%
Revenue	7.0%	1.9%	4.0%	0.0%	12.9%
Secretary of State	12.3%	0.0%	2.9%	0.0%	15.2%
State Land	8.8%	1.8%	7.1%	0.9%	18.5%
State Parks	12.0%	0.0%	6.0%	3.5%	21.5%
Transportation	7.2%	2.0%	3.2%	0.2%	12.5%
Veterans' Services	19.0%	5.2%	3.3%	0.0%	27.6%
Water Resources	6.8%	1.7%	2.6%	0.0%	11.1%
Small Agencies	7.5%	5.2%	3.8%	0.5%	17.0%
SPS Average	11.3%	2.2%	2.8%	0.3%	16.7%

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

- Voluntary separations accounted for approximately 67.9% of separations of SPS employees this past year.
- Agencies with higher annual turnover rates generally have high levels of voluntary separations or “other” separations, which are primarily limited appointments.
- Small Agencies had an increase of 2.4% in turnover from FY 2014.

4.4 – Turnover Rates by Agency Fiscal Year 2011 – 2015

Agency	2011	2012	2013	2014	2015
Administration	12.6%	11.8%	11.8%	12.1%	17.2%
Agriculture	30.4%	28.4%	25.3%	27.9%	13.3%
AHCCCS	12.3%	15.0%	13.4%	14.7%	17.4%
Attorney General	15.8%	14.1%	13.9%	9.4%	16.0%
Child Safety	0.0%	0.0%	0.0%	0.0%	24.5%
Corporation Commission	6.1%	12.4%	9.9%	13.5%	9.8%
Corrections	12.5%	17.5%	13.1%	14.7%	13.3%
Early Childhood	20.7%	15.2%	18.8%	10.4%	13.4%
Economic Security	16.5%	16.7%	20.4%	17.6%	19.2%
Education	15.8%	16.2%	17.0%	14.5%	15.2%
Environmental Quality	9.5%	9.1%	10.8%	13.1%	16.9%
Forestry	26.9%	16.6%	16.1%	21.2%	20.7%
Game & Fish	8.0%	9.6%	9.3%	10.7%	8.3%
Gaming	8.8%	11.5%	12.6%	9.0%	15.6%
Governor's Office	20.3%	19.1%	22.6%	22.0%	48.0%
Health Services	17.4%	20.2%	19.8%	18.4%	20.8%
Housing	22.2%	27.3%	12.4%	12.2%	6.8%
Industrial Commission	15.6%	8.4%	16.7%	12.3%	15.1%
Insurance	12.9%	13.0%	6.5%	12.0%	13.5%
Juvenile Corrections	23.2%	28.7%	19.7%	23.1%	24.9%
Lottery Commission	7.6%	16.7%	11.6%	15.0%	20.7%
Military Affairs	16.6%	21.1%	14.4%	22.7%	18.3%
Nursing	16.7%	18.0%	23.2%	17.9%	17.7%
Pioneers' Home	21.9%	21.5%	32.0%	26.4%	22.1%
Registrar of Contractors	6.9%	19.7%	11.2%	22.5%	22.7%
Retirement (ASRS)	16.9%	16.0%	17.8%	11.0%	9.0%
Revenue	18.0%	15.2%	14.2%	15.0%	12.9%
Secretary of State	11.3%	13.0%	11.6%	13.6%	15.2%
State Land	8.4%	16.3%	9.7%	14.2%	18.5%
State Parks	19.8%	17.9%	17.7%	16.9%	21.5%
Transportation	10.7%	12.3%	12.2%	11.5%	12.5%
Veterans' Services	30.1%	25.4%	26.8%	24.4%	27.6%
Water Resources	17.4%	10.1%	7.5%	8.7%	11.1%
Small Agencies	21.3%	14.0%	13.0%	14.6%	17.0%
SPS Average	14.7%	16.4%	15.8%	15.5%	16.7%

Key Points

- 11 agencies experienced decreased turnover rates in FY 2015; 3 agencies observed a decrease of more than 25% from the rate in FY 2014.
- 21 agencies, as well as the average of all small agencies, experienced an increase in turnover rates from last year, 10 of which observed an increase of more than 25% from the rate in FY 2014.
- 10 agencies had turnover rates greater than 20% from the rate in FY 2014.

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

4.5 – Job Titles with Highest Turnover Rates Fiscal Year 2015

Job Title	Turnover Rate
CORRECTIONAL OFFICER 1	69.2%
PSYCHIATRIC NURSE 2	61.7%
YOUTH CORRECTIONS OFFICER 1	55.4%
HABILITATION TECHNICIAN 2	42.2%
PROGRAM SERVICE EVALUATOR 1	42.1%
MENTAL HEALTH PROGRAM SPECIALIST 3	39.7%
ENVIRONMENTAL PROGRAM SPECIALIST	39.6%
DEPARTMENT OF CHILD SAFETY SPECIALIST 1	38.2%
DEPARTMENT OF CHILD SAFETY SPECIALIST 3	33.7%
DEPARTMENT OF CHILD SAFETY SPECIALIST 2	33.1%
MOTOR VEHICLE DEPARTMENT CUSTOMER SERVICE ASSOCIATE	28.9%
SECRETARY	28.4%
HUMAN SERVICES SPECIALIST 2	25.5%
PROGRAM COMPLIANCE AUDITOR 3	24.2%
COLLECTOR 3	23.9%
CORRECTIONAL EDUCATION PROGRAM TEACHER	23.2%
PROGRAM SERVICE EVALUATOR 2	22.8%
SPECIAL AGENT	22.2%
HUMAN SERVICES PROGRAM DEVELOPMENT SPECIALIST	21.8%
DEPARTMENT OF CHILD SAFETY CASE AIDE 2	21.7%
NURSING ASSISTANT	21.7%
CUSTOMER SERVICE REPRESENTATIVE 1	21.6%
CHILD SUPPORT SERVICES OFFICER 2	21.5%
PRE-ADMISSION SCREENING ASSESSOR	21.5%
HEALTH PROGRAM MANAGER 2	21.0%
HIGHWAY OPERATIONS TECHNICIAN 2	21.0%
HUMAN SERVICES SPECIALIST 3	20.8%
CLERK TYPIST 3	20.6%
REHABILITATION SERVICES SPECIALIST 3	19.9%
ADMINISTRATIVE SECRETARY 2	19.5%
ADMINISTRATIVE SECRETARY 1	19.3%
CHILD SUPPORT SERVICES OFFICER 1	18.8%
ASSISTANT ATTORNEY GENERAL	18.6%
PROGRAM SERVICE EVALUATOR 4	18.4%
DISABILITY EVALUATOR 1	17.8%

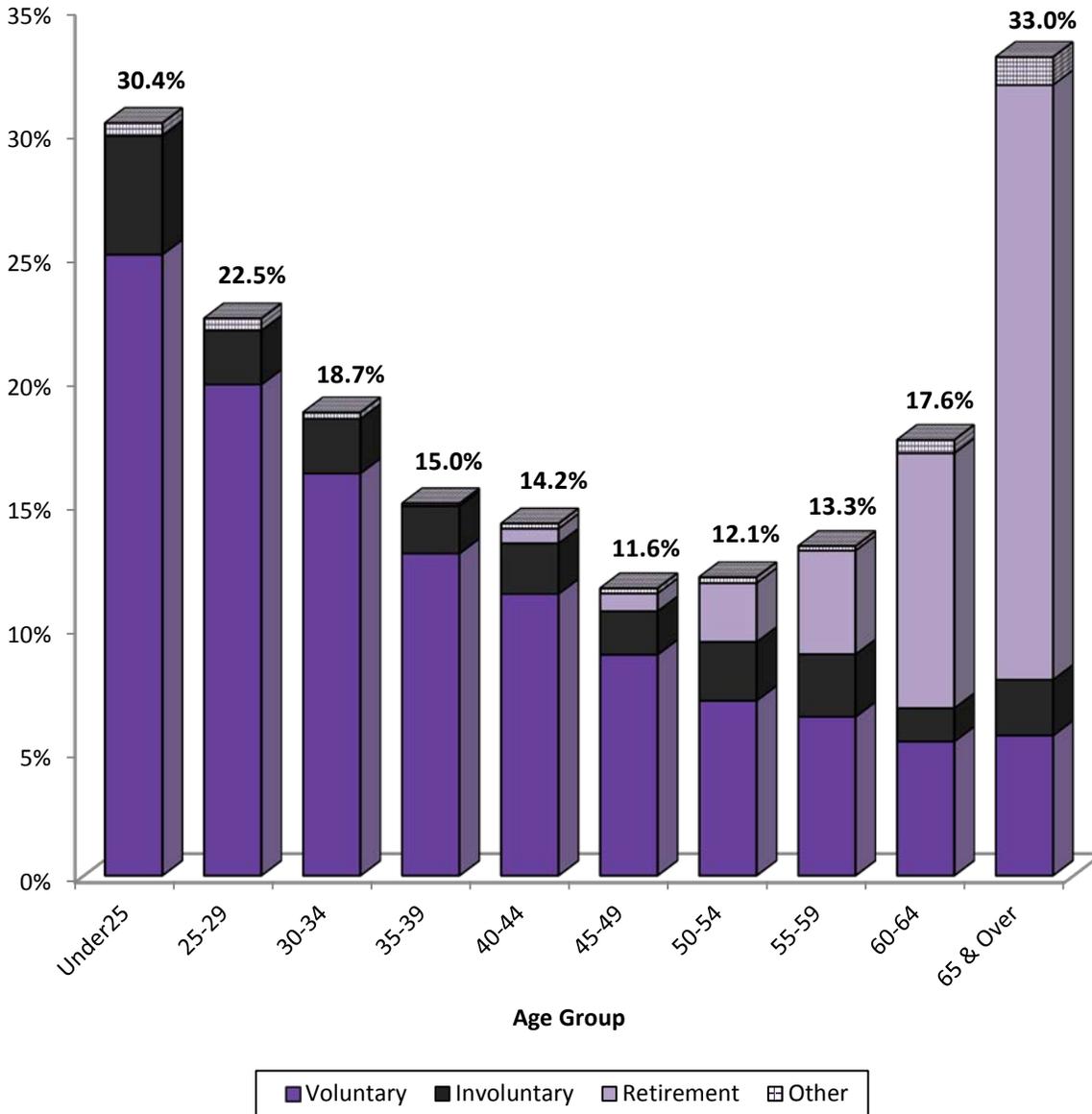
Source: HRIS. Data represents separations of all regular, active SPS employees from SPS during the fiscal year (July 1 – June 30). Inter- and intra-agency transfers are not counted as turnover provided the agency is within SPS. Similarly, promotions and job changes are not included in turnover calculations.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

- Classifications related to health and social services, (e.g. Child Safety Services, Program Services Evaluators, Mental Health Program Specialists), have some of the highest turnover rates, which has also been true historically.
- Correctional Officer positions (Adult and Youth) also experienced high turnover, which has also been a recurring pattern.

4.6 – Turnover Rates by Age Fiscal Year 2015

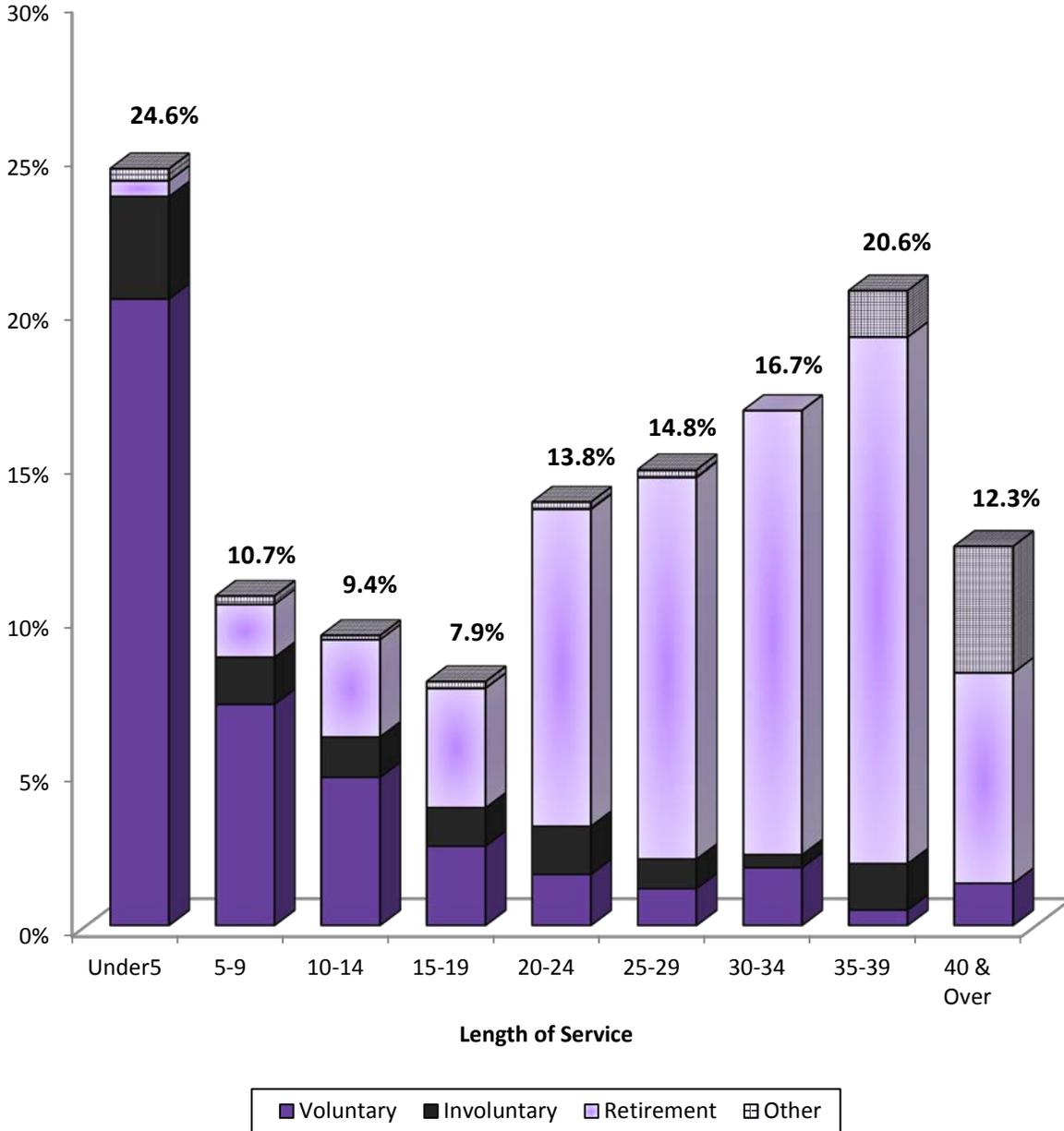


Key Points

- Turnover rates were highest for the employee population under the age of 35 and over the age of 60.
- The turnover rate generally decreases as the average age increases until employees 50 years of age, when the turnover rate begins to rise again.
- The relative percentage of voluntary separations decreases with increasing age, while the relative percentage of separations due to retirements increases.

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

4.7 – Turnover Rates by Length of Service Fiscal Year 2015

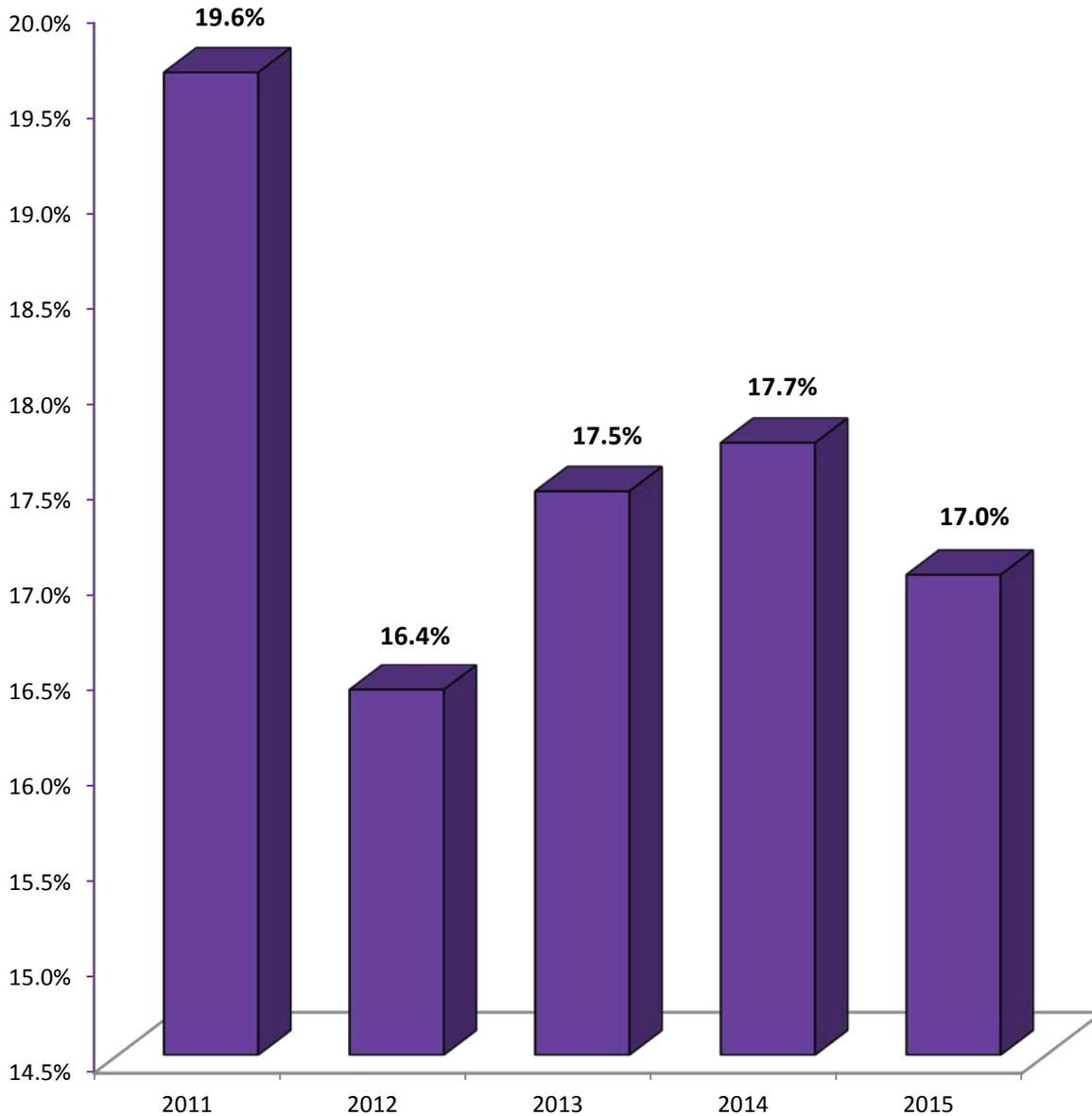


Source: HRIS. Data represents separations of all regular, active SPS employees from SPS during the fiscal year (July 1 – June 30). Inter- and intra-agency transfers are not counted as turnover provided the agency is within SPS. Similarly, promotions and job changes are not included in turnover calculations.

Key Points

- 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.

4.8 – Percentage of Separations Due to Retirement Fiscal Year 2011 – 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

- Over the past 5 years, the average percentage of separations due to retirement is 17.6%.
- Retirements as a percentage of separations decreased by 0.7% last year.

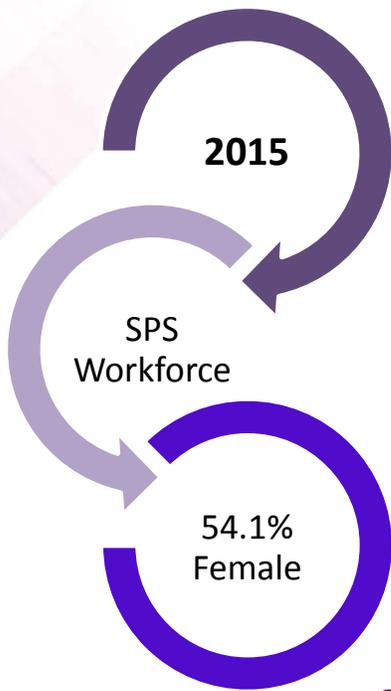
4.9 – Employees Meeting Retirement Criteria Fiscal Year 2016 – 2020 (Projected)

Agency	2016	2017	2018	2019	2020
Administration	18.7%	22.7%	25.5%	29.5%	33.3%
Agriculture	17.3%	20.3%	25.2%	31.7%	32.2%
AHCCCS	16.5%	20.2%	24.3%	28.7%	32.8%
Attorney General	16.1%	18.1%	21.7%	25.3%	28.9%
Child Safety	6.8%	8.3%	10.3%	12.3%	14.5%
Corporation Commission	21.9%	25.0%	28.5%	32.4%	36.7%
Corrections	9.8%	12.6%	15.2%	18.7%	22.6%
Early Childhood	6.8%	8.1%	9.5%	14.2%	15.5%
Economic Security	15.3%	18.1%	21.4%	24.4%	27.8%
Education	12.3%	15.0%	18.3%	20.8%	23.9%
Environmental Quality	22.9%	28.1%	31.2%	35.0%	37.4%
Forestry	10.6%	15.2%	19.7%	24.2%	25.8%
Game & Fish	17.5%	21.2%	23.7%	28.4%	31.3%
Gaming	16.8%	21.1%	25.3%	29.5%	31.6%
Governor's Office	6.8%	8.7%	8.7%	13.6%	14.6%
Health Services	17.2%	20.3%	23.4%	27.2%	31.3%
Housing	11.7%	15.0%	20.0%	21.7%	25.0%
Industrial Commission	21.9%	25.4%	30.7%	34.6%	41.2%
Insurance	23.3%	24.4%	31.4%	32.6%	37.2%
Juvenile Corrections	13.8%	18.1%	20.7%	23.6%	26.3%
Lottery Commission	14.0%	17.4%	23.3%	31.4%	37.2%
Military Affairs	16.3%	19.8%	22.4%	25.0%	27.8%
Nursing	14.3%	17.9%	23.2%	28.6%	28.6%
Pioneers' Home	11.0%	16.0%	19.0%	23.0%	27.0%
Registrar of Contractors	20.4%	26.9%	31.2%	34.4%	38.7%
Retirement (ASRS)	13.1%	17.0%	18.3%	22.3%	25.3%
Revenue	22.4%	26.1%	28.4%	32.1%	36.2%
Secretary of State	16.8%	20.4%	23.4%	25.5%	27.7%
State Land	25.9%	28.6%	29.5%	31.3%	33.9%
State Parks	20.3%	23.4%	26.8%	32.0%	35.9%
Transportation	17.8%	21.3%	24.4%	27.9%	32.0%
Veterans' Services	7.1%	8.5%	11.6%	13.6%	15.9%
Water Resources	21.1%	24.6%	24.6%	27.2%	34.2%
Small Agencies	18.2%	22.9%	26.2%	29.7%	33.4%
SPS Average	14.0%	16.9%	19.8%	23.2%	26.7%

Key Points

- 9 agencies are projected to have at least 20% of their active employees meet criteria for retirement in FY 2016.
- 14% of all SPS employees will be eligible to retire in FY 2016.
- 12 agencies (38%) are projected to have one-third of their employees meet criteria for retirement in FY 2019.
- 10 agencies are projected to have one-third of their employees meet criteria for retirement in FY 2020.
- 17 agencies are anticipated to have over 30% of their current workforce meet criteria and 1 agency over 40% to retire in 5 years.

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.



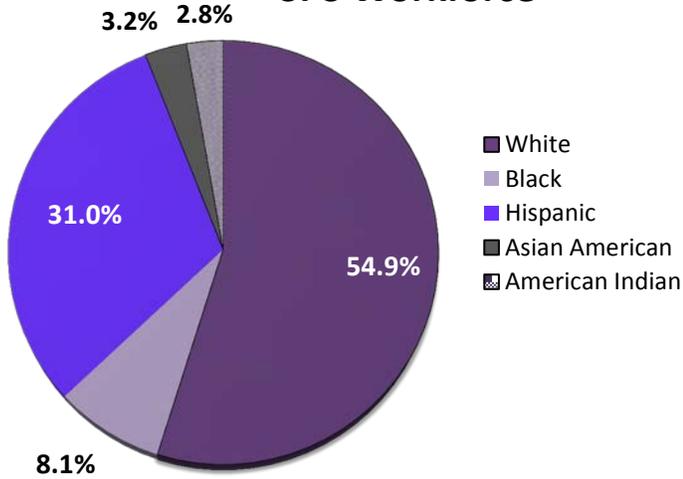
5 *Equal Employment Opportunity*

- ▽ 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

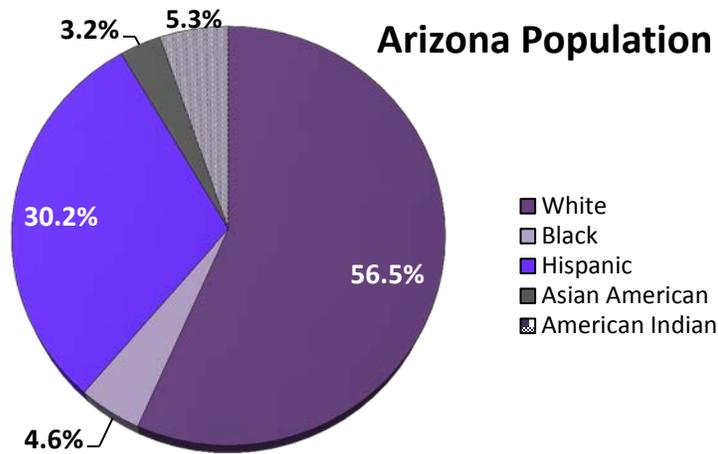
Workforce Population FY2015	Relative Change in Arizona Workforce FY2011 – FY2015	Largest Occupation Group
45% Minority	3.2% Increase in Minorities	47.8% Professional

5.1 – Ethnic Composition of the SPS Workforce Compared to the Arizona Population and the Arizona Workforce Fiscal Year 2015

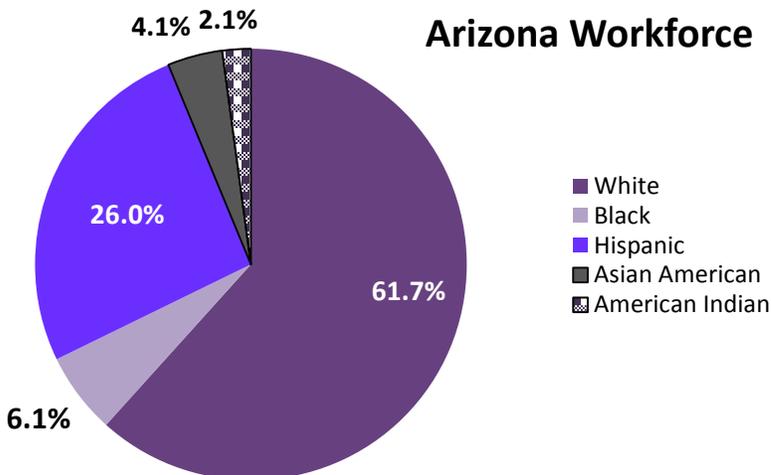
SPS Workforce



Arizona Population



Arizona Workforce

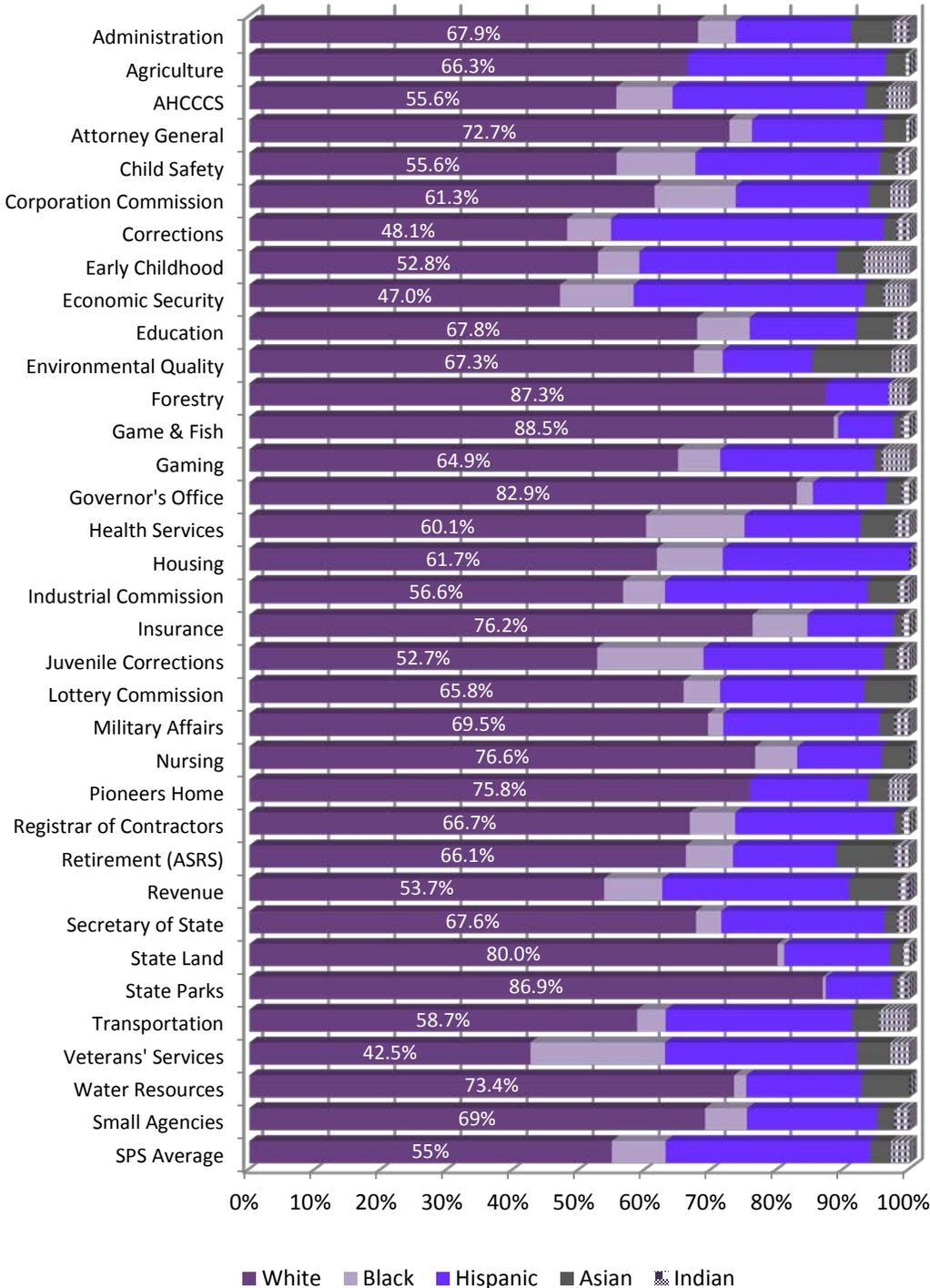


Key Points

- The majority of the SPS workforce (85.9%) was comprised of the White and Hispanic ethnic groups in FY 2015.
- Overall, the ethnic composition of the SPS agencies closely resembles the composition of the Arizona workforce as a whole.

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.

5.2 – Ethnic Composition by Agency Fiscal Year 2015



Key Points

- 45% of the SPS workforce was represented by minority ethnic groups.
- 11 agencies had a minority population that was greater than or equal to 50% of their total employee population.

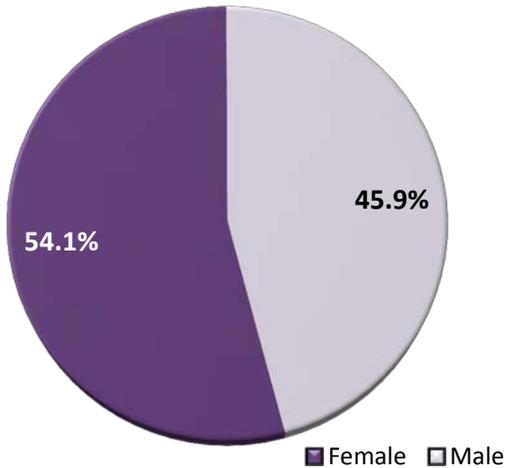
Source: HRIS. Data represents all regular, active SPS employees at fiscal year-end (June 30). Percentages are based upon employees who identified their ethnicity – a small percentage of employees choose not to disclose this information.

Key Points

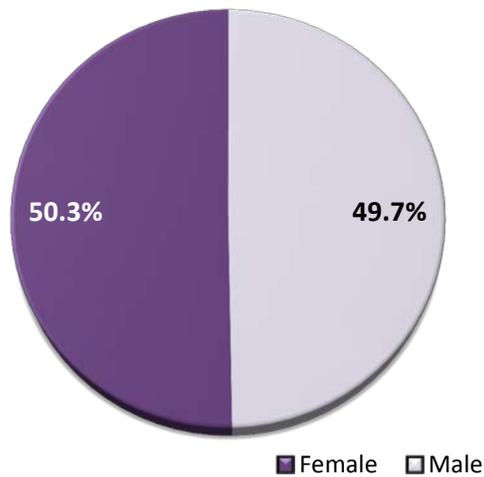
- The majority of the SPS workforce (54.1%) was comprised of females in FY 2015.
- SPS agencies employ a higher percentage of females than the Arizona workforce as a whole.

5.3 – Gender Composition of the SPS Workforce Compared to Arizona the Arizona Population and the Arizona Workforce Fiscal Year 2015

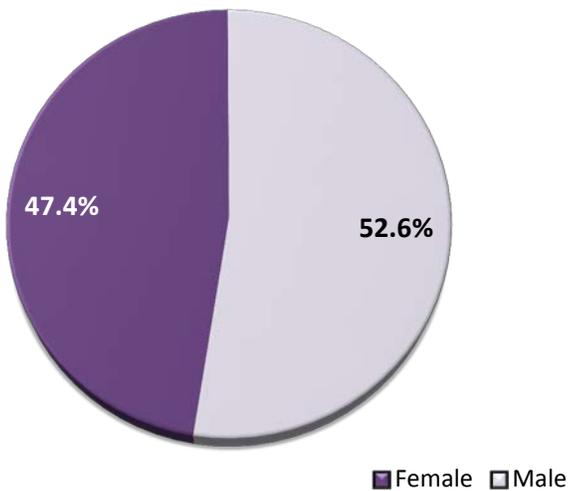
SPS Workforce



AZ Population

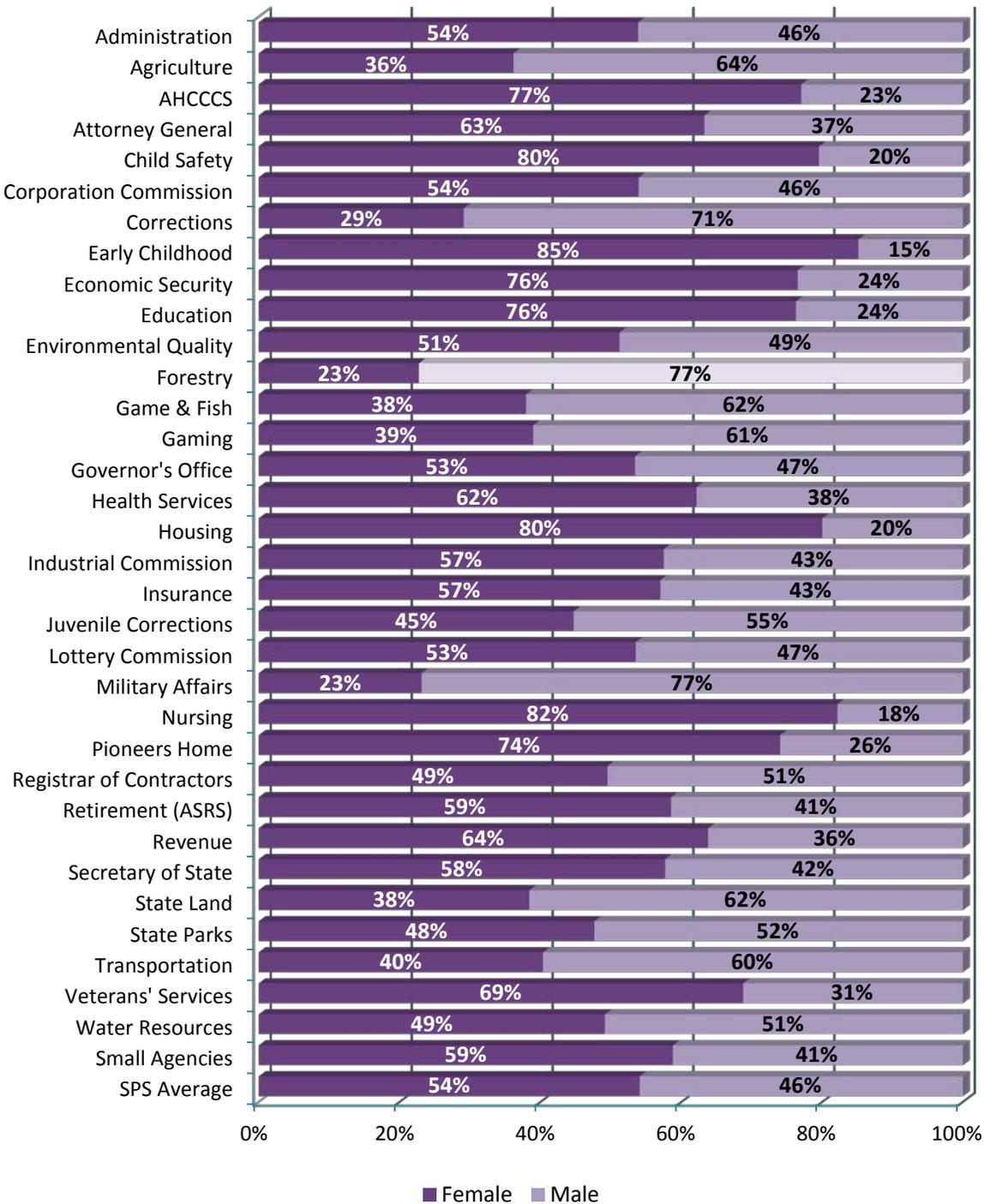


Arizona Workforce



Source: The SPS Workforce chart includes HRIS data for all regular, active SPS employees at fiscal year-end (June 30). The Arizona Population chart from the U.S. Census Bureau; State and County QuickFacts Last Revised 7/8/2015. Arizona Workforce chart includes data from the U.S. Equal Employment Opportunity Commission 2013 EEO-1 Report.

5.4 – Gender Representation by Agency Fiscal Year 2015

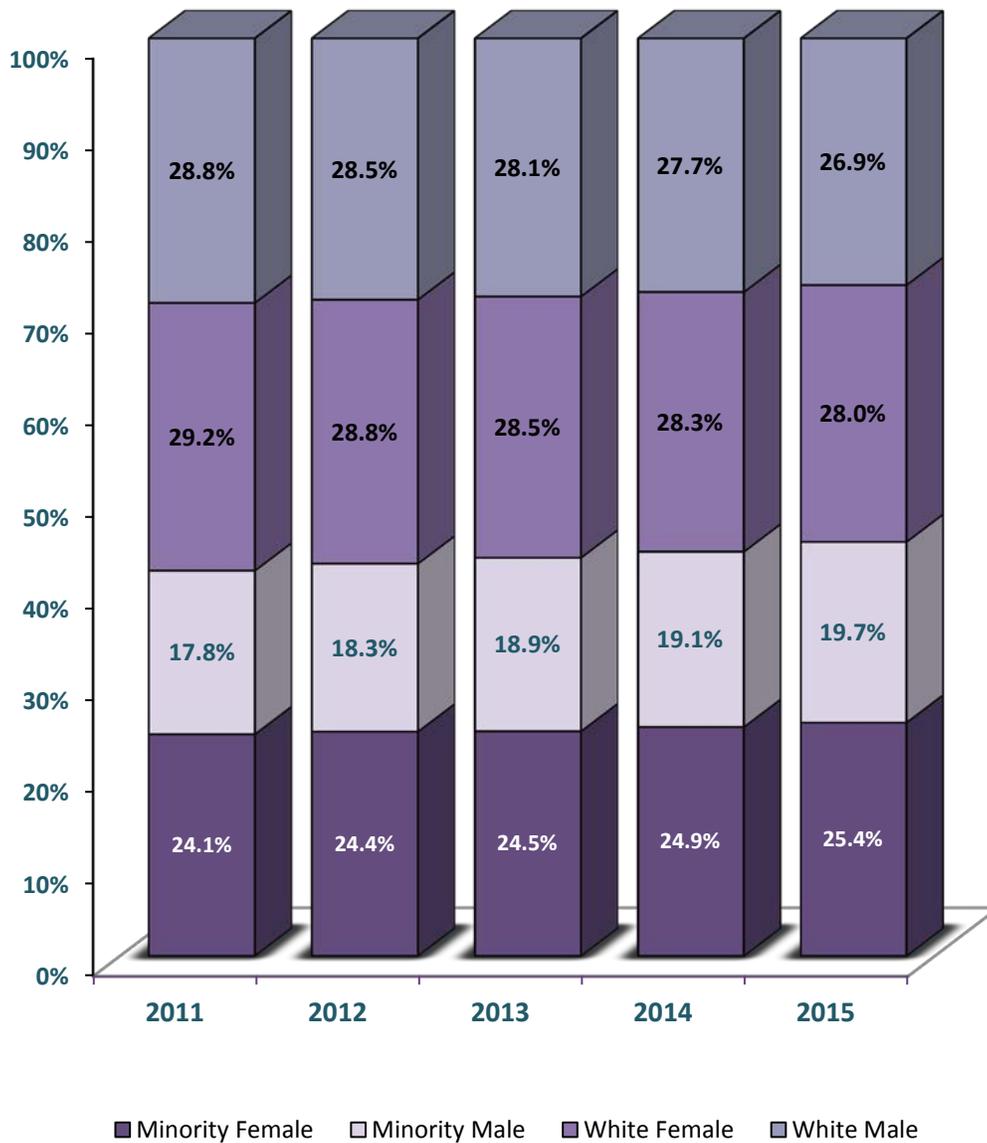


Source: HRIS. Data represents all regular, active SPS employees at fiscal year-end (June 30).

Key Points

- The majority of the SPS workforce (54.1%) was comprised of females in FY 2015.
- There was no change in the SPS Average from FY 2014.
- 22 agencies comprise more than 50% females in FY 2015.

5.5 – Ethnic and Gender Composition of the SPS Workforce Fiscal Year 2011 – 2015

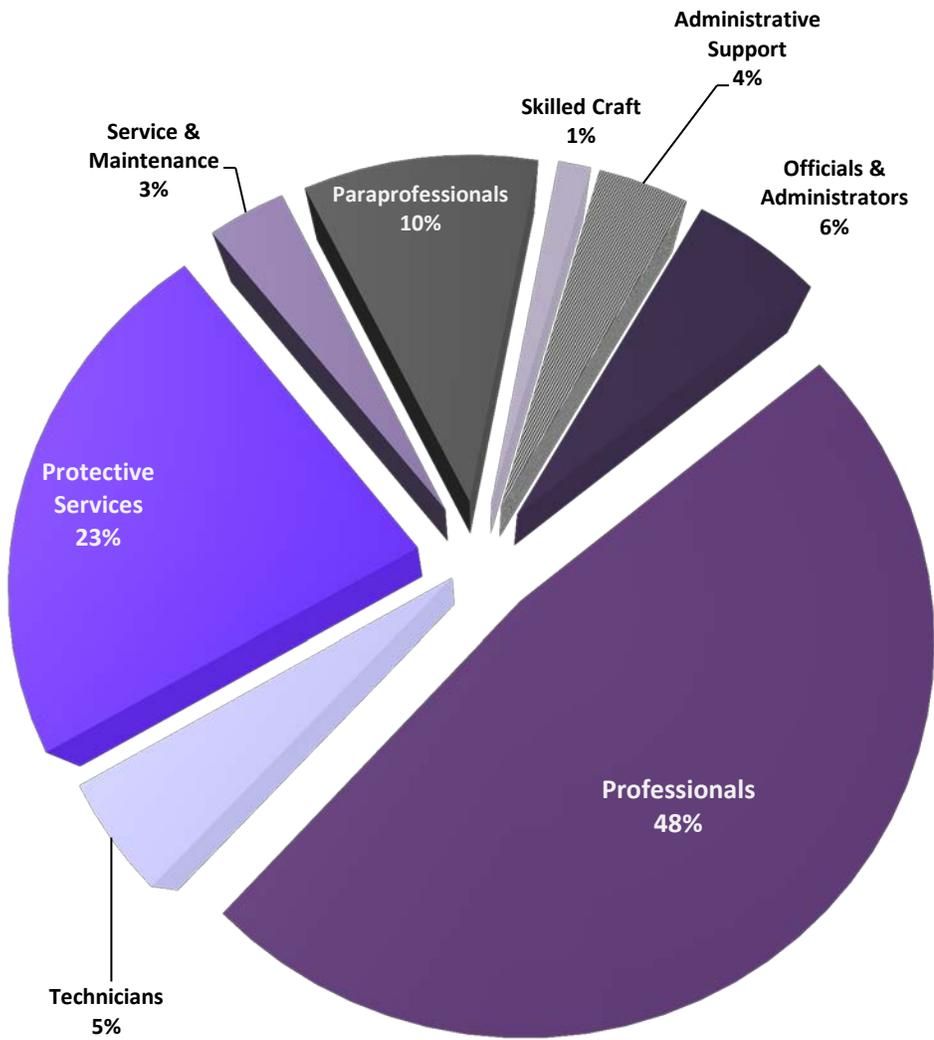


Key Points

- Minority employees as a proportion of the SPS population increased by 3.2% from FY 2011 to FY 2015, increasing on average by **0.79%** year to year.
- The proportion of minority females grew by 1.3% over the 5 year period, while the proportion of minority males grew by **1.9%**.

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

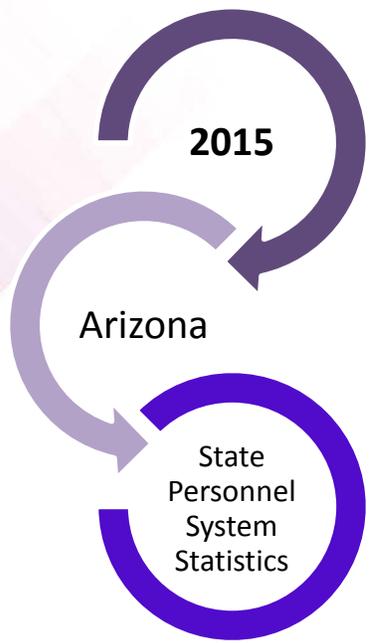
5.6 – Distribution of SPS Employees by Occupational Group Fiscal Year 2015



Source: HRIS. Data represents all regular, active SPS employees at fiscal year-end (June 30). Categories are based upon the Equal Employment Opportunity Commission's Occupational Categories for State and Local Government (EEO-4).

Key Points

- In FY 2015, the largest percentage (**47.8%**) of SPS employees worked in positions categorized as Professional.
- Skilled craft (**1.4%**) and service workers (**3.4%**) encompassed the smallest percentage of SPS employees.



6 Appendix

- ▽ Age and Length of Service Salary Matrix
- ▽ Average Annual Leave Use and Costs
- ▽ Average Sick Leave Use and Costs
- ▽ Rank Order of All States by Ratio of Total State Payroll to State Population
- ▽ Rank Order of All States by State Government Employees per 10,000 Residents
- ▽ Agency Statistics
- ▽ Notes

Ranking Payroll per Capita FY2015	Ranking FTEs per Capita FY2015
49 th in the USA	46 th in the USA

6.1 – Age and Length of Service Salary Matrix Fiscal Year 2015

		Length of Service								Total Employees & Average LOS Salary	
		Under 5	5-9	10-14	15-19	20-24	25-29	30-34	35-39		Over 40
Age	Under 25	1,551	6								1,557
		\$32,262	\$34,971								\$32,272
	25-29	3,081	426	15							3,522
		\$36,179	\$38,035	\$35,615							\$36,400
	30-34	2,301	1,109	412	18						3,840
		\$39,892	\$42,348	\$42,058	\$43,483						\$40,819
	35-39	1,757	881	757	268	6					3,669
		\$41,885	\$45,101	\$45,662	\$46,420	\$61,024					\$43,799
	40-44	1,605	880	808	716	179	8				4,196
		\$42,277	\$45,892	\$45,784	\$48,577	\$46,380	\$58,217				\$44,991
	45-49	1,461	754	715	723	462	157	10			4,282
		\$43,673	\$46,365	\$46,662	\$46,981	\$51,562	\$52,738	\$49,511			\$46,402
	50-54	1,408	700	737	679	523	383	102	10		4,542
		\$44,144	\$46,844	\$46,376	\$45,575	\$49,769	\$53,056	\$50,706	\$44,947		\$46,685
	55-59	1,149	691	736	656	450	375	165	73	4	4,299
		\$43,457	\$47,781	\$45,521	\$47,743	\$49,012	\$51,837	\$52,126	\$52,517	\$69,476	\$46,982
	60-64	688	522	533	437	305	230	130	84	32	2,961
		\$46,229	\$48,174	\$47,882	\$46,377	\$49,443	\$51,804	\$50,297	\$57,430	\$52,652	\$48,221
	65 and Over	231	233	279	168	155	119	66	40	41	1,332
\$47,615		\$53,876	\$51,278	\$48,574	\$50,055	\$54,392	\$54,630	\$52,178	\$64,635	\$51,496	
Total Employees & Average Age Salary	15,232	6,202	4,992	3,665	2,080	1,272	473	207	77	34,200	
	\$40,273	\$45,443	\$46,133	\$47,111	\$49,718	\$52,589	\$51,611	\$54,080	\$59,907	\$44,116	

Source: HRIS. Calculations are based on fiscal year-end (June 30) annual salary data for all regular, active SPS employees. Performance pay and other additional compensation (stipends) are not included, and furloughs and other unpaid time off are also not included.

Explanation of Content: The figure in the white row represents the SPS employee count for the respective age and length of service combination. The dollar amount in the light purple row underneath represents the average annual salary of the group of employees in the respective age and length of service combination. For example, there are 1,551 employees under the age of 25 with less than 5 years of service (as of June 30, 2015). The average annual salary for that group of employees is \$32,262.

6.2 – Average Annual Leave Use and Costs Fiscal Year 2011 – 2015

Agency	Average Annual Leave Days					Average Annual Leave Costs				
	2011	2012	2013	2014	2015	2011	2012	2013	2014	2015
Administration	15.2	16.1	15.9	16.1	15.8	\$3,136	\$3,575	\$3,577	\$3,894	\$3,826
Agriculture	14.0	14.3	16.6	16.3	15.2	\$2,069	\$2,155	\$2,520	\$2,690	\$2,625
AHCCCS	16.1	16.0	15.8	15.7	15.7	\$2,730	\$2,709	\$2,708	\$2,860	\$2,863
Attorney General	15.5	16.5	16.1	15.9	14.6	\$3,784	\$4,133	\$4,065	\$4,270	\$3,848
Child Safety	N/A	N/A	N/A	N/A	11.3	N/A	N/A	N/A	N/A	\$1,901
Corporation Commission	17.5	16.1	15.9	15.4	15.7	\$3,815	\$3,635	\$3,530	\$3,698	\$3,822
Corrections	12.6	13.6	13.9	13.9	13.9	\$2,024	\$2,182	\$2,175	\$2,203	\$2,214
Early Childhood	11.8	14.6	16.0	16.3	14.2	\$2,813	\$3,646	\$3,927	\$3,902	\$3,495
Economic Security	13.1	13.1	13.3	13.5	13.3	\$1,935	\$1,941	\$1,971	\$2,065	\$2,018
Education	14.6	14.0	14.3	13.9	13.9	\$3,041	\$2,978	\$3,075	\$3,101	\$3,081
Environmental Quality	17.7	18.4	16.7	16.7	16.3	\$3,145	\$3,317	\$3,106	\$3,276	\$3,264
Forestry	5.6	6.1	6.2	7.3	11.5	\$942	\$1,033	\$1,062	\$1,302	\$2,075
Game & Fish	13.8	14.3	13.6	14.0	14.0	\$2,770	\$2,877	\$2,707	\$2,868	\$2,929
Gaming	16.2	17.4	17.6	18.9	16.5	\$3,381	\$3,623	\$3,711	\$4,117	\$3,693
Governor's Office	13.2	14.3	16.0	14.4	10.4	\$2,770	\$3,292	\$3,836	\$3,723	\$2,483
Health Services	15.4	15.3	14.5	14.2	14.3	\$2,919	\$2,936	\$2,808	\$2,830	\$2,893
Housing	14.7	14.7	16.9	15.5	16.9	\$3,043	\$3,255	\$3,654	\$3,555	\$3,870
Industrial Commission	15.7	15.6	15.6	15.1	14.8	\$2,652	\$2,596	\$2,680	\$2,701	\$2,708
Insurance	17.4	16.8	19.9	13.9	17.0	\$3,491	\$3,413	\$4,046	\$2,904	\$3,926
Juvenile Corrections	13.8	13.9	15.1	14.0	14.6	\$2,376	\$2,382	\$2,536	\$2,401	\$2,566
Lottery Commission	16.6	17.2	15.8	13.9	14.5	\$2,847	\$2,935	\$2,644	\$2,481	\$2,462
Military Affairs	15.5	16.6	16.9	15.6	14.9	\$2,531	\$2,715	\$2,771	\$2,691	\$2,600
Nursing	13.6	13.9	12.3	13.0	13.1	\$2,749	\$2,593	\$2,255	\$2,507	\$2,678
Pioneers' Home	11.9	13.8	12.2	12.5	12.0	\$1,492	\$1,832	\$1,657	\$1,620	\$1,604
Registrar of Contractors	16.7	16.8	15.7	13.8	12.0	\$2,711	\$2,794	\$2,649	\$2,556	\$2,082
Retirement (ASRS)	18.9	15.3	16.9	15.3	16.3	\$3,836	\$3,224	\$3,697	\$3,487	\$3,739
Revenue	14.7	16.7	15.6	16.0	14.6	\$2,541	\$2,898	\$2,765	\$2,994	\$2,762
Secretary of State	17.1	18.1	16.4	16.5	15.9	\$2,743	\$2,982	\$2,748	\$2,957	\$2,709
State Land	14.5	16.1	17.3	16.5	15.1	\$2,883	\$3,302	\$3,521	\$3,466	\$3,340
State Parks	16.0	15.1	14.4	15.2	10.1	\$2,695	\$2,539	\$2,453	\$2,627	\$1,787
Transportation	14.8	15.3	15.2	15.5	16.2	\$2,459	\$2,593	\$2,581	\$2,732	\$2,929
Veterans' Services	12.0	11.9	10.8	12.1	12.5	\$1,782	\$1,830	\$1,693	\$1,879	\$1,920
Water Resources	16.3	16.7	16.1	14.5	16.5	\$3,673	\$3,939	\$3,863	\$3,509	\$3,886
Small Agencies	15.1	15.8	15.8	15.3	14.7	\$3,042	\$3,203	\$3,221	\$3,332	\$3,285
SPS Average	13.8	14.2	14.3	14.3	14.0	\$2,318	\$2,406	\$2,414	\$2,490	\$2,472

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

6.3 – Average Sick Leave Use and Costs Fiscal Year 2011 – 2015

Agency	Average Sick Leave Days					2011	2012	2013	2014	2015
	2011	2012	2013	2014	2015					
Administration	6.7	7.2	6.5	5.9	6.4	\$1,263	\$1,423	\$1,342	\$1,310	\$1,381
Agriculture	7.7	7.2	7.7	6.6	6.5	\$1,092	\$1,010	\$1,073	\$1,024	\$1,057
AHCCCS	8.7	8.5	7.1	7.0	7.1	\$1,308	\$1,260	\$1,070	\$1,110	\$1,141
Attorney General	8.3	7.7	7.8	6.8	6.8	\$1,794	\$1,743	\$1,749	\$1,604	\$1,547
Child Safety	N/A	N/A	N/A	N/A	6.1	N/A	N/A	N/A	N/A	\$941
Corporation Commission	9.7	8.8	8.7	7.2	8.1	\$2,021	\$1,742	\$1,765	\$1,568	\$1,822
Corrections	8.1	8.8	8.6	8.0	7.8	\$1,276	\$1,383	\$1,306	\$1,230	\$1,202
Early Childhood	5.9	6.1	8.1	7.0	7.0	\$1,254	\$1,330	\$1,942	\$1,615	\$1,579
Economic Security	8.9	8.5	8.5	8.0	7.5	\$1,231	\$1,185	\$1,182	\$1,143	\$1,051
Education	8.0	7.1	6.9	6.6	6.8	\$1,537	\$1,391	\$1,381	\$1,351	\$1,392
Environmental Quality	10.0	10.5	8.5	7.6	7.9	\$1,694	\$1,792	\$1,464	\$1,389	\$1,490
Forestry	2.8	3.1	3.1	2.9	4.5	\$425	\$479	\$507	\$517	\$774
Game & Fish	6.2	6.4	4.7	4.0	3.4	\$1,172	\$1,142	\$884	\$751	\$655
Gaming	7.4	8.0	7.7	7.3	6.8	\$1,487	\$1,566	\$1,506	\$1,486	\$1,440
Governor's Office	5.2	5.1	5.3	5.3	3.5	\$979	\$1,078	\$1,212	\$1,330	\$762
Health Services	9.6	9.0	7.8	7.7	7.8	\$1,680	\$1,617	\$1,397	\$1,431	\$1,457
Housing	7.1	6.8	7.5	7.2	8.5	\$1,390	\$1,409	\$1,502	\$1,494	\$1,814
Industrial Commission	8.4	9.6	8.6	7.7	7.8	\$1,278	\$1,463	\$1,332	\$1,194	\$1,236
Insurance	7.4	6.5	6.2	5.2	5.9	\$1,287	\$1,144	\$1,015	\$943	\$1,143
Juvenile Corrections	8.7	8.1	9.3	7.5	7.4	\$1,434	\$1,320	\$1,480	\$1,232	\$1,248
Lottery Commission	9.4	9.4	8.4	7.6	7.1	\$1,520	\$1,537	\$1,385	\$1,255	\$1,086
Military Affairs	7.7	7.5	7.5	7.3	7.3	\$1,252	\$1,216	\$1,195	\$1,222	\$1,237
Nursing	6.4	5.9	6.3	5.3	6.1	\$995	\$923	\$1,129	\$931	\$1,046
Pioneers' Home	8.8	10.2	7.8	7.2	7.6	\$1,093	\$1,385	\$1,017	\$964	\$952
Registrar of Contractors	9.5	10.5	8.7	6.8	6.1	\$1,468	\$1,648	\$1,369	\$1,151	\$1,032
Retirement (ASRS)	6.3	7.2	7.3	6.3	7.5	\$1,134	\$1,358	\$1,364	\$1,239	\$1,536
Revenue	8.8	9.7	8.6	8.3	7.7	\$1,412	\$1,584	\$1,439	\$1,473	\$1,387
Secretary of State	9.3	9.6	8.1	7.6	7.6	\$1,419	\$1,525	\$1,357	\$1,236	\$1,239
State Land	8.3	7.5	7.9	6.4	7.1	\$1,561	\$1,393	\$1,497	\$1,225	\$1,403
State Parks	6.6	7.1	6.1	5.3	4.2	\$997	\$1,105	\$966	\$848	\$672
Transportation	8.6	8.6	8.4	8.3	8.6	\$1,312	\$1,353	\$1,325	\$1,370	\$1,448
Veterans' Services	8.1	7.2	6.5	8.0	7.7	\$1,147	\$1,021	\$944	\$1,163	\$1,105
Water Resources	7.0	6.9	6.8	6.5	7.1	\$1,469	\$1,427	\$1,437	\$1,421	\$1,545
Small Agencies	6.9	7.1	7.1	6.5	6.3	\$1,280	\$1,310	\$1,316	\$1,264	\$1,277
SPS Average	8.4	8.5	8.2	7.7	7.4	\$1,311	\$1,330	\$1,276	\$1,235	\$1,202

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

6.4 – Rank Order of All States by Ratio of Total State Payroll to State Population 2013

Rank	State	Payroll per Capita	Rank	State	Payroll per Capita
1	Alaska	\$199.89	26	Mississippi	\$70.62
2	Hawaii	\$168.72	27	Colorado	\$70.03
3	Delaware	\$122.32	28	Maryland	\$69.36
4	Vermont	\$112.21	29	South Dakota	\$68.30
5	North Dakota	\$106.19	30	Virginia	\$66.21
6	Connecticut	\$104.59	31	Oklahoma	\$65.68
7	Rhode Island	\$97.96	32	Nebraska	\$65.06
8	Wyoming	\$96.81	33	Maine	\$64.70
9	New Jersey	\$94.76	34	California	\$64.65
10	New Mexico	\$94.73	35	New Hampshire	\$63.68
11	Iowa	\$85.63	36	South Carolina	\$62.82
12	Montana	\$81.94	37	North Carolina	\$62.65
13	Arkansas	\$81.04	38	Pennsylvania	\$60.16
14	West Virginia	\$80.92	39	Idaho	\$59.26
15	Utah	\$80.72	40	Wisconsin	\$57.87
16	Oregon	\$78.76	41	Ohio	\$56.06
17	Massachusetts	\$78.09	42	Indiana	\$53.31
18	Alabama	\$76.89	43	Texas	\$52.45
19	Minnesota	\$76.17	44	Illinois	\$51.70
20	Michigan	\$74.31	45	Tennessee	\$50.79
21	Kansas	\$74.07	46	Missouri	\$49.91
22	Kentucky	\$72.54	47	Georgia	\$48.68
23	Washington	\$72.30	48	Nevada	\$45.12
24	New York	\$71.01	49	Arizona	\$45.04
25	Louisiana	\$70.71	50	Florida	\$36.18

United States \$64.30

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

6.5 – Rank Order of All States by State Government Employees per 10,000 Residents 2013

Rank	State	FTEs per Capita	Rank	State	FTEs per Capita
1	Hawaii	399.9	26	Iowa	156.3
2	Alaska	370.4	27	Washington	150.4
3	Delaware	285.3	28	Virginia	150.4
4	North Dakota	260.2	29	Minnesota	147.8
5	Vermont	228.4	30	North Carolina	147.2
6	Wyoming	228.4	31	Massachusetts	146.4
7	West Virginia	222.1	32	Colorado	144.9
8	New Mexico	217.0	33	Michigan	144.4
9	Arkansas	215.5	34	Maryland	143.5
10	Montana	203.2	35	Missouri	142.4
11	Mississippi	194.3	36	New Hampshire	140.7
12	Kentucky	186.9	37	Idaho	138.9
13	Alabama	184.1	38	Indiana	129.1
14	Utah	183.1	39	Georgia	127.6
15	Rhode Island	178.8	40	Wisconsin	125.7
16	Connecticut	174.5	41	Pennsylvania	124.3
17	Oklahoma	171.1	42	Tennessee	123.2
18	Kansas	170.9	43	New York	121.3
19	Nebraska	169.9	44	Ohio	118.2
20	South Dakota	169.3	45	Texas	117.5
21	Louisiana	167.3	46	Arizona	105.1
22	Oregon	166.8	47	California	102.4
23	South Carolina	163.7	48	Illinois	98.8
24	New Jersey	160.8	49	Nevada	95.9
25	Maine	159.0	50	Florida	90.2

United States 135

Source: U.S. Census Bureau, Governments Division. March 2013, the most current information available. Population data estimate for July 2013. 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.

6.6 – Agency Statistics Fiscal Year 2011 – 2015

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Accountancy	2012	12	50.8	11.9	\$52,232	41.7%	66.7%	50.0%	25.0%
	2013	11	52.8	13.9	\$51,980	27.3%	72.7%	45.5%	27.3%
	2014	12	53.1	13.7	\$55,725	25.0%	66.7%	41.7%	41.7%
	2015	10	49.2	10.4	\$57,339	0.0%	70.0%	40.0%	20.0%
Administration	2012	528	47.9	10.8	\$56,045	39.8%	51.3%	31.1%	17.2%
	2013	544	48.2	10.6	\$57,318	6.6%	51.3%	31.6%	17.6%
	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%
Administrative Hearings	2012	16	51.0	17.6	\$66,233	0.0%	56.3%	31.3%	18.8%
	2013	17	51.1	17.6	\$66,928	0.0%	58.8%	29.4%	23.5%
	2014	16	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%
Agriculture	2012	256	46.7	8.9	\$36,715	17.2%	34.4%	36.7%	19.5%
	2013	211	47.2	10.0	\$38,561	3.3%	35.5%	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%
AHCCCS	2012	957	48.1	11.0	\$42,946	69.9%	78.3%	43.5%	17.2%
	2013	940	48.3	11.1	\$43,808	17.2%	78.0%	41.8%	17.6%
	2014	946	48.1	10.8	\$46,217	10.8%	77.2%	41.5%	17.0%
	2015	926	47.9	10.6	\$46,363	6.8%	77.0%	40.1%	16.5%
Appraisal	2012	5	45.7	5.7	\$53,799	0.0%	80.0%	20.0%	20.0%
	2013	6	50.3	4.3	\$49,368	0.0%	100.0%	16.7%	0.0%
	2014	7	54.2	4.1	\$53,238	0.0%	100.0%	14.3%	0.0%
	2015	5	54.3	6.2	\$62,829	0.0%	100.0%	20.0%	0.0%
Arts Commission	2012	11	44.5	9.1	\$43,365	18.2%	81.8%	18.2%	0.0%
	2013	12	42.0	7.5	\$44,121	0.0%	75.0%	16.7%	8.3%
	2014	13	42.2	7.5	\$45,310	0.0%	61.5%	15.4%	7.7%
	2015	12	43.8	9.2	\$46,855	0.0%	66.7%	16.7%	16.7%
Attorney General	2012	577	48.3	9.7	\$64,777	14.9%	65.3%	25.5%	17.3%
	2013	587	48.2	9.5	\$65,129	5.8%	65.8%	26.6%	17.5%
	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%
Behavioral Health	2012	13	45.8	8.7	\$50,577	0.0%	100.0%	23.1%	23.1%
	2013	15	43.0	7.2	\$47,711	0.0%	93.3%	33.3%	13.3%
	2014	12	46.3	5.8	\$57,231	0.0%	91.7%	33.3%	8.3%
	2015	15	38.1	5.1	\$51,160	0.0%	86.7%	40.0%	6.7%

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Charter Schools	2012	8	44.1	4.2	\$54,235	0.0%	75.0%	12.5%	12.5%
	2013	8	45.1	5.2	\$54,235	0.0%	75.0%	12.5%	12.5%
	2014	6	44.2	6.7	\$55,804	0.0%	66.7%	16.7%	0.0%
	2015	9	40.4	5.3	\$55,082	0.0%	66.7%	11.1%	0.0%
Child Safety	2015	2,836	41.0	6.2	\$41,350	11.1%	79.5%	38.4%	6.8%
Corporation Commission	2012	256	48.4	10.9	\$55,899	50.4%	57.4%	41.0%	16.4%
	2013	249	49.4	11.6	\$58,266	12.9%	55.0%	38.2%	18.9%
	2014	256	48.9	11.0	\$61,550	10.2%	57.4%	37.1%	19.5%
	2015	256	49.3	11.3	\$61,595	6.3%	53.9%	36.7%	21.9%
Corrections	2012	9,871	41.5	8.4	\$40,215	94.9%	31.7%	46.3%	8.5%
	2013	9,196	41.2	8.7	\$39,517	77.1%	29.3%	48.7%	8.8%
	2014	9,069	41.1	8.8	\$40,088	74.4%	29.3%	49.8%	9.6%
	2015	9,148	40.9	8.8	\$40,072	73.5%	29.1%	51.5%	9.8%
Cosmetology	2012	16	49.7	12.2	\$41,896	87.5%	100.0%	25.0%	25.0%
	2013	17	48.6	11.8	\$40,945	5.9%	100.0%	23.5%	23.5%
	2014	17	49.3	12.4	\$43,106	0.0%	100.0%	29.4%	35.3%
	2015	17	48.5	12.2	\$45,256	0.0%	100.0%	35.3%	35.3%
Criminal Justice Commission	2012	23	46.6	10.3	\$59,181	0.0%	60.9%	17.4%	13.0%
	2013	24	46.2	9.2	\$58,582	0.0%	58.3%	16.7%	8.3%
	2014	25	46.2	9.8	\$60,724	0.0%	56.0%	16.0%	20.0%
	2015	23	45.4	8.2	\$59,951	0.0%	56.5%	8.7%	8.7%
Deaf & Hard of Hrng	2012	14	45.0	6.9	\$51,471	0.0%	85.7%	28.6%	7.1%
	2013	15	45.4	7.8	\$51,547	0.0%	80.0%	26.7%	6.7%
	2014	13	46.5	8.6	\$57,882	0.0%	76.9%	30.8%	0.0%
	2015	15	45.7	8.3	\$58,903	0.0%	80.0%	33.3%	0.0%
Dental Examiners	2012	9	45.3	6.4	\$48,849	0.0%	100.0%	22.2%	0.0%
	2013	9	50.1	6.3	\$48,704	0.0%	100.0%	22.2%	0.0%
	2014	9	51.1	7.3	\$52,141	0.0%	100.0%	22.2%	11.1%
	2015	9	52.1	8.3	\$52,894	0.0%	100.0%	22.2%	11.1%
Early Childhood	2012	138	44.0	4.8	\$60,722	13.0%	87.0%	44.9%	4.3%
	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%
Economic Security	2012	9,625	45.8	9.4	\$37,048	91.8%	76.7%	45.7%	14.1%
	2013	9,600	45.6	9.2	\$37,404	35.2%	77.2%	44.8%	14.0%
	2014	10,178	45.2	8.6	\$38,307	24.4%	77.3%	44.6%	13.3%
	2015	7,628	46.4	9.0	\$37,650	10.1%	76.5%	48.1%	15.3%
Education	2012	526	47.5	7.6	\$54,106	35.6%	74.9%	27.9%	15.6%
	2013	519	47.8	7.6	\$55,432	3.1%	75.7%	27.0%	18.3%
	2014	554	47.0	7.4	\$58,033	2.5%	75.5%	29.4%	16.4%
	2015	568	46.5	7.0	\$57,816	1.9%	76.2%	28.5%	12.3%

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Education Board	2015	11	48.4	6.9	\$56,734	0.0%	63.6%	45.5%	18.2%
Environmental Quality	2012	468	50.5	13.5	\$46,919	56.8%	47.9%	29.1%	24.1%
	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%
Executive Clemency	2012	10	52.4	8.8	\$45,493	40.0%	60.0%	70.0%	20.0%
	2013	9	53.7	10.6	\$48,244	0.0%	55.6%	66.7%	11.1%
	2014	12	50.1	5.9	\$43,650	0.0%	75.0%	50.0%	16.7%
	2015	13	54.4	6.0	\$43,202	0.0%	69.2%	30.8%	30.8%
Exposition & State Fair	2012	23	48.2	15.3	\$51,425	43.5%	56.5%	26.1%	17.4%
	2013	23	48.2	15.6	\$53,651	8.7%	56.5%	26.1%	30.4%
	2014	40	44.6	10.0	\$44,129	2.5%	35.0%	40.0%	22.5%
	2015	36	43.9	9.4	\$41,784	0.0%	38.9%	44.4%	11.1%
Financial Institutions	2012	38	51.1	10.2	\$49,001	78.9%	52.6%	21.1%	18.4%
	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%
Fingerprinting	2012	5	52.4	12.4	\$49,654	80.0%	20.0%	20.0%	40.0%
	2013	6	47.2	9.1	\$50,045	16.7%	33.3%	16.7%	16.7%
	2014	6	48.9	7.1	\$54,263	0.0%	33.3%	0.0%	16.7%
	2015	6	51.6	12.6	\$57,312	0.0%	33.3%	16.7%	33.3%
Fire Building & Life Safety	2012	25	52.4	8.9	\$47,014	28.0%	52.0%	20.0%	24.0%
	2013	21	51.2	10.5	\$47,430	0.0%	47.6%	23.8%	23.8%
	2014	27	49.4	9.3	\$48,681	0.0%	37.0%	22.2%	22.2%
	2015	26	49.0	9.5	\$44,582	0.0%	38.5%	23.1%	23.1%
Forestry	2012	133	49.3	8.1	\$44,061	45.1%	19.5%	11.3%	19.5%
	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%
Game & Fish	2012	596	45.1	11.3	\$49,205	89.1%	36.6%	10.1%	16.1%
	2013	585	45.4	11.7	\$50,231	26.2%	36.8%	10.1%	18.1%
	2014	588	44.9	11.2	\$51,851	24.1%	39.3%	11.4%	17.9%
	2015	617	44.9	11.0	\$51,242	17.8%	37.9%	11.3%	17.5%
Gaming	2012	104	50.1	9.0	\$54,337	0.0%	38.5%	33.7%	14.4%
	2013	102	50.3	8.7	\$55,029	0.0%	38.2%	35.3%	18.6%
	2014	97	51.3	9.9	\$57,188	0.0%	37.1%	35.1%	21.6%
	2015	95	50.3	9.0	\$58,220	0.0%	38.9%	34.7%	16.8%
Geological Survey	2012	40	42.5	6.8	\$50,273	12.5%	55.0%	15.0%	15.0%
	2013	38	43.2	8.0	\$51,654	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%

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Governor's Office	2012	133	41.9	7.5	\$60,501	0.0%	61.7%	18.8%	11.3%
	2013	133	41.3	8.1	\$61,518	0.0%	56.4%	19.5%	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%
Health Services	2012	1,563	48.5	9.8	\$48,614	71.3%	64.4%	36.1%	17.0%
	2013	1,593	47.8	9.2	\$48,570	20.5%	63.8%	35.5%	16.8%
	2014	1,586	47.4	8.8	\$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%
Highway Safety	2012	11	43.1	6.0	\$60,808	0.0%	63.6%	54.5%	18.2%
	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%
Historical Society	2012	40	50.1	11.0	\$40,102	80.0%	65.0%	35.0%	22.5%
	2013	38	49.1	11.0	\$40,461	31.6%	65.8%	31.6%	26.3%
	2014	37	50.8	11.0	\$45,751	21.6%	67.6%	29.7%	27.0%
	2015	39	46.8	9.3	\$42,559	12.8%	74.4%	33.3%	20.5%
Homeland Security	2012	16	41.9	7.7	\$59,672	0.0%	56.3%	18.8%	6.3%
	2013	16	42.9	6.4	\$59,099	0.0%	56.3%	18.8%	6.3%
	2014	15	44.0	7.4	\$63,249	0.0%	46.7%	26.7%	6.7%
	2015	16	40.5	6.3	\$63,936	0.0%	43.8%	25.0%	6.3%
Housing	2012	56	48.3	6.5	\$56,389	1.8%	80.4%	37.5%	8.9%
	2013	57	47.4	5.9	\$56,671	0.0%	77.2%	35.1%	7.0%
	2014	58	47.0	6.2	\$58,475	0.0%	77.6%	37.9%	6.9%
	2015	60	48.3	6.9	\$59,220	0.0%	80.0%	38.3%	11.7%
Industrial Commission	2012	245	50.5	11.6	\$42,916	82.4%	59.2%	44.5%	19.6%
	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%
Insurance	2012	94	50.8	12.6	\$50,917	51.1%	58.5%	22.3%	23.4%
	2013	92	50.6	12.4	\$51,561	13.0%	56.5%	23.9%	27.2%
	2014	92	50.5	11.6	\$53,610	10.9%	57.6%	26.1%	27.2%
	2015	86	50.5	11.4	\$54,901	9.3%	57.0%	23.3%	23.3%
Juvenile Corrections	2012	611	43.6	9.1	\$41,964	84.3%	44.2%	44.8%	8.7%
	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%
Liquor Licenses	2012	39	46.0	8.8	\$49,136	12.8%	59.0%	46.2%	15.4%
	2013	41	47.9	7.9	\$48,833	0.0%	53.7%	41.5%	12.2%
	2014	38	48.5	8.8	\$51,852	0.0%	52.6%	44.7%	13.2%
	2015	40	46.4	8.9	\$50,967	0.0%	52.5%	40.0%	10.0%

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Lottery Commission	2012	88	50.1	12.0	\$43,366	75.0%	62.5%	29.5%	22.7%
	2013	85	50.9	11.5	\$43,040	27.1%	61.2%	29.4%	21.2%
	2014	88	50.8	11.0	\$45,595	10.2%	60.2%	28.4%	19.3%
	2015	86	49.4	10.4	\$44,501	7.0%	53.5%	29.1%	14.0%
Medical Board	2012	35	46.9	7.3	\$73,129	0.0%	77.1%	11.4%	8.6%
	2013	33	45.9	7.5	\$70,576	0.0%	84.8%	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%
Military Affairs	2012	482	46.0	8.5	\$42,308	1.9%	23.7%	29.3%	14.5%
	2013	478	46.8	8.6	\$41,776	0.4%	24.7%	29.1%	14.2%
	2014	430	47.6	9.0	\$43,792	0.2%	25.1%	26.3%	17.0%
	2015	424	47.5	8.9	\$45,102	0.2%	23.1%	25.0%	16.3%
Mine Inspector	2012	15	55.8	7.3	\$48,299	0.0%	26.7%	20.0%	26.7%
	2013	13	57.0	9.0	\$50,249	0.0%	23.1%	23.1%	30.8%
	2014	15	53.1	8.3	\$50,646	0.0%	20.0%	26.7%	40.0%
	2015	14	55.5	9.9	\$52,035	0.0%	21.4%	28.6%	42.9%
Nursing	2012	57	54.0	9.3	\$49,089	49.1%	87.7%	28.1%	26.3%
	2013	55	52.8	8.6	\$50,402	18.2%	87.3%	23.6%	29.1%
	2014	57	51.0	7.5	\$51,990	12.3%	84.2%	19.3%	21.1%
	2015	56	50.5	8.4	\$51,908	12.5%	82.1%	19.6%	14.3%
Office of Pest Management	2012	19	49.5	10.1	\$40,039	31.6%	36.8%	42.1%	15.8%
	2013	19	49.6	11.0	\$40,039	15.8%	31.6%	42.1%	21.1%
	2014	17	51.2	11.0	\$43,135	5.9%	29.4%	23.5%	23.5%
	2015	16	51.5	11.0	\$42,630	6.3%	31.3%	25.0%	25.0%
Osteopathic Examiners	2012	6	53.4	6.7	\$61,198	0.0%	83.3%	0.0%	16.7%
	2013	6	56.9	7.6	\$61,371	0.0%	100.0%	0.0%	16.7%
	2014	5	57.8	10.1	\$72,948	0.0%	100.0%	0.0%	40.0%
	2015	5	54.3	7.8	\$74,126	0.0%	80.0%	0.0%	0.0%
Pharmacy Board	2012	15	52.7	10.3	\$75,067	0.0%	46.7%	6.7%	26.7%
	2013	17	53.2	10.0	\$74,715	0.0%	47.1%	11.8%	23.5%
	2014	17	51.7	10.2	\$74,924	0.0%	58.8%	11.8%	17.6%
	2015	17	51.3	9.4	\$77,175	0.0%	58.8%	5.9%	11.8%
Pioneers Home	2012	85	48.0	7.1	\$32,379	96.5%	72.9%	20.0%	11.8%
	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%
Postsecondary Education	2012	7	44.9	4.3	\$49,658	0.0%	57.1%	28.6%	14.3%
	2013	9	47.9	4.7	\$51,223	0.0%	77.8%	22.2%	22.2%
	2014	8	52.4	3.6	\$54,602	0.0%	87.5%	12.5%	12.5%
	2015	7	53.0	4.7	\$55,022	0.0%	85.7%	28.6%	14.3%

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Power Authority	2012	8	56.9	8.8	\$90,275	0.0%	50.0%	25.0%	25.0%
	2013	6	53.5	7.1	\$77,987	0.0%	50.0%	33.3%	0.0%
	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%
Prescott Historical Society	2012	10	58.8	13.2	\$38,451	80.0%	30.0%	10.0%	40.0%
	2013	10	59.8	14.2	\$39,740	30.0%	30.0%	10.0%	40.0%
	2014	9	60.6	13.5	\$39,346	11.1%	44.4%	11.1%	44.4%
	2015	11	59.8	12.0	\$43,355	9.1%	45.5%	9.1%	54.5%
PSPRS	2012	53	48.2	8.3	\$83,919	0.0%	49.1%	7.5%	7.5%
	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%
Racing	2012	31	53.9	10.9	\$45,594	9.7%	29.0%	25.8%	32.3%
	2013	32	51.8	9.3	\$47,353	0.0%	28.1%	34.4%	28.1%
	2014	31	51.3	8.7	\$50,724	0.0%	29.0%	35.5%	22.6%
	2015	24	51.3	7.8	\$46,300	0.0%	25.0%	50.0%	25.0%
Radiation Regulatory	2012	27	48.7	10.7	\$45,199	29.6%	37.0%	25.9%	25.9%
	2013	27	51.4	10.9	\$44,445	3.7%	37.0%	25.9%	40.7%
	2014	27	50.6	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%
Real Estate	2012	30	52.5	13.6	\$41,457	26.7%	56.7%	23.3%	43.3%
	2013	29	51.4	10.1	\$40,752	3.4%	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%
Registrar Of Contractors	2012	92	52.8	11.3	\$43,469	71.7%	47.8%	29.3%	23.9%
	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%
Retirement (ASRS)	2012	230	45.7	8.3	\$54,132	0.0%	59.6%	31.3%	11.3%
	2013	220	46.6	9.2	\$54,786	0.0%	61.4%	31.4%	12.3%
	2014	236	46.6	8.9	\$58,704	0.0%	58.1%	32.6%	14.4%
	2015	229	46.9	9.5	\$60,481	0.0%	58.5%	33.2%	13.1%
Revenue	2012	711	49.3	12.2	\$44,809	60.9%	62.7%	42.2%	21.4%
	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%
RUCO	2012	8	55.6	16.0	\$75,082	25.0%	37.5%	0.0%	50.0%
	2013	8	58.2	13.4	\$76,539	0.0%	25.0%	0.0%	50.0%
	2014	7	53.3	11.6	\$81,861	0.0%	14.3%	0.0%	42.9%
	2015	7	52.3	11.8	\$81,109	0.0%	14.3%	0.0%	28.6%

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
School Facilities Board	2012	14	54.2	7.5	\$67,553	0.0%	42.9%	35.7%	35.7%
	2013	14	55.2	8.5	\$67,553	0.0%	42.9%	35.7%	35.7%
	2014	13	55.3	9.5	\$72,962	0.0%	38.5%	30.8%	30.8%
	2015	11	54.1	10.1	\$70,746	0.0%	45.5%	36.4%	18.2%
Secretary Of State	2012	138	47.6	9.0	\$42,717	0.0%	64.5%	23.9%	13.0%
	2013	139	47.2	9.0	\$42,748	2.9%	59.7%	23.0%	14.4%
	2014	140	47.6	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%
State Land	2012	115	49.5	11.3	\$52,719	84.3%	40.9%	18.3%	21.7%
	2013	111	49.6	11.7	\$53,026	5.4%	37.8%	18.0%	27.0%
	2014	115	49.2	11.0	\$55,552	2.6%	40.9%	19.1%	27.0%
	2015	112	49.1	10.0	\$56,267	0.9%	38.4%	17.9%	25.9%
State Parks	2012	164	51.1	13.7	\$41,528	82.9%	37.2%	12.8%	26.8%
	2013	163	51.2	13.4	\$41,936	29.4%	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%
Technical Registration	2012	18	53.5	11.4	\$41,572	5.6%	66.7%	33.3%	33.3%
	2013	20	51.0	10.5	\$42,000	5.0%	65.0%	35.0%	15.0%
	2014	19	46.6	9.8	\$46,852	5.3%	68.4%	52.6%	5.3%
	2015	18	44.1	7.1	\$48,250	0.0%	61.1%	50.0%	5.6%
Tourism	2012	25	47.0	6.8	\$57,987	0.0%	92.0%	32.0%	16.0%
	2013	24	47.0	7.3	\$58,853	0.0%	91.7%	33.3%	12.5%
	2014	27	47.3	7.1	\$61,142	0.0%	88.9%	29.6%	11.1%
	2015	27	48.6	7.5	\$62,592	0.0%	85.2%	25.9%	11.1%
Transportation	2012	4,059	47.8	11.1	\$42,751	82.1%	40.9%	39.8%	17.1%
	2013	4,174	47.8	10.7	\$42,874	26.7%	40.9%	40.0%	16.7%
	2014	4,208	47.7	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%
Treasurer	2012	25	46.7	13.0	\$59,795	40.0%	60.0%	36.0%	12.0%
	2013	26	48.7	13.4	\$60,168	7.7%	57.7%	34.6%	11.5%
	2014	26	49.2	12.7	\$64,286	7.7%	57.7%	30.8%	15.4%
	2015	27	43.8	8.9	\$60,694	0.0%	59.3%	29.6%	7.4%
Veterans' Services	2012	314	47.6	5.3	\$39,549	55.1%	64.3%	54.1%	11.8%
	2013	380	45.4	4.6	\$37,365	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%
Water Infrastructure	2012	18	42.5	11.1	\$58,867	0.0%	66.7%	61.1%	11.1%
	2013	17	42.8	12.0	\$61,518	0.0%	70.6%	52.9%	11.8%
	2014	19	43.4	12.4	\$65,245	0.0%	73.7%	42.1%	10.5%
	2015	18	44.1	14.0	\$64,860	0.0%	72.2%	44.4%	11.1%

Agency	Fiscal Year	Employee Count	Average Age	Average Length of Service	Average Salary	Covered	Female	Minority	Retirement Eligible
Water Resources	2012	104	48.0	12.7	\$60,380	42.3%	53.8%	26.0%	16.3%
	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%
Weights And Measures	2012	29	48.4	9.6	\$43,654	13.8%	34.5%	31.0%	13.8%
	2013	32	47.7	9.2	\$43,348	0.0%	34.4%	34.4%	18.8%
	2014	31	47.5	9.1	\$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%
State Personnel System	2012	34,223	45.5	9.5	\$42,322	78.7%	53.5%	42.7%	13.8%
	2013	33,621	45.4	9.5	\$42,447	38.9%	53.4%	43.4%	14.0%
	2014	34,161	45.2	9.3	\$43,832	32.7%	53.9%	44.0%	14.2%
	2015	34,200	45.0	9.1	\$44,116	27.0%	54.1%	45.1%	14.0%

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.

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

