

ARIZONA
DEPARTMENT OF PUBLIC SAFETY

ANNUAL PERSONNEL REPORT
&
ADVISORY RECOMMENDATION



September 1, 2022

Arizona Department of Public Safety

“Courteous Vigilance”

Annual Report on Personnel and Compensation

September 1, 2022

INTRODUCTION

Arizona Revised Statute 41-751 (D) requires the Department of Public Safety to prepare an advisory recommendation on salaries of its personnel. The recommendations for Fiscal Year 2023 support several compensation objectives essential to maintaining the current service levels provided to the citizens of Arizona. The objectives include:

- Narrow the difference in compensation between department personnel and overall public and private labor markets in Arizona in an effort to become a competitive employer.
- Reduce the costly effects of turnover by providing monetary incentives that encourage employees to remain in state service.
- Retain sufficient personnel to provide ethical, effective, efficient, and customer-oriented state-level law enforcement services to the citizens and visitors of Arizona as outlined in the department’s mission.
- Increase the department’s ability to compete with local agencies for qualified applicants, where municipal agencies have attractive monetary incentives to entice applicants who would otherwise consider the department as a career.

Recruiting and retaining the most highly qualified employees for the Department of Public Safety is critical to these objectives. Despite a recent 15% salary increase across the board for all department employees, research and surveys confirm department employee salaries are still below their market competitors.

CURRENT STATUS

As of July 1, 2022, there were 1,854 full-time employees with the Department of Public Safety of which 1,109 (60%) were sworn and 745 (40%) were professional staff (civilian).

Based on the most recent salary survey conducted in August 2022 (see Appendix A), the average department sworn salary is 2.5% behind market competitors. Five of the thirty-six law enforcement agencies surveyed statewide have higher officer salaries than the department's maximum trooper pay.

A salary survey conducted in August 2022 on a sampling of professional staff classifications within different job families shows that professional staff salary levels would currently require an average increase of 4.2% to reach their market competitors (see Appendix B).

Due to salary levels, the department is experiencing significant difficulties filling a number of critical vacant positions within the Information Technology Bureau, the Telecommunications Bureau, and the Operational Communications Bureau. The department is continuing efforts to employ new state troopers to reduce the 22% vacancy rate in the Highway Patrol Division and the 25% vacancy rate in the Criminal Investigations Division. The reported vacancy rates in 2021 were 21% in the Highway Patrol Division and 16% in the Criminal Investigations Division.

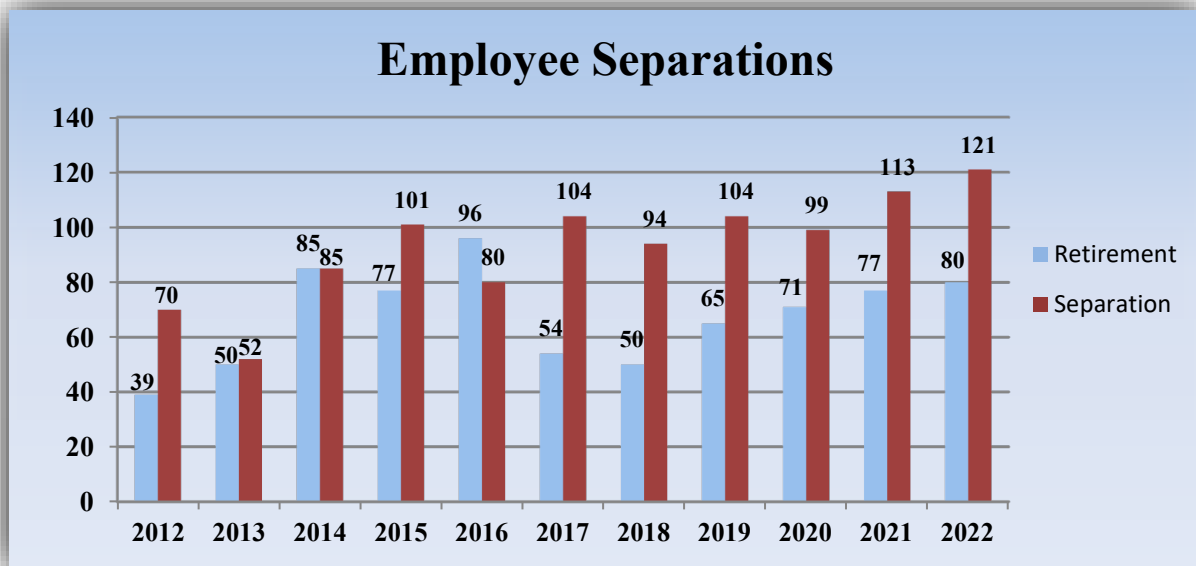


TURNOVER

In FY 2022, the department experienced a turnover rate of 9.8% for sworn personnel and 12.3% for professional staff. There were 201 employee separations from the department, including retirements, of which 85% were regrettable attrition (see Appendix C).

There were 109 separations of sworn personnel during the fiscal year, of which 54 (50%) were a result of retirement. The sworn regrettable attrition rate was 82%. The professional staff regrettable attrition rate was 87%; of the 92 separations during the fiscal year, 26 were retirements.

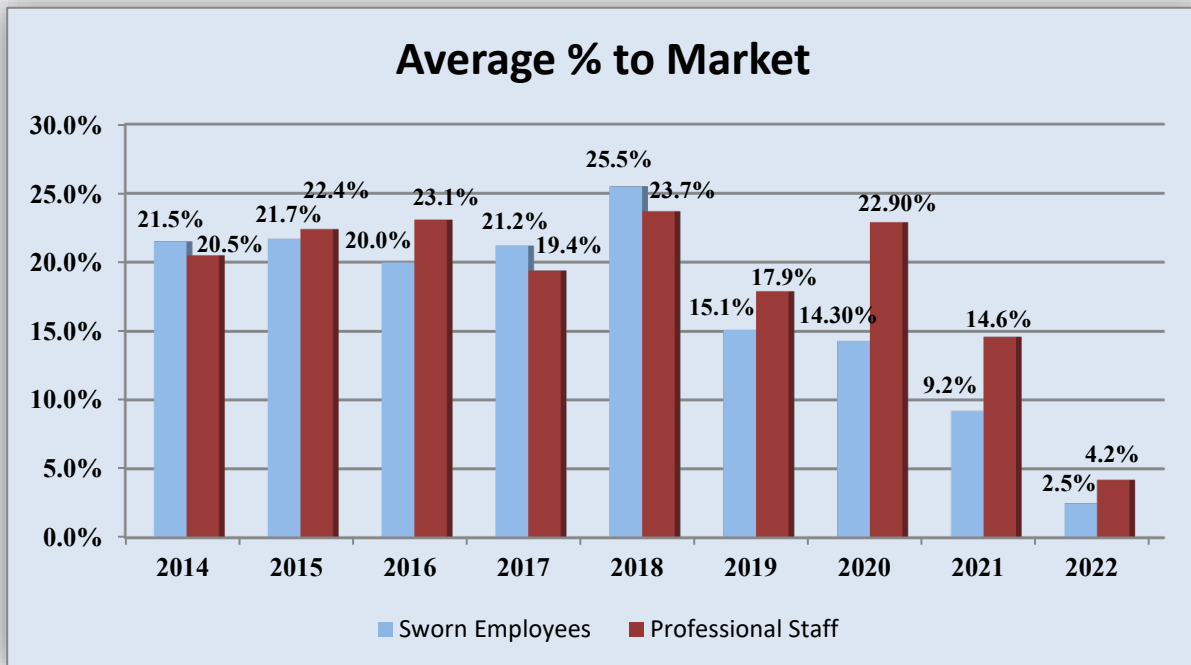
Public safety services have a significant impact on the welfare of the state and its citizens, requiring employees to have a considerable amount of training, knowledge, and experience. The experience required to become fully proficient normally takes employees three to five years to acquire. During this past year, employees with more than three years of employment represented 58 (48%) of all non-retirement separations, thus requiring the department to rely on a less-tenured employee population to service the growing and diverse needs of the state. The retention of experienced employees continues to be of significant concern to the department and will require additional resources to reverse this trend, promote internal equity, and meet staffing needs.



COMPENSATION

The department's sworn employees received a 15% salary adjustment in FY 2023. At the same time, sworn salaries of competing agencies around the state have continued to increase with no reductions. Department sworn salaries would need an average increase of 2.4% to reach compensation objectives in terms of base pay. As shown in Appendix D, the cost to bring sworn salaries to market levels in FY 2023 is \$4.91 million.

The department’s professional staff received a 15% salary increase in FY 2023. The department estimates professional staff would need an average salary increase of 4.2% to achieve compensation objectives. As shown in Appendix D, this increase would cost \$2.84 million in FY 2023.



OVERTIME

Given the current sworn and professional staff salary base, the department would require an additional \$3.09 million (including Employee Related Expenditures) in FY 2023, after the appropriate market salary adjustments, in order to reach an industry average overtime budget of 4.8% of total payroll.

CONCLUSION

The Department of Public Safety is able to offer competitive salaries for some classifications, while others are still below the market, which directly impacts the retention of current employees and the recruiting of highly qualified new employees. Department pay is 3% behind the compensation objective of paying competitive salaries at the market rate. In the long-term, the department seeks the ability to make small, regular adjustments to employee pay to meet increases in the cost of living. In the short-term, the department is optimistic the state can provide a modest pay adjustment to prevent salaries from falling further behind.

APPENDIX A

	<u>CADET STATE TROOPER</u>		<u>STATE TROOPER</u>		<u>SERGEANT</u>		<u>CAPTAIN</u> Second Line Supervisor		<u>MAJOR</u> Third Line Supervisor		<u>ASST. DIRECTOR</u>		<u>ROTARY WING PILOT</u>	
	ENTRY	MAXIMUM	ENTRY	MAXIMUM	ENTRY	MAXIMUM	ENTRY	MAXIMUM	ENTRY	MAXIMUM	ENTRY	MAXIMUM	ENTRY	MAXIMUM
Apache Junction	\$54,808		\$56,888	\$80,080	\$85,924	\$104,436	\$94,878	\$138,017	\$109,833	\$159,771				
Avondale PD	\$58,822	\$63,336	\$63,336	\$91,707	\$92,289	\$115,273	\$102,293	\$148,324			\$120,327	\$174,474		
AZ DPS	\$56,042	\$64,117	\$65,383	\$91,601	\$100,766	\$114,517		\$147,247		\$163,758		\$207,288	\$91,601	\$100,766
Buckeye PD	\$53,206		\$59,821	\$84,947	\$98,384	\$124,114	\$125,986	\$146,058	\$98,488	\$154,357	\$103,834	\$169,229		
Casa Grande PD	\$48,005	\$48,005	\$56,381	\$77,716	\$63,153	\$87,097	\$91,282	\$126,067	\$81,211	\$112,237				
Chandler PD	\$63,440	\$63,440	\$63,440	\$91,915	\$96,491	\$119,122	\$125,050	\$137,883	\$156,612	\$165,691		\$183,136		
Coconino CSO	\$53,451		\$55,997	\$81,302	\$79,746	\$109,138	\$92,395	\$126,449	\$102,140	\$150,147				
El Mirage PD	\$51,605		\$54,246	\$80,142	\$85,946	\$104,478	\$99,058	\$138,691			\$113,253	\$158,566		
Flagstaff PD	\$50,336		\$50,336	\$85,218	\$76,440	\$99,362	\$92,040	\$119,642			\$110,240	\$162,843		
Gilbert PD	\$60,965		\$60,965	\$85,800	\$92,061	\$111,883	\$117,478	\$135,990	\$105,035	\$168,057	\$116,394	\$186,231		
Glendale PD	\$58,768		\$61,707	\$86,828	\$102,139	\$112,610	\$97,901	\$146,853	\$119,000	\$178,500	\$124,950	\$187,425		
Goodyear PD	\$55,286		\$57,056	\$80,284	\$81,816	\$104,421	\$110,034	\$127,605			\$124,493	\$159,347		
Kingman PD	\$42,890	\$62,275	\$46,467	\$65,021	\$63,710	\$73,902	\$84,115	\$104,302			\$106,371	\$125,528		
Lake Havasu PD			\$57,158	\$83,449	\$77,334	\$98,404	\$90,459	\$127,587	\$97,942	\$143,004				
Marana PD			\$58,426	\$82,212	\$82,777	\$100,615	\$97,565	\$130,747	\$107,321	\$148,052	\$119,740	\$179,611		
Maricopa CSO	\$52,000		\$63,648	\$90,480	\$83,200	\$107,328	\$98,696	\$131,976	\$119,267	\$159,120	\$117,024	\$177,492	\$74,568	\$87,776
Maricopa PD	\$49,708	\$68,029	\$58,698	\$82,595	\$77,020	\$104,062	\$91,000	\$122,138	\$93,507	\$134,650				
Mesa PD	\$62,418	\$88,058	\$63,052	\$88,059	\$97,013	\$113,197	\$124,640	\$137,374	\$144,843	\$166,989	\$175,337	\$202,176	\$75,369	\$84,346
Mohave CSO	\$38,605	\$59,868	\$46,966	\$70,262	\$57,117	\$84,510	\$66,102	\$97,178					\$62,962	\$92,747
Oro Valley PD	\$54,536		\$57,263	\$83,283	\$82,728	\$100,728	\$92,969	\$139,454	\$107,624	\$161,436	\$113,005	\$169,507		
Paradise Valley PD			\$74,000	\$94,074	\$109,058	\$119,170		\$128,821	\$133,127	\$164,765	\$165,000	\$200,273		
Peoria PD	\$55,036		\$57,948	\$81,536	\$86,819	\$106,746	\$118,009	\$135,726	\$142,512	\$165,369	\$173,638	\$187,100		
Phoenix PD	\$68,661	\$72,093	\$72,779	\$105,539	\$105,976	\$138,528	\$138,840	\$167,274	\$167,274	\$209,102	\$188,198	\$225,846	\$99,798	\$109,512
Pima CSD			\$55,702	\$71,947	\$79,123	\$94,931	\$110,344	\$122,782	\$72,426	\$160,638	\$108,638	\$212,826		
Pinal CSO	\$45,969	\$51,164	\$53,722	\$70,488	\$74,013	\$85,832	\$92,699	\$102,322	\$107,438	\$112,887	\$98,551	\$167,537		
Prescott PD	\$51,604		\$55,291	\$82,937	\$73,992	\$110,988	\$93,413	\$140,120						
Prescott Valley PD	\$53,040		\$55,120	\$77,730	\$63,461	\$88,837	\$82,430	\$113,963	\$92,102	\$128,939	\$89,856	\$125,778		
Queen Creek PD	\$58,692		\$61,473	\$86,499	\$90,824	\$110,397	\$115,917	\$134,189						
Scottsdale PD	\$63,232	\$91,894	\$63,232	\$91,894	\$84,698	\$123,136	\$93,371	\$135,782	\$113,506	\$165,006	\$131,394	\$191,027		
Show Low PD	\$45,302		\$52,936	\$80,163	\$64,334	\$92,810	\$74,298	\$107,078			\$85,987	\$123,989		
Sierra Vista PD	\$54,018		\$51,875	\$77,334	\$71,802	\$100,526	\$87,860	\$116,984	\$97,622	\$138,338	\$113,741	\$170,492		
Surprise PD	\$61,006		\$61,006	\$85,862	\$91,125	\$116,334	\$124,903	\$140,580	\$149,105	\$172,853	\$128,586	\$192,879		
Tempe PD	\$60,258		\$66,652	\$90,002	\$102,900	\$117,426	\$128,565	\$131,810	\$150,434	\$163,902	\$136,813	\$183,329		
Tucson PD	\$54,517		\$54,517	\$76,690	\$79,664	\$90,522	\$106,059	\$122,803			\$120,806	\$164,154		
Yavapai CSO	\$44,034	\$53,726	\$57,990	\$73,944	\$61,385	\$92,308	\$81,600	\$104,040	\$99,186	\$126,462				
Yuma PD	\$31,764	\$44,429	\$53,092	\$74,813	\$77,805	\$94,662	\$88,927	\$124,378	\$97,969	\$137,027	\$110,844	\$155,033		

APPENDIX B

CLASSIFICATION	% TO MARKET	
	Entry	Maximum
Administrative Assistant	-12.05%	5.73%
Administrative Services Officer	12.64%	24.97%
Applications Developer	-0.68%	7.50%
Associate Forensic Scientist		4.40%
Automotive Technician	-14.65%	21.64%
Computer Programmer Analyst	-19.65%	8.83%
Computer Systems Analyst	-24.08%	-7.31%
Criminal Intelligence Analyst	-4.91%	2.86%
Criminal Records Specialist	-3.10%	13.35%
Database Administrator	-4.14%	23.39%
Evidence Technician	-11.66%	1.33%
Facilities Maintenance Technician	-12.33%	6.51%
Financial Services Specialist	-11.78%	5.84%
Fingerprint Technician	-17.30%	-3.03%
Forensic Scientist I		9.19%
Forensic Scientist II		6.19%
Forensic Scientist III		4.07%
Forensic Scientist IV		-0.11%
Human Resources Analyst	-0.14%	21.87%
Marketing Specialist	6.23%	11.48%
Personal Computer Specialist	-8.53%	11.81%
Police Communications Dispatcher	6.61%	14.45%
Telecommunications Technician	-3.88%	3.31%
Wide Area Network Engineer	-15.75%	9.34%
AVERAGE % TO MARKET	-7.32%	8.65%

	Entry	Maximum
Applications System Analyst	-26.11%	-8.22%
Criminal Analyst Supervisor	-0.99%	-2.65%
Facilities Supervisor	-4.80%	5.04%
Fleet Service Supervisor	12.54%	24.58%
Human Resources Supervisor	29.78%	27.98%
Marketing Supervisor	7.30%	7.21%
Police Communications Supervisor	-3.07%	7.83%
Records Supervisor	12.63%	25.63%
Supervising Forensic Scientist		-19.65%
Telecommunications Supervisor	6.87%	17.73%
AVERAGE % TO MARKET	3.80%	8.55%

	Entry	Maximum
Applications Manager		18.94%
Fleet Administrator		10.32%
Information Technology Manager	9.14%	14.40%
Telecommunications Manager		-2.98%
AVERAGE % TO MARKET	9.14%	10.17%

APPENDIX C

ARIZONA DEPARTMENT OF PUBLIC SAFETY SEPARATION REPORT FISCAL YEAR 2022

Classification Type	Retirement Separations	Non-Retirement Separations	Separations for Fiscal Year 2022
Sworn	54	55	109
Professional Staff	26	66	92
Agency Totals	80	121	201

Classification Type	Regrettable Retirement Separations	Regrettable Non-Retirement Separations	Regrettable Attrition for Fiscal Year 2022
Sworn	51	39	90
Professional Staff	26	54	80
Agency Totals	77	93	170

Classification Type	Regrettable Attrition of Employees with more than 3 years service	Regrettable Attrition of Employees with less than 3 years service	Regrettable Attrition for Fiscal Year 2022
Sworn	73	17	90
Professional Staff	54	26	80
Agency Totals	127	43	170

APPENDIX D

Current Cost to Bring DPS Pay to Compensation Objective

	<u>FY 2023</u>
Professional Staff Salaries ^{1/}	\$ 2,301,900
Employee Related Expenditures (23.4%)	<u>538,600</u>
Subtotal - Professional Staff Pay	\$ 2,840,500
Sworn Salaries ^{2/}	\$ 2,874,900
Employee Related Expenditures (78.2%)	<u>2,248,200</u>
Subtotal - Sworn Pay	\$ 5,123,100
Overtime	\$ 1,884,900
Employee Related Expenditures (64.5%) ^{3/}	<u>1,215,800</u>
Subtotal - Overtime ^{4/}	\$ 3,100,700
TOTAL	<u><u>\$ 11,064,300</u></u>

^{1/} Current DPS professional staff salaries require an estimated average increase of 4.2% to achieve the Department's compensation objective.

^{2/} Current DPS sworn salaries require an estimated average increase of 2.5% to achieve the Department's compensation objective.

^{3/} Employee Related Expenditure rate represents a blended rate between professional staff and sworn rates based on assumed overtime usage.

^{4/} The amount necessary to bring the overtime budget to an industry standard of 4.8% of total payroll (after market salary adjustments).