

ARIZONA  
DEPARTMENT OF PUBLIC SAFETY

ANNUAL PERSONNEL REPORT  
&  
ADVISORY RECOMMENDATION



September 1, 2018

# Arizona Department of Public Safety

## *“Courteous Vigilance”*

### Annual Report on Personnel and Compensation

September 1, 2018

#### INTRODUCTION

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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 2019 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 are critical to these objectives. Research and surveys confirm department employee salaries are still well below their market competitors and continue to fall further behind.

## CURRENT STATUS

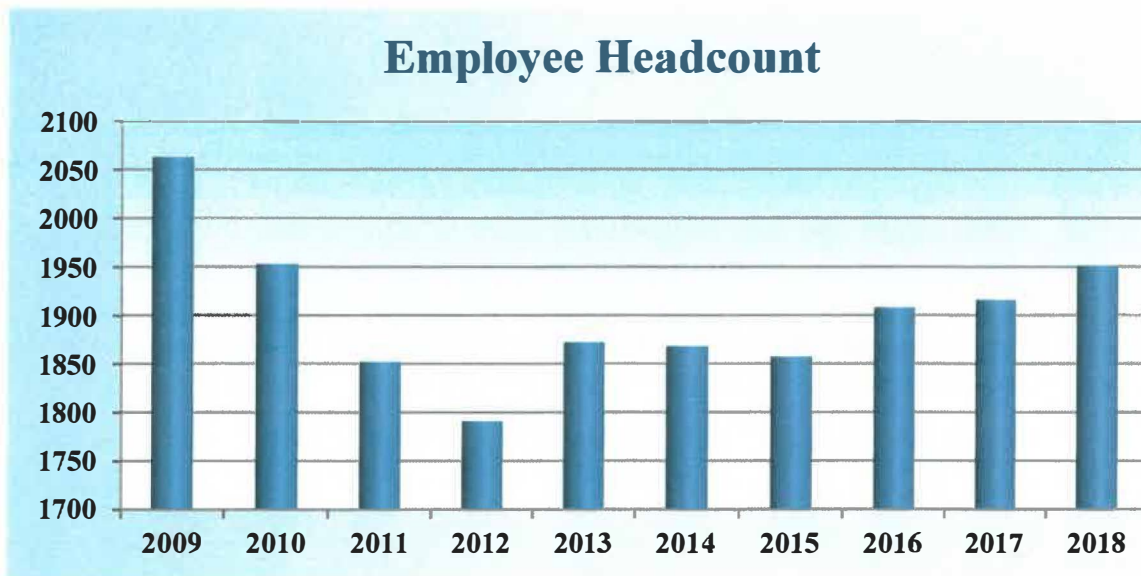
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As of July 1, 2018, there were 1,951 full-time employees with the Department of Public Safety of which 1,186 (61%) were sworn and 765 (39%) were professional staff (civilian).

Based on the most recent salary survey conducted in August 2018 (see Appendix A), the average department sworn salary is 25.5% behind market competitors. Only seven of the 44 law enforcement agencies surveyed statewide have officer salaries below the department's maximum trooper pay.

A salary survey conducted in August 2018 on a sampling of professional staff classifications within different job families shows that professional staff salary levels would currently require an average increase of 23.7% 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 13% vacancy rate in the Highway Patrol Division and the 18% vacancy rate in the Criminal Investigations Division.



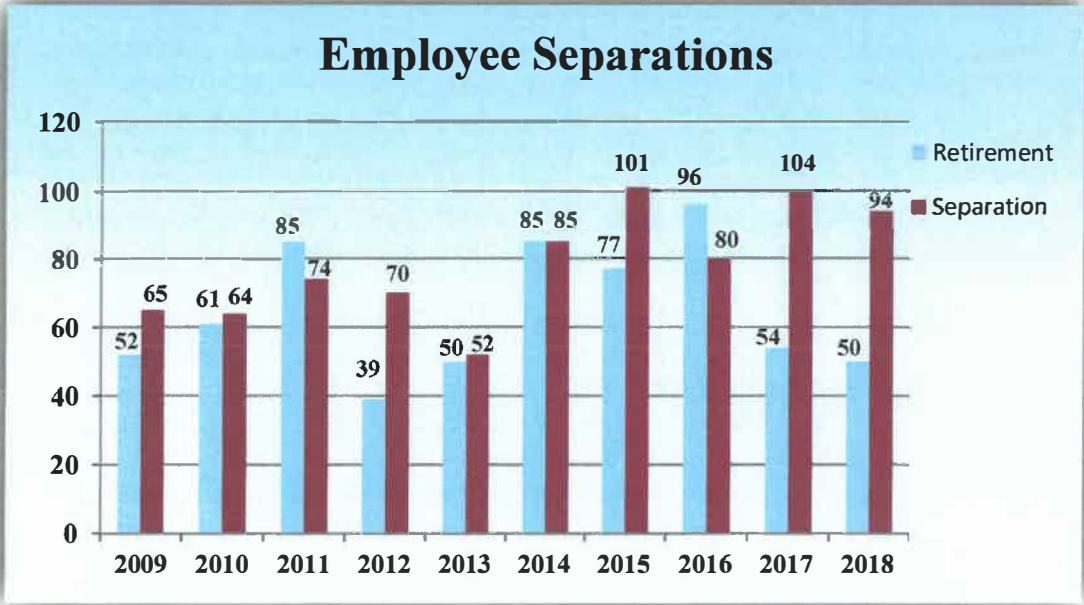
## TURNOVER

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In FY 2018, the department experienced a turnover rate of 6.2% for sworn personnel and 9.2% for professional staff. There were 144 employee separations from the department, including retirements, of which 75.7% were regrettable attrition (see Appendix C).

There were 74 separations of sworn personnel during the fiscal year, of which 33 (44.6%) were a result of retirement. The sworn regrettable attrition rate was 79.7%. The professional staff regrettable attrition rate was 71.4%; of the 70 separations during the fiscal year, 17 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 37 (39%) 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 to meet the staffing needs of the department.



**COMPENSATION**

The department’s sworn employees received a 3% adjustment for FY 2017 and the 2% GSA effective for FY 2015. However, base compensation was reduced by 2.75% with the loss of performance pay in FY 2011, while sworn salaries of competing agencies around the state have continued to increase with no reductions. Department sworn salaries would need an average increase of 25.5% to reach market in terms of base pay. As shown in Appendix D, the cost to bring sworn salaries to market levels in FY 2019 is \$43.1 million.

The department’s professional staff received a 3% salary increase for FY 2018. Prior to that 3% adjustment, all professional staff employees had not seen a salary increase since the 2% GSA effective FY 2015. As with all state employees, compensation was reduced by 2.75% in FY 2011 with the elimination of performance pay. The department estimates professional staff would need an average salary increase of 23.7% to achieve market pay. As shown in Appendix D, this increase would cost a total of \$11.3 million in FY 2019.



## OVERTIME

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Given the current sworn and professional staff salary base, the department would require an additional \$11.5 million (including Employee Related Expenditures) in FY 2019, after the appropriate market salary adjustments, in order to reach an industry average overtime budget of 4.8% of total payroll.

## CONCLUSION

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The Department of Public Safety is unable to offer competitive salaries which directly impacts the retention of current employees and the recruiting of highly qualified new employees. Department pay is more than 20% 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 that the state can provide a modest pay adjustment to prevent salaries from falling even further behind.

**APPENDIX A**

**ARIZONA DEPARTMENT OF PUBLIC SAFETY  
SWORN SALARY SURVEY  
UPDATED AUGUST 2018**

	<u>CADET STATE TROOPER</u>		<u>STATE TROOPER</u>		<u>SERGEANT</u>		<u>CAPTAIN Second Line Supervisor</u>		<u>MAJOR Third Line Supervisor</u>		<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	\$44,335		\$51,293	\$70,708	\$70,539	\$90,296	\$81,658	\$104,529	\$99,256	\$127,056	\$93,955	\$131,537		
ASU PD	\$44,123		\$45,600	\$70,715	\$61,838	\$98,780	\$69,840	\$124,160	\$74,750	\$155,250	\$79,950	\$166,050		
Avondale PD			\$57,408	\$83,117	\$83,658	\$104,520	\$90,026	\$130,538			\$105,898	\$153,552		
<b>AZ DPS</b>	<b>\$40,275</b>		<b>\$46,988</b>	<b>\$65,830</b>	<b>\$72,413</b>	<b>\$82,298</b>		<b>\$105,818</b>		<b>\$117,684</b>		<b>\$144,628</b>	<b>\$65,830</b>	<b>\$72,413</b>
Huckeye PD	\$48,214		\$54,205	\$76,960	\$73,923	\$96,117	\$95,555	\$116,459			\$89,744	\$134,616		
Casa Grande PD	\$48,005	\$66,198	\$52,561	\$72,613	\$67,755	\$93,444	\$79,489	\$109,849			\$89,206	\$123,242		
Chandler PD	\$53,381		\$53,414	\$76,586	\$80,413	\$98,879	\$111,900	\$123,370	\$129,538	\$142,816	\$161,561	\$161,561		
Coconino CSO	\$47,086		\$49,329	\$72,514	\$57,243	\$79,078	\$70,020	\$102,929			\$86,273	\$126,821	\$108,955	\$160,164
Cottonwood PD			\$48,734	\$71,817	\$62,199	\$91,658			\$83,351	\$122,830				
El Mirage PD	\$38,480		\$52,041	\$76,876	\$80,724	\$98,114			\$94,296	\$132,014	\$104,738	\$146,633		
Flagstaff PD	\$50,330		\$52,979	\$74,860	\$75,636	\$96,059	\$91,213	\$116,753			\$107,882	\$158,209		
Gilbert PD			\$54,517	\$76,696	\$83,824	\$101,875	\$106,059	\$122,793	\$97,700	\$146,600				
Glendale PD	\$49,026		\$55,116	\$77,554	\$89,574	\$98,575	\$84,571	\$126,857	\$93,239	\$139,859	\$106,857	\$160,286		
Goodyear PD	\$51,081		\$53,769	\$75,975	\$79,820	\$102,177			\$107,350	\$124,793	\$124,493	\$159,347		
Kingman PD	\$42,149		\$44,257	\$59,308	\$51,233	\$72,090	\$65,387	\$88,203	\$75,694	\$102,106				
Lake Havasu PD			\$47,133	\$70,637	\$66,851	\$91,104	\$74,233	\$107,973	\$89,107	\$133,661				
Marana PD	\$45,000		\$48,150	\$67,751	\$69,541	\$84,527	\$82,769	\$110,918	\$91,045	\$128,111	\$94,978	\$142,467		
Maricopa CSO	\$46,342		\$51,584	\$75,254	\$77,771	\$97,240	\$98,030	\$121,472	\$109,512	\$140,400	\$120,578	\$183,040	\$54,080	\$74,880
Maricopa PD	\$54,113		\$56,278	\$74,058	\$77,020	\$93,707	\$82,750	\$119,159	\$93,507	\$134,650				
Mesa PD	\$56,534		\$57,117	\$79,789	\$82,784	\$102,565	\$107,806	\$124,613	\$117,250	\$144,248	\$117,686	\$158,392	\$57,117	\$79,789
Mohave CSO	\$40,539	\$62,857	\$40,539	\$62,857	\$49,254	\$76,419	\$57,012	\$88,483	\$65,998	\$102,440				
NAU PD			\$47,000	\$70,715	\$57,257	\$91,463	\$68,027	\$108,667						
Oro Valley PD			\$49,086	\$73,006	\$73,811	\$87,770	\$86,567	\$129,850	\$100,212	\$150,318	\$105,223	\$157,834		
Paradise Valley PD			\$63,960	\$91,218	\$70,100	\$104,226	\$84,150	\$126,295						
Peoria PD	\$47,008		\$53,282	\$77,210	\$81,071	\$99,669	\$108,245	\$121,800	\$127,890	\$139,766	\$146,754	\$160,370		
Phoenix PD	\$47,798		\$51,480	\$72,426	\$73,528	\$103,917	\$87,984	\$124,696	\$95,867	\$153,400	\$104,000	\$176,821	\$77,958	\$77,958
Pima CSD			\$48,880	\$62,068	\$70,636	\$81,952	\$103,022	\$114,650	\$119,269	\$132,559	\$67,620	\$149,989		
Pinal CSO	\$45,818		\$48,546	\$71,252	\$57,909	\$89,759	\$71,604	\$114,566	\$76,616	\$122,586	\$87,718	\$140,349		
Prescott PD	\$42,660		\$47,570	\$66,602	\$62,421	\$87,402	\$76,066	\$106,475						
Prescott Valley PD	\$42,640	\$59,675	\$44,782	\$62,712	\$57,324	\$80,267	\$75,234	\$105,310			\$87,235	\$122,116		
Safford PD			\$46,726	\$65,416	\$59,351	\$83,091	\$74,598	\$103,679	\$77,537	\$116,306				
Sahuarita PD			\$45,760	\$66,351	\$59,894	\$83,852	\$80,192	\$108,259						
Scottsdale PD	\$56,451	\$82,056	\$56,451	\$82,056	\$75,629	\$109,970	\$83,387	\$121,243	\$101,358	\$147,368	\$117,333	\$170,602		
Sedona PD			\$47,736	\$68,827	\$58,011	\$83,658	\$66,976	\$96,554	\$73,840	\$106,454				
Show Low PD	\$43,365		\$48,653	\$69,200	\$63,864	\$90,880	\$83,026	\$118,172						
Sierra Vista PD	\$47,075		\$49,075	\$70,091	\$72,800	\$94,182	\$79,639	\$106,038	\$88,487	\$125,393	\$103,664	\$144,406		
Surprise PD	\$54,787		\$54,787	\$77,085	\$80,912	\$96,283	\$104,105	\$121,858	\$122,975	\$142,561	\$118,331	\$177,465		
Tempe PD	\$57,805		\$57,805	\$78,128	\$91,303	\$102,762		\$122,979	\$133,661	\$147,027	\$123,957	\$167,342		
Tolleson PD	\$49,300		\$51,765	\$78,624	\$73,252	\$102,553			\$84,821	\$135,713				
Tucson PD	\$47,133		\$47,133	\$63,898	\$76,045	\$80,933	\$88,067	\$113,256	\$98,238	\$126,568	\$109,886	\$141,461	\$49,462	\$67,018
U of A PD	\$47,000		\$48,628	\$59,717	\$67,941	\$81,557	\$83,000	\$97,262	\$95,000	\$103,205	\$127,838	\$127,838		
Yavapai CSO	\$44,028	\$66,207	\$48,540	\$72,993	\$59,001	\$88,723	\$71,716	\$107,844	\$79,067	\$118,898	\$96,107	\$144,521		
Yuma CSO			\$48,235	\$76,232	\$56,056	\$88,587	\$61,318	\$96,907	\$67,068	\$106,017				
Yuma PD	\$36,859	\$51,602	\$49,572	\$69,401	\$65,043	\$91,060	\$79,249	\$110,948	\$87,476	\$122,467	\$96,556	\$135,179		

## APPENDIX B

CLASSIFICATION	% TO MARKET	
	Entry	Maximum
Administrative Assistant	15.89%	26.84%
Applications Developer	29.23%	32.23%
Associate Forensic Scientist	23.46%	
Automotive Technician	17.77%	28.65%
Computer Systems Analyst	4.20%	15.13%
Criminal Intelligence Analyst	10.42%	19.26%
Criminal Records Specialist	20.36%	28.72%
Evidence Custodian	8.42%	19.48%
Facilities Maintenance Technician	16.43%	20.58%
Financial Services Specialist	16.76%	24.24%
Fingerprint Technician	4.88%	17.78%
Forensic Scientist I		31.01%
Forensic Scientist II		28.70%
Forensic Scientist III		27.07%
Forensic Scientist IV		22.65%
Human Resources Analyst	24.36%	38.56%
Personal Computer Specialist	16.30%	26.40%
Police Communications Dispatcher	15.39%	26.35%
Telecommunications Technician	8.60%	20.93%
Webmaster		83.34%
Wide Area Network Engineer	15.90%	15.17%
<b>AVERAGE % TO MARKET</b>	<b>15.52%</b>	<b>27.65%</b>

	Entry	Maximum
Criminal Analyst Supervisor	16.59%	16.52%
Evidence Supervisor	11.80%	17.21%
Facilities Supervisor	7.75%	16.54%
Fleet Service Supervisor	35.08%	47.06%
Human Resources Supervisor	24.22%	20.78%
Police Communications Supervisor	19.48%	30.24%
Records Supervisor	29.32%	38.01%
Supervising Forensic Scientist		22.56%
Telecommunications Supervisor	-8.95%	-0.14%
<b>AVERAGE % TO MARKET</b>	<b>16.91%</b>	<b>23.20%</b>

	Entry	Maximum
Applications Manager		37.63%
Facilities Manager		20.36%
Fleet Administrator		40.25%
Information Technology Manager	31.20%	38.12%
Scientific Analysis Superintendent		39.72%
Telecommunications Manager		7.98%
<b>AVERAGE % TO MARKET</b>	<b>31.20%</b>	<b>30.68%</b>

## APPENDIX C

### ARIZONA DEPARTMENT OF PUBLIC SAFETY SEPARATION REPORT FISCAL YEAR 2018

Classification Type	Retirement Separations	Non-Retirement Separations	Separations for Fiscal Year 2018
Sworn	33	41	74
Professional Staff	17	53	70
<b>Agency Totals</b>	<b>50</b>	<b>94</b>	<b>144</b>

Classification Type	Regrettable Retirement Separations	Regrettable Non-Retirement Separations	Regrettable Attrition for Fiscal Year 2018
Sworn	33	26	59
Professional Staff	14	36	50
<b>Agency Totals</b>	<b>47</b>	<b>62</b>	<b>109</b>

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 2018
Sworn	44	15	59
Professional Staff	28	22	50
<b>Agency Totals</b>	<b>72</b>	<b>37</b>	<b>109</b>



## Appendix D

### Current Cost to Bring DPS Pay to Compensation Objective

	<u>FY 2019</u>
Professional Staff Salaries <sup>1/</sup>	\$ 9,247,100
Employee Related Expenditures (22.42%)	<u>2,073,200</u>
Subtotal - Professional Staff Pay	\$ 11,320,300
Sworn Salaries <sup>2/</sup>	\$ 20,634,600
Employee Related Expenditures (108.67%)	<u>22,423,600</u>
Subtotal - Sworn Pay	\$ 43,058,200
Overtime	\$ 5,870,700
Employee Related Expenditures (95.71%) <sup>3/</sup>	<u>5,618,800</u>
Subtotal - Overtime <sup>4/</sup>	\$ 11,489,500
TOTAL	<u><u>\$ 65,868,000</u></u>

<sup>1/</sup> Current DPS professional staff salaries require an estimated average increase of 23.70% to achieve the Department's compensation objective.

<sup>2/</sup> Current DPS sworn salaries require an estimated average increase of 25.54% to achieve the Department's compensation objective.

<sup>3/</sup> Employee Related Expenditure rate represents a blended rate between professional staff and sworn rates based on assumed usage of overtime.

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