

ARIZONA
DEPARTMENT OF PUBLIC SAFETY

ANNUAL PERSONNEL REPORT
&
ADVISORY RECOMMENDATION



September 1, 2016

Arizona Department of Public Safety

“Courteous Vigilance”

Annual Report on Personnel and Compensation

September 1, 2016

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 2017 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.

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

As of July 1, 2016, there were 1,908 full-time employees with the Department of Public Safety of which 1,164 (61%) were sworn and 744 (39%) were professional staff (civilian).

There was a 3% Salary Adjustment for sworn and the 90 professional staff personnel assigned to Highway Patrol Division effective FY 2017. Based on the most recent salary survey conducted in August 2016 (see Appendix A for this survey of 43 law enforcement agencies statewide), the average DPS sworn salary is 20.0% behind market competitors.

The salary survey conducted in August 2016 on a sampling of professional staff classifications within different job families shows that professional staff salary levels would currently require an average increase of 23.1% to reach their market competitors (see Appendix B).

Due to salary levels, the Department is having significant difficulties filling a number of critical positions in Information Technology, Telecommunications, and Operational Communications that have become vacant. The Department is continuing efforts to employ new State Troopers to reduce the 14% vacancy rate in the Highway Patrol Division.

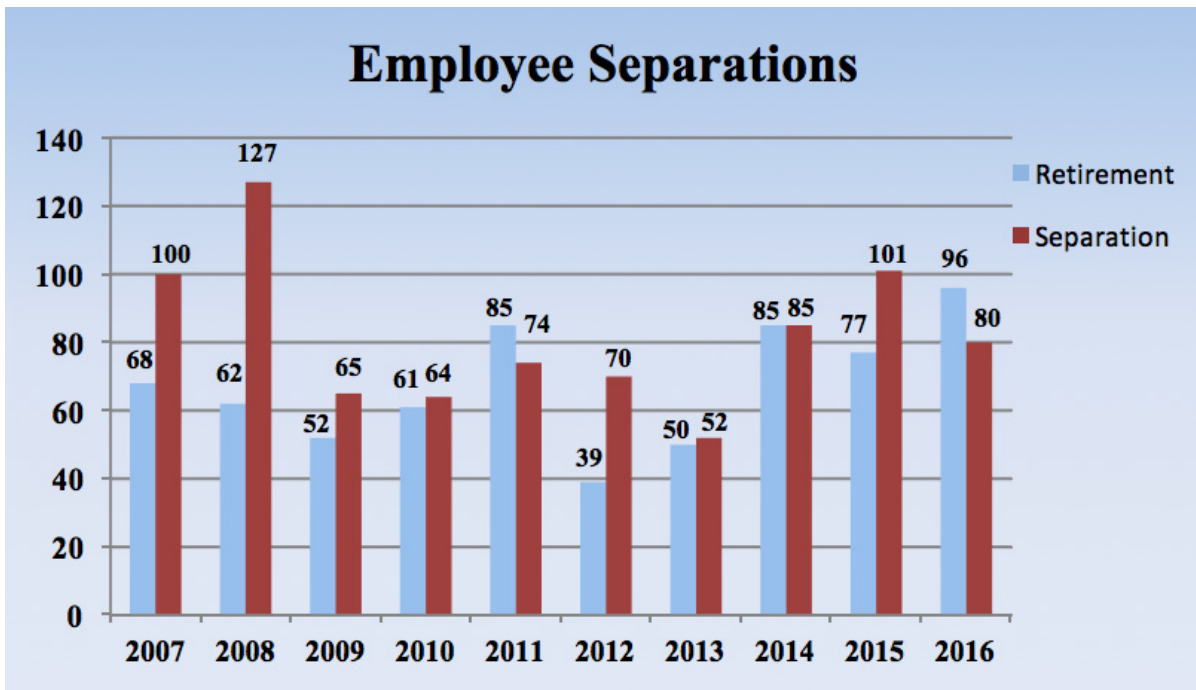


TURNOVER

In FY 2016, the Department experienced a turnover rate of 5.6% for sworn personnel and 4.4% for professional staff. There were 176 employee separations from the Department, including retirements, of which 49% were regrettable attrition (see Appendix C). Of the 82 non-retirement separations, 80 of these were regrettable attrition.

There were 98 separations of sworn personnel during the fiscal year of which 61 (62%) were a result of retirement. The professional staff regrettable attrition rate was 55%; of the 78 separations during the fiscal year, 35 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 34 (43%) 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.

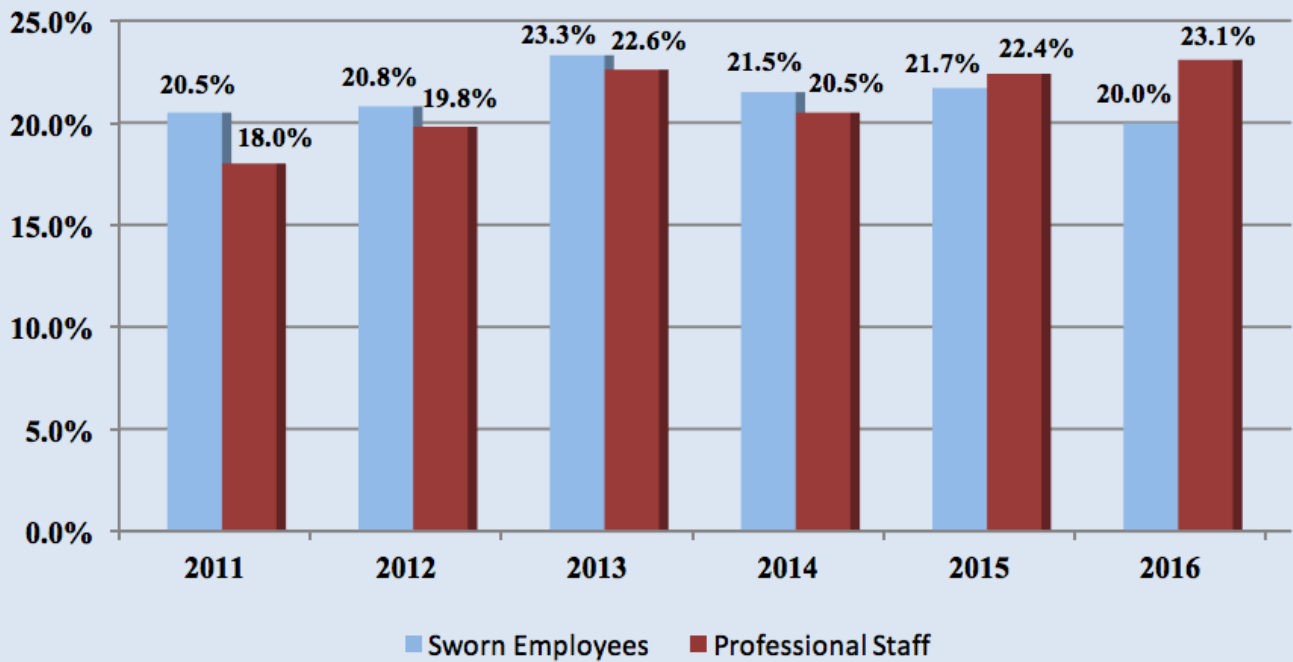


COMPENSATION

Prior to the 3% for FY 2017, the last sworn adjustment was 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 continued to increase during that time period. DPS sworn salaries would need an average increase of 20.0% to reach market in terms of base pay. As shown in Appendix D, the cost to bring sworn salaries to market levels in FY 2017 is \$30.7 million.

Less than 7% of the Department’s professional staff received the 3% increase for FY 2017. All professional staff employees have 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 23.1% to achieve market pay. As shown in Appendix D, this increase would cost a total of \$10.6 million in FY 2017.

Average % to Market



OVERTIME

The DPS overtime budget has been reduced by 50% as budget constraints have grown. Given the current sworn and professional staff salary base, the Department would require an additional \$11.7 million (including Employee Related Expenditures) in FY 2017, after the appropriate market salary adjustments, in order to reach an industry average overtime budget of 4.8% of total payroll.

CONCLUSION

DPS continues to struggle to pay competitive salaries. Department pay is consistently about 20% behind the compensation objective, causing difficulties in hiring and retaining employees to accomplish our mission. In the long-term, DPS seeks the ability to make small, regular adjustments to employee pay. In the short-term, the Department is requesting a 3% pay adjustment in FY 2018 for all non-Highway Patrol Division Professional Staff (see the FY 2018 DPS Budget Request). These valuable employees, which include Dispatchers, Forensic Scientists, Intelligence Analysts, Pilots, Computer Programmers, and many others, were excluded from a 3% increase that all other Department employees received.

APPENDIX A

ARIZONA DEPARTMENT OF PUBLIC SAFETY SWORN SALARY SURVEY

UPDATED AUGUST 2016

	<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
Mesa PD	\$51,030	\$69,389	\$54,193	\$78,790	\$81,640	\$97,573	\$101,150	\$118,664	\$92,595	\$137,384	\$102,087	\$151,466	\$54,193	\$76,502
Mohave CSO	\$38,604	\$59,862	\$40,539	\$62,857	\$49,254	\$76,419	\$57,012	\$88,483	\$65,998	\$102,440	\$84,260	\$130,748		
NAU PD			\$47,000	\$64,959	\$52,529	\$83,911	\$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			\$54,952	\$81,798	\$62,860	\$93,463	\$75,458	\$113,254	\$79,130	\$121,543				
Peoria PD	\$47,008		\$53,282	\$74,961	\$78,709	\$96,766	\$76,543	\$113,089	\$84,197	\$124,398	\$103,740	\$153,270		
Phoenix PD	\$39,853	\$55,182	\$46,238	\$72,426	\$73,528	\$100,984	\$87,984	\$121,181	\$93,496	\$149,594	\$101,421	\$172,432	\$77,958	\$77,958
Pima CSD			\$43,368	\$62,068	\$70,636	\$75,234	\$103,022	\$114,650	\$119,269	\$132,559	\$67,620	\$149,989		
Pinal CSO	\$43,578	\$60,229	\$46,179	\$63,811	\$56,882	\$78,564	\$72,232	\$99,714	\$86,026	\$118,731	\$99,969	\$137,983		
Prescott PD	\$43,243		\$47,569	\$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	\$77,105	\$107,931			\$87,235	\$112,116		
Safford PD			\$45,365	\$63,511	\$57,622	\$80,671	\$76,942	\$107,719						
Sahuarita PD			\$45,760	\$66,351	\$59,894	\$83,852	\$80,192	\$108,259						
Scottsdale PD	\$54,933	\$79,664	\$54,933	\$79,664	\$73,632	\$106,766	\$81,162	\$117,707	\$98,654	\$143,062	\$114,213	\$165,610		
Sedona PD			\$46,571	\$67,142	\$56,597	\$81,619	\$65,333	\$94,203	\$75,629	\$109,054				
Show Low PD	\$42,515		\$47,236	\$67,184	\$62,004	\$88,233	\$80,608	\$114,730						
Sierra Vista PD	\$47,075		\$49,075	\$68,717	\$72,800	\$94,175	\$79,639	\$106,038	\$88,487	\$125,393	\$103,664	\$144,406		
Surprise PD	\$49,920		\$53,706	\$75,556	\$79,331	\$94,390	\$99,091	\$112,611	\$117,052	\$131,743	\$116,000	\$174,000		
Tempe PD	\$56,742		\$56,742	\$76,694	\$89,425	\$100,409		\$120,539	\$129,440	\$142,384	\$120,774	\$163,046		
Tolleson PD			\$49,574	\$75,352	\$70,204	\$98,285			\$80,323	\$128,516				
Tucson PD	\$47,132	\$63,897	\$47,132	\$63,897	\$74,880	\$79,768	\$86,902	\$112,091	\$97,073	\$125,403	\$121,762	\$157,019	\$49,462	\$67,018
U of A PD	\$45,000	\$55,838	\$45,000	\$59,948	\$67,941	\$81,864	\$83,000	\$97,262	\$95,000	\$97,850	\$120,000	\$120,000		
Yavapai CSO	\$39,535	\$53,507	\$43,236	\$58,859	\$52,315	\$71,219	\$63,301	\$86,175	\$76,595	\$104,270	\$84,254	\$114,698		
Yuma CSO	\$46,355		\$46,355	\$72,298	\$53,863	\$84,009	\$58,923	\$91,900	\$64,457	\$100,531				
Yuma PD	\$36,859	\$51,604	\$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	15.71%	26.31%
Associate Forensic Scientist	12.60%	
Automotive Technician	20.73%	32.17%
Criminal Intelligence Analyst	11.21%	20.82%
Criminal Records Specialist	21.81%	29.77%
Evidence Custodian	9.79%	19.81%
Facilities Maintenance Technician	18.43%	20.30%
Financial Services Specialist	14.31%	20.79%
Fingerprint Technician	6.72%	18.94%
Forensic Scientist I		23.53%
Forensic Scientist II		24.07%
Forensic Scientist III		24.44%
Forensic Scientist IV		24.72%
Human Resources Analyst	26.80%	42.16%
Personal Computer Specialist	18.31%	28.50%
Police Communications Dispatcher	17.33%	29.28%
Telecommunications Technician	10.21%	16.76%
AVERAGE % TO MARKET	15.69%	25.15%
	Entry	Maximum
Criminal Analyst Supervisor	23.08%	30.55%
Digital Media Production Supervisor	14.64%	12.29%
Evidence Supervisor	11.49%	15.70%
Facilities Supervisor	10.80%	18.75%
Fleet Service Supervisor	30.09%	47.11%
Police Communications Supervisor	13.37%	26.35%
Records Supervisor	23.94%	35.39%
Supervising Forensic Scientist		29.54%
Telecommunications Supervisor	-10.61%	-0.84%
AVERAGE % TO MARKET	14.60%	23.87%
	Entry	Maximum
Applications Manager		27.44%
Facilities Manager		15.83%
Fleet Administrator		41.25%
Information Technology Manager	29.69%	28.77%
Scientific Analysis Superintendent		27.84%
Telecommunications Manager		7.53%
AVERAGE % TO MARKET	29.69%	24.78%

APPENDIX C

ARIZONA DEPARTMENT OF PUBLIC SAFETY
SEPARATION REPORT
FISCAL YEAR 2016

Classification Type	Retirement Separations	Regrettable Attrition	Separations for Fiscal Year 2016
Sworn	61	37	98
Professional Staff	35	43	78
Agency Totals	96	80	176
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 2016
Sworn	13	24	37
Professional Staff	21	22	43
Agency Totals	34	46	80

APPENDIX D

Current Cost to Bring DPS Pay to Compensation Objective	
	<u>FY 2017</u>
Professional Staff Salaries ^{1/}	\$ 8,674,700
Employee Related Expenditures (21.99%)	1,907,600
Subtotal - Professional Staff Pay	\$ 10,582,300
Sworn Salaries ^{2/}	\$ 15,841,800
Employee Related Expenditures (93.74%)	14,850,100
Subtotal - Sworn Pay	\$ 30,691,900
Overtime	\$ 6,113,200
Employee Related Expenditures (91.08%) ^{3/}	5,567,900
Subtotal - Overtime ^{4/}	\$ 11,681,100
TOTAL	\$ 52,955,300

^{1/} Current DPS professional staff salaries require an estimated average increase of 23.08% to achieve the Department's compensation objective.

^{2/} Current DPS sworn salaries require an estimated average increase of 19.98% 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 usage of overtime.

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