

ARIZONA
DEPARTMENT OF PUBLIC SAFETY

ANNUAL PERSONNEL REPORT
&
ADVISORY RECOMMENDATION



September 1, 2017

Arizona Department of Public Safety

“Courteous Vigilance”

Annual Report on Personnel and Compensation

September 1, 2017

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 2018 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, 2017, there were 1,916 full-time employees with the Department of Public Safety of which 1,162 (61%) were sworn and 754 (39%) were professional staff (civilian).

Based on the most recent salary survey conducted in August 2017 (see Appendix A for this survey of 43 law enforcement agencies statewide), the average DPS sworn salary is 21.2% behind market competitors.

There was a 3% Salary Adjustment for professional staff personnel effective FY 2018. The salary survey conducted in August 2017 on a sampling of professional staff classifications within different job families shows that professional staff salary levels would currently require an average increase of 19.4% 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 13% vacancy rate in the Highway Patrol Division.

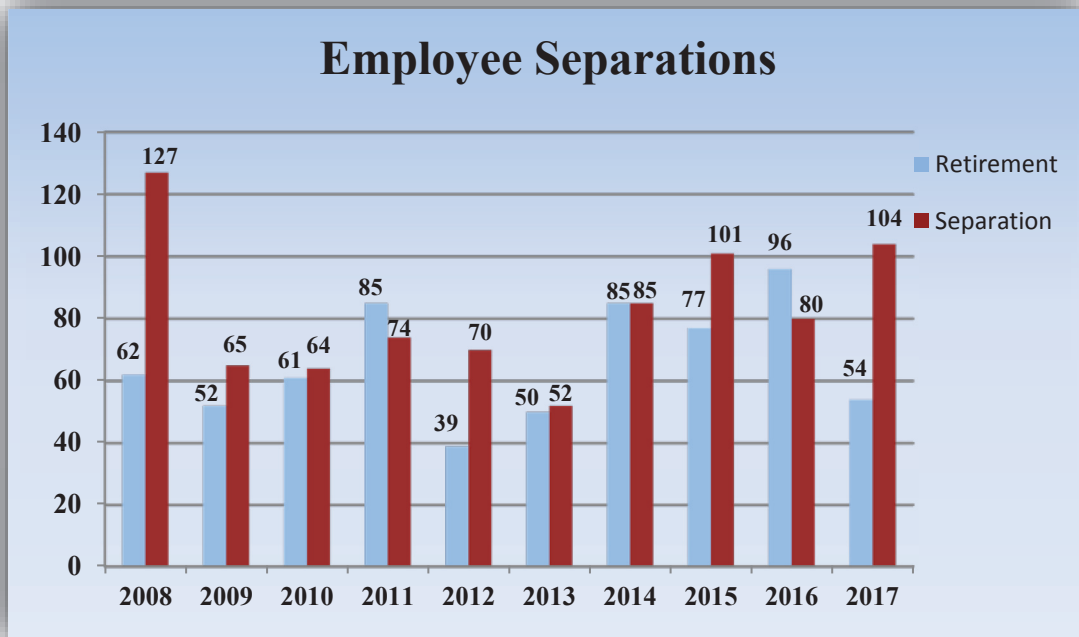


TURNOVER

In FY 2017, the Department experienced a turnover rate of 6.5% for sworn personnel and 10.9% for professional staff. There were 158 employee separations from the Department, including retirements, of which 80% were regrettable attrition (see Appendix C).

There were 76 separations of sworn personnel during the fiscal year, of which 36 (47%) were a result of retirement. The sworn regrettable attrition rate was 78%. The professional staff regrettable attrition rate was 82%; of the 82 separations during the fiscal year, 18 were retirements.

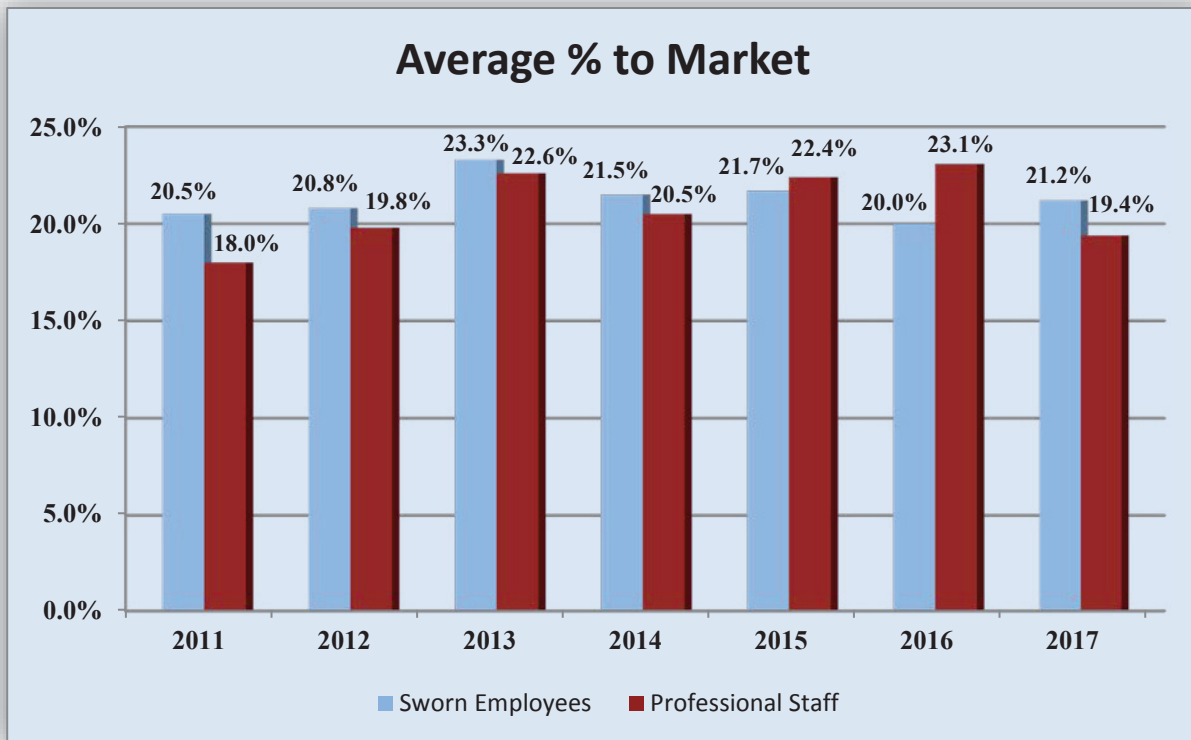
Public safety services have a significant impact on the welfare of the State and its citizens, requiring employees to have a considerable amount of training, knowledge, and experience. The experience required to become fully proficient normally takes employees three to five years to acquire. During this past year, employees with more than three years of employment represented 47 (45%) 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 the sworn salaries of competing agencies around the State, especially in the Phoenix Metro area, continued to increase during that time period. DPS sworn salaries would need an average increase of 21.2% to reach market in terms of base pay. As shown in Appendix D, the cost to bring sworn salaries to market levels in FY 2018 is \$34.2 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 19.4% to achieve market pay. As shown in Appendix D, this increase would cost a total of \$9.2 million in FY 2018.



OVERTIME

During the Great Recession (2007 – 2009), the DPS overtime budget was reduced by 50%. Given the current sworn and professional staff salary base, the Department would require an additional \$11.9 million (including Employee Related Expenditures) in FY 2018, 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 hopeful that the State can provide a modest pay adjustment to prevent salaries from falling further behind.

APPENDIX A

**ARIZONA DEPARTMENT OF PUBLIC SAFETY
SWORN SALARY SURVEY
UPDATED AUGUST 2017**

	CADET STATE TROOPER		STATE TROOPER		SERGEANT		CAPTAIN Second Line Supervisor		MAJOR Third Line Supervisor		ASST. DIRECTOR		ROTARY WING PILOT	
	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			\$52,811	\$76,440	\$77,688	\$101,962	\$87,890	\$127,266			\$102,239	\$145,074		
AZ DPS	\$40,275		\$46,988	\$65,830	\$72,413	\$82,298		\$105,818				\$144,628	\$65,830	\$72,413
Buckeye PD	\$48,214		\$54,205	\$76,960	\$73,923	\$96,117	\$93,683	\$117,104	\$93,683	\$117,104	\$87,984	\$131,976		
Casa Grande PD	\$46,141	\$63,627	\$50,519	\$69,793	\$65,124	\$89,815	\$76,403	\$105,584	\$83,746	\$115,740				
Chandler PD	\$53,381		\$53,381	\$75,813	\$79,602	\$98,182	\$111,900	\$123,370	\$129,538	\$142,816	\$160,358	\$160,358		
Cocoonino CSO	\$42,271		\$47,661	\$70,062	\$54,778	\$80,524	\$67,005	\$98,497	\$74,376	\$109,377	\$99,239	\$145,939		
Cottonwood PD			\$47,638	\$70,202	\$55,148	\$81,267			\$73,904	\$108,907				
El Mirage PD	\$38,480		\$51,896	\$72,654	\$70,075	\$98,114	\$86,583	\$121,216			\$98,606	\$138,048		
Flagstaff PD			\$47,662	\$65,750	\$59,522	\$83,911	\$68,229	\$100,979			\$82,281	\$124,245		
Gilbert PD			\$53,941	\$75,900	\$79,708	\$96,886	\$102,883	\$119,100	\$97,700	\$146,600				
Glendale PD	\$49,026		\$55,116	\$77,554	\$89,574	\$98,757	\$84,571	\$126,857	\$93,239	\$139,859	\$106,857	\$160,286		
Goodyear PD	\$51,081		\$53,769	\$75,975	\$72,314	\$92,568			\$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			\$44,470	\$67,496	\$61,901	\$85,426	\$73,362	\$101,234	\$78,166	\$117,250				
Marama PD	\$43,335		\$48,150	\$67,751	\$69,541	\$84,527	\$82,769	\$110,918	\$91,045	\$128,111	\$94,978	\$142,467		
Mariacopa CSO	\$46,342		\$51,584	\$75,254	\$77,771	\$96,990	\$93,496	\$120,390	\$107,557	\$140,358	\$120,378	\$183,040		
Mariacopa PD	\$49,708		\$51,696	\$68,029	\$70,575	\$89,300	\$76,811	\$105,885	\$84,684	\$116,738				
Mesa PD	\$51,030	\$69,389	\$54,193	\$78,790	\$82,784	\$97,573	\$101,150	\$118,664	\$92,595	\$137,384	\$102,087	\$151,466		\$76,502
Mohave CSO	\$40,539	\$62,857	\$40,539	\$62,857	\$49,254	\$76,419	\$57,012	\$88,483	\$65,998	\$102,440	\$84,260	\$130,748		
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			\$63,970	\$87,709	\$67,402	\$100,217	\$80,910	\$121,437						
Peoria PD	\$47,008		\$53,282	\$74,961	\$78,709	\$96,766	\$103,540	\$118,500	\$124,425	\$136,000	\$142,800	\$152,000		
Phoenix PD	\$47,798		\$51,480	\$72,426	\$73,528	\$102,336	\$87,984	\$122,782	\$94,515	\$151,237	\$102,544	\$174,325		\$77,958
Pima CSD			\$43,368	\$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	\$64,875	\$90,812			\$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			\$47,736	\$68,827	\$58,011	\$83,658	\$66,976	\$96,554	\$73,840	\$106,454				
Show Low PD	\$42,515		\$47,236	\$67,184	\$62,004	\$88,233	\$80,608	\$114,730						
Sierra Vista PD	\$47,075		\$49,075	\$70,091	\$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	\$57,517		\$57,913	\$77,739	\$90,130	\$101,442		\$120,539	\$129,440	\$142,384	\$120,774	\$163,046		
Tolleson PD			\$49,574	\$75,352	\$70,204	\$98,285			\$81,929	\$131,086				
Tucson PD	\$47,133		\$47,133	\$63,898	\$74,880	\$79,768	\$88,067	\$113,256	\$98,238	\$126,568	\$109,886	\$141,461		\$67,018
U of A PD	\$45,000		\$45,000	\$59,948	\$67,941	\$81,869	\$83,000	\$97,262	\$95,000	\$102,385	\$121,515	\$121,515		
Yavapai CSO	\$43,236	\$58,859	\$47,559	\$64,744	\$57,547	\$78,340	\$69,632	\$94,791	\$76,595	\$104,270	\$92,680	\$126,167		
Yuma CSO	\$46,355		\$47,278	\$72,298	\$53,863	\$84,009	\$58,923	\$91,900	\$64,457	\$100,531				
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	12.34%	22.63%
Applications Developer	20.24%	34.49%
Associate Forensic Scientist	7.29%	
Automotive Technician	17.25%	27.51%
Criminal Intelligence Analyst	9.23%	17.90%
Criminal Records Specialist	17.94%	26.46%
Evidence Custodian	8.20%	16.44%
Facilities Maintenance Technician	14.73%	18.86%
Financial Services Specialist	13.11%	20.30%
Fingerprint Technician	3.84%	15.69%
Forensic Scientist I		20.27%
Forensic Scientist II		22.46%
Forensic Scientist III		24.00%
Forensic Scientist IV		21.95%
Human Resources Analyst	23.50%	45.91%
Personal Computer Specialist	15.03%	24.95%
Police Communications Dispatcher	11.45%	22.65%
Telecommunications Technician	7.01%	13.36%
AVERAGE % TO MARKET	12.94%	23.28%

	Entry	Maximum
Criminal Analyst Supervisor	15.57%	15.41%
Digital Media Production Supervisor	17.96%	15.59%
Evidence Supervisor	10.05%	14.32%
Facilities Supervisor	5.78%	15.66%
Fleet Service Supervisor	29.71%	43.54%
Human Resources Supervisor	19.13%	17.16%
Police Communications Supervisor	15.24%	25.48%
Records Supervisor	27.02%	35.50%
Supervising Forensic Scientist		16.86%
Telecommunications Supervisor	-13.56%	-4.42%
AVERAGE % TO MARKET	14.10%	19.51%

	Entry	Maximum
Applications Manager		37.48%
Facilities Manager		13.61%
Fleet Administrator		37.17%
Information Technology Manager	27.29%	26.21%
Scientific Analysis Superintendent		24.57%
Telecommunications Manager		5.05%
AVERAGE % TO MARKET	27.29%	24.01%

APPENDIX C

ARIZONA DEPARTMENT OF PUBLIC SAFETY SEPARATION REPORT FISCAL YEAR 2017

Classification Type	Retirement Separations	Non-Retirement Separations	Separations for Fiscal Year 2017
Sworn	36	40	76
Professional Staff	18	64	82
Agency Totals	54	104	158

Classification Type	Regrettable Retirement Separations	Regrettable Non-Retirement Separations	Regrettable Attrition for Fiscal Year 2017
Sworn	35	24	59
Professional Staff	17	50	67
Agency Totals	52	74	126

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 2017
Sworn	41	18	59
Professional Staff	44	23	67
Agency Totals	85	41	126

APPENDIX D

Current Cost to Bring DPS Pay to Compensation Objective

	<u>FY 2018</u>
Professional Staff Salaries ^{1/}	\$ 7,569,400
Employee Related Expenditures (22.12%)	<u>1,674,100</u>
Subtotal - Professional Staff Pay	\$ 9,243,500
Sworn Salaries ^{2/}	\$ 16,853,000
Employee Related Expenditures (102.86%)	<u>17,335,000</u>
Subtotal - Sworn Pay	\$ 34,188,000
Overtime	\$ 6,108,600
Employee Related Expenditures (94.69%) ^{3/}	<u>5,784,200</u>
Subtotal - Overtime ^{4/}	\$ 11,892,800
 TOTAL	 <u><u>\$ 55,324,300</u></u>

^{1/} Current DPS professional staff salaries require an estimated average increase of 19.39% to achieve the Department's compensation objective.

^{2/} Current DPS sworn salaries require an estimated average increase of 21.19% 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).