

National Association of State Personnel Executives

- Eva N. Santos Communication Award -

Arizona Workforce Report

http://www.hr.az.gov/PDF/Workforce_Report.pdf

Arizona

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1. Provide a brief description of the submission.

Arizona's FY 2013 Workforce Report provides important information regarding the status of the State's workforce to the Governor, policy-makers, and agency management personnel. The report includes statistical information on employee compensation, employee turnover, equal employment, and other workforce characteristics. Much of the data provided incorporates data from prior years to allow for evaluating changes over time. Key statistics for each agency with five or more employees is included in the appendix for a quick reference guide.

While this report was submitted to the Governor and some key legislators in hard copy form, the report was designed specifically to be accessed electronically via the State's Human Resources Division (HRD) website.

2. How long has the submission been in existence?

This specific document was published in October 2013. However, it is a variation of annual workforce reports that date back to 1999. With the exception of some of the layout features and table design, this report significantly deviates from previous reports in terms of data gathering and analysis, organization, and presentation.

Producing the annual workforce report is an enormous task, which is especially impressive because it is completed by one analyst with the support of a graphic designer. The FY 2013 report was particularly difficult because it reflected a myriad of changes resulting from comprehensive personnel reform, which established the Arizona State Personnel System.

3. Why was the submission created?

Arizona Revised Statutes (A.R.S.) §41-751 requires that the Arizona Department of Administration provide an annual report to the Governor and the Legislature that includes:

1. Information concerning all state employees, including employees of all executive, legislative and judicial branch agencies.
2. Information concerning turnover, including the number of employees separating from state employment and the reasons for separation.
3. Information concerning the compensation during the preceding year and the coming year of state employees and the compensation of other public employees and private employees.

HRD recognized that the information contained in this annual report could be a valuable resource to help agencies make management decisions regarding their workforce. So, in addition to being submitted to the Governor and legislators, the report is sent electronically to HR officials throughout state government and is also published on the HRD website.

The FY 2013 Workforce Report was particularly important. During the 2013 fiscal year, Arizona State government experienced a comprehensive reform to its personnel system, which included adding 6 new agencies, a complete overhaul of the personnel rules, and a major transition of previously covered, merit system employees to a largely at-will uncovered workforce.

One of the primary goals of the workforce report is to show changes over time and to illustrate trends in the composition and demographics of the workforce. Due to the significant changes that occurred through the implementation of Personnel Reform, ensuring consistent data and analyses from prior years was a critical success factor. With the addition of new agencies into the State Personnel System, new workforce databases were created dating back to FY 2008. In addition, many of the charts and graphs in prior reports only represented covered employees because they represented approximately 80% of the workforce, and at the time were of critical interest in management decisions. During the development of the FY 2013 report, covered employees only represented 39% of the workforce, while at-will uncovered represented the other 61%. As a result of this transition, it was necessary to incorporate the analysis of at-will uncovered personnel into the new databases for previous years. Finally, many technical modifications to the methodology of gathering and analyzing data were integrated into the new database design.

Ultimately, the FY 2013 Workforce Report represents a significant departure from prior reports, much like the personnel reform represented a departure from the traditional way Arizona managed its employees. The FY 2013 report effectively makes that transition and establishes a sound baseline report for future years.

4. How does this submission support the goals and objectives of your agenda/department?

A primary goal of the Arizona Department of Administration (ADOA) is to support agencies in the management of their employees and other resources. HRD, housed within ADOA, exists to support agencies in managing their workforce with help from services such as hiring, assisting with classification and compensation decisions, providing training and leadership development opportunities, and administration of a personnel, benefits, and payroll system. The Workforce Report supports ADOA, and HRD specifically, in achieving its goal by providing decision-makers and HR leadership with valuable and credible workforce data that may be used to improve management and accountability. The report helps policy-makers and agency officials to:

- Assess demographic changes and general characteristics of the workforce
- Examine compensation indicators such as base pay, leave, and overtime
- Monitor turnover
- Identify issues and risks
- Support succession planning and workforce development
- Determine progress and performance

Much of the analysis in the report serves as a resource when HRD is asked for information. HRD may be able to simply refer the requestor to our website, and in some instances to a particular page of the report. If an agency wants information on a specific segment of the agency population, HRD may be able to use the Workforce Report databases to expedite the response. For example, an agency may ask for turnover data for a specific classification or retirement eligibility data for employees in a certain division. The ability to use the queries from the Workforce Report databases as a basis for more detailed analysis of future requests increases the efficiency and effectiveness of the service HRD provides.

5. Have you been able to measure the effectiveness of this submission? If so, how?

The effectiveness of the FY 2013 Workforce Report has yet to be formally measured.