



MEMORANDUM

Date: June 28, 2013

To: The Honorable Chairman and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator

Re: **Employee Turnover Rates in Court Classifications**

At the Board of Supervisors' Tentative Budget adoption, speakers identified high turnover rates for certain court classifications, such as probation officers, surveillance officers and juvenile detention officers.

I asked our Human Resources Department to provide a comparative analysis of the actual turnover rates of these classifications in other counties, as well as the overall Pima County turnover rate, using the same timeframes. The results of their review are contained in the attached June 3, 2013 memorandum from Human Resources Director Allyn Bulzomi.

The findings reveal the turnover rate for six classifications (Surveillance Officer, Juvenile Detention Officer, Juvenile Detention Officer Senior, Probation Officer, Probation Officer Lead and Probation Unit Supervisor) was approximately 12.2 percent for Calendar Year 2012. During this same period, the overall turnover rate for Pima County, including over 700 classifications, was 11.5 percent.

Turnover rates for similar classifications throughout the State of Arizona vary widely, from as high as 16.6 percent in Yuma County to less than two percent in Pinal County. The turnover rate in Maricopa County was 7.83 percent.

Certain classifications in the Pima County courts do have a higher turnover rate. As shown in the more detailed information, a Surveillance Officer, Juvenile Detention Officer and Juvenile Detention Officer Senior show turnover rates of 15.7 percent, 17.5 percent and 16.7 percent, respectively. However, if salary is a key indicator of the turnover rate, it is interesting to note that Yuma County surveillance officers and juvenile detention officers, who have midpoint salaries nearly \$2 per hour higher, have a turnover rate of 27.7 percent.

While it is clear there is a turnover issue within the courts, it is not so unique or unusual from that of overall County employees, and the need to make marked range adjustments

The Honorable Chairman and Members, Pima County Board of Supervisors

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for certain classifications exists in the courts and countywide. I have asked our Human Resources Director to develop a plan for a staff classification and compensation review of our various job classifications including those in the courts for some consideration in preparing next year's budget.

CHH/dph

Attachment

c: The Honorable Sarah Simmons, Presiding Judge, Superior Court
 The Honorable Karen Adam, Presiding Judge, Juvenile Court
 Kent Batty, Court Administrator, Superior Court
 Stephen M. Rubin, Court Administrator, Juvenile Court
 Allyn Bulzomi, Director, Human Resources



MEMORANDUM

Human Resources Department

Date: June 3, 2013

To: Allyn Bulzoni
Human Resources Director

From: Colin Smith
HR Division Manager Class/Comp

A handwritten signature in black ink, appearing to read "Colin Smith".

Re: **Employee Turnover Rates for Selected Courts Classifications**

At a recent Board of Supervisors meeting, a speaker identified that turnover rates for certain Courts classifications similar to Probation Officers, Surveillance Officers and Juvenile Detention Officers was in the range of 15% to 20% in other jurisdictions throughout the State for the same or similar classifications. As requested, our Compensation Team surveyed Maricopa County, Pinal County and Yuma County to determine what their turnover rates were for these types of classifications in order to compare turnover rates within those entities with those experienced by Pima County. For the purposes of this survey, we looked at turnover rates for calendar year 2012. The attached report from our Compensation Team provides detailed information that we were able to gather as well as information on turnover rates experience by the Courts in Pima County for calendar year 2012. The following information is summarized from the attached report:

- The overall turnover rate for the six surveyed classifications (Surveillance Officer, Juvenile Detention Officer, Juvenile Detention Officer Senior, Probation Officer, Probation Officer Lead, Probation Unit Supervisor) was approximately 12.2%* for calendar year 2012.
- The turnover rate reported by Yuma County with four similar classifications was 16.4%.
- The turnover rate reported by Maricopa County for the same period was 7.83%.
- Pinal County did not report a formal turnover rate for the surveyed period, however discussions with the HR representative in Pinal County indicated they *believe* their turnover rate to be very low – possibly less than 1% however we were unable to verify that rate.
- The overall turnover rate for all Pima County classifications during this same survey period was 11.5%*.

A review of these turnover rates does not suggest a large turnover rate within the Courts relative to the surveyed classifications when compared to Pima County as a whole. The County's overall turnover rate for CY2012 of 11.5% (for over 700 classifications) is only 0.7% less than the Court's 12.2% (for six classifications).

I have attached a copy of the Compensation team's report for your review in greater detail and am available if you have any questions or require additional information.

*Note this statistic was calculated using data obtained from the County's Position Control System and Payroll system to determine total number of terminations versus number of positions within selected classifications.



MEMORANDUM

Human Resources Department

Date: May 30, 2013

To: Collin Smith
HR Division Manager Class/Comp

From: Tracy Bissell ^{TB}
HR Supervisor Class/Comp

Re: Probation/Court Classifications Turnover Rates Survey

As requested, the Compensation Team surveyed Maricopa, Pinal and Yuma Counties this past week to determine their turnover rates for six classifications used by Courts (8110/Probation Officer Supervisor, 8112/Lead Probation Officer, 8114/Probation Officer, 8116/Surveillance Officer, 8605/Juvenile Detention Officer-Senior and 8606/Juvenile Detention Officer). In addition, we also queried these entities in order to compare our current salary ranges to their compensation systems. Detailed results of our survey are contained in the attachment. A summary of our findings include:

- We received turnover rates from Maricopa and Yuma Counties with Pinal County not responding to our Initial Inquiry. However, Lisa Green followed up with a phone call to our contact Andrea Delacerda who indicated Pinal County's overall turnover rate was low, and specifically the identified court classifications turnover rate was very low possibly less than 1%.
- Of the responding agencies, the lowest total turnover rate was reported by Maricopa (7.83%) with the highest reported by Yuma (16.64%), placing Pima (12.2%) in the middle.

As can be seen in the attachment, our salary ranges appear to be below market, which is consistent with the majority of our classifications at this time and the over-all turnover rate is in the middle range of the responding agencies.

Please advise if you require additional information or have questions relating to any of the data that we were able to gather for this brief survey.

**Probation Turnover Rates
May 2013**

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Jursidication	Classification	Grade	Minimum Annual	Midpoint Annual	Maximum Annual	Minimum Hourly	Midpoint Hourly	Maximum Hourly	Voluntary Turnover Rate	Total Turnover Rate	Average # of Employees
Maricopa County	Surveillance Officer		\$36,026	\$43,035	\$50,024	\$17.3200	\$20.6900	\$24.0500	3.64%	10.00%	107
	Detention Officer		\$36,026	\$43,035	\$50,024	\$17.3200	\$20.6900	\$24.0500	5.56%	9.60%	217
	Probation Officer		\$42,349	\$52,146	\$61,922	\$20.3600	\$25.0700	\$29.7700	4.20%	7.49%	782
	Probation Officer Supervisor		\$54,974	\$64,459	\$73,923	\$26.4300	\$30.9900	\$35.5400	0.85%	4.24%	124
	Total								3.56%	7.83%	1230
Pima County	8116/Surveillance Officer		\$30,219	\$37,773	\$45,328	\$14.5285	\$18.1601	\$21.7923		15.7%	51
	8606/Juvenile Detention Officer		\$30,219	\$36,155	\$42,091	\$14.5285	\$17.3822	\$20.2361		17.5%	103
	8605/Juvenile Detention Officer - Senior		\$31,478	\$39,685	\$47,622	\$14.5285	\$19.0793	\$22.8952		16.7%	12
	8114/Probation Officer		\$35,044	\$43,805	\$52,566	\$16.8481	\$21.0601	\$25.2721		12.0%	191
	8112/Probation Officer - Lead		\$40,641	\$50,801	\$60,961	\$19.5390	\$24.4236	\$29.3082		11.4%	35
	8110/Probation Unit Supervisor		\$47,131	\$58,913	\$70,696	\$22.6592	\$28.3236	\$33.9885		0.0%	34
	Total									12.2%	426
Pinal County	Probation Officer I (ASRS)		\$44,699.20	\$51,896.00	\$61,755.20	\$21.4900	\$24.9500	\$29.6900		6.50%	13
	Probation Officer I (CORPS)		\$44,470.40	\$51,646.40	\$61,484.80	\$21.3800	\$24.8300	\$29.5600			
	Probation Officer II (ASRS)		\$49,358.40	\$56,883.20	\$68,182.40	\$23.7300	\$27.3477	\$32.7800		1.50%	50
	Probation Officer II (CORPS)		\$49,088.00	\$56,971.20	\$67,787.20	\$23.6000	\$27.3900	\$32.5900			
	Probation Officer III (ASRS)		\$54,454.40	\$63,232.00	\$75,192.00	\$26.1800	\$30.4000	\$36.1500		0.00%	11
	Probation Officer III (CORPS)		\$54,163.20	\$62,878.40	\$74,817.60	\$26.0400	\$30.2300	\$35.9700			
	Total									1.60%	20
Yuma County	Surveillance Officer (Adult Probation)		\$33,599	\$43,905	\$54,210	\$16.1534	\$21.1079	\$26.0625		13.86%	20
	Probation Officer II (Adult Probation)		\$42,678	\$55,769	\$68,859	\$20.5183	\$26.8118	\$33.1053		20.80%	27
	Chief Adult Probation Officer (Adult Probation)		\$87,466	\$114,294	\$141,121	\$42.0510	\$54.9488	\$67.8466		6.93%	1
	Juvenile Detention Officer I (Juvenile Court)		\$30,533	\$39,899	\$49,264	\$14.6793	\$19.1820	\$23.6846		27.73%	34
	Detention Officer II (Juvenile Court)		\$32,030	\$41,854	\$51,678	\$15.3990	\$20.1221	\$24.8452		13.86%	6
Total									16.64%	88	