



Overview and Results

The Department of Personnel & Administration, Division of Human Resources (DPA/DHR) annually conducts a self-audit survey of all state department and higher education institution human resources operations. The purpose of the survey is to gather information on general human resources activities that cannot be measured through existing electronic systems. When possible, data are shown year-over-year to illustrate trends. Trending may not be possible when survey items are edited, added, or removed. The resulting data are used to respond to information requests from the legislature, the State Auditor, state and local governments, and others.

The survey collected information in six functional areas: job evaluation/compensation, leave administration, selection, layoffs, risk management, and employee relations. The survey was sent to all 55 human resource administrators. Data gathering occurred between late-November 2007 and mid-January 2008. A copy of the survey instrument is attached for reference.

The Workforce Planning Unit of DHR prepared this report. Please contact Mark Rothman at 303-866-2409 or mark.rothman@state.co.us with questions or comments.

OVERVIEW

The 2006-2007 Annual HR Survey was sent to 22 general government departments and 33 institutions of higher education (departments). The following is a summary of the response rate and a list of the departments and higher education institutions that responded to the survey.

SUMMARY OF SURVEY RESPONSES			
	Number Sent	Number Responded	Response Rate
General Government	22	18	82%
Higher Education	33	24	73%
Overall	55	42	76%

General Government Departments
Dept. of Agriculture
Dept. of Corrections
Dept. of Education
Dept. of Health Care Policy & Financing
Dept. of Human Services
Dept. of Labor & Employment
Dept. of Local Affairs
Dept. of Military & Veterans Affairs
Dept. of Natural Resources
Dept. of Personnel & Administration
Dept. of Public Health & Environment
Dept. of Public Safety
Dept. of Regulatory Agencies
Dept. of Revenue
Dept. of State
Dept. of Transportation
Dept. of Treasury
Governor's Office

Higher Education Institutions
Arapahoe Community College
Auraria Higher Education Center
Colorado Community College System
Colorado Historical Society
Colorado Northwestern Community College
Colorado School of Mines
Colorado State University
Colorado State University - Pueblo
Community College of Denver Auraria
Fort Lewis College
Front Range Community College
Lamar Community College
Mesa State College
Metropolitan State College of Denver
Morgan Community College
Northeastern Junior College
Otero Junior College
Pikes Peak Community College
Pueblo Community College
Red Rocks Community College
University of Colorado Boulder
University of Colorado – HSC/Denver
University of Northern Colorado
Western State College

The following is a brief analysis of the results of the self-audit survey. The number of responses varies by section, as some respondents did not answer all questions.

Section I - Human Resources Staff Data

Respondents were asked to provide the number of human resources staff to include all employees performing the following functions:

- Job evaluation/compensation
- Leave administration
- Selection
- Layoff
- Risk management
- Employee relations

Departments were asked to report the total number of employees they serve, which includes state personnel system employees and non-state personnel system employees (non-classified and faculty). The following table illustrates the approximate number of employees served by HR staff, based upon data collected from 52 departments.

NUMBER OF EMPLOYEES SERVED BY HR STAFF*			
	Number of HR Staff	Number of Employees	Number of Employees served by one HR Staff Member
TOTAL*	379	61,219	162

*All number of employees for both the State Personnel System and the Non-State Personnel System (including faculty members) are based on the January 2008 direct data download for both general government and higher education institutions (excluding Judicial). Department HR offices provided the number of total HR Staff in May 2007. The number of HR staff count collected from this annual HR survey was not applied in this analysis because the May 2007 data was verified through direct contact with all state departments.

Departments were also asked to report the number of HR staff devoted to each of the following HR functions, as well as the number that are PCP certified. The Personnel Certificate Program (PCP) is a training program that prepares professional HR staff to perform certain delegated activities. Certification is required for delegated work to be completed at the department level and without central approval.

FUNCTION	HR STAFF	PCP CERTIFIED
ADA	46	
Benefits Administration	69	
Employee Relations	107	
HR/Risk Data Management	67	
Job Evaluation/Compensation	122	99
Leave Management	61	
Performance Management	70	
Personal Services Contracts	60	59
Risk Management	46	
Safety	34	
Selection	111	94
Work/Life	38	
Worker Compensation	57	
Workforce/Succession Planning	42	

Section II - Job Evaluation/Compensation

Job Evaluation

Job evaluation is a critical component of human resources administration. The State of Colorado uses a non-numeric factor system to evaluate and allocate positions in the state personnel system. Evaluating a position description questionnaire (PDQ) involves analyzing duties in relation to four job evaluation factors and identifying the correct class series and the appropriate functional level within that series.

HR professionals conduct job analyses and evaluate PDQs to:

- Ensure that PDQs are current and adequate; and
- Determine whether the class series and levels, as related to the job descriptions, are appropriate.

Position allocation reviews the responsibilities assigned to a position to determine the appropriate job class and attendant pay grade. This review is performed when new positions are created and when changes to a vacant or occupied position's assignment occur.

Data from respondents show that during FY 2006-2007 it took an average of 19 calendar days to complete individual allocation actions from the day an official request was received in the HR office to the date of the allocation notice (the written confirmation provided to the appointing authority and employee, if the position is occupied, of the official results of the allocation review). This turnaround time includes the PDQ evaluation and writing the allocation report. The range of average calendar days reported varied from zero to 60. The average of 19 days reported for FY 2006-2007 is an increase of 1 day from FY 2004-2005 data (18 days).

A total of 4,534 allocation requests were received in the 42 departments and institutions reporting. See the following table.

JOB EVALUATION ACTIVITY	
Type of Allocation	Quantity
Average number of days to complete allocation requests	19
Number of allocations for occupied positions	2,427
<i>Sustained</i>	215
<i>Allocated Upward</i>	2,020
<i>Allocated Downward</i>	132
Number of allocations for new positions	997
Number of allocations for vacant positions	1,110

Compensation

The Fair Labor Standards Act (FLSA) is a federal law that establishes the minimum wage, overtime compensation standards, record keeping requirements, child labor provisions, and other regulations that affect employers and employees. The effective date of the Act as it applies to state and local governments was April 15, 1986. The U.S. Department of Labor (DOL) is authorized to investigate any alleged violations and generally enforces the FLSA.

Departments were asked how many complaints were filed with the US Department of Labor and if the department was required to pay back wages and/or penalties during FY 2006-2007. Only one department reported having a complaint filed. The department was required to pay back wages and/or penalties totaling \$10,366 to five employees.

Essential, non-exempt positions, as designated by a department head, shall have paid leave counted as work time, in accordance with state statute. Essential positions perform law enforcement, highway maintenance, and support services directly responsible for the health, safety, and welfare of patients, residents, students, and inmates. Thirty-three departments reported having a total of 9,143 essential positions.

This year departments were asked to report on compensatory time and work-life options. Compensatory time is equivalent to wages for overtime hours paid in time off rather than cash.

COMPENSATORY TIME	
Number of compensatory hours earned	269,523
Number of compensatory hours paid out	141,555
Total dollar amount paid out for compensatory time	\$3,002,255

WORK/LIFE BALANCE		
	Number of Departments Responding	Quantity
Number of employees who work at least one day per week outside the traditional office setting (telecommute)	30	83
Number of employees who work a flexible schedule	30	2,391
Number of employees who job share*	34	12

*Job Share is two or more part-time employees performing the work of one full-time position.

Section III – Leave Administration

Annual Leave and Sick Leave

Employees accrue annual leave according to the number of years they have worked for the state, and any remaining leave over the maximum accrual rate at the end of a fiscal year is forfeited on July 1. The following table illustrates the leave accrual rates based on years of state service.

ANNUAL LEAVE ACCRUAL RATES	
Years of Service	Hours/Month (for full-time employees)
0-5	8
6-10	10
11-15	12
16+	14

The annual maximum accrual rate for carrying over from year-to-year and for payouts ranges from 24 to 42 days, depending on years of service. Upon retirement or separation, unused accrued annual leave is paid out, subject to the maximum accrual amount.

All 42 respondents reported the number of annual and sick leave hours taken. As illustrated in the following table, the average number of annual leave days and sick leave days taken by employees has increased in the last three years.

LEAVE TAKEN OVER THE LAST THREE YEARS*					
FY 2006-2007				FY 2004-2005	FY 2003-2004
Type of Leave	Number of Employees who Took Leave	Total Hours of Leave Taken (Days)	Average Number of Days Taken	Average Number of Days Taken	Average Number of Days Taken
Annual	30,764	3,642,041 (455,255)	14.8	13.0	12.0
Sick	29,759	2,055,331 (256,916)	8.6	7.8	7.0

*Does not include payouts to separated employees.

Leave Payout

Upon separation, 100% of accrued annual leave (up to the employee's maximum accrual amount) is paid out. Additionally, 25% of accrued sick leave (up to the employee's maximum accrual amount) is paid out to retiring employees. For fiscal year 2006-2007, a total of 817,125 hours of annual leave was reported paid out; a total of 64,298 hours of sick leave was reported paid out.

Bereavement Leave

Bereavement leave is granted for the death of a family member or other person with whom the employee has a relationship. Employees may request, in writing, up to 40 hours of paid leave. The following table illustrates the usage of bereavement days for the past three fiscal years. The rate of usage has increased.

BEREAVEMENT LEAVE TAKEN OVER THE LAST THREE YEARS				
FY 2006-2007			FY 2004-2005	FY 2003-2004
Number of Employees Taking Leave	Total Hours Taken (Days)	Average Number of Days Taken	Average Number of Days Taken	Average Number of Days Taken
6,941	206,972 (25,872)	3.7	2.6	2.2

Unpaid Leave

For fiscal year 2006-2007, 3,794 employees received a total of 510,989 hours of Unpaid Leave, or an average of 134.7 hours per employee receiving Unpaid Leave.

Injury Leave

Injury leave is paid time off for an illness or injury that is compensable under workers' compensation. For fiscal year 2006-2007, 53,974 employees received a total of 99,817 hours of injury leave, or an average of 1.8 hours per employee receiving injury leave. Make whole is the use of an employee's personal accrued leave after exhaustion of injury leave to make up the difference between gross base salary and the wage replacement payments made under workers' compensation. Cost of injury leave and information on the make whole compensation policy follows.

INJURY LEAVE AND MAKE WHOLE COSTS*		
Number of make whole hours paid	29	7,817
Cost of make whole	26	\$113,925
Cost of injury leave	28	\$2,562,362

*These data are repeated in the Risk Management section on page 12.

Leave Sharing

A leave-sharing program allows employees to transfer annual leave to an eligible employee who has an immediate family member experiencing a catastrophic illness or injury that poses a direct threat to life, a non-medical catastrophic event, or to fulfill a military leave obligation. For FY 2006-2007, 37 of the 42 respondents reported having a leave sharing program. Twelve departments have a leave bank; 15 use leave transfer; and 11 have both types of programs.

Eligibility is limited to permanent employees with at least one year of state service who have exhausted all applicable accrued leave. Leave sharing is intended to be a “court of last resort” and is not a substitute for short-term disability, long-term disability, or workers’ compensation benefits. Each department or institution determines whether or not to offer a leave-sharing program.

For the 2006-2007 year, 25 departments received a total of 158 applications for leave sharing. The following table illustrates the number of applications accepted and rejected for leave sharing for the last three fiscal years.

LEAVE SHARING APPLICATIONS OVER THE LAST THREE YEARS			
	FY 2006-2007	FY 2004-2005	FY 2003-2004
Number of Applications Accepted	139*	176	147
Number of Applications Rejected	19	29	11

*Number of applications accepted does not match the total number of employees approved in the table on page 9. This is due to discrepancies in self-reported data on multiple survey questions.

Following is a summary of the relationships covered by leave sharing applications.

LEAVE SHARING – TYPE OF RELATIONSHIP FISCAL YEAR 2006-2007	
Relationship	Number of Applications Reported
Self	105
Child	7
Parent	6
Spouse	16
Other	5

Catastrophic events leave has been in effect since June 21, 2002. Departments and institutions are authorized to expand their leave-sharing programs to include employees who are directly affected by life-altering, non-medical catastrophic events or emergencies, such as wildfires, floods, tornadoes, and other natural disasters. This includes employees who suffer loss of life or property as a consequence of such events, or who are serving as first-responders to such tragedies.

Per statute, the Personnel Director’s Administrative Procedure provides for paid leave of up to 15 working days (120 hours) within a calendar year for military service whether for training or active duty. On December 11, 2001, the State Personnel Director temporarily extended administrative leave and annual leave-sharing programs to employees called to active duty following the September 11 terrorist attacks. The extension of these rules has not been cancelled. Through the policy, department heads and presidents of colleges and universities are encouraged to grant administrative leave to state employees called to active military service. The purpose of this administrative leave is to make the salaries of these employees “whole” for a period of 90 calendar days following the exhaustion of their paid military leave to help relieve some of the financial hardship. The following table summarizes the usage of these different leaves.

LEAVE SHARING TAKEN DURING FISCAL YEAR 2006-2007				
Reason for Leave Sharing	Number of Departments Responding	Number of Employees Approved	Total Number of Hours Approved (Days)	Average Number of 8-hour Work Days Approved
Medical Leave	24	120	16,011 (2,001)	16.7
Non-medical Catastrophic Event	4	23	2,015 (252)	11.0
Military	4	11	1,870 (234)	21.3

Family Medical Leave Act (FMLA)

For FY 2006-2007, 3,019 employees received a total of 271,918 hours of FML. One department reported being investigated by the US Department of Labor regarding FMLA compliance; however, no monetary damages were paid.

Section IV – Selection

This section of the survey requested data on the number of days it took to fill positions. Eighteen principal departments responded and 22 higher education institutions responded.

SUMMARY OF SELECTION STATISTICS BY TYPE OF VACANCY			
	Open Competitive	Lateral Transfer	Promotional
Number of vacancies filled	5,300	171	1,090
Average number of applicants per announcement	22	3	5
Average number of days to fill vacancies from receipt of request to referral	42	18	24
Average number of days to fill vacancies from referral to start	27	17	18

A total of 6,561 state personnel system vacancies were filled in FY 2006-2007 as reported by survey respondents. Respondents were asked to identify vacancies filled through open competitive versus promotional processes, as well as information related to temporary employees. Just over five percent (5.1%) of vacant positions were announced more than once before being filled.

VACANCIES FILLED			
Fiscal Year	Number of Departments Responding	Open Competitive	Promotional
2002-2003	34	941	263
2003-2004	44	3,432	1,193
2004-2005	40	4,539	1,346
2006-2007	30	5,300	1,090

TEMPORARY AIDES (P1A1XX)	
Number of classified vacancies filled by Temporary Aides	1,734
Average number of applicants per Temporary Aide vacancy	2
Average pay rate for temporary employees hired	\$15.67
Average length of service for temporary employees (calendar days)	105

Twelve departments report that, on average, four (4) hours of overtime were added to cover the workload of a vacant position.

Departments were asked to report on the number of ADA accommodation requests received during the selection process. Four requests were received during the application process; 32 requests during the examination process; and 53 during the interviewing process.

Section V – Layoff

Layoff actions can only occur when there is lack of funds, lack of work, or reorganization (Board Rule 7-7). The following table shows the number of layoffs that occurred in FY 2006-2007. The table also indicates the number of employees who were placed in different positions (upward, lateral and downward movement). Also shown are the numbers of employees who chose to retire or separate employment, accepted separation incentives in lieu of layoff, and separated from state employment as a result of their position being abolished. For the nine (9) employees who accepted separation incentives in lieu of layoff, the average amount of monetary incentive paid was \$15,664.

LAYOFF INFORMATION FISCAL YEAR 2006-2007	
	Number of Employees
Employees who were issued layoff notices*	29
Separated due to layoff (laid off)	13
Assigned to other positions at similar pay levels in lieu of layoff	13
Assigned to different positions at lower pay levels due to receiving layoff notices	1
Accepted separation incentives in lieu of layoff	9
Retired to save another employee's position due to layoff	3
Transferred to a position outside their department due to receiving a layoff notice	1
Resigned due to receiving a layoff notice	2

*The total number of employees receiving layoff notices does not equal the sum of the status of employees affected by layoff processes. Some employees may have received a layoff notice in FY 2005-2006, yet departures or transfers may not have occurred until FY 2006-2007; therefore, an employee may have been reported in FY 2006-2007 even though the separation notice originated in FY 2005-2006. Also, an employee may have received a layoff notice in FY 2006-2007, yet no status of the employee will be recorded until FY 2007-2008.

Section VI – Risk Management

This year respondents were asked to report on Risk Management information. Twenty-three departments reported having an active safety committee that met, on average, every 1.7 months. Thirty-nine departments reported receiving the Advisor, a monthly publication containing information and news related to the Colorado State Personnel System that is targeted at the Human Resources (including Risk Management) community, with 64% reporting that they distribute it internally to employees. Twenty-five departments reported receiving the Safety Shorts sent by Risk Management, with 76% reporting that they distribute it internally to employees.

Forty departments reported having the “Notice to Employees” and other required posters posted where ALL employees can read it. Twenty-nine departments reported having written safety rules, policies, or procedures for all employees. The following table details how often departments report reviewing, revising, and/or updating safety directives.

HOW OFTEN WRITTEN SAFETY RULES, POLICIES OR PROCEDURES ARE REVIEWED, REVISED, AND/OR UPDATED	
	Number of Departments
Annually	14
Quarterly	1
Monthly	1
As Needed	10

The following table summarizes risk management costs for fiscal year 2006-2007.

SUMMARY OF RISK MANAGEMENT COSTS		
	Number of Departments Responding	Quantity
Cost associated with employee related safety remediation and training issues	19	\$698,465
Number of lost workdays due to on the job injuries	30	9,985
Number of make whole hours paid*	29	7,817
Cost of make whole*	26	\$113,925
Cost of injury leave*	28	\$2,562,362

*These data are repeated in the Leave Administration section on page 7.

Section VII – Grievances, Corrective Actions, Disciplinary Actions

Grievances

Board Rule 8-5 states that “a permanent employee may grieve matters that are not subject to appeal or review by the Board or Director.” Each department is allowed flexibility to establish an internal grievance process to address and resolve problems, provided the process complies with the time frames and basic procedures in Board Rule 8-8.

Corrective Actions

According to Board Rule 6-11, corrective actions are written statements “intended to correct and improve performance or behavior” that do “not affect current base pay, status, or tenure.” Corrective actions include statements regarding the areas for improvement, the actions to take, the time frame, and consequences for failure to correct behavior.

Disciplinary Actions

According to Board Rule 6-12, disciplinary actions can be taken against an employee for: (1) failure to perform competently, (2) willful misconduct or violation of rules or law, (3) false statements of fact during the application process for state positions, (4) willful failure to perform, including failure to plan or evaluate performance in a timely manner or inability to perform, (5) final conviction of a felony or other offence of moral turpitude, and (6) final conviction of an offense of a Department of Human Services’ employee subject to statutory provisions. Further, the rule states that disciplinary actions may include a reduction of base pay, demotion, dismissal, and suspension without pay (Board Rule 6-12).

Thirty-seven departments reported that a total of 121 cases actually incurred legal costs totaling \$416,205. The following table illustrates the number of occurrences in each category for FY 2006-2007.

SUMMARY OF GRIEVANCES AND DISCIPLINE		
	Departments Responding	Occurrences
Grievances and Corrective Actions		
Grievances		
Written grievances filed with HR offices	39	327
Corrective Actions		
Number of Corrective actions administered	40	1,284
Disciplinary Actions		
Disciplinary Actions		
Number of Disciplinary actions administered	37	526
Reason for Disciplinary Action		
Failure to meet standards of efficient service	35	166
Willful misconduct	34	227
Willful failure or inability to perform the job	34	129
Final conviction of a felony	33	4
Outcomes of Disciplinary Actions		
Dismissal	37	255
Suspension	33	43
Demotion	32	41
Pay reduction	33	170
Other disciplinary actions taken	32	17
Negotiated Resolution Process		
Number of separations as a result of a negotiated resolution process	39	31



Division of Human Resources
Annual Human Resources Survey 2007

Department Code:
Contact Person:
Phone Number:

Working Title/Class:
E-Mail Address:

Section I - Human Resources Staff Data

1. Please indicate the number of employees and FTE of all classified and non-classified permanent employees in your department. Include in the numbers below those employees who perform all or part of the core human resources functions (such as, job evaluation/compensation, selection, workforce development, leave management, performance management, employee relations, employee benefits administration, training, and risk management) whether or not they directly report to the Human Resources Office.

- a. Total number of department employees
Include classified, non-classified, faculty and temporary employees, etc.
b. Classified employees performing human resources functions.
c. Non-Classified employees performing human resources functions.
d. Total number of classified employees served by the HR staff.

Table with 2 columns: Number of employees, FTE expressed in decimal or fraction. Rows a, b, c, d.

2. What is the number of HR Staff and the associated FTE expressed in a decimal or fraction devoted to each of the following HR functions:

Table with 4 columns: HR Function, Number of HR Staff, Number of PCP Certified Staff, FTE expressed in decimal or fraction. Rows a-n.

NOTE: For the remaining sections, only report data on State Personnel System (Classified) positions and employees.

Section II - Job Evaluation/Compensation

*Please identify all individual allocation actions completed during FY2006-2007.
If you reviewed a position more than once, count each review as a separate action.*

3. What is the average turn-around time, in calendar days, for official allocation requests? (Calculate from the date the official request was received in the HR office to the date of allocation notice.)	3.
4. How many individual allocations were for filled positions?	4.
a. Of the filled positions reviewed, how many were sustained?	a.
b. Of the filled positions reviewed, how many were allocated upward?	b.
c. Of the filled positions reviewed, how many were allocated downward?	c.
5. How many individual allocations were for new positions?	5.
6. How many individual allocations were for vacant positions?	6.
Fair Labor Standards Act (FLSA):	
7. How many positions have been designated as essential positions?	
8. Was your department investigated by the US Department of Labor regarding FLSA compliance issues?	<input type="checkbox"/> Yes <input type="checkbox"/> No
9. Was your department required to pay back wages and/or penalties?	<input type="checkbox"/> Yes <input type="checkbox"/> No
a. If yes, what was the total dollar amount paid out?	\$
b. How many employees were paid out?	
10. How many compensatory time hours were earned?	
11. How many compensatory time hours were paid out?	
12. What was the total dollar amount paid out for comp time?	\$
Work Life	
13. How many employees work at least one day per week outside the traditional office setting (Flexplace or telecommuting)?	
14. How many employees work a flexible or alternative schedule?	
15. How many employees job share?	

Section III – Selection

*Please identify all selection actions, excluding reallocations, completed during FY2006-2007.
Count each selection related action as a separate action.*

16. What is the average number of days to fill open competitive announcements from the date of receipt of request to fill to the date of referral?	
17. What is the average number of days to fill open competitive announcements from date of referral to start date?	
18. How many classified vacancies were filled through an open competitive announcement?	
19. What is the average number of applicants per open competitive announcement?	
20. What is the average number of days to fill lateral transfer announcements from the date of receipt of request to fill to the date of referral?	
21. What is the average number of days to fill lateral transfer announcements from date of referral to start date?	
22. How many classified vacancies were filled through a lateral transfer announcement?	
23. What is the average number of applicants per lateral transfer announcement?	
24. What is the average number of days to fill promotional announcements from the date of receipt of request to fill to the date of referral?	
25. What is the average number of days to fill promotional announcements from date of referral to start date?	
26. How many classified vacancies were filled through a promotional announcement?	
27. What is the average number of applicants per promotional announcement?	
28. How many classified vacancies were filled by Temporary Aides (PIA1XX)?	
29. What is the average pay rate for temporary employees hired?	\$
30. What is the average length of service for temporary employees (calendar days)?	
31. What is the average number of overtime hours added due to each vacant position?	
32. What is the average number of applicants per Temporary Aide (PIA1XX) vacancy?	
33. What is the percentage of vacant positions that were announced more than once?	%
34. How many ADA accommodation requests did you receive for:	
a. The application process	a.
b. The examination process	b.
c. The interviewing process	c.

Section IV - Leave Management

Please identify all leave related transactions processed during FY2006-2007.

35. What is the total number of Annual Leave hours taken by classified employees in your department? (Do not include payouts to separated employees.)		
36. What is the total number of classified employees in your department who used Annual Leave ? (Count an employee once no matter how many hours used for occurrences over the fiscal year.)		
37. What is the total number of Annual Leave hours paid out to classified employees by your department at retirement or separation of service?		
38. What is the total number of Sick Leave hours taken by classified employees in your department? (Do not include payouts to retired employees or PERA sick leave conversion.)		
39. What is the total number of classified employees in your department who used Sick Leave ? (Count an employee once no matter how many hours were used over the fiscal year.)		
40. What is the total number of Sick Leave hours paid out to classified employees by your department at retirement? (Do not include PERA sick leave conversion.)		
41. What is the total number of Bereavement Leave hours taken by classified employees?		
42. What is the total number of classified employees who used Bereavement Leave ? (Count an employee once no matter how many hours were used over the fiscal year.)		
43. What is the total number of employees that received Leave Without Pay (LWOP)?		
44. What is the total number of hours of Leave Without Pay (LWOP)?		
45. What is the total number of employees that received injury leave?		
46. What is the total number of hours of injury leave paid?		
Leave – Sharing:		
47. Did your department have a leave-sharing program? <input type="checkbox"/> Yes <input type="checkbox"/> No		
48. If you had a leave-sharing program, indicate which of the following most appropriately describes your program. <input type="checkbox"/> Leave Bank <input type="checkbox"/> Direct Transfer <input type="checkbox"/> Both <input type="checkbox"/> None		
49. How many applications for leave sharing were submitted?		
50. How many applications for leave sharing were rejected?		
51. Of those accepted, how many were for each of the following relationships: <input type="checkbox"/> Self <input type="checkbox"/> Spouse <input type="checkbox"/> Child <input type="checkbox"/> Parent <input type="checkbox"/> Other		
52. Indicate how many employees were approved for each of the following categories of leave? Provide the total number of hours used for each leave category:		
	Employees Approved	# of Hours
a. Medical Leave		
b. Catastrophic Event		
c. Military		
Family Medical Leave Act (FMLA)		
53. Was your department investigated by the US Department of Labor regarding FMLA compliance issues?		<input type="checkbox"/> Yes <input type="checkbox"/> No
a. If yes, what was the total amount of monetary damages paid?		\$
b. How many employees were paid out?		
54. How many employees have used FMLA in your department?		
55. What is the total cumulative FMLA hours used in your department?		

Section V - Layoff Information

Please refer to all layoffs processed during FY2006-2007 affecting classified (State Personnel System) employees.

56. What is the number of employees who were issued layoff notices?	
57. What is the number of employees who separated from state employment due to layoff notices?	
58. What is the number of employees who were assigned to other positions at a similar pay level in lieu of layoffs?	
59. What is the number of employees who were assigned a different position at a lower pay level due to receiving layoff notices?	
60. What is the number of employees who accepted separation incentives in lieu of layoffs	
a. What was the average amount of monetary incentive paid?	\$
61. What is the number of employees who chose to retire in lieu of layoffs?	
62. What is the number of employees who transferred to another state position outside your department due to receiving layoff notices?	
63. What is the number of employees who resigned due to receiving layoff notices?	

Section VI - Employee Relations – Classified Only

(Grievances, Corrective Actions, and Disciplinary Actions)

Please use FY2006-2007 when answering the following questions.

64. How many written grievances were filed in your department?	
65. How many corrective actions were issued in your department?	
66. How many disciplinary actions were given in your department?	
67. Of the disciplinary actions administered, how many were for: a. Failure to meet standards of efficient service? b. Willful misconduct? c. Willful failure or inability to do the job? d. Final conviction of a felony?	a. b. c. d.
68. Of the disciplinary actions administered, how many employees were: e. Dismissed? f. Suspended? g. Demoted? h. Had their pay adjusted within the range? i. Had other actions taken?	a. b. c. d. e.
69. What is the legal cost associated with Employee Relations activities?	
70. How many cases actually incur legal costs (i.e. Administrative Hearings, settlements, etc.)?	
71. How many separations occurred as a result of a negotiated resolution process?	

Section VII – Risk Management

Please use FY2006-2007 when answering the following questions.

72. Does your agency have an active safety committee? a. If yes, how often does the committee meet?	<input type="checkbox"/> Yes <input type="checkbox"/> No
73. Do you receive the “Advisor” and the Safety Shorts sent by Risk Management? a. If yes, do you distribute internally to employees?	<input type="checkbox"/> Yes <input type="checkbox"/> No
74. Does your agency have the “Notice To Employees” and other required posters posted where ALL employees can read it?	<input type="checkbox"/> Yes <input type="checkbox"/> No
75. Does your agency have written safety rules, policies, or procedures for all employees? a. How frequently are these items reviewed, revised, and/or updated?	<input type="checkbox"/> Yes <input type="checkbox"/> No
76. What is the cost associated with employee related safety remediation and training issues?	
77. What is the number of lost workdays due to on the job injuries?	
78. What is the number of make whole hours paid?	
79. What is the total cost of make whole?	
80. What is the total cost of injury leave?	

Thank you!

Remember to print a copy of your responses. Copies of department responses will not be available.

Need Help? Call DHR Staffing Systems at 303-866-5638 or e-mail to DHRStaffingSystems@state.co.us

Click on submit only if your survey is complete.