



# Human Resources Survey Report FY 2007-2008



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## Background Information

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The Fiscal Year (FY) 2007-08 Annual Human Resources Survey was administered in the summer of 2009 in order to capture data related to the State Personnel System. Participants, hereafter departments, included both general government agencies, as well as institutions of higher education. Participants responded to the online portion of the survey from June 11<sup>th</sup> through August 24<sup>th</sup>, and are listed in Appendix A. Please note that this report represents only the information submitted through this survey process, and may not portray the true statewide aggregate data. The Division of Human Resources would like to thank all human resources professionals that contributed their time and information.

### Department Background and Structure

The number of first and second-line supervisors varies greatly for departments, often depending on the department's function. Thirty responders had more first-line supervisors than second, and five showed the opposite pattern. There are zero classified first and second line supervisors at some much smaller departments. The total supervisor to non-supervisory employee ratio for the responding departments is about 1:3. The data for individual departments are shown in Appendix B.

The average numbers of Full Time Equivalent (FTE) performing all or part of various Human Resources functions are ranked from highest to lowest in Figure 1. Functions for individual departments are shown in Appendix C.

Finally, the number of human resources professionals for every 100 employees in Fiscal Year 2007-08 was about 1.9. The median government benchmark for the same year was 1.0.<sup>1</sup>

**Figure 1. Human Resources Functions  
(Ranked From Highest to Lowest Ratio to Total Employees )**

<b>State of Colorado</b>	<b>Industry Benchmark<sup>1</sup></b>
1. Selection	1. Benefits
2. Job Evaluation and Compensation	2. Selection/Recruitment
3. Employee Relations	3. Compensation
4. Human Resources Data Management (not IT )	4. Training and Development
5. Workforce Development/Training	5. Human Resources Data Management
6. FMLA & Leave Management	6. Employee Relations
7. Employee Benefits Administration	7. Payroll
8. Fair Labor Standards Act	8. Workers' Compensation
9. Risk Management (Workers' Compensation, etc.)	9. EEO/Affirmative Action
10. Performance Management	10. Health and Wellness
11. Personal Services Contracts	11. Safety/OSHA
12. Safety/Training	12. Employee Communications
13. Americans with Disabilities Act	13. Employee Assistance/Counseling
14. Work-Life	14. Strategic Management
15. Workforce/Succession Planning	15. Other

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<sup>1</sup> Ioma 2008 Guide to HR Benchmarks, [www.ioma.com/HR](http://www.ioma.com/HR)

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## Job Evaluation and Compensation

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### Job Evaluation

The average turn-around time, in calendar days, for individual allocation requests ranged from one to 55. The mean of the responses was just over 17 days. There is no correlation between the number of people working in job evaluation and the average turn-around time. The number of individual allocations for occupied positions ranged from 1 to 472. Although the range is large, the median is 33. Individual department times are reported in Appendix D.

### Fair Labor Standards Act

The Fair Labor Standards Act (FLSA) establishes minimum wage, overtime pay, recordkeeping, and youth employment standards affecting full-time and part-time workers in the private sector and in federal, state, and local governments. For purposes of FLSA, the State is considered to be a single employer.










There were four reported overtime issues filed in FY 2007-08, and they were in three departments. All four of them were resolved within the department in which they originated, so none of them were brought to the Division of Human Resources in the Department of Personnel and Administration. One responding department was investigated by the United States Department of Labor regarding FLSA compliance issues. There were three employees involved in the dispute, but the department did not supply any information on the total number of violations or total dollar amount paid.

### Flexible Work Arrangements

The State of Colorado has a policy of using strategic and effective business tools like flexible work arrangements wherever appropriate and leaders are to be evaluated on the use of such sound practices in their annual performance plans. These arrangements include flexplace (telecommuting), flextime, and job sharing. Utilization by agency is listed in Appendix E.

Flexplace is encouraged by the Department of Personnel and Administration, has been addressed in several executive orders, and was even encouraged by House Joint Resolutions 99-1044 and 09-1021 in order to help alleviate traffic congestion. Even so, most departments do not have any employees using this option. The percentage of employees working at least one day per week outside the traditional office setting by telecommuting ranged from zero to 29% across departments.

#### Figure 2. Flextime Benefits

-  May be able to keep work unit open for more public hours
-  Can reduce congestion in traffic and parking lots
-  Can increase the pool of qualified job applicants
-  May result in less use of paid leave
-  May result in better use of equipment and congestion at office machines can be relieved
-  May result in better organization of work as periods of peak activity and idle time are better managed so that more work can be done in the same of time
-  May result in better management practices as productivity is more validly judged by measuring results or contributions versus watching time clocks
-  Employees feel more control over and more satisfied with part of their work environment, resulting in improved morale, productivity, and better customer service
-  Is a no cost option

Flextime is a second alternative arrangement that redesigns or restructures traditional work schedules so the employee works daily hours different from regular office hours or works a full schedule in fewer days. Thirteen departments either do not have this information in their human resources office or do not understand the question. The percentage of employees for those that do track the information ranged from 0 to 97%, although most departments have zero employees

**Figure 3. Job Sharing Benefits**

- ✚ Alternative to layoffs and temporary help
- ✚ Apprenticeship or training programs
- ✚ Potential accommodation for those with permanent or temporary disabilities
- ✚ To retain valued employees during life changes
- ✚ Method for utilizing talent that is also in high demand in the private sector
- ✚ Means of attracting workers from a shrinking, changing labor pool, especially in hard to fill positions

using this option, and the median was only two percent. Benefits of flextime arrangements are included in Figure 2.

Lastly, job sharing is a flexible means of pooling the talents and energies of two part-time employees to perform the work of one full-time position. Its benefits are listed in the side box. Employers can use this option to accommodate the changing workforce and business needs. Job sharing was even less frequently used than either flexplace or flextime; only 10 employees in three departments shared jobs. Its benefits are listed in Figure 3.

**Personal Services Contracts**

Departments must have at least one human resources professional able to conduct personal services contracts reviews and approvals. Reviews are to be performed for all contracts, purchase orders, and solicitations, with the exceptions of intergovernmental agreements and attorney services, in order to ensure the inclusion and completion of all certification forms, pre-approvals, and supporting documentation and protection of the State Personnel System. Twelve of the responding departments have an internal audit process for personal services contracts; 28 do not. Of those departments that have an audit process, nine reported on the number of contracts audited, totaling 1,214, and ranging from 0 to 759.

The numbers of total contract workers the responding 18 departments have performing work in connection with a personal services contract, including purchase orders totals 3,853. Some departments (e.g., University of Colorado System Office, Office of the State Auditor, Lamar Community College) do not have any contract workers, and the highest number was maintained by the University of Colorado at Denver, with 2,100. Twelve departments were not able obtain this information.

Reviewed personal services requests are tracked by more departments. In total, the responding 34 departments reviewed 9,273 requests in FY 2007-08. Almost a quarter of these were reviewed by the staff at the University of Colorado at Denver. Several departments with very few classified employees, including the University of Colorado System Office, Treasury, and Lamar Community College, didn't review any. For several agencies, the Division of Human Resources performs the necessary reviews. The number of personal services requests reviewed by each department is not correlated to the total number of contract workers performing work in connection with a personal services contract.

The average number of hours spent on processing personal services requests was not tracked by eight departments, and recorded in aggregate (total hours for the year) by five others. Three departments don't process personal services requests at all. For those that do process requests and track them on an individual basis, 14 departments finish them in only a few hours (less than a normal workday). Six more (i.e., twenty departments) finish them in less than a normal workweek. Much of the data obtained for this section is available by department in Appendix F.

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## Leave Administration

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### Family and Medical Leave Act

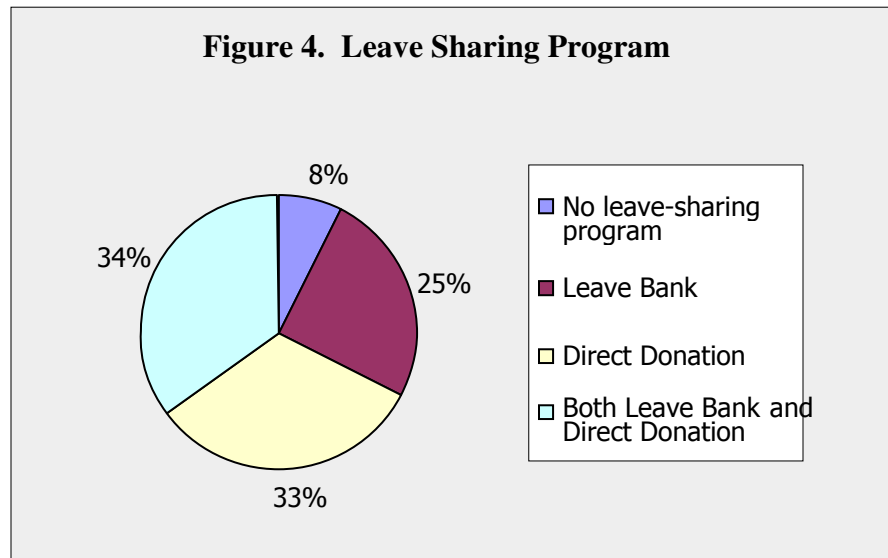
A federal law, the Family and Medical Leave Act (FMLA) provides for unpaid, job-protected leave. The State of Colorado is covered by the law and is considered to be a single employer. Job-protection provisions include the right to return to the same or equivalent position, including pay, status, and tenure, as well as the right to continued insurance benefits during the leave.

Only two departments had FMLA disputes that were resolved within the department, one with one dispute and one with 173. Two departments do not keep track of this information, and all others reported that they had no disputes. No departments had FMLA disputes resolved by the Department of Personnel and Administration.

Similar to FLSA, only one department was investigated by the United States Department of Labor regarding FMLA compliance issues, and no departments were cited for violations of FMLA compliance.

### Leave Sharing

On March 11, 1991, the concept of annual leave sharing was adopted in statute. The head of a department or higher education institution is authorized to develop a leave sharing program within the parameters of statute and rules set by the State Personnel Director. Leave sharing is intended for employees affected by catastrophic, life-threatening health conditions, life-altering catastrophic events, or emergencies involving significant damage to the employee's residence, when all other applicable leave and benefits have been exhausted. Leave sharing program types vary across the departments, as shown by Figure 4, and are listed individually by department in Appendix G.



Most (17 out of 24 departments granting leave sharing) granted 100% of the requests that came in; the department with the lowest percentage still granted two thirds of its applications. In total, out of 186 applications, 167 were granted. Of these, 118 were for medical reasons, and the remainder was not reported on.

In FY 2007-08, 1,049 employees donated leave hours for a total of 20,900 donated hours, for an average of about 20 hours per donor. The total number of hours used in FY 2007-08 was approximately 10,035, or about 314 per participating department. The donees used an average of 99 hours, or about a week and half.

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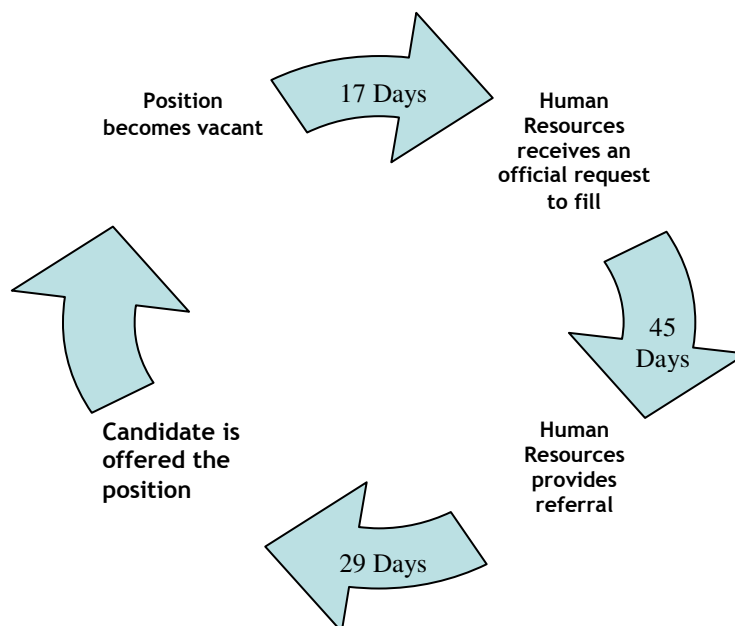
## Selection

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The State Personnel director is tasked with ensuring that all Colorado citizens have an equal opportunity to compete for entry into the state's personnel system and delegates this charge to departments. Appointing authorities, in partnership with their departments' human resources offices, determine their recruitment methods, which usually result in an eligible list of all applicants who meet the minimum qualifications and have successfully completed the examination process.

In some departments, positions are left open on purpose, often because of availability of funding. For example, when an employee retires, his or her payout often prevents the program from immediately hiring a replacement. For twelve of the respondents, this method was done independently of the human resources office, often occurring at the program level in management or in the budget office. Fourteen respondents do not employ this practice; in many departments where the health or safety of the citizens of Colorado is affected by a vacancy, an open position is not an option. Ten respondents do employ this practice and involve the human resources office. For these 10, the average number of working days a position is left vacant on purpose is 144, or about six and a half months.

**Figure 5. Average Selection Process Time**





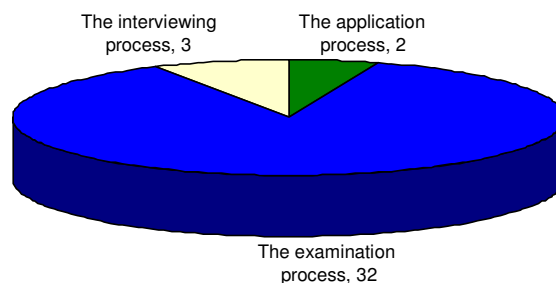
For open competitive positions, the weighted average number of working days from the date a position became vacant to the date an official request to fill the position is received by human resources offices is about 17. The department that takes the most time uses an average of 58 days, and one department's human resources office received requests an average of ten days before the position becomes vacant, allowing for positions to be filled quickly upon separation.

The weighted average number of working days from the date of receipt of a request to fill in human resources offices to the date of referral is about 45 days, or about two months. Departments' averages do range from zero to 65 days. There is no significant correlation between the number of FTE devoted to selection and this statistic, likely because there are so many factors that can contribute: how long the position is announced, the testing process, the priority in relation to other open positions, the number of applications, etc. It is important to note that it is not always the speed that is most important in this stage of selection, but rather the quality. Efficiency may be found in reducing the number of days to give a referral or to generate a list that is able to fill more than one position. Some departments do employ this practice: during FY 2007-08, 2,383 open competitive lists were created by the responding departments, at an average of 82 per department. Of these lists, 504 (about 22%) were used for more than one position. Individual departments used as few as zero percent to as many as 72% of the lists they generated for more than one position. On average, departments used these lists to fill just over five positions, and reported between zero and three exam stages utilized for each list created. Select data is available by department in Appendix D.

**Additional Findings:**

- ✚ Between zero and 16 percent of positions were announced more than once, for a reported total of about 136 positions.
- ✚ Departments also reported on the average number of applicants per announcement, excluding transfers and reallocations, and the median reported number is 25.
- ✚ As expected, the majority of Americans with Disabilities Act (ADA) accommodation requests were received during the examination piece of the selection process (chart below). In future surveys, the Division will aim to find out not only how many requests were received, but also how many were granted.

**Figure 6. Where in the Process ADA Accommodation Requests Were Received**



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## Workforce Planning

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Workforce planning is a method employed to attract, motivate, and retain an effective labor force, and is a way to ensure the availability of the skills, knowledge, and abilities needed to for future business success. The Division of Human Resources encourages departments to utilize resources like individual development plans and succession planning to enhance and preserve their workforce. The numbers of departments participating in some of these practices are shown in the table below. The participation rate is relatively low, which is consistent with the reported number of human resources FTE devoted to this function.

**Figure 7 - Number of Departments taking Working Planning Actions**

Generated or updated a department-wide workforce staffing plan	2
Had divisions generate or update a division-wide workforce staffing plan	3*
Identified critical positions	7
Identified backup positions for the critical positions	5
Developed competency profiles for critical positions	1
Developed a succession-planning program to retain talents	3

\*In each of these three departments, 12.5%, 90%, and 100% of their divisions completed these plans, and 12.5%, 0%, and 100% implemented the completed plans.

The Division's FY 2007-08 Annual Workforce Demographics Report informed departments that "nearly 40% of the current workforce will be eligible to retire within the next five years; and this number is projected to grow each year as the average age of the workforce increases." For this reason, the Division also encourages departments to develop succession plans, including identify critical job functions and responsibilities. Critical positions those that are "essential to organizational functioning, jeopardize achieving strategic objectives when left vacant, require specialized or unique expertise making them hard-to-fill, or one of a kind, possessing responsibilities unique to the agency." Only seven responding departments have identified critical positions, for a total of 82 positions and 31 back-ups.

Although three departments developed a succession planning program, only one agency provided data about the employees. Thirty two percent of the department's employees who participated in a succession planning program completed the program successfully and was rated successful or exceptional on the program performance criteria. Eleven percent of participating employees dropped out before completing the program, and 13% were promoted to the critical positions.

Lastly, only four departments had employees that completed individual development plans as a part of a workforce planning initiative. The number of employees to complete plans was inconsistent, ranging from one to 180.

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## Section V – Training

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Training is an important component of workforce planning and performance management programs. The majority (85%) of responding departments specifically link training with goals or individual employee performance. In fact, 2,715 supervisors (78%) in twenty six departments



have followed their performance management programs to conduct regular performance evaluations as a result of training for the employees.

The Professional Development Center strives to offer training classes and workshops on a variety of topics, through various venues, and at competitive prices this integral piece at a reduced price. Twenty-two responding departments had money budgeted for training, ranging from \$500 to \$450,000, for a total of \$1,779,652. Only about 9% was spent at the Professional Development Center. Although some training is not offered by the Center and must be obtained through an outside option, many of the most popular training needs are available through the Center, including, Microsoft office, CPR, supervisory, workplace matters, etc. On average, a student attending a class offered by the Center enjoys a discount of 64%<sup>2</sup> over the private sector. If even half of the money budgeted for training had been used through the Center, the State would have seen \$569,489 in savings in FY 2007-08.

Figure 8 shows the participation for these different areas of training.

**Figure 8. Training Participation**

<b>Training Type</b>	<b>Departments Participating</b>	<b>Employees Attending</b>
DPA Supervisor Training	22	336
DPA Non-Supervisor Training	11	549
Department Supervisor Training	32	3,118
Department Non-Supervisor Training	17	2,334

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### **Risk Management**

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The State Risk Management Office (Office) is responsible for administering the State's liability, workers' compensation, and property programs. Utilizing loss control and training, the Office provides services to state employees and state departments to effectively manage risk in all three programs.

The Office, partnered with Pinnacol Assurance, has recently implemented a workers' compensation loss prevention program entitled "It's a New Day." The Office piloted the program with the five departments that consistently incur the most cost on workers' compensation claims, beginning in October, 2008. Thirty-nine percent of the responding departments do not have a return to work program, only 62% have an active safety committee, and 77% have written safety rules, policies, or procedures for all employees. In addition, only about half of the departments use the Office's risk management information system to identify their exposures and manage claims. Part of the goal of the New Day Program is to encourage departments to implement the mentioned programs and use the risk management information system to build an effective workers' compensation program to improve employee safety and

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<sup>2</sup> Based on four of the popular classes: Crucial Conversations, Respectful Workplace, Multi-Generational Workplace, and Coaching for Supervisors

reduce cost. In December 2009, the Office rolled out the New Day Program statewide. The Office will track its influence on some of the above measures.

A total of 1,391 employees in 13 departments participated in employee related safety remediation and trainings. The Office hopes to increase this number as well. Liability and Property losses are also substantial, yet 67% of the responders do not have programs in place to cut property losses.

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## Appendix A

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<b>Survey Participants</b>	
<b>General Government Agencies</b>	<b>Higher Education Institutions</b>
Agriculture	University of Colorado at Boulder
Public Health and Environment	Colorado State University - Pueblo
Office of the State Auditor	University of Colorado System
Natural Resources	Human Resources
Regulatory Agencies	Colorado Historical Society
Health Care Policy & Financing	Community College of Aurora
Local Affairs	Western State College of Colorado
Revenue	Colorado State University
Labor and Employment	Colorado School of Mines
Military & Veterans Affairs	University of Colorado - Denver
Personnel & Administration	Mesa State College
Transportation	Front Range Community College
Human Services	University of Northern Colorado
Public Safety	Community College of Denver
Treasury	Pikes Peak Community College
Law	Lamar Community College
	Auraria Higher Education Center
	Red Rocks Community College
	Metropolitan State College of Denver
	Northeastern Junior College
	Otero Junior College
	Colorado Community College System
	Arapahoe Community College
	University of Colorado - Colorado Springs

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## Appendix B

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Agency/Institution	Total Employees	First Line Supervisor	Second Line Supervisors	Non- supervisory Employees	Ratio
Public Safety	1,327	149	63	1,115	5.3
Personnel & Administration	552	120	315	117	0.3
Lamar Community College	14	6	2	6	0.8
Military & Veterans Affairs	113	24	11	78	2.2
Community College of Denver	30	5	0	25	5.0
Front Range Community College	212	20	4	188	7.8
Local Affairs	160	39	12	109	2.1
University of Colorado Denver	1,161	279	139	743	1.8
Colorado School of Mines	317	43	30	244	3.3
Health Care Policy & Financing	252	33	9	210	5.0
Community College of Aurora	57	6	0	51	8.5
Colorado Historical Society	15	0	0	15	
Regulatory Agencies	518	119	34	365	2.4
Office of the State Auditor	60	7	10	43	2.5
Colorado State University - Pueblo	139	57	20	62	0.8
Labor and Employment	1,040	91	41	908	6.9
Law	159	13	3	143	8.9
University of Colorado - Colorado Springs	289	24	0	265	11.0
Colorado Community College System	59	8	1	50	5.6
Northeastern Junior College	46	0	1	45	45.0
Treasury	23	4	3	16	2.3
Metropolitan State College	247	16	5	226	10.8
Red Rocks Community College	86	7	0	79	11.3
Transportation	3,092	490	292	2,310	3.0
Arapahoe Community College	80	3	0	77	25.7
Pikes Peak Community College	217	66	22	129	1.5
Auraria Higher Education Center	258	42	2	214	4.9
Mesa State College	108	26	11	71	1.9
Western State College of Colorado	65	4	0	61	15.3
Morgan Community College	12	0	0	12	
University of Colorado System	228	33	9	186	4.4
Natural Resources	1,503	310		1,193	3.8
University of Colorado at Boulder	2,484	311	13	2,160	6.7
Otero Junior College	24	1	0	23	23.0
Agriculture	282	51	11	220	3.5
<b>Total</b>	<b>15,229</b>	<b>2,407</b>	<b>1,063</b>	<b>11,759</b>	<b>3.4</b>

Please note that this table represents classified supervisory and non-supervisory employees. In some cases, a classified supervisor may be supervising non-classified employees, or vice versa. In these cases, the overall ratio would be influenced and may differ from the classified ratio listed.

## Appendix C

<b>Top Three Human Resources Functions by Agency*</b>		
<b><i>Public Safety</i></b>	<b><i>Human Services</i></b>	<b><i>Personnel &amp; Administration</i></b>
Job Evaluation and Compensation Selection Workforce Development/Training	Job Evaluation and Compensation Selection Employee Relations	Job Evaluation and Compensation Selection Employee Benefits Administration
<b><i>Revenue</i></b>	<b><i>Military &amp; Veterans Affairs</i></b>	<b><i>Community College of Denver</i></b>
Job Evaluation and Compensation Selection	Job Evaluation and Compensation Employee Relations	Data Management
<b><i>Lamar Community College</i></b>	<b><i>Colorado State University</i></b>	<b><i>CU - Denver</i></b>
Data Management Employee Relations Americans with Disabilities Act	Employee Benefits Administration Data Management Workforce Development/Training	Job Evaluation and Compensation Selection Employee Relations
<b><i>Colorado School of Mines</i></b>	<b><i>Front Range Community College</i></b>	<b><i>Transportation</i></b>
Employee Relations Employee Benefits Administration Selection Data Management	Data Management Employee Relations Job Evaluation and Compensation FMLA & Leave Management	Risk Management Job Evaluation and Compensation Selection Workforce Development/Training
<b><i>Community College of Aurora</i></b>	<b><i>Colorado Historical Society</i></b>	<b><i>Regulatory Agencies</i></b>
Data Management Performance Management Employee Benefits Administration	Employee Relations Employee Benefits Administration Performance Management	Selection Job Evaluation and Compensation Performance Management
<b><i>Northeastern Junior College</i></b>	<b><i>CU - Colorado Springs</i></b>	<b><i>Labor and Employment</i></b>
Employee Benefits Administration Employee Relations Data Management	Job Evaluation and Compensation Selection Workforce Development/Training	Workforce Development/Training Job Evaluation and Compensation Selection
<b><i>Public Health and Environment</i></b>	<b><i>Department of Law</i></b>	<b><i>CSU - Pueblo</i></b>
Job Evaluation and Compensation Selection FMLA & Leave Management Data Management	Employee Relations FMLA & Leave Management Selection Risk Management	Selection FMLA & Leave Management Employee Benefits Administration Data Management
<b><i>Auraria Higher Education Center</i></b>	<b><i>Health Care Policy &amp; Financing</i></b>	<b><i>Treasury</i></b>
Employee Benefits Administration Selection Data Management	Selection Job Evaluation and Compensation Workforce Development/Training	FMLA & Leave Management Performance Management
<b><i>Natural Resources</i></b>	<b><i>Mesa State College</i></b>	<b><i>Arapahoe Community College</i></b>
Data Management Employee Relations Selection	Employee Relations Data Management Performance Management	Employee Relations Employee Benefits Administration

<b>Top Three Human Resources Functions by Agency*</b>		
<b><i>Pikes Peak Community College</i></b>	<b><i>Colorado Community College System</i></b>	<b><i>University of Northern Colorado</i></b>
Employee Benefits Administration Employee Relations Americans with Disabilities Act FMLA & Leave Management	Selection Fair Labor Standards Act Data Management Americans with Disabilities Act	Selection Employee Benefits Administration Employee Relations Risk Management
<b><i>CU - Boulder</i></b>	<b><i>Otero Junior College</i></b>	<b><i>Office of the State Auditor</i></b>
Job Evaluation and Compensation Selection FMLA & Leave Management Employee Relations Workforce Development/Training	Employee Relations Performance Management Employee Benefits Administration Risk Management	Work/Life
		<b><i>Metropolitan State College of Denver</i></b> Performance Management

\*If up to three functions used an equal amount of resources, all three all shown. If greater than four functions tied for third place, they are not listed.

## Appendix D

Job Evaluation and Selection Time Frames			
Agency/Institution	Turn-around for individual allocation requests (calendar days)	Time from when position became vacant to when a request to fill is received (working days)	Time from the date of referral to start date (working days)
Public Safety	21	7	30
Human Services	41		15
Personnel & Administration	5	23	27
Lamar Community College	*	10	*
Military & Veterans Affairs	14	20	32
Community College of Denver	*	6	*
Revenue	1		29
Front Range Community College	*	*	*
Local Affairs	18	47	37
University of Colorado Denver	14		14
Colorado School of Mines	15	24	17
Colorado State University	55		33
Health Care Policy & Financing	16	33	34
Community College of Aurora	*	7	*
Colorado Historical Society	28	n/a	n/a
Regulatory Agencies	8	15	20
Office of the State Auditor	10	1	14
Colorado State University - Pueblo	15	17	22
Labor and Employment	42	35	20
Public Health and Environment	35		
Law	5	5	20
University of Colorado - Colorado Springs	24	42	15
Colorado Community College System	8	10	15
Treasury		0	0
Metropolitan State College of Denver	4	4	22
Red Rocks Community College	5	5	10
Transportation	8	58	45
Arapahoe Community College	*	*	*
Pikes Peak Community College		5	
Auraria Higher Education Center	20		29
University of Northern Colorado	30	30	15
Mesa State College	6	3	15
Western State College of Colorado	10	-10	24
Morgan Community College		10	
Natural Resources	27		
University of Colorado at Boulder	7		28
Otero Junior College		1	
Agriculture	10	5	15

\*Included in the Colorado Community College System Data



## Appendix E

Flexible Work Arrangements Utilization			
Agency/Institution	Employees Using Flexplace	Employees Using Flextime	Employees Job Sharing
Public Safety	2	25	6
Personnel & Administration	18	75	0
Lamar Community College	0	0	0
Military & Veterans Affairs	0	101	0
Community College of Denver	0	0	0
Front Range Community College	0	0	0
Local Affairs	1	48	0
Colorado School of Mines			0
Health Care Policy & Financing	0	63	0
Community College of Aurora	0	0	0
Colorado Historical Society	3	5	0
Regulatory Agencies	40	260	0
Office of the State Auditor	10	58	0
Colorado State University - Pueblo	0	25	0
Labor and Employment	300	600	0
Public Health and Environment	120	235	2
Law			0
University of Colorado - Colorado Springs	0	14	0
Colorado Community College System	4	5	0
Treasury	1	0	0
Metropolitan State College of Denver			0
Red Rocks Community College	0	2	0
Transportation		1808	0
Arapahoe Community College	0	10	0
Pikes Peak Community College	0		0
Auraria Higher Education Center	1	18	0
Mesa State College	0	4	2
Western State College of Colorado	0	2	0
Morgan Community College	0	0	0
University of Colorado System	0		0
Otero Junior College	0	6	0
Agriculture	1	15	0

## Appendix F

Personal Services Contracts Figures			
Agency/Institution	Contract Workers	Reviewed Personal Services Contracts	Average hours spent processing a request
Public Safety	94	100	0.5
Human Services		46	3
Personnel & Administration		18	2
Lamar Community College	0	0	0
Military & Veterans Affairs	150	15	7
Community College of Denver	67	36	1
Revenue		3	10
Front Range Community College		0	0
Local Affairs		38	2
University of Colorado Denver	2100	2123	
Colorado State University		500	
Health Care Policy & Financing	16	96	1.5
Community College of Aurora	7	70	10
Colorado Historical Society	120	30	20
Regulatory Agencies	193	30	1.5
Office of the State Auditor	0	2	5
Colorado State University - Pueblo	328	14	6
Labor and Employment		900	
Public Health and Environment		510	
Law		20	10
University of Colorado at Colorado Springs	431	431	
Northeastern Junior College	200	200	
Treasury	0	0	0
Metropolitan State College of Denver	35	200	
Red Rocks Community College	72	85	24
Transportation		229	
Arapahoe Community College	3	759	
University of Northern Colorado	23		
Mesa State College		20	10
Western State College of Colorado		688	
Morgan Community College	0	25	4
University of Colorado System	0	0	0
Natural Resources		192	
University of Colorado at Boulder		1881	0.5
Otero Junior College	2	2	5
Agriculture	12	10	1.5

## Appendix G

<b>Type of Leave Bank by Agency</b>	
<b><i>Direct Donation</i></b>	<b><i>Both Leave Bank and Direct Donation</i></b>
Community College of Denver Front Range Community College Community College of Aurora Office of the State Auditor Colorado State University - Pueblo Colorado Community College System Northeastern Junior College Arapahoe Community College Pikes Peak Community College Auraria Higher Education Center University of Northern Colorado Mesa State College Otero Junior College	Public Safety Human Services Personnel & Administration Revenue University of Colorado Denver Colorado School of Mines Colorado State University Colorado Historical Society Labor and Employment Law University of Colorado at Colorado Springs University of Colorado System Natural Resources University of Colorado at Boulder
<b><i>Leave Bank</i></b>	<b><i>No leave-sharing program</i></b>
Military & Veterans Affairs Local Affairs Health Care Policy & Financing Regulatory Agencies Public Health and Environment Metropolitan State College Red Rocks Community College Transportation Western State College Agriculture	Lamar Community College Treasury Morgan Community College