Workforce Report FY 2003-2004

Colorado Department of Personnel & Administration

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DPA

The Annual Workforce Report provides critical data and analysis to help human resources, risk, and budget professionals, and all executives and managers assess their current needs and prepare for the future.

Retirement projections continue to show that as much as one third of the workforce will be eligible to retire in the next five years. Although not detailed in this report, when retirement projections are carried forward through 10 years, the data are certainly concerning. This year for the first time in the report, detailed retirement charts on each of the state's occupational groups are included. This can help departments build their succession plans.

Interestingly, the average age of new hires is 41 years old. Combined with the data on retirement, this shows that the state has a younger employee population that is underepresented. Also, the state must improve its efforts in recruiting employees newly entering the workforce. This raises the questions: How can the state better market itself as an employer of choice? And what can the state do to make state employment more attractive to a new generation of workers?

The DPA Division of Human Resources is working to design integrated systems, policies, and programs that can help the state appropriately manage risk, and become a more competitive employer and more accountable to the public. Our total compensation strategy is one way we are maximizing the state's investments in its workforce and becoming more competitive. Performance-based salary increases, improved health care options, and more portable retirement options should also help.

I know you will find this report valuable. Additional detailed data by individual department and institution has been published in a separate document and is available online at **www.colorado.gov/dpa/dhr**.

Jeffrey C. Schutt
Director, DPA Division of Human Resources

The state personnel system workforce can be measured by positions, full-time equivalents (FTE), or employees. A position is an individual distinct set of duties or assignments. FTE is the budgetary equivalent of one permanent position based on 2,080 working hours per fiscal year. Employees are the actual people holding a position and working in the personnel system. For purposes of this report it is important to note that payroll numbers do not necessarily equate to number of employees because an employee may receive more than one paycheck. The data in this report measures employees as further defined below.

Unless otherwise annotated, data include only permanent full-time and part-time employees in the state personnel system (other non-system employees such as administration and faculty of higher education institutions, judicial system employees, and employees of the legislative branch are not included). The Colorado fiscal year (FY) runs from July 1 until June 30. FY 2003-2004 data in this report are based on a June 30, 2004 download from EMPL, the state personnel system employee data base, and data provided by the University of Colorado (CU). For the first time data are also included from Colroado State University (CSU).

General department data includes the Governor's Office and the State Auditor's Office, but does not include the Colorado Commission on Higher Education, which is reported as part of the data on higher education institutions. The Colorado Student Loan Program was renamed Community College Access Network on July 1, 2004. For purposes of this report, however, it continues to be called Colorado Student Loan Program. The former Senior Executive Service occupational group is now included in the Professional Services group.

Average is used as the arithmetic mean, the value of all the entries in a set of data divided by the number of entries; median is the middle value in a set of data, meaning there is an equal number of values above it and below it. Due to rounding, percent totals may not always equal 100 percent.

Definition of an employee of the state personnel system:

- Often referred to as "a state classified employee " or a "civil service employee";
- Works in the state personnel system;
- Permanent full-time or part-time employee;
- Does not include higher education faculty;
- Does not include higher education administrators;
- Does not include legislative or judicial staff (except for benefits information); and,
- Does not include temporary/contingent employees.

Definition of turnover for employees in the state personnel system:

- Employee initiated separations;
- Employer initiated separations;
- Layoffs;
- Retirements; and,
- Deaths.

The state excludes employees who transfer from one department to another (unless otherwise noted) because they are still considered employees of the state personnel system.

Benefits information is gathered and summarized by higher education and non-higher education institutions, derived from an internal report from the DPA/DHR Benefits Unit.

- Only permanent employees are eligible for benefits.
- Temporary employees are not eligible for benefits.
- Note that information includes non-state personnel system employees who are not in higher education, such as judicial and legislative employees, and executive directors.
- New hires are not eligible for benefits until the first month after hire.
- Data do include employees who may be terminated for one month after termination.

Non-state personnel system employee information is derived from a payroll file that reports the number of checks that were issued to state employees. Only those employees paid through the CPPS system are included.

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The General Workforce Statistics section provides a snapshot of the state personnel system workforce as of June 30, 2004. Data include the number, percent, average salary, age and years of service of employees, detailed by geographic distribution, department, higher education institution, occupational group, gender, minority/non-minority status, and race/ethnicity.

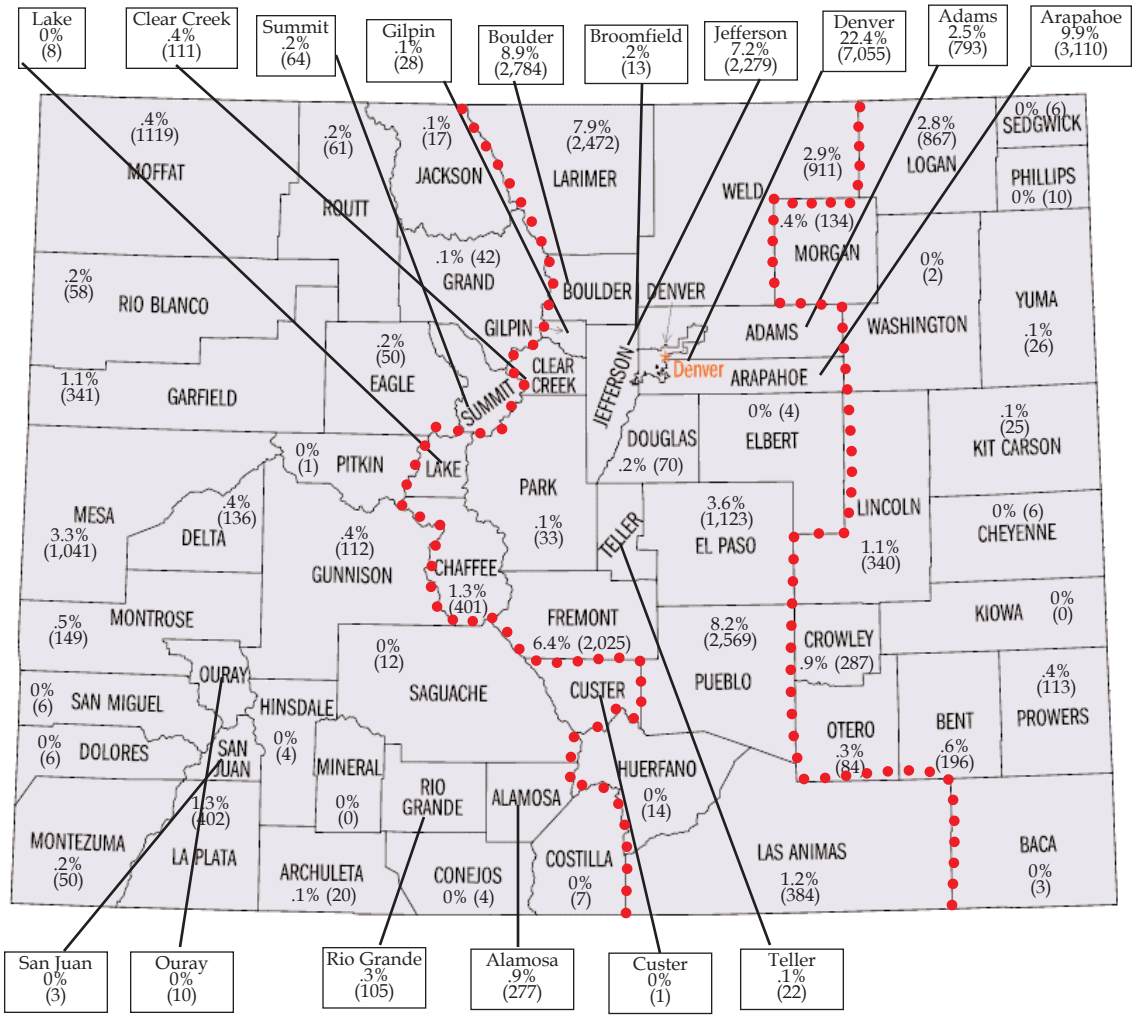
Statewide Highlights

General Statistics			
United States Population	290,809,777		
Colorado Population	4,550,688		
Population Rank	22nd		
Colorado Labor Force	2,150,400		
Profile of State Personnel System Employees as of June 2004			
	Statewide	Higher Education	General Government
Number of Employees	31,436	9,514	21,922
Average Age	45.6	46.5	45.2
Average Length of Service	9.7	9.9	9.7
Average Annual Salary	$45,425	$38,438	$48,457
Percent Minorities	25.8%	26.8%	25.3%
Percent Females	48.9%	60.5%	43.9%
Retirement Eligibility & Turnover of State Personnel System Employees			
Percent Eligible to Retire within five years as of 6/30/2004 (Includes those currently eligible to retire)	29.5%	32.4%	28.3%
Percent Eligible to Retire within five to 10 years as of 6/30/2004 (Does not include those currently eligible to retire or those eligible within 1-5 years)	13.7%	13.4%	13.9%
Percent Eligible in 10 years (earlier if purchased PERA years of service)	27.6%	28.4%	27.2%
Total Percent who could be eligible for retirement in 10 years or sooner, dependent on number of years of PERA years of service purchased.	70.8%	74.1%	69.3%
Annual Turnover Rate (FY 03-04)*	12.4%	13.5%	11.9%
State of Colorado Non-State Personnel System Workforce Information			
Full-Time, Non-State Personnel System Employees (Includes judicial and legislative employees)	18,593	15,334	3,259
Part-Time, Non-State Personnel System Employees (Includes judicial and legislative employees)	33,601	32,028	1,573
Group Insurance Plan Eligibility & Enrollment			
Number of Employees Eligible for Medical and Dental Health Care Benefits	36,062	9,815	26,247
Number of Employees Enrolled for Medical Health Care Benefits	23,478	4,826	18,652
Number of Employees Enrolled for Dental Health Care Benefits	28,732	5,965	22,767

Statewide Highlights

Higher Education employs proportionately more females than General Government. This may be due in part to the type of jobs found in Higher Education – Administrative Support & Related and certain jobs in Labor Trades & Crafts.

Percent and Total Number of Employees by County



Counties

The state has employees in 62 of 64 counties. There are no employees reported in Kiowa and Mineral Counties.

Data from CU was refined, causing some of redistribution of number and percent of employees by county. Fewer employees are reported in Boulder County and more in Arapahoe and El Paso counties as a result.

More than 80% of employees work in the Front Range – an area that includes 21 counties in the central portion of the state delineated in red (dots) on the map. More than half (51.3%) work in the Denver/Boulder metro area (Denver, Boulder, Broomfield, Jefferson, Adams, Arapahoe, and Douglas counties).

Number of Employees, and Average Annual Salary, Age & Years of Service

Department	Number of Employees	Average Annual Salary	Average Age	Average Years of Service
Dept of Agriculture	230	$49,144	47.6	12.3
Dept of Corrections	5,469	$46,320	43.8	7.8
Dept of Education	159	$40,227	46.6	9.7
Dept of Health Care Policy & Finance	194	$56,995	44.5	5.7
Dept of Human Services	5,068	$43,587	45.4	9.4
Dept of Labor & Employment	1,101	$50,271	47.7	10.4
Dept of Law	132	$48,606	47.4	9.2
Dept of Local Affairs	155	$57,325	47.2	9.3
Dept of Military & Veterans Affairs	101	$46,265	48.8	6.8
Dept of Natural Resources	1,370	$55,238	45.3	12.0
Dept of Personnel & Administration	509	$52,180	46.3	11.0
Dept of Public Health & Environment	1,086	$59,099	46.1	9.9
Dept of Public Safety	1,232	$53,349	40.7	10.1
Dept of Regulatory Agencies	490	$58,002	48.3	10.5
Dept of Revenue	1,367	$47,770	46.7	11.2
Dept of State	108	$45,671	43.6	5.9
Dept of Transportation	3,072	$48,346	46.1	11.2
Dept of Treasury	24	$54,470	44.9	8.2
Governor'S Office	4	$65,676	47.8	13.9
State Auditor'S Office	51	$60,413	37.5	6.0
All Departments	**21,922**	**$48,457**	**45.2**	**9.7**

General Government Departments

Fiscal year 03-04 is the second year in a row that general government has experienced a decline in number of employees – 204. Last year, the number of state personnel system employees decreased by 168.

The Department of Human Services experienced the largest loss of employees – 232.

Ten of the 20 general government departments experienced some job growth.

Two departments experienced growth (20 employees each) Labor & Employment and Natural Resources.

Number of Employees, and Average Annual Salary, Age & Years of Service

Institution	Number of Employees	Average Annual Salary	Average Age	Average Years of Service
Colorado Commission On Higher Education	4	$38,898	51.9	18.1
Colorado Historical Society	39	$36,383	45.7	10.4
Colorado Student Loan Program	75	$40,201	48.4	10.3
Adams State College	109	$31,724	44.2	9.4
Arapahoe Community College	107	$34,263	46.3	7.2
Auraria Higher Education Center	259	$35,570	46.6	9.7
Colorado Community College System	115	$45,398	45.8	10.5
Colorado Northwestern Community College	35	$31,717	43.3	9.3
Colorado School Of Mines	249	$41,673	47.5	8.9
Colorado State University	2,180	$37,631	46.9	10.8
Colorado State University - Pueblo	122	$37,487	48.1	13.9
Community College Of Aurora	49	$35,682	47.1	8.8
Community College Of Denver	42	$39,459	44.3	10.2
Fort Lewis College	163	$36,835	47.0	8.8
Front Range Community College	224	$32,918	46.4	6.9
Lamar Community College	20	$30,008	50.4	10.3
Mesa State College	114	$31,225	47.9	7.0
Metropolitan State College Of Denver	224	$43,730	46.0	11.3
Morgan Community College	21	$30,334	45.7	7.2
Northeastern Junior College	50	$29,627	51.2	11.6
Otero Junior College	31	$29,337	45.5	12.8
Pikes Peak Community College	218	$36,226	43.9	7.9
Pueblo Community College	102	$31,903	47.0	9.2
Red Rocks Community College	99	$34,653	45.8	7.9
Trinidad State Junior College	44	$33,133	50.0	16.2
University Of Colorado - All Campuses	4,215	$40,254	46.3	9.6
University Of Northern Colorado	532	$36,319	47.4	10.9
Western State College	72	$36,962	46.1	11.5
All Insitutions	**9,514**	**$38,438**	**46.5**	**9.9**

Higher Education Institutions

Colorado State University (CSU) is included in the Workforce Report for the first time.

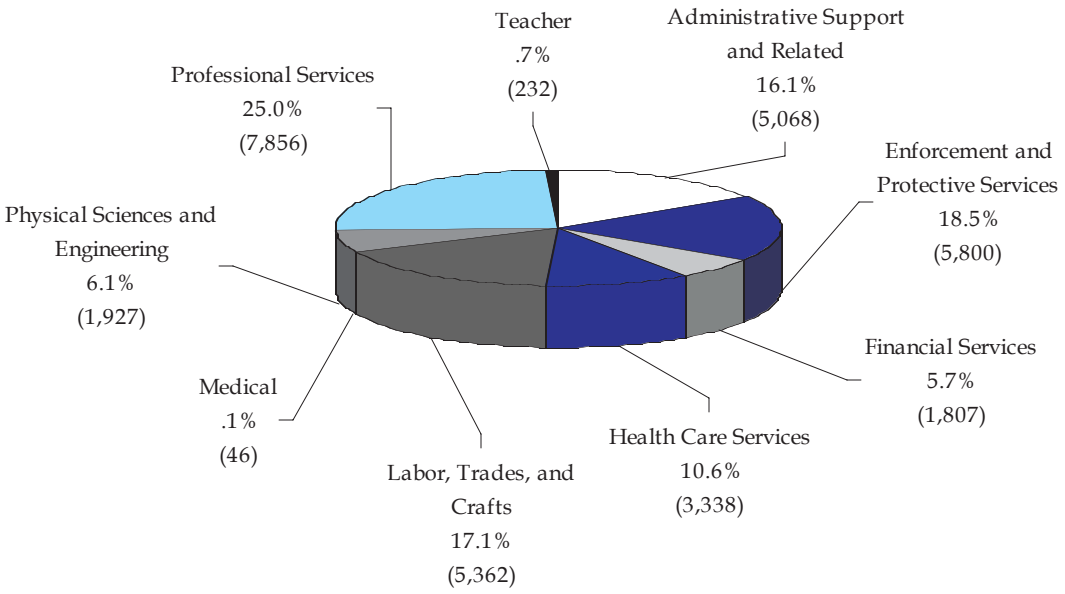
All but four institutions saw a decline in the number of employees for FY 03-04.

Although the data show that employees of higher education institutions have lower average annual salaries, faculty and administrators are exempt from the state personnel system and are not included in the data.

All but seven institutions experienced a decrease in average annual salary during FY 03-04.

The University of Colorado (CU) experienced the largest decline in number of employees – 51.

Percent and Number of Employees



Average Annual Salary, Age & Years of Service of Employees

Occupational Group	Average Annual Salary	Average Age	Average Years of Service
Administrative Support and Related	$33,496	46.9	9.4
Enforcement and Protective Services	$46,891	41.8	8.0
Financial Services	$49,160	46.1	10.4
Health Care Services	$41,796	45.3	8.0
Labor, Trades, and Crafts	$33,510	46.5	9.2
Medical	$117,356	51.4	7.2
Physical Sciences and Engineering	$64,994	46.1	12.2
Professional Services	$55,667	46.7	11.7
Teacher	$44,241	46.7	7.5

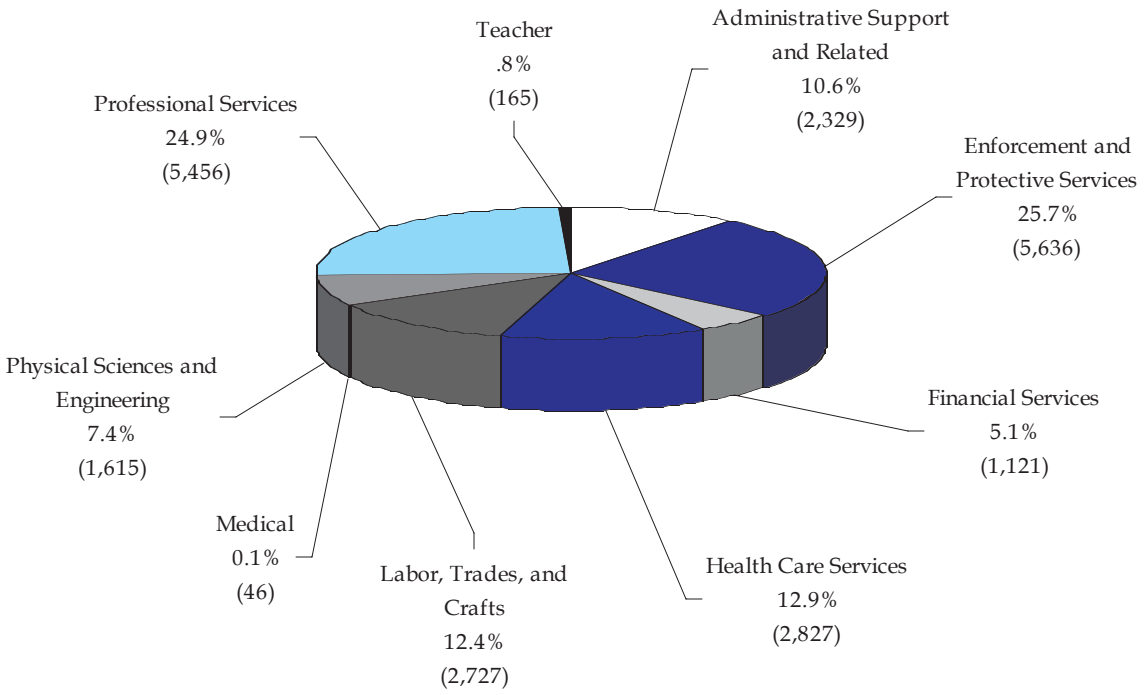
Occupational Groups – Statewide

Employee growth by occupational group cannot be compared to last year because CSU data were not included in last year's report.

The highest average salaries are reported in the Medical and Physical Sciences and Engineering groups. The lowest salaries are reported in the Administrative Support and Related and the Labor, Trades, and Crafts groups.

Enforcement and Protective Services has the lowest average age of all occupational groups – 41.8.

Percent and Number of Employees



Average Annual Salary, Age & Years of Service of Employees

Occupational Group	Average Annual Salary	Average Age	Average Years of Service
Administrative Support and Related	$34,097	45.8	9.0
Enforcement and Protective Services	$46,728	41.8	8.0
Financial Services	$54,849	46.1	11.0
Health Care Services	$42,366	45.5	7.9
Labor, Trades, and Crafts	$36,698	46.5	9.4
Medical	$117,356	51.4	7.2
Physical Sciences and Engineering	$66,760	45.8	12.5
Professional Services	$57,955	47.0	11.7
Teacher	$53,035	49.6	9.1

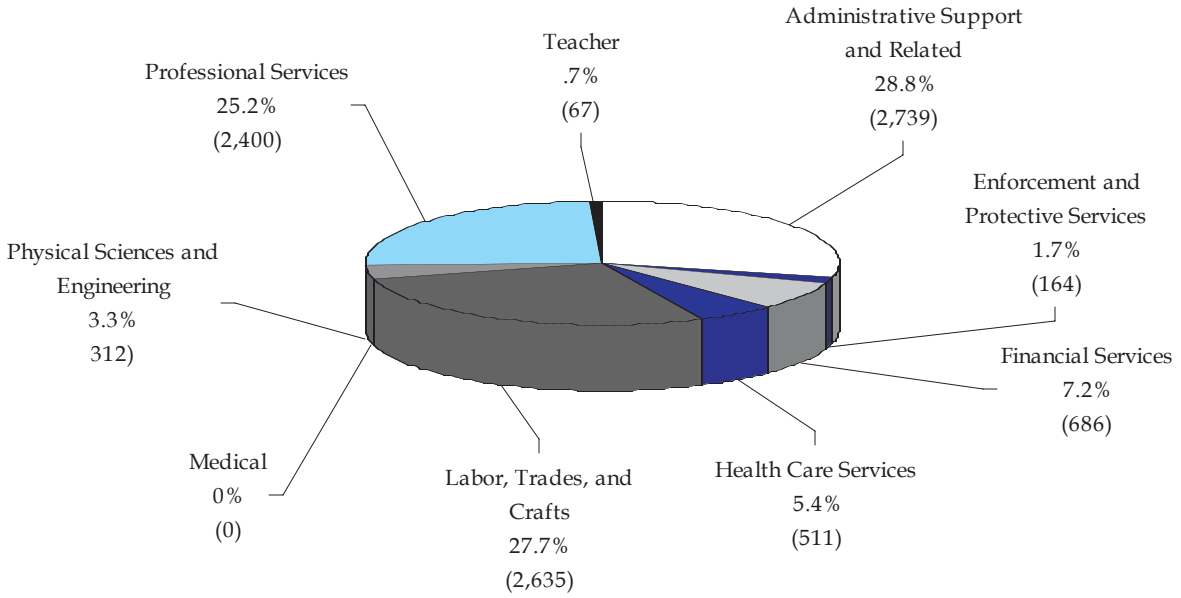
Occupational Groups – General Government Departments

The Professional Services group and Enforcement and Protective Services group have the largest percent of employees, slightly more than half of the state employee personnel system workforce – 50.6%.

Occupations in the administrative Support and Related group have the lowest average salary.

The average age of employees is highest in the Medical (51.4) and the Teacher (49.6) groups, both above the statewide average of 45.6 years.

Percent and Number of Employees



Average Annual Salary, Age & Years of Service of Employees

Occupational Group	Average Annual Salary	Average Age	Average Years of Service
Administrative Support and Related	$32,985	47.9	9.7
Enforcement and Protective Services	$52,497	41.2	9.9
Financial Services	$39,863	46.1	9.3
Health Care Services	$38,641	44.4	8.2
Labor, Trades, and Crafts	$30,210	46.4	8.9
Medical	na	na	na
Physical Sciences and Engineering	$55,851	47.3	10.9
Professional Services	$50,464	46.1	11.7
Teacher	$22,584	39.5	3.8

Occupational Groups – Higher Education Institutions

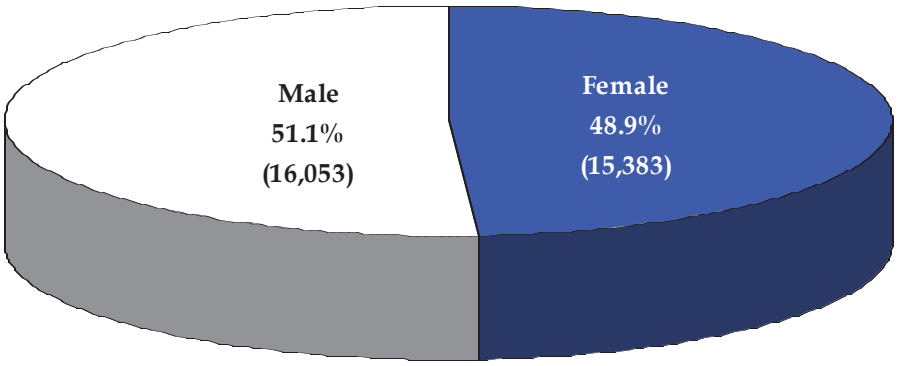
Employee growth by occupational group cannot be compared to last year because CSU data were not included in last year's report.

The Administrative Support and Related group has the highest average age – 47.9 years.

The Professional Services group has the highest average years of service – 11.7 years.

The Physical Sciences and Engineering group has the highest combined average age and years of service – 58.2.

Percent and Number of Employees



Average Annual Salary, Age & Years of Service of Employees

Gender	Average Annual Salary	Average Age	Average Years of Service
Female	$42,469	46.0	9.6
Male	$48,257	45.2	9.8

Gender – Statewide

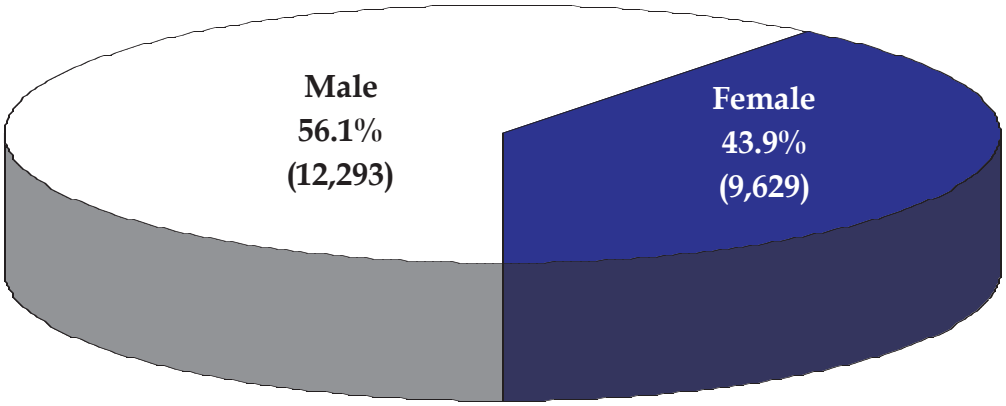
There has been a 0.8% increase in the female workforce over last year. This may be attributable to the inclusion of CSU data for FY 03-04.

Average years of service has remained constant at 9.9 to 9.8 years for males and from 9.4 to 9.6 for females as compared to last year's report. The overall statewide average is 9.7 years.

On average, men continue to earn more than women. The salary for females increased by 1.8% since last year while male average salary increased by 2.2%.

Average age of female and male employees has increased slightly over the past year.

Percent and Number of Employees



Average Annual Salary, Age & Years of Service of Employees

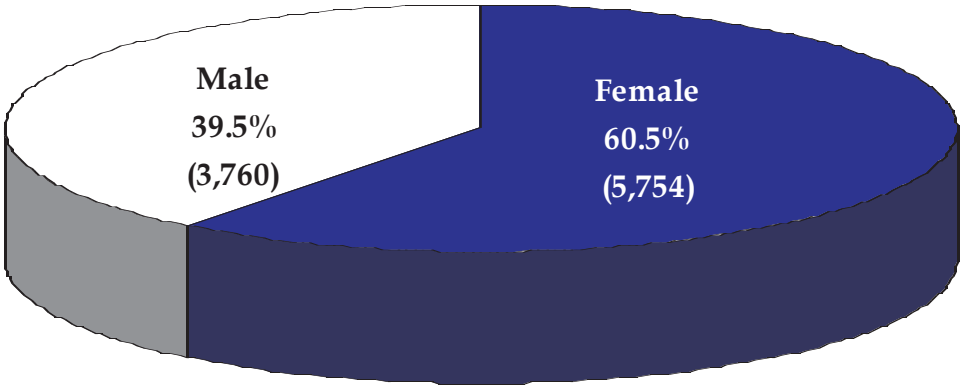
Gender	Average Annual Salary	Average Age	Average Years of Service
Female	$45,770	45.3	9.2
Male	$50,561	45.1	10.0

Gender – General Government Departments

The average age of male and female employees in general government is very close, a difference of only .2 years. However, the difference in the average years of service is greater with females at 9.2 and males at 10.0. Females tend to have fewer years of service; yet, are slightly older.

On average, men in general government earn about 10% more than women in general government.

Percent and Number of Employees



Average Annual Salary, Age & Years of Service of Employees

Gender	Average Annual Salary	Average Age	Average Years of Service
Female	$36,945	47.3	10.3
Male	$40,723	45.3	9.3

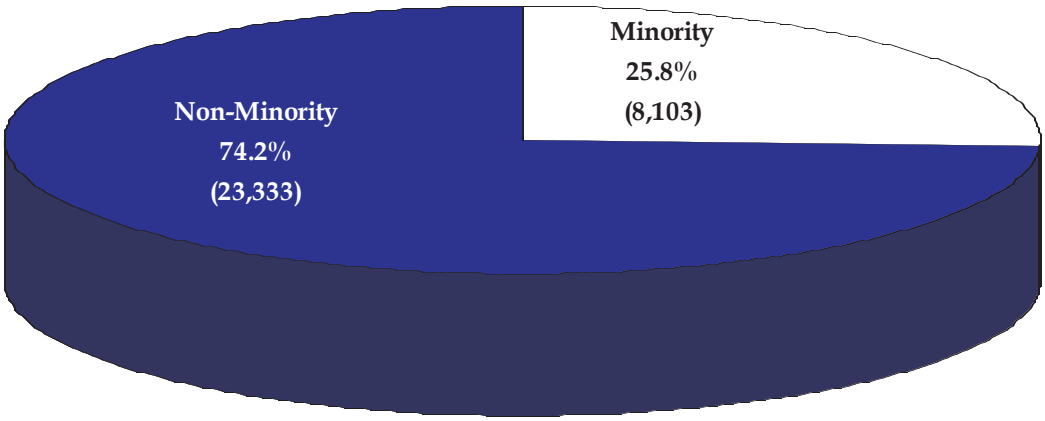
Gender – Higher Education Institutions

In higher education, the percent of employees is significantly higher than males – 21%.

The average age of female employees is a full two years higher than male employees. Average years of service for female employees is a full year more than male employees.

Average age of female and male employees has increased slightly over the past year.

Percent and Number of Employees



Average Annual Salary, Age & Years of Service of Employees

	Average Annual Salary	Average Age	Average Years of Service
Minority	$40,348	44.1	9.3
Non- minority	$47,188	46.1	9.9

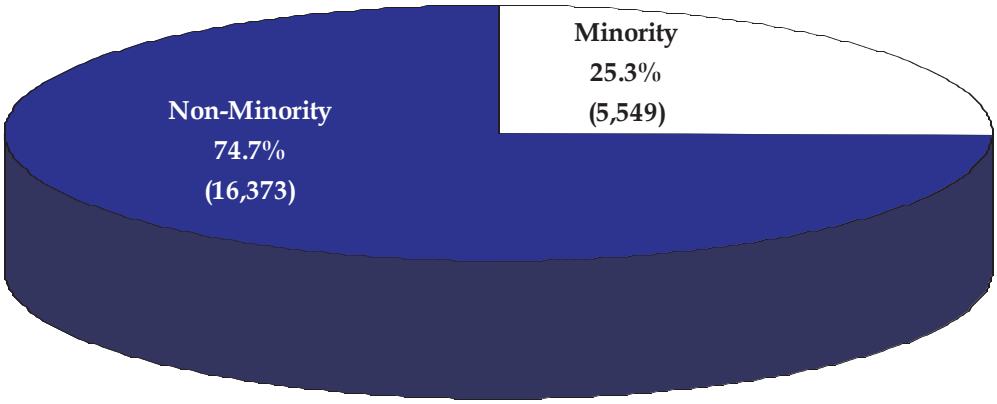
Minority/ Non-minority – Statewide

Average annual salary for both minorities and non-minorities decreased during FY 03-04. Minority salaries decreased by less than 1% while non-minority salaries decreased by approximately 2.7%. Still, the average salary of non-minorities is almost 17% more than minority salaries.

Combined, the average age and years of service of the minority population is 2.6 years less than that of non-minorities. Last year the difference was 3.1 years.

There are 0.8% fewer minority employees than last year.

Percent and Number of Employees



Average Annual Salary, Age & Years of Service of Employees

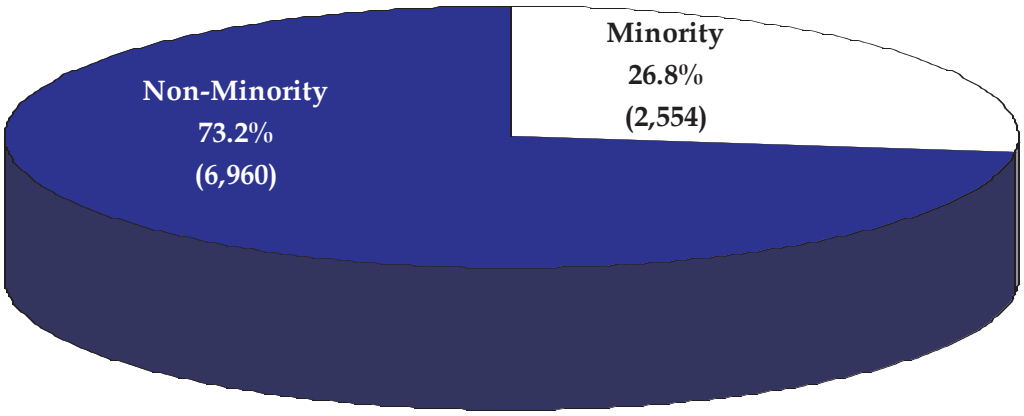
	Average Annual Salary	Average Age	Average Years of Service
Minority	$43,447	43.8	9.4
Non- minority	$50,155	45.7	9.8

Minority/ Non-minority – General Government Departments

Average salary for minorities in general government is lower than salaries for non-minorities by approximately 15%.

Minorities in general government tend to be younger (by 1.9 years) and have less years of service (.4) than the non-minority population.

Percent and Number of Employees



Average Annual Salary, Age & Years of Service of Employees

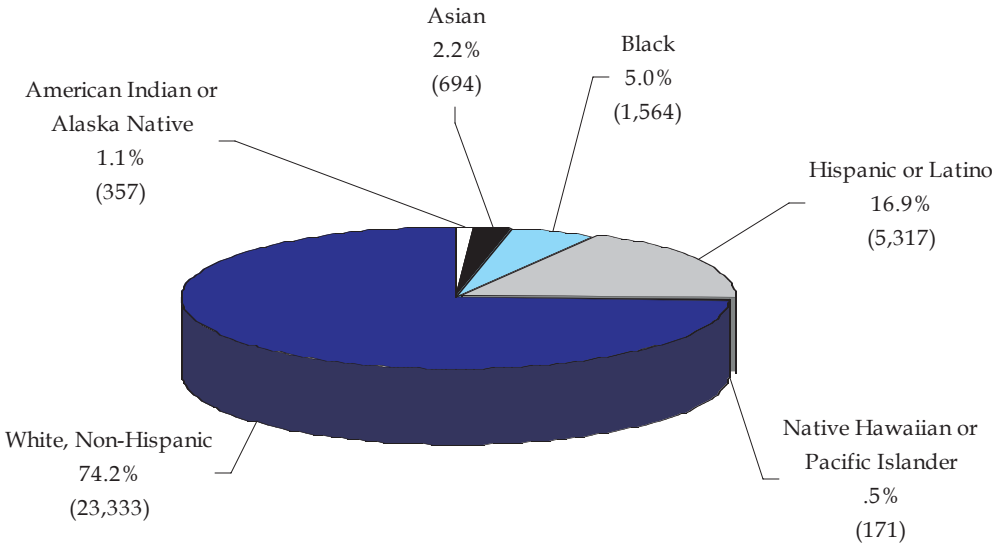
	Average Annual Salary	Average Age	Average Years of Service
Minority	$33,614	44.8	9.1
Non- minority	$40,209	47.2	10.2

Minority/ Non-minority – Higher Education Institutions

The average salary for minorities is less than the average salary for non-minorities by 19.6%.

Combined, the average age and years of service of minorities is 3.5 years less than that of non-minorities.

Percent and Number of Employees



Average Annual Salary, Age & Years of Service of Employees

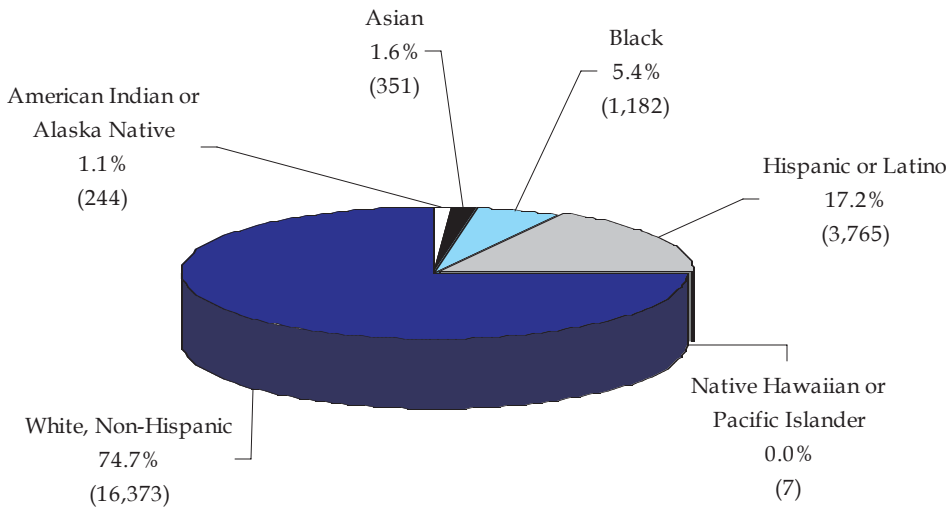
Ethnicity	Average Annual Salary	Average Age	Average Years of Service
American Indian or Alaska Native	$42,287	45.3	8.9
Asian	$43,401	44.7	9.8
Black	$41,390	44.8	8.5
Hispanic or Latino	$39,630	43.8	9.7
Native Hawaiian or Pacific Islander	$36,685	42.5	2.5
White, Non-Hispanic	$47,188	46.1	9.9

The average age for all racial/ethnic groups, except White, Non-Hispanic, is lower than the statewide average age of 45.6. The average age for minorities is 44.1 years.

The White, Non-Hispanic group is the only group with an average salary that is higher than the statewide average of $45,425.

The overall average salaries for all ethnic groups decreased from last year.

Percent and Number of Employees



Average Annual Salary, Age & Years of Service of Employees

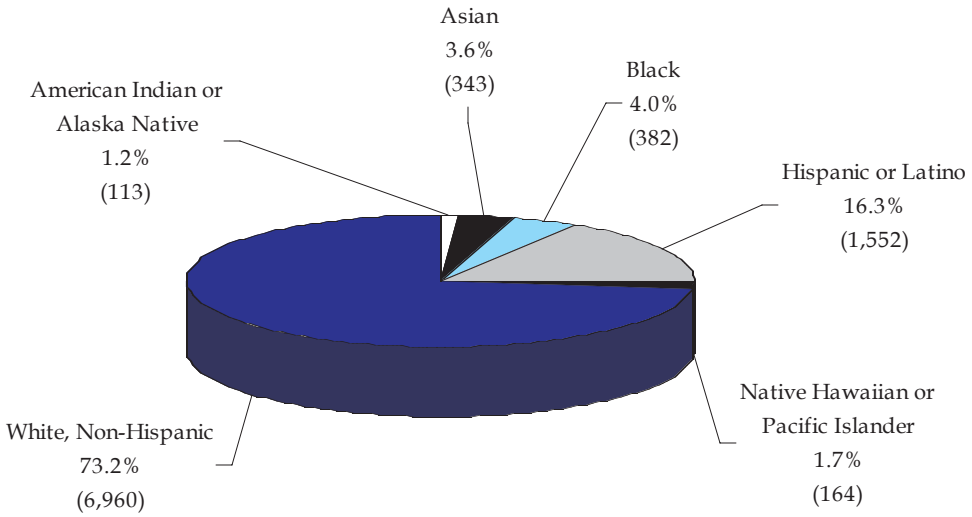
Ethnicity	Average Annual Salary	Average Age	Average Years of Service
American Indian or Alaska Native	$45,401	45.0	9.3
Asian	$52,002	44.0	9.7
Black	$43,547	44.5	8.3
Hispanic or Latino	$42,476	43.4	9.6
Native Hawaiian or Pacific Islander	$51,939	43.0	5.6
White, Non-Hispanic	$50,155	45.7	9.8

Race/Ethnicity – General Government Departments

The average age for all racial/ethnic groups, except White, Non-Hispanic, is lower than the general government average age of 45.2. The average age for minorities is 43.8 years. The average age for White, Non-Hispanic employees is 45.7

The White, Non-Hispanic and Asian groups are the only groups with an average salary that is higher than the general government average of $48,457.

Percent and Number of Employees



Average Annual Salary, Age & Years of Service of Employees

Ethnicity	Average Annual Salary	Average Age	Average Years of Service
American Indian or Alaska Native	$35,564	45.9	8.0
Asian	$34,599	45.5	9.9
Black	$34,716	45.7	9.0
Hispanic or Latino	$32,727	44.6	9.7
Native Hawaiian or Pacific Islander	$36,034	42.4	2.4
White, Non-Hispanic	$40,209	47.2	10.2

Race/Ethnicity – Higher Education Institutions

The average age for all racial/ethnic groups, except White, Non-Hispanic, is lower than the Higher Education average age of 46.5.

The White, Non-Hispanic group is the only group with an average salary that is higher than the statewide average of $38,438.

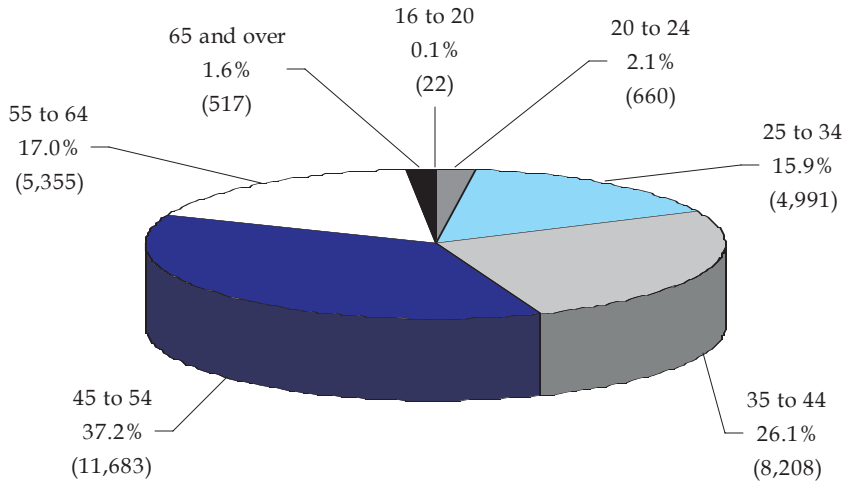
The White, Non-Hispanic group is also the group with the highest average years of service - 10.2 - .3 years higher than the overall average recorded for all other higher education employees - 9.9 years.

The Workforce Trends section closely tracks the age of the state's workforce by analyzing potential retirement. Much has been published recently about the aging workforce, and this issue poses succession planning challenges for the State of Colorado as an employer.

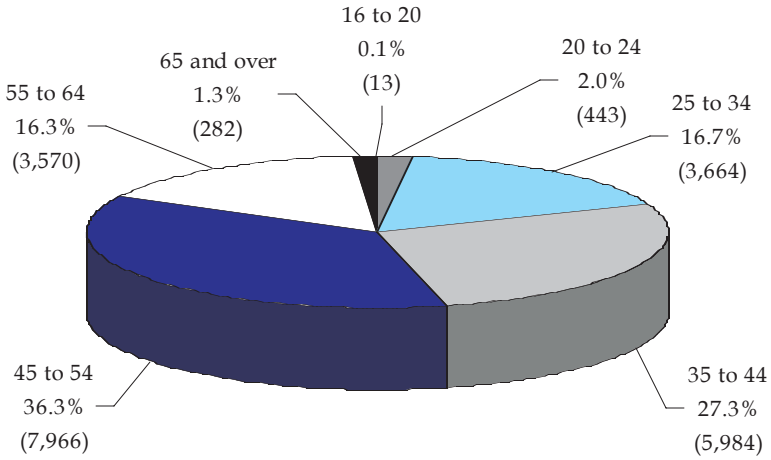
The number of employees who are eligible to retire in the next five years were categorized by age and years of service to reflect the categories in the well-known Public Employees Retirement Association (PERA) benefit chart. This chart clearly illustrates those who are now eligible for full retirement, those who are currently eligible for reduced Retirement and those who will be eligible for full retirement in the next 1 to 5 years. This does not take into account those employees who have purchased, are purchasing, or will purchase service credit or who have worked for other PERA employers. Employees are eligible for reduced PERA retirement at age 55 with 20 years of service and full retirement when their combined age and years of service equal 80 (minimum 50 years of age). PERA reported that for 2003, the average number of years purchased by PERA eligible employees was five.

Turnover and job growth data are also detailed in this section. State turnover is defined as separations from state employment, including employee and employer initiated separations, layoffs, retirements, and deaths. The data excludes transfers (unless otherwise noted) because employees who transfer are still considered employees of state government.

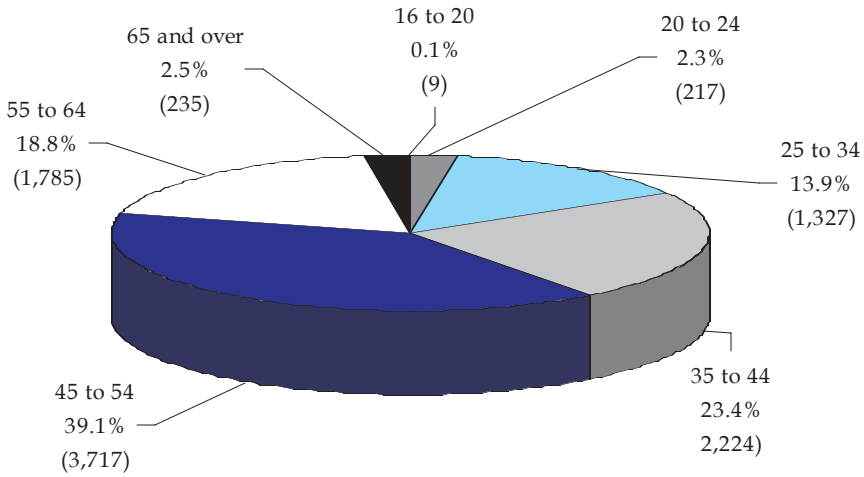
Percent and Number of Employees by Age Group – Statewide



Percent and Number of Employees by Age Group – General Government Departments



Percent and Number of Employees by Age Group – Higher Education Institutions



AGE DISTRIBUTIONS

According to the Bureau of Labor Statistics, the median age of the US labor force will approach 41 years by 2008 – a very high level by historical standards. By comparison, the current state employee median age is 46.2. Average age is 45.6. More than half (55.8%) of state personnel system employees are 45 or older, an average increase in age of 1.1% from last year.

The number of state personnel system employees who are working past the traditional age of retirement (65) has grown from 1.1% in FY 01-02 to 1.6% in FY 03-04.

The percentage of state personnel system employees who are younger than 35 has dropped from 19.5% last year to 18.6% in FY 03-04.

The average age of new hires is 41.1 years.

Number of Employees Nearing Retirement Based on Combined Age and Years of Service

Years of Service	Age 45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	Total Employees
<1											47	54	45	24	25	18	19	13	8	3	2	11	1,304
1											49	31	41	27	14	12	15	10	4	3	2	11	1,025
2											43	42	45	23	28	27	17	20	11	4	9	18	1,195
3											49	47	48	38	32	28	16	8	16	9	5	19	1,354
4											49	48	37	29	20	21	18	18	9	8	6	21	1,244
5											39	40	38	29	26	23	17	11	12	6	6	15	1,200
6											36	40	25	23	23	13	14	17	8	13	1	20	1,018
7											40	27	33	24	14	23	19	9	11	11	3	13	822
8											25	22	25	26	11	13	17	8	8	7	5	12	727
9											29	28	22	16	17	14	17	10	4	7	8	13	747
10											36	35	30	27	20	30	13	4	8	9	8	18	812
11											28	29	36	23	23	12	21	14	8	6	5	17	829
12											26	23	18	8	12	10	16	10	5	2	4	11	552
13											38	27	35	29	22	18	27	9	7	10	5	21	893
14											27	33	36	17	26	15	18	13	7	9	6	16	836
15						35	36	38	49	44	27	33	43	13	23	17	17	15	9	9	5	11	767
16						43	51	42	63	39	35	31	30	24	25	14	16	12	11	11	3	12	834
17						37	27	38	46	35	34	21	33	24	14	11	18	12	9	9	3	13	732
18						34	42	45	17	39	31	24	29	18	15	9	8	8	8	5	4	12	641
19						41	38	38	34	36	29	27	24	20	15	8		8	6	7	5	7	649
20	20	40	41	36	31	41	26	28	30	30	16	20	23	15	17	12	10	6	8	5	2	8	556
21	35	19	28	19	32	28	20	25	25	16	23	16	28	10	10	11	8	3	5	6	1	9	445
22	30	26	38	27	31	28	28	19	21	11	18	8	11	13	7	9	2	4	5	4	7	6	403
23	23	25	26	31	32	39	30	22	26	29	21	11	15	13	13	4	8	5	5	1	2	7	425
24	16	24	40	36	30	31	22	23	34	29	21	16	21	13	10	11	7	9	5	2	3	8	441
25	8	17	21	38	32	27	28	21	26	17	21	16	19	9	10	7	4	6	1	1	1	9	367
26	13	12	15	19	25	24	23	19	11	15	14	12	17	10	11	10	7	7	4	2	2	8	283
27	5	9	8	15	19	31	25	32	11	25	13	16	19	4	5	5	4	7	2	1	2	6	266
28	2	5	15	8	11	22	16	23	24	13	19	13	13	5	11	2	9	4	1	1	3	3	223
29		1	5	13	12	16	14	29	27	19	19	16	18	9	4	7	5	4	3	1	4	7	233
30				7	14	9	10	9	11	20	16	15	12	4	3	7	2					1	140
>30				1	3	6	5	15	20	19	22	31	35	15	19	22	19	9	10	6	10	22	289
Retirement Eligibility	Totals																						
Full - Now						15	15	24	31	39	124	135	169	95	103	107	97	80	72	62	132	385	***1,685***
Reduced - Now						120	106	124	99	89	99	55	62	25	17	207	221	133	86	83			***1,526***
In 1-5 Years	152	178	237	250	272	357	320	318	345	308	717	662	673	462	405	129	102	80	60	33			***6,060***
Totals	152	178	237	250	272	492	441	466	475	436	940	852	904	582	525	443	420	293	218	178	132	385	***9,271***

Retirement Projections – Statewide

Traditionally, employees retire when they become eligible for Social Security, around age 65. The retirement age of employees in the state personnel system is around age 55, the age when many employees become eligible for retirement under the Public Employees Retirement Association (PERA).

The percent of employees who will be eligible for full or reduced retirement in five years is 29.5%. This is an increase over the percent eligible to retire in Fy 02-03 (28.2%).

This does not take into account those employees who may have purchased service credit or who have worked for other PERA employers.

Number of Employees Nearing Retirement Based on Combined Age and Years of Service

Years of Service \ Age	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	Total Employees
<1											29	41	40	18	20	11	12	9	6	2	2	9	913
1											37	23	34	15	11	9	9	7	2	2	2	7	716
2											29	30	30	14	16	20	10	12	7		6	10	746
3											30	28	35	26	23	17	11	4	10	6	1	12	895
4											32	29	26	17	12	15	14	8	4	5	4	7	821
5											23	30	32	25	20	17	11	9	10	4	5	11	873
6											24	24	12	11	14	8	12	13	6	10	1	12	688
7											28	21	21	10	6	12	13	5	8	6	1	7	543
8											16	12	12	14	6	10	9	5	5	4	3	4	473
9											18	18	13	15	7	12	10	7	4	5	4	8	494
10											24	26	22	17	14	13	9	3	6	6	5	8	575
11											15	20	26	15	15	10	16	12	6	5	4	11	600
12											19	14	14	6	5	5	10	8	4	1	3	7	385
13											27	18	23	19	11	13	20	6	1	5	3	8	642
14											15	21	25	13	13	10	13	8	2	6	5	7	545
15						18	21	26	23	33	22	21	32	9	18	13	11	8	5	4	3	6	518
16						34	31	26	39	26	22	21	22	16	17	11	9	9	6	4	2	7	553
17						31	20	22	34	26	23	15	26	15	9	7	10	12	4	1	3	7	534
18						26	27	31	11	30	23	17	22	11	9	6	6	5	4	5	3	7	460
19						34	24	29	26	23	18	25	17	11	10	5	10	7	6	6	2	3	464
20	11	24	31	23	26	30	21	20	17	22	11	13	19	10	9	7	8	3	4	4		4	385
21	30	16	24	16	19	18	14	21	21	11	18	9	24	5	8	7	5	2	3	6	1	2	334
22	20	17	23	17	15	21	19	13	9	6	10	5	9	8	4	7	2	2	3	2	4	3	248
23	16	17	22	21	25	25	22	11	11	17	14	6	5	9	8	1	5	3	2	1		4	271
24	11	16	25	27	24	20	16	14	25	19	15	8	12	9	6	6	4	7	4	1	1	5	298
25	4	12	15	30	24	22	23	17	21	9	15	10	16	8	8	5	2	4	1		1	5	273
26	10	8	9	17	14	17	17	13	5	10	10	9	8	7	3	4	4	4	4	1	1	2	178
27	4	8	4	8	11	22	19	23	6	11	10	11	15		3	2	4	4	1	1	1	3	172
28		5	13	7	9	11	13	18	21	8	16	11	10	2	6	1	5	2	1	1	2	1	163
29			3	8	7	13	10	20	17	13	13	12	13	5		6	5	2	2		2	5	156
30				6	11	6	4	6	8	14	13	10	4	2	2	4	2						92
>30				1	2	4	2	10	16	12	14	22	24	10	15	15	9	6	9	5	6	9	191
Retirement Eligibility	**Totals**																						
Full - Now						10	6	16	24	26	91	93	107	60	63	65	65	51	48	38	81	201	***1,045***
Reduced - Now						85	82	91	70	51	68	33	52	15	9	135	148	96	53	52			***1,040***
In 1-5 Years	106	123	169	181	187	257	215	213	216	213	474	454	484	297	256	89	67	49	39	19			***4,108***
Totals	106	123	169	181	187	352	303	320	310	290	633	580	643	372	328	289	280	196	140	109	81	201	***6,193***

Retirement Projections – General Government Departments

Twenty-eight point three percent of general government employees are eligible for retirement in the next five years.

This does not take into account those employees who may have purchased service credit or who have worked for other PERA employers.

Number of Employees Nearing Retirement Based on Combined Age and Years of Service

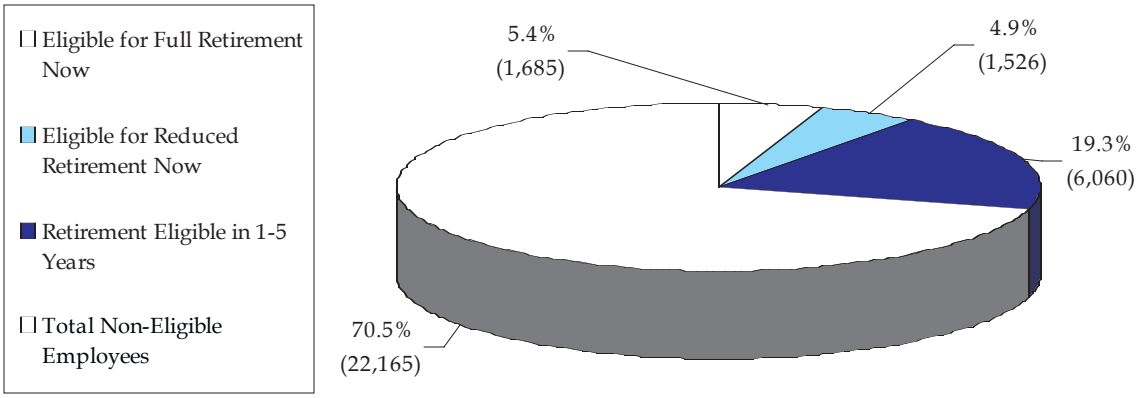
Years of Service \ Age	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	Total Employees
<1											18	13	5	6	5	7	7	4	2	1		2	391
1											12	8	7	12	3	3	6	3	2	1		4	309
2											14	12	15	9	12	7	7	8	4	4	3	8	449
3											19	19	13	12	9	11	5	4	6	3	4	7	459
4											17	19	11	12	8	6	4	10	5	3	2	14	423
5											16	10	6	4	6	6	6	2	2	2	1	4	327
6											12	16	13	12	9	5	2	4	2	3		8	330
7											12	6	12	14	8	11	6	4	3	5	2	6	279
8											9	10	13	12	5	3	8	3	3	3	2	8	254
9											11	10	9	1	10	2	7	3		2	4	5	253
10											12	9	8	10	6	17	4	1	2	3	3	10	237
11											13	9	10	8	8	2	5	2	2	1	1	6	229
12											7	9	4	2	7	5	6	2	1	1	1	4	167
13											11	9	12	10	11	5	7	3	6	5	2	13	251
14											12	12	11	4	13	5	5	5	5	3	1	9	291
15						17	15	12	26	11	5	12	11	4	5	4	6	7	4	5	2	5	249
16						9	20	16	24	13	13	10	8	8	8	3	7	3	5	7	1	5	281
17						6	7	16	12	9	11	6	7	9	5	4	8		5	8		6	198
18						8	15	14	6	9	8	7	7	7	6	3	2	3	4		1	5	181
19						7	14	9	8	13	11	2	7	9	5	3	2	1		1	3	4	185
20	9	16	10	13	5	11	5	8	13	8	5	7	4	5	8	5	2	3	4	1	2	4	171
21	5	3	4	3	13	10	6	4	4	5	5	7	4	5	2	4	3	1	2			7	111
22	10	9	15	10	16	7	9	6	12	5	8	3	2	5	3	2		2	2	2	3	3	155
23	7	8	4	10	7	14	8	11	15	12	7	5	10	4	5	3	3	2	3		2	3	154
24	5	8	15	9	6	11	6	9	9	10	6	8	9	4	4	5	3	2	1	1	2	3	143
25	4	5	6	8	8	5	5	4	5	8	6	6	3	1	2	2	2	2		1		4	94
26	3	4	6	2	11	7	6	6	6	5	4	3	9	3	8	6	3	3		1	1	6	105
27	1	1	4	7	8	9	6	9	5	14	3	5	4	4	2	3		3	1		1	3	94
28	2		2	1	2	11	3	5	3	5	3	2	3	3	5	1	4	2			1	2	60
29		1	2	5	5	3	4	9	10	6	6	4	5	4	4	1		2	1	1	2	2	77
30				1	3	3	6	3	3	6	3	5	8	2	1	3						1	48
>30					1	2	3	5	4	7	8	9	11	5	4	7	10	3	1	1	4	13	98
Retirement Eligibility	Totals																						
Full - Now						5	9	8	7	13	33	42	62	35	40	42	32	29	24	24	51	184	***640***
Reduced - Now						35	24	33	29	38	31	22	10	10	8	72	73	37	33	31			***486***
In 1-5 Years	46	55	68	69	85	100	105	105	129	95	243	208	189	165	149	40	35	31	21	14			***1,952***
Totals	46	55	68	69	85	140	138	146	165	146	307	272	261	210	197	154	140	97	78	69	51	184	***3,078***

Retirement Projections – Higher Education Institutions

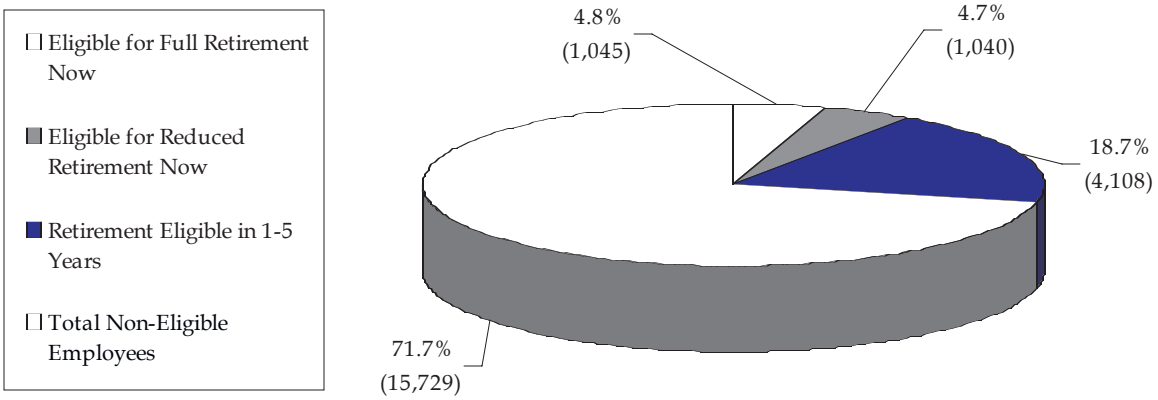
Thirty-two point four percent of general government employees are eligible for retirement in the next five years.

This does not take into account those employees who may have purchased service credit or who have worked for other PERA employers.

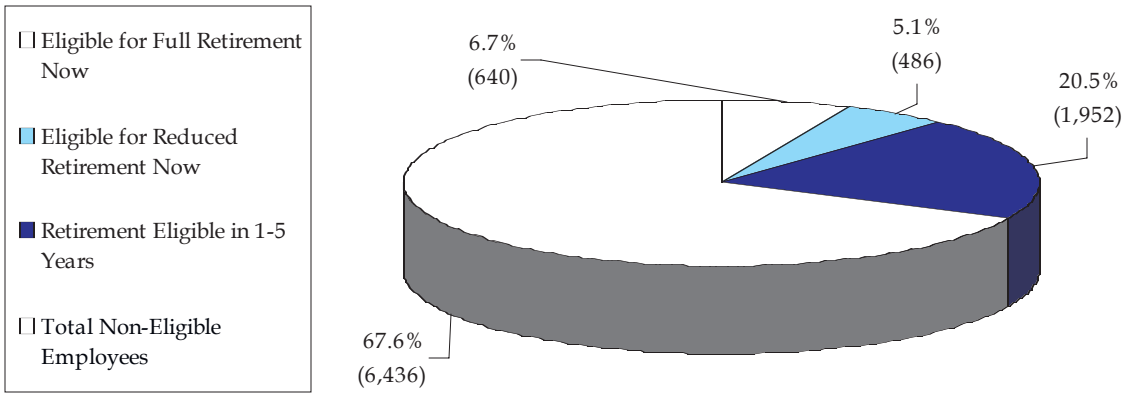
Percent and Number of Retirement Eligible Employees in the Next Five Years – Statewide



Percent and Number of Retirement Eligible Employees in the Next Five Years – General Government Departments



Percent and Number of Retirement Eligible Employees in the Next Five Years – Higher Education Institutions



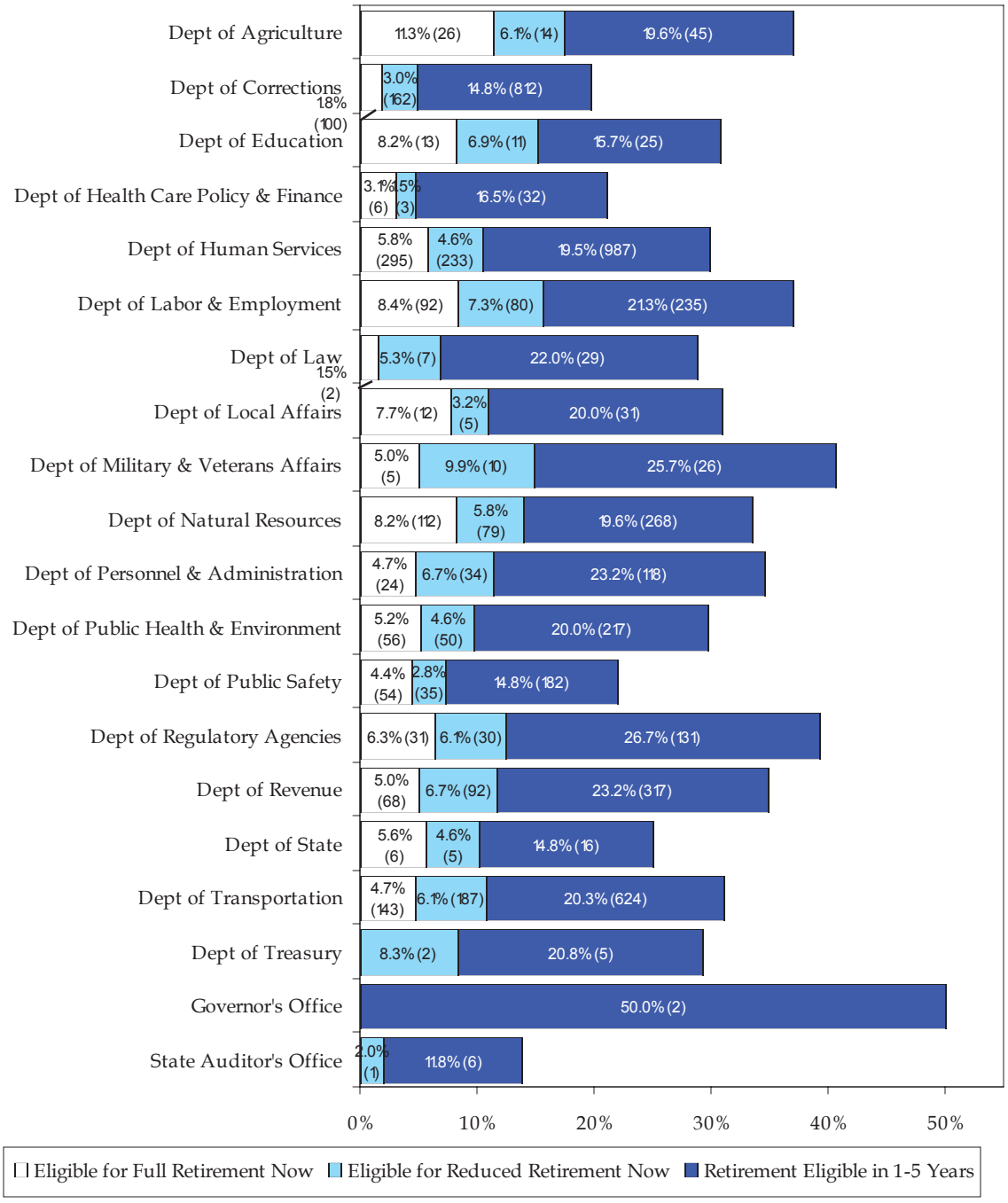
Retirement Projections

While the chart shows that almost 30% of the statewide workforce is eligible for retirement in the next five years, almost 46% of the workforce is eligible to retire in the next 10 years.

Although it is not known how many additional service credit years employees have purchased, PERA reported an average of 5 years purchased in 2003.

Higher Education institutions may experience a slightly higher percent of retirement in the coming years as about 32% of employees will be eligible within the next 5 years versus 28.3% for general government.

Percent and Number of Retirement Eligible Employees in the Next Five Years within Each Department*



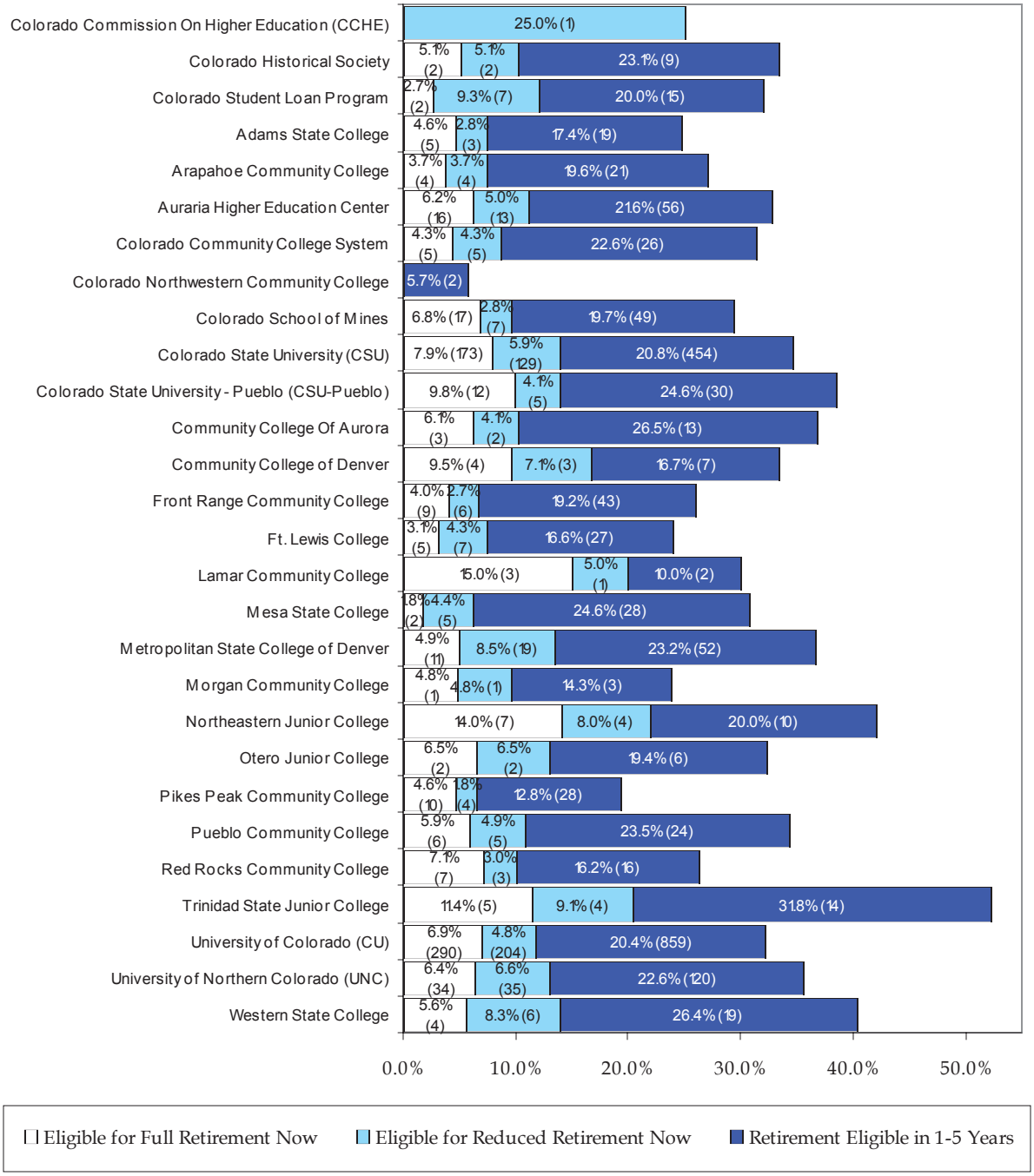
***6,193 employees are eligible to retire from *general government departments* in the next five years. Percentages are based on total state personnel employees within each department.**

RETIREMENT PROJECTIONS

In the next five years, seven general government departments – Agriculture, Labor & Employment, Military & Veterans Affairs, Natural Resources, Personnel & Administration, Regulatory Agencies, and Revenue – have the potential of seeing more than a third of their entire workforce retire.

The two general government departments with the lowest potential retirements are Corrections and the State Auditor's Office.

Percent and Number of Retirement Eligible Employees in the Next Five Years within Each Higher Education Institution*

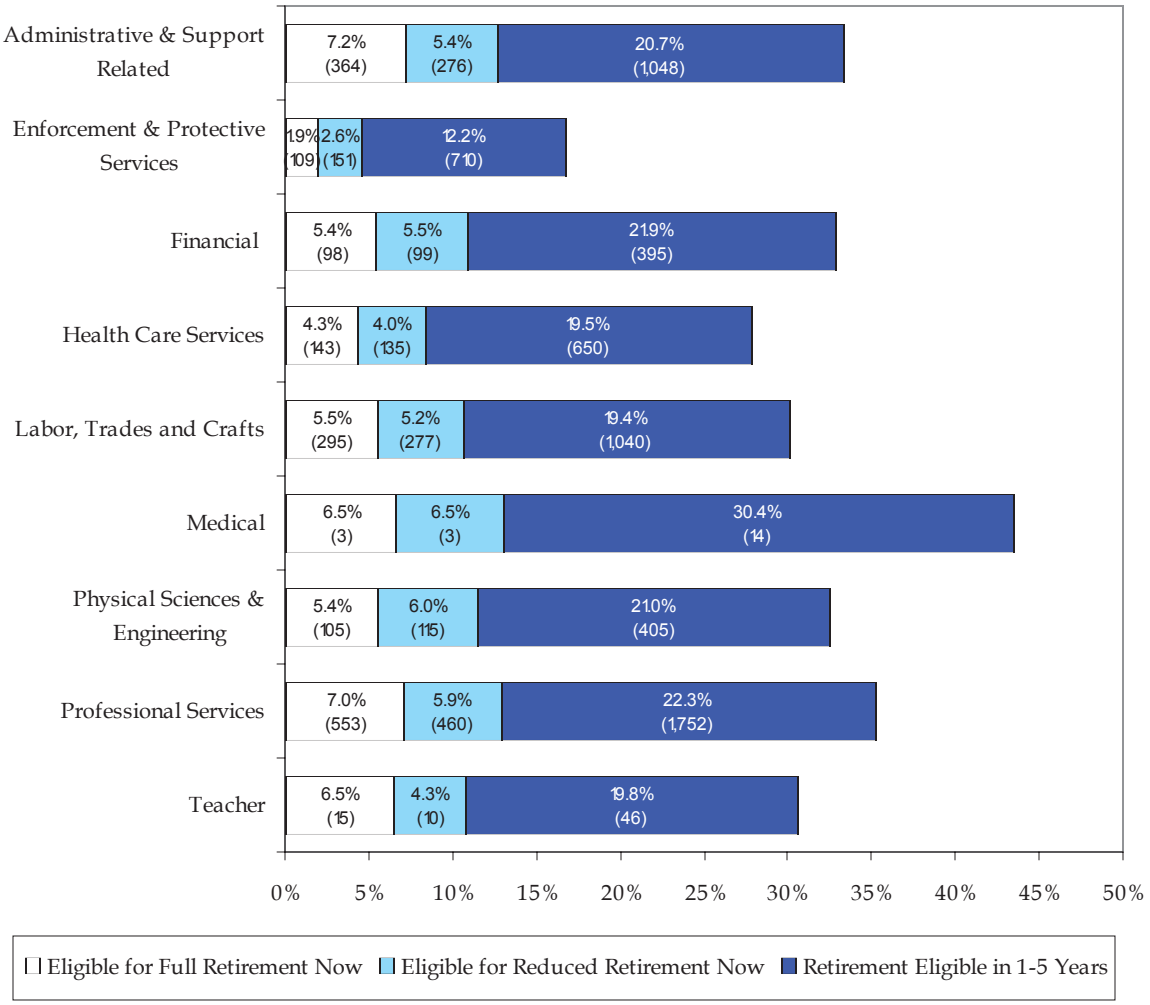


***3,078 employees are eligible to retire from *higher education institutions* in the next five years. Percentages are based on total state personnel employees within each institution.**

RETIREMENT PROJECTIONS

Within the next five years, 11 institutions – Colorado Historical Society, Colorado State University – Pueblo, Community College of Aurora, Community College of Denver, Metropolitan State College of Denver, Northeastern Junior College, Pueblo Community College, Trinidad State Junior College, University of Northern Colorado, University of Southern Colorado, and Western State College – face the potential retirement of a third or more of their state personnel system workforce.

Percent and Number of Retirement Eligible Employees within Each Occupational Group in the Next Five Years*



***Statewide 9,271 employees are eligible to retire in the next five years. Percentages are based on total employees within each occupational group.**

RETIREMENT PROJECTIONS

More than one-third of the employees in the Medical and Professional Services occupational groups will be retirement eligible in the next five years.

Number of Employees Nearing Retirement Based on Combined Age and Years of Service – Administrative Support & Related

Years of Service	Age 45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	Total Employees
<1											8	8	11	7	3	3	1	3	1				45
1											8	6	7	5	4	4	4	2	2			3	45
2											9	10	9	5	8	7	2	3	2	2	2	2	61
3											12	11	8	12	6	4	4	2	4	3	2	6	74
4											8	9	9	9	4	4	3	6	3	1	2	4	62
5											5	8	4	4	4	4	3	2	3	2	3	4	46
6											7	8	7	6	3	3		3	4	3		5	49
7											6	3	10	3	4	7	2	1	1	3	1	3	44
8											7	6	8	7	2	2	4	2	1	1	1	7	48
9											5	6	7	1	5	3	3	1		1	4	3	39
10											6	7	5	6	6	11	5	1	3	1	1	11	63
11											9	4	6	5	7	3	5	4	2	2	3	10	60
12											1	7	3	1	1	3	3	3	1	1	1	2	27
13											5	9	4	5	5	4	4	2	5	4	1	15	63
14											3	5	8	4	8	2	2	3	1	2	1	8	47
15						4	4	11	9	7	3	11	9	2	3	3	2	3	2	3	3	4	83
16						4	8	9	5	3	6	5	4	4	5	4	5	3	3	4		3	75
17						4	3	7	5	6	3	7	7	8	2	1	5	4	1	2		4	69
18						4	6	5	3	6	5	4	3	5	2	3		1	2	2		5	56
19						3	9	5	6	7	6	5	2	5	2		3	2		1	1	3	60
20	1	9	3	4		5	1	1	9	2		2	4	7	4	1		3	2			2	60
21	4		1	4	2	7	2	3	3	6	2	2	3	1		4		1	1			6	52
22	6	3	7	5	5	3	4		5	1	4		3	6	1	3		1		4	2	3	66
23	6	4		2	6	3	5	3	9	5	4	2	4	2	2		3	1	1		1	3	66
24	5	2	4	3	5	7	4		3	5	3	3	7		2	2	3	2	2	1	1	2	66
25	2	4	3	5	1	3	3	4	1	4	3	3		3	1	3	1	2				6	52
26	2	3	4	1	4	2	3	4	4	2	3	1	2	2	3	4		1	1		2	2	50
27	3	1	1	6	3	1	7	4	2	4	1	3	4	1				2	1			4	48
28		1	2	1		6	3	2	2	1	3		3	1	2							2	29
29					3	1		1	5	3	2	3						1			2	2	23
30				1	2	2		1	2	6	2		4			2						1	23
>30					1	1		3	2	2	2	3	5	2	2	2	1	2	2	1	1	5	37
Retirement Eligibility	**Totals**																						
Full - Now						3	0	4	4	8	16	16	29	17	13	21	11	19	13	15	35	140	***364***
Reduced - Now						13	16	15	14	14	13	6	10	8	4	49	40	30	23	21			***276***
In 1-5 Years	29	27	25	32	32	44	46	44	57	48	122	139	131	104	84	26	17	18	15	8			***1,048***
Totals	29	27	25	32	32	60	62	63	75	70	151	161	170	129	101	96	68	67	51	44	35	140	***1,688***

Retirement Projections by Occupational Group

Thirty-three percent of employees in Administrative Support & Related will be eligible to retire in the next five years.

This chart does not reflect those employees who may have purchased service credit or who have worked for other PERA employers.

Number of Employees Nearing Retirement Based on Combined Age and Years of Service – Enforcement & Protective Services

Years of Service \ Age	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	Total Employees
<1											2	5	5	2	2	3	2	1	2				24
1											6	6	4	1			1	2	1				21
2											7	5	3	1	2	1	1	2	1			2	25
3											4	1		2	1	2	2		1	1			14
4											6	8	7		2	3	2	1			1	1	31
5											6	5	7		3	3	2	1	4		1	3	35
6											6	3	4		3	1	3	2	2	1		1	26
7											8	5	5	2	3	2	1	1		1		1	29
8											2	1	2	1	2	1	1	3	1				14
9											3	1	2	3		1		1		4	1		16
10											4	4	7	5	2	3	3			1	2		31
11											3	2	4	5		4	7	1		2		1	29
12											3	5	2	1	3	1	1	1	1		1		19
13											8	5	8	6	4	6	3	4		2	1		47
14											2	4	4	7	1	1	3	3	1	2		1	29
15						5	7	6	4	9	4	8	6		3	2	2	1	1	2		1	61
16						10	14	3	14	7	7	4	6	5	4	2	1	1	2	1	1	3	85
17						7	3	6	7	4	9	2	8	3	6	2	1	4		1	1		64
18						2	2	4	1	7	1	2	4	3	2		1	2				1	32
19						3	3	2	1	1	1	4	5	3	4		1						28
20	3	3	12	3	4	2	5	3	2	1	2		5	1	1	1	2			2			52
21	2	1	1	3	5	3	5	4	3	2		1	2	1			1			1			35
22	6	7	5	1	2	6	5	5		2	1	2	2	2	1	1			1				49
23	2	3	3	1	5	2	2	1	3	1	3		1	1	1		1	1					31
24	1	5	6	5	4	2	1	2	4	2	1	1	1	2		1		1	1		1		41
25			2	3	2		4	2	2		2	1	3	1	1				1				24
26			1	2		3	1	3		1	1	2	1	1			1	1					18
27			1	1	2	2	1	2			1	1	2					1					14
28			1				2	3	1		4	1					1						13
29				1			1	1	1	1	1	1	1			2		1				1	12
30						1		1		3	2		1				1						9
>30								2	2	1			3	1	2	1							12
Retirement Eligibility	**Totals**																						
Full - Now						1	0	3	2	4	11	7	13	8	5	6	8	7	3	5	10	16	***109***
Reduced - Now						5	9	11	4	2	7	3	9	2	1	26	27	22	8	15			***151***
In 1-5 Years	14	19	32	20	24	42	47	36	39	36	92	80	93	50	47	12	10	7	9	1			***710***
Totals	14	19	32	20	24	48	56	50	45	42	110	90	115	60	53	44	45	36	20	21	10	16	***970***

Retirement Projections by Occupational Group

Sixteen percent of employees in Enforcement & Protective Services will be eligible to retire in the next five years.

This chart does not reflect those employees who may have purchased service credit or who have worked for other PERA employers.

Number of Employees Nearing Retirement Based on Combined Age and Years of Service – Financial Services

Years of Service	Age 45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	Total Employees
<1											3	4	1	3	1	1							13
1											1	2	3	1	3		2						12
2												1	6	3	3	2	1			1		1	18
3											1	3	5	2	5	1	2	1	1		1	2	24
4											4	4	2	3		1		1	1	1		1	18
5											3	1	2	2		2	1						11
6											4	1	1	2	1		1		1			1	12
7											4		1										5
8											2	2	1	1		2	3	2	2			2	17
9											3	2		1	3	2	2	2		1	1	1	18
10											4	1	2	1	2	2			2				14
11											4	3	3			2			1				13
12											3	2	2				4			1			12
13											1	1	3	2	2	1	1		1			1	13
14											2	3	4	1	3	2	1		1	2			19
15						2	4	3	1	1	4	1	3		2	2	2	1				1	27
16						3	1	2	6	3		3	5	6	5				1		1		36
17						7	3	4	1		1		3				1			1			21
18						1	6	5	1		3	1	3	3		1	1						25
19						5	1	3		2	2	3		2	1	1		1		1		1	23
20	2		2	1	3			3				2	2			1	1		2		1	1	21
21	2	1	1	2	2		4			1	3	1		2	1			1		1		1	23
22	3		2		2	3	4	2	1		2	1		1	1	1					1		24
23	1	3	2	1	2	3	5		1	2	1		1				1					1	24
24			2	2	2	2	1	1	2	1	1	3	1	3	1		1		1				24
25	3	2	1	1	3		2	1	2		1		1	1								1	19
26	2	1	1	2	2	3	1	2		3	1	1	2	2								1	24
27		1	2		1	5	1	1	1	1		1	1										15
28			1	1	4		1	2	1		1	1	1	1	1		1	1					17
29		1	1	2		1	2	2	1	2		1	1			2					1		17
30				3	1		1		2	1	1		1		2		1						13
>30							1		3	1		4	3	2	2	2	2						20
Retirement Eligibility	**Totals**																						
Full - Now						0	2	0	5	2	4	11	12	10	8	6	7	3	3	3	6	16	*98*
Reduced - Now						9	7	8	5	6	7	4	2	2	0	15	16	5	9	4			*99*
In 1-5 Years	13	9	15	15	22	26	29	23	13	10	49	38	50	33	31	7	6	2	2	2			*395*
Totals	13	9	15	15	22	35	38	31	23	18	60	53	64	45	39	28	29	10	14	9	6	16	*592*

Retirement Projections by Occupational Group

Thirty-three percent of employees in Financial Services will be eligible to retire in the next five years.

This chart does not reflect those employees who may have purchased service credit or who have worked for other PERA employers.

Number of Employees Nearing Retirement Based on Combined Age and Years of Service – Health Care Services

Years of Service	Age 45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	Total Employees
<1											8	13	11	2	6	4	7	1	2	2	1	2	59
1											12	4	7	11	4	4	2			1	1	4	50
2											8	9	4	3	6	3	4	3			4	5	49
3											8	6	13	6	8	3	2	2	4	3	2	3	60
4											3	3	6	5	3	2	3	2	1			1	29
5											3	6	4	6	5	3	4	2	1	2		1	37
6											5	3	4	1	2	1	1	4		5		2	28
7											3	3	3	3	1	2	5	1	2	3	1	4	31
8											1	2	1	4		1	2			2	1	1	15
9											2	3	2	2	1	2	2	2	1			3	20
10											2	4	4	1	1			2		1	1	2	18
11											2	3	3	2	3	1	1	3	1		1	3	23
12											2	1	3	2			4		1			2	15
13											4		4	7	1	1	2	1				3	23
14											2	5	2			3	3	1	2	1	2		21
15						2	5	4	6	4	3	2	6	1	2	2	2	1		1	1		42
16						8	5	2	5	2	3	2	3	1	1		3				1	2	38
17						5	3	3	5	5		2	2	1		1	2	1	3				33
18						4	5	5		6	3	4	5	1	2	1			2		2		40
19						8	2	2	2	4	4	1	4		1	1	1	2		1	2		35
20	3	1	1	1	1	3	2	2	2	2		2	1		1	1		2					25
21	3	2	6		4	1	1	2	3	1	2		1	2			2						30
22	4	2	2	4	3	2	1	2	1	1	2	1	1		1	1		1	1				30
23	1	1	7	2	3	3	4	3		3	3	3			1	1	1						36
24	1		1	1	2	1	3		2	1	2	1	1	2	1			1		1	1	1	23
25			1	5	2	2	1	1	2		2	1	1			2				1		2	23
26	1	1	2	1	1	6	2	1			2		1	1	1			1					21
27		1			1	5	1	1	1	2			3		1		1						17
28	1		4	1	1	1	1	2	3			2		2	1					1		1	21
29					1			2	1				1									1	6
30				1	2	1	1			1	2												8
>30				1						2		5	2	2		4		1	1		3	1	22
Retirement Eligibility	Totals																						
Full - Now						1	1	0	0	3	6	9	9	7	6	9	5	8	7	4	24	44	***143***
Reduced - Now						14	5	7	7	2	9	6	3	2	1	16	27	16	7	13			***135***
In 1-5 Years	14	8	24	17	21	37	31	25	26	29	78	76	91	59	47	19	22	10	8	8			***650***
Totals	14	8	24	17	21	52	37	32	33	34	93	91	103	68	54	44	54	34	22	25	24	44	***928***

Retirement Projections by Occupational Group

Twenty-eight percent of employees in Health Care Services will be eligible to retire in the next five years.

This chart does not reflect those employees who may have purchased service credit or who have worked for other PERA employers

Number of Employees Nearing Retirement Based on Combined Age and Years of Service – Labor, Trades, & Crafts

Years of Service	Age 45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	Total Employees
<1											10	11	7	5	5	6	7	6	2	1	1	6	67
1											14	7	8	4	2	2	5	3		1		2	48
2											6	7	8	4	3	5	3	3	3		2	5	49
3											8	11	12	8	5	8	3	2	3			4	64
4											14	12	5	5	5	7	4	4	1	4	2	9	72
5											11	8	9	6	7	4	2	3	2	2	2	2	58
6											3	13	5	6	5	4	4	3	1	1		4	49
7											5	6	4	8	3	4	4	4	6		1	4	49
8											3	2	6	6	4	3	1	1	1	1	2	2	32
9											9	6	3	1	4	1	6	1	1		1	4	37
10											8	6	6	7	4	7		1	2	1	1	3	46
11											1	9	5	3	6		1	3	1			1	30
12											2	3	2		3	2	3	1			1	1	18
13											5	2	7	2	3	3	6	1		1	3	2	35
14											6	6	6	1	7		4	3		1	1	4	39
15						6	3	1	8	10	2	2	6	2	2	2	4	3	3	2		3	59
16						4	7	8	15	8	4	5	1	2	4	2	5	2	4	3		2	76
17						3	5	5	11	5	7	6	6	3	4	4	1		3	3		2	68
18						5	4	5	2	4	7	3	5	1	2		1	1	1	1		1	43
19						7	6	6	9	10	6	4	2	2	1	3	1		3	2		2	64
20	6	7	4	3	5	6	2	2	4	7	6	6	3	2	5	3	3		2		1	1	78
21	5	2	4	2	6	2	1	2	2	1	5	3	6		2	2	3	1				1	50
22	3	1	4	4	3	4	3	5	6	3	1		3		1				2		1	3	47
23	5	2	4	8	3	6	3	6	2	4	3	1		3	4	3	1	1	1		1		61
24	3	4	13	8		2	7	6	5	6	7	4	2	1	1	3	1		1			2	76
25		2	6	7	4	4	5	6	6	6	3	2	2			1	1	2					57
26	3	1	3	3	6	1	3	5	2	4	3	3	3		2	1	3	3	1	1		3	54
27		2		1	3	6	3	3	2	2	2	2	3	1	3		1				2		36
28			2		1	5	1	4	3	5	2	3	1	1	1	1	3	1			2		36
29				3	2	6	4	6	8	2	2	4	6	3	2		1	1	1	1		1	53
30					3	1	1	2	3	1	3		1	1		2							18
>30					1	3	1	4	4	4	1	3	4	1	3	1	4	1	3		2	3	43
Retirement Eligibility	**Totals**																						
Full - Now						4	2	6	7	5	16	21	22	11	19	17	22	11	18	11	26	77	***295***
Reduced - Now						22	16	24	21	19	22	10	12	2	5	35	40	23	19	7			***277***
In 1-5 Years	25	21	40	39	37	45	41	46	64	58	##	##	##	76	79	32	24	21	11	8			***1,040***
Totals	25	21	40	39	37	71	59	76	92	82	##	##	##	89	##	84	86	55	48	26	26	77	***1,612***

Retirement Projections by Occupational Group

Thirty percent of employees in Labor, Trades, and Crafts will be eligible to retire in the next five years.

This chart does not reflect those employees who may have purchased service credit or who have worked for other PERA employers.

Number of Employees Nearing Retirement Based on Combined Age and Years of Service – Medical

Years of Service	Age 45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	Total Employees
<1															1							1	2
1												1											1
2											1								1				2
3																							0
4																							0
5																						1	1
6											1			1	2								4
7														1						1			2
8																							0
9																							0
10												1											1
11													1										1
12																							0
13																							0
14												1											1
15																							0
16																							0
17																							0
18							1												1				2
19							1																1
20													1										1
21													1										1
22																							0
23																							0
24																							0
25																							0
26																							0
27																							0
28																							0
29																							0
30																							0
>30																							0
Retirement Eligibility	Totals																						
Full - Now						0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	2	*3*
Reduced - Now						0	0	0	0	0	0	0	2	0	0	0	0	0	0	1			*3*
In 1-5 Years	0	0	0	0	0	0	2	0	0	0	2	3	1	2	3	0	0	0	1	0			*14*
Totals	0	0	0	0	0	0	2	0	0	0	2	3	3	2	3	0	0	0	2	1	0	2	*20*

Retirement Projections by Occupational Group

Forty-three percent of employees in the Medical group will be eligible to retire in the next five years.

This chart does not reflect those employees who may have purchased service credit or who have worked for other PERA employers.

Number of Employees Nearing Retirement Based on Combined Age and Years of Service – Physical Sciences & Engineering

Years of Service	Age 45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	Total Employees
<1											2	1	1				1					1	6
1											1	1	2	1		1	1	1					8
2												1		1	1	2	2	1	1			1	10
3											2	3	2				1			2		1	11
4											1	1	1						2		1		6
5											1	3			2	1	1					1	9
6																	1	1				2	4
7											2	2	2	1	1	2	2	1		1		1	15
8											3		2	1	1		2						9
9											1	3	3	3		2	2						14
10											1	2	1	1	2	1	1						9
11												1	4		2		1		1				9
12											3	1	1			1	1	2	1				10
13											3	4	3	1	1					1			13
14												2	4	1	1	2	2						12
15						2	2	4	1	3		1	3	1	3	2		1	1				24
16						2	1	2	5	1	1	2	3	1	3			1					22
17						2	2		1	3	2	1	1	1		1	1				1		16
18						7	5	1	1	4	3	3	5	2		1	1	1					34
19						5	3	4	4	2	1	3	3	1	1	1	1			1	1		31
20	3	5	5	6	6	5	5	2	3	4		3	3		1	1						1	53
21	2	3	4		3	2		2	4	1	1	1		1		2				3			29
22	3	7	2	2	6	2	4				1			1	1		1						30
23	1	2	2	3	4	5	4	2	1	2	2		1	3	1			1	1				35
24	2	3	5	1	5	3	1	5	5	3	1	1	2			2						1	40
25	1	1	2	3	4	4	2	2	4	3	2		2		2			1					33
26	2	1	1	3	2		3	1		1	1			2	1		1						19
27			1	2	4	6	3	8	2	3	3	1				1		2					36
28		1		1		2	4	3	4	1	1	2	2				4						25
29			1	2	1	1	2	1	2	1	1			1	1		1	1	1			1	18
30					1					3	1	1	1			1							8
>30						1		2	1			5	4		1		2		1	3	2	5	27
Retirement Eligibility	**Totals**																						
Full - Now						1	0	2	1	3	9	10	12	7	7	7	10	6	3	7	5	15	***105***
Reduced - Now						13	14	15	12	9	5	4	3	1	1	13	14	6	3	2			***115***
In 1-5 Years	14	23	23	23	36	35	27	22	25	23	27	35	41	16	18	4	6	2	3	2			***405***
Totals	14	23	23	23	36	49	41	39	38	35	41	49	56	24	26	24	30	14	9	11	5	15	***625***

Retirement Projections by Occupational Group

Thirty-two percent of employees in Physical Sciences & Engineering will be eligible to retire in the next five years.

This chart does not reflect those employees who may have purchased service credit or who have worked for other PERA employers.

Number of Employees Nearing Retirement Based on Combined Age and Years of Service – Professional Services

Years of Service	Age 45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	Total Employees
<1											13	11	9	5	7	1	1	2	1			1	51
1											7	4	10	4		1		2	1	1	1	2	33
2											12	8	13	6	5	7	4	8	3	1		2	69
3											13	11	8	8	7	8	2		3			2	62
4											13	10	7	6	6	4	6	4	1	2		5	64
5											9	8	11	10	3	5	4	3	2			3	58
6											9	12	4	7	7	4	4	3		2		5	57
7											12	7	8	5	2	6	5	1	2	2			50
8											7	9	5	6	2	4	4		2	3	1		43
9											6	7	5	4	4	3	2	3	2	1	1	2	40
10											11	10	4	6	3	5	4		1	5	2	2	53
11											9	7	10	7	5	2	5	3	2	2	1	2	55
12											11	4	5	4	5	3		3	1		1	5	42
13											12	6	6	6	6	3	10	1	1	2			53
14											10	7	8	3	6	4	3	2	2	1	2	3	51
15						14	11	9	18	10	11	8	9	7	8	4	5	5	2	1	1	2	125
16						12	14	15	13	15	14	9	7	5	3	6	2	5	1	3		1	125
17						8	8	13	16	12	12	3	6	7	2	2	7	3	2	1		7	109
18						11	13	20	9	12	9	7	4	3	7	3	4	3	2	2	2	5	116
19						10	12	16	12	10	9	7	7	7	5	2	4	3	3	1	1	1	110
20	2	15	14	18	12	20	11	15	10	14	8	5	4	5	5	4	4	1	2	2		3	174
21	17	10	11	8	10	13	7	12	10	4	10	8	15	3	7	3	2		4	1	1	1	157
22	5	5	16	10	9	8	7	5	8	4	6	4	2	3	1	3	1	2	1		2		102
23	7	10	8	14	8	17	7	7	9	12	5	4	8	4	4		1	1	2	1		3	132
24	4	10	9	16	12	14	4	9	13	11	6	3	6	5	5	3	2	5				2	139
25	2	8	6	14	16	14	11	5	9	4	8	9	9	4	5	1	2	1			1		129
26	3	5	3	7	10	9	10	3	5	4	3	5	8	2	4	4	2	1	2	1		2	93
27	2	4	3	5	5	6	9	13	3	13	6	8	6	2	1	4	2	2	1	1		2	98
28	1	3	5	4	5	8	4	7	10	6	8	4	6		6	1		2	1		1		82
29			3	5	5	7	5	16	9	10	13	7	9	5	1	3	3		1		1	1	104
30				2	5	4	7	5	4	5	5	14	4	3	1	2							61
>30					1	1	3	4	8	9	19	11	14	7	9	12	10	5	3	2	2	8	128
Retirement Eligibility	**Totals**																						
Full - Now						5	10	9	12	14	62	61	70	35	44	40	33	26	24	15	21	72	***553***
Reduced - Now						44	39	44	36	37	35	21	21	8	5	51	55	29	16	19			***460***
In 1-5 Years	43	70	78	103	98	127	94	121	118	104	209	155	146	116	93	26	17	19	11	4			***1,752***
Totals	43	70	78	103	98	176	143	174	166	155	306	237	237	159	142	117	105	74	51	38	21	72	***2,765***

Retirement Projections by Occupational Group

Thirty-five percent of employees in Professional Services will be eligible to retire in the next five years.

This chart does not reflect those employees who may have purchased service credit or who have worked for other PERA employers.

Number of Employees Nearing Retirement Based on Combined Age and Years of Service – Teacher

Years of Service	Age 45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	Total Employees
<1											1	1											2
1															1								1
2												1	2								1		4
3											1	1				2		1				1	6
4												1		1									2
5											1	1	1	1	2	1							7
6											1							1		1	1		4
7												1		1									2
8																			1				1
9														1									1
10													1			1					1		3
11														1			1						2
12											1											1	2
13																	1						1
14											2					1		1					4
15								2					1										3
16							1	1				1	1									1	5
17						1								1						1	1		4
18																							0
19							1						1				1						3
20																				1			1
21																							0
22		1		1	1						1										1		5
23					1				1			1											3
24							1						1										2
25													1		1								2
26																1							1
27																							0
28																							0
29																							0
30																							0
>30																							0
Retirement Eligibility	Totals																						
Full - Now						0	0	0	0	0	0	0	2	0	1	1	1	0	0	2	5	3	***15***
Reduced - Now						0	0	0	0	0	1	1	0	0	0	2	2	2	1	1			***10***
In 1-5 Years	0	1	0	1	2	1	3	1	3	0	7	7	7	6	3	3	0	1	0	0			***46***
Totals	0	1	0	1	2	1	3	1	3	0	8	8	9	6	4	6	3	3	1	3	5	3	***71***

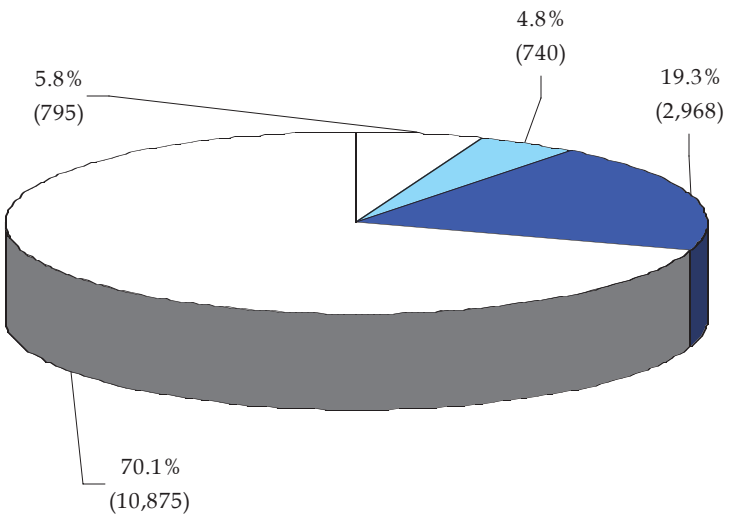
Retirement Projections by Occupational Group

Thirty-one percent of employees in the Teacher group will be eligible to retire in the next five years.

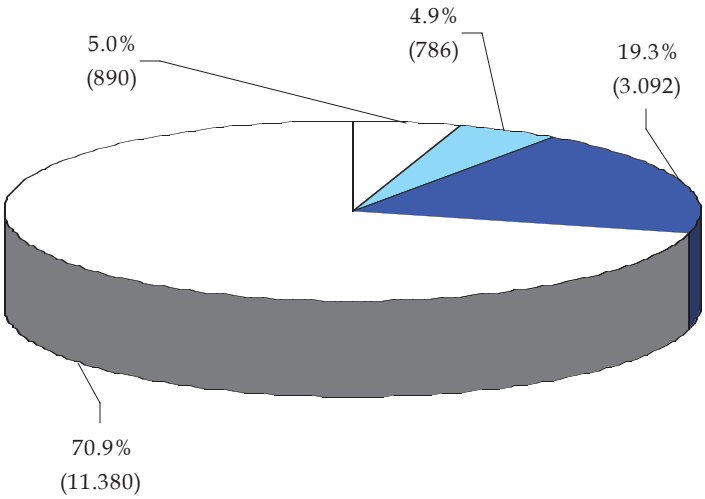
This chart does not reflect those employees who may have purchased service credit or who have worked for other PERA employers.

Percent and Number of Employees Eligible to Retire in the Next Five Years

Female



Male



Eligible for Full Retirement Now
Eligible for Reduced Retirement Now
Retirement Eligible in 1-5 Years
Not Retirement Eligible in the Next 5 Years

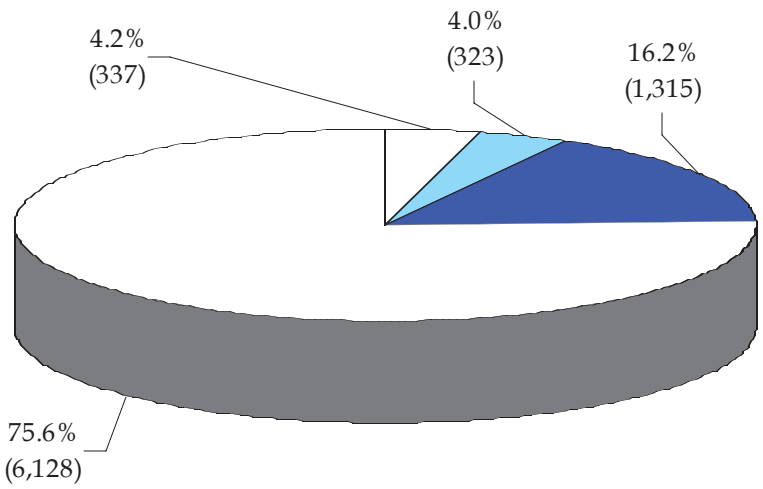
***Percentages are based on the total of 8,371 employees who are eligible to retire in the next five years.**

RETIREMENT PROJECTIONS – GENDER

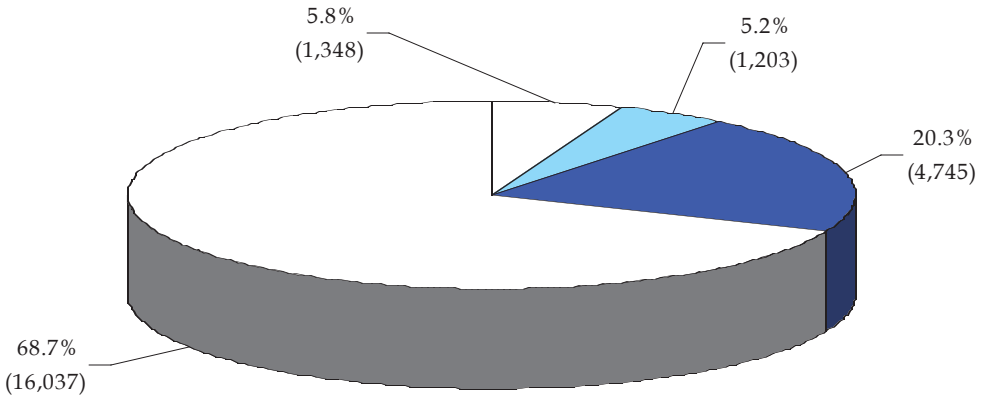
The number of men and women currently eligible to retire is approximately the same. More men than women will be eligible within the next five years.

Percent and Number Employees Eligible to Retire in the Next Five Years

Minority



Non-minority



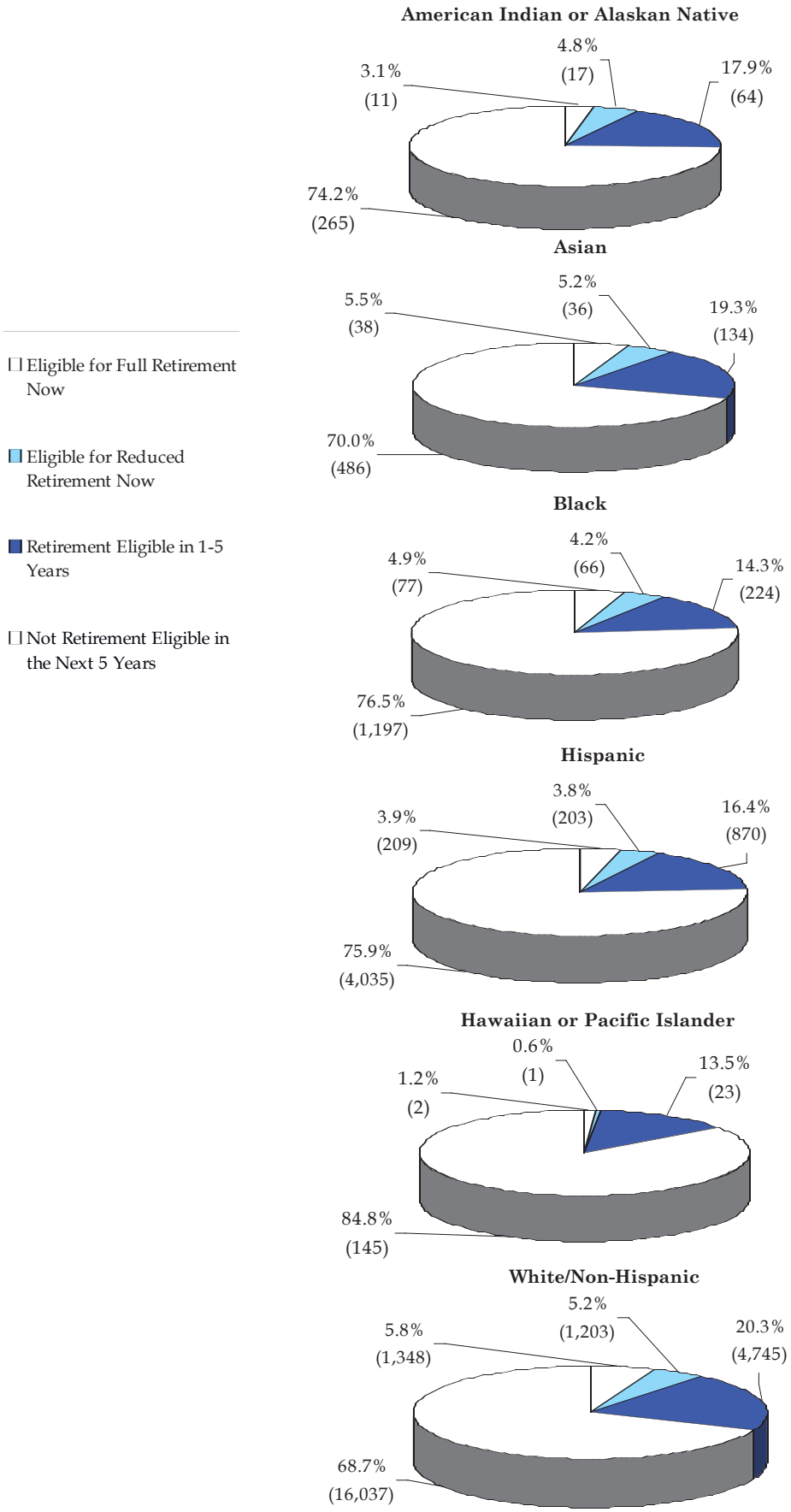
Eligible for Full Retirement Now
Eligible for Reduced Retirement Now
Retirement Eligible in 1-5 Years
Not Retirement Eligible in the Next 5 Years

***Percentages are based on the total of 9,271 employees who are eligible to retire in the next five years.**

RETIREMENT PROJECTIONS – MINORITY/NON-MINORITY

In five years, 31.3% non-minority employees will be eligible to retire compared to only 24.4% of the minority workforce.

Percent and Number of Employees Eligible to Retire in the Next Five Years

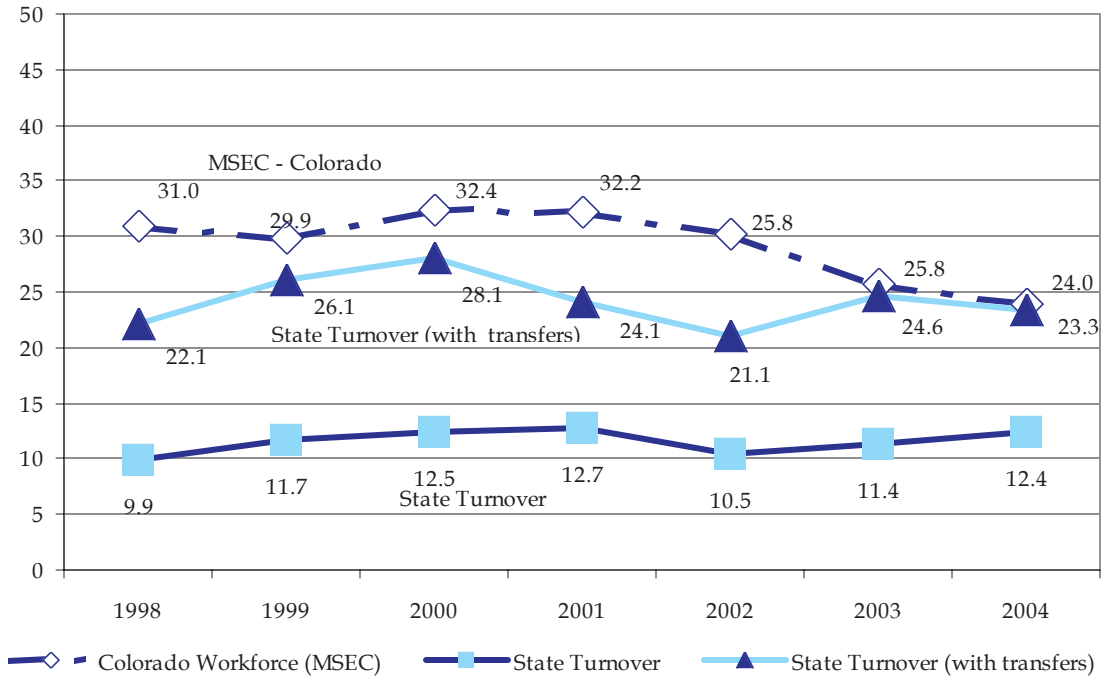


RETIREMENT PROJECTIONS BY ETHNICITY

Following the White, Non-Hispanic ethnic group at 31.3%, the next highest percentage of ethnic group employees who will be eligible to retire within the next five years is the Asian group at 30.%.

The Native Hawaiian or Pacific Islander group is the ethnic group predicted to experience the lowest percentage of retirements within the next five years – 15.3%.

Comparison of Turnover Rates for State Personnel System Employees and Colorado Workforce 1998 to 2004*



*** Data for turnover in the general workforce was obtained from Mountain States Employers Council (MSEC) and includes private and public employers.**

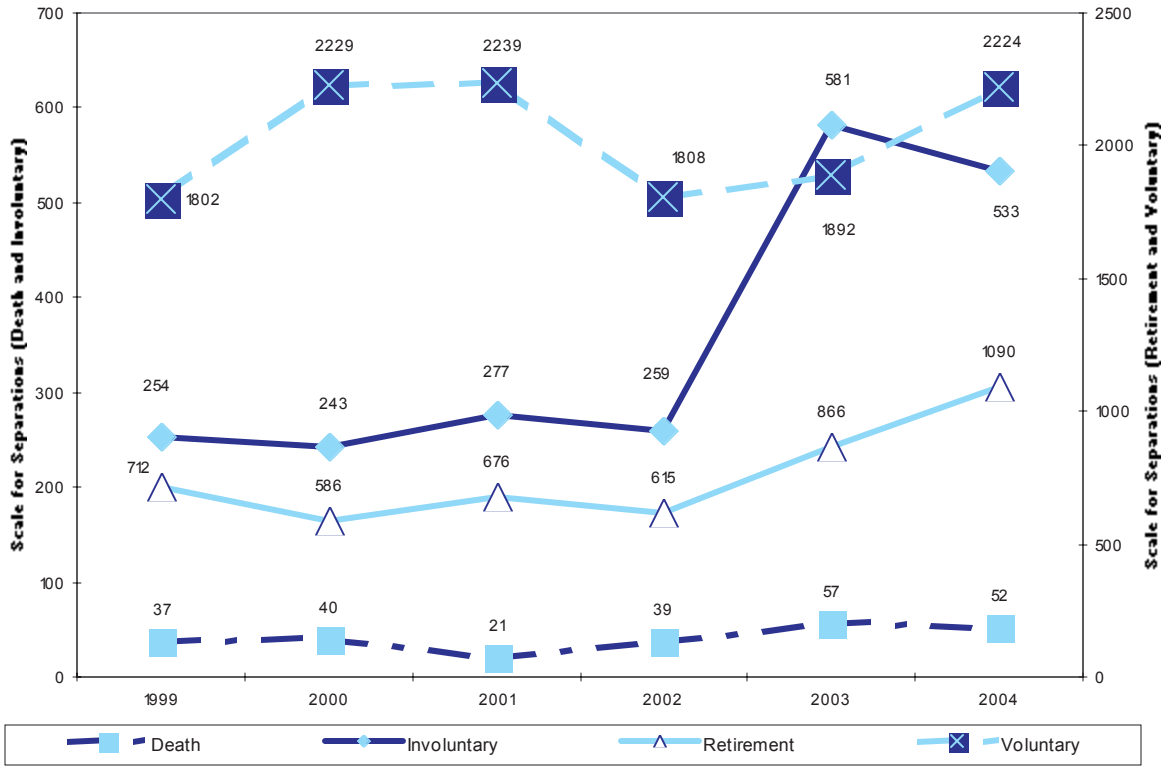
- **MSEC data includes transfers within an organization, but to a different location.**
- **State turnover is defined as separations from state employment, including employee and employer initiated separations, layoffs, retirements, and deaths. The state excludes transfers because these individuals are still considered employees of state government.**
- **In order to compare with MSEC data, a separate line for turnover with transfers is included.**
- **Data represents only permanent employees.**
- **Includes CSU data. Previous reports excluded CSU data. With CSU data overall state defined turnover rate is unchanged at 12.4% and turnover rate; including transfers is 23.3%.**

TURNOVER

The state turnover rate of 23.3%, that includes transfers, correlates with the MSEC turnover rate of 24%.

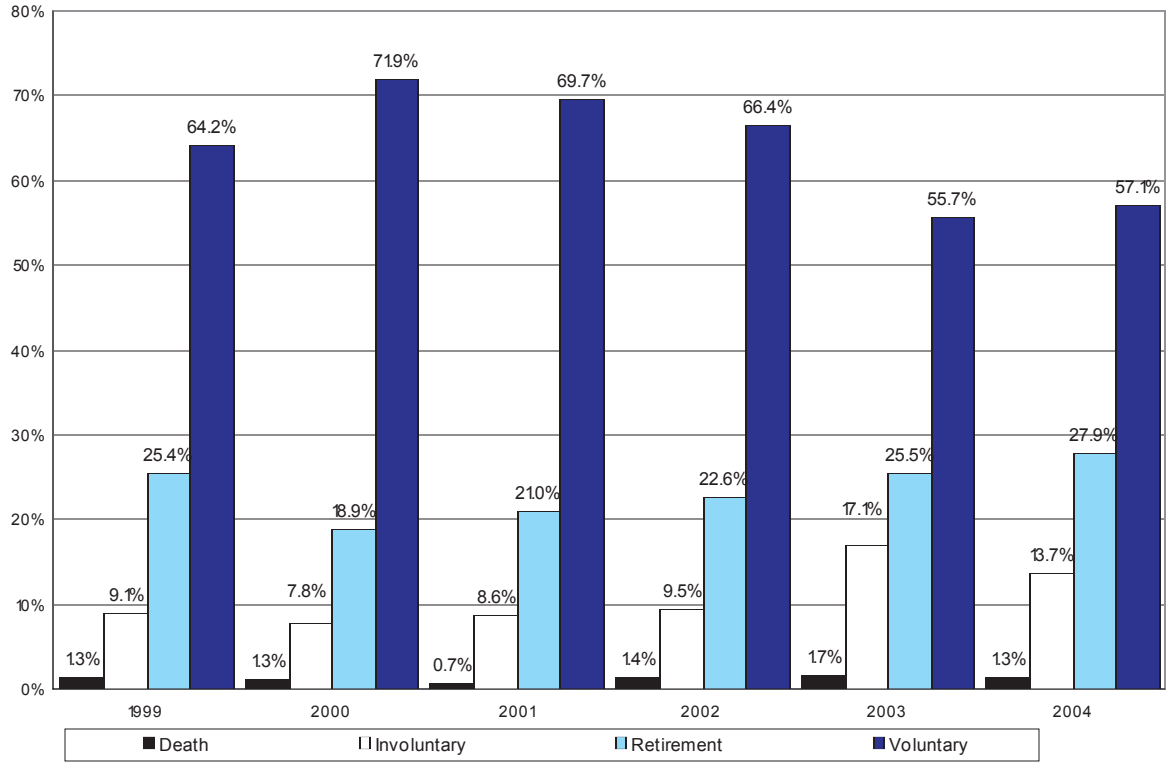
Turnover in terms of employees leaving state government is 12.4% (3,396 employees).

Number of Separations by Type from FY 99 - FY 04*



The scales vary greatly in order to accommodate the representation of the four basic types of separations.

Percent of Separations by Type from FY 99 - FY 04*



*Includes CU data for FY 02-03 and FY 03-04 and CSU data for FY 03-04

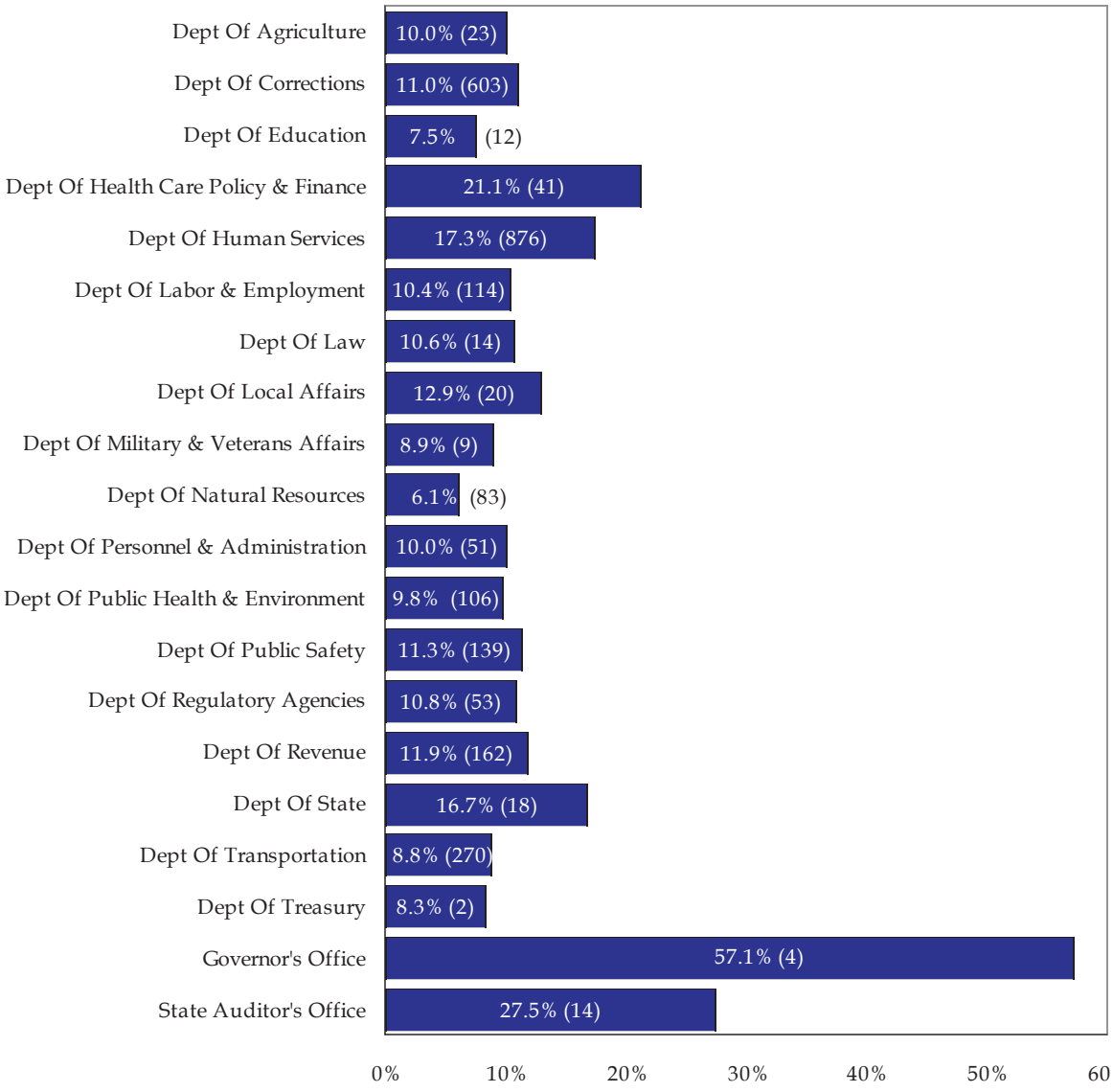
TURNOVER

The turnover rate for state personnel system employees has increased by 1% in the last year.

The number of involuntary separations, which includes layoffs has decreased by 3.4% in the last year. The percent and number of separations by the categories "Retirement" and "Voluntary" increased in the last year – retirements by 2.4% and voluntary by 1.4%.

Data continue to show that most employees leave state employment in the first three years of employment, which is similar to the market as reported by U.S. Department of Labor and by MSEC.

Percent and Number of Separations within Each Department



***A total of 2,644 employees separated from employment from *general government departments*. Percentages are based on total employee turnover within each department.**

TURNOVER

Although the Governor's Office shows the highest percentage of turnover, only 4 employees left.

The State Auditor's Office shows a high percentage of turnover – 27.5%. Fourteen employees left the office during the year.

The Department of Health Care Policy & Finance had a turnover rate of 21.1% (41 employees) and also experienced an overall increase in the number of employees through the year (15) as illustrated on page 4 of this report.

The chart does not reflect transfers from one department to another.

Percent of Separations by Department from FY 99 - FY 04

Department	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04
Dept of Agriculture	12.0%	10.7%	8%	8.9%	14.1%	10.0%
Dept of Corrections	8.2%	9.8%	10%	8.5%	11.2%	11.0%
Dept of Education	13.9%	11.4%	14%	16.1%	14.5%	7.5%
Dept of Health Care Policy & Finance	11.5%	12.1%	15%	11.3%	13.4%	21.1%
Dept of Human Services	14.0%	16.0%	18%	13.8%	15.2%	17.3%
Dept of Labor & Employment	9.3%	10.2%	11%	9.5%	9.6%	10.4%
Dept of Law	9.4%	22.0%	13%	12.1%	8.3%	10.6%
Dept of Local Affairs	13.1%	10.6%	13%	8.1%	13.6%	12.9%
Dept of Military & Veterans Affairs	22.4%	26.2%	52%	18.8%	16.5%	8.9%
Dept of Natural Resources	6.9%	7.0%	7%	5.8%	6.6%	6.1%
Dept of Personnel & Administration	18.1%	14.7%	15%	13.0%	10.7%	10.0%
Dept of Public Health & Environment	9.1%	11.2%	13%	9.5%	9.2%	9.8%
Dept of Public Safety	9.9%	8.7%	10%	7.8%	9.3%	11.3%
Dept of Regulatory Agencies	13.0%	12.4%	11%	8.0%	9.9%	10.8%
Dept of Revenue	10.4%	13.8%	11%	11.0%	10.5%	11.9%
Dept of State	29.6%	23.4%	11%	15.4%	9.9%	16.7%
Dept of Transportation	9.4%	9.1%	8%	7.3%	7.3%	8.8%
Dept of Treasury	19.0%	22.7%	14%	10.0%	4.5%	8.3%
Governor's Office			45.0%	0.0%	0.0%	57.1%
State Auditor's Office	32.1%	35.3%	15.8%	1.8%	10.9%	27.5%

TURNOVER

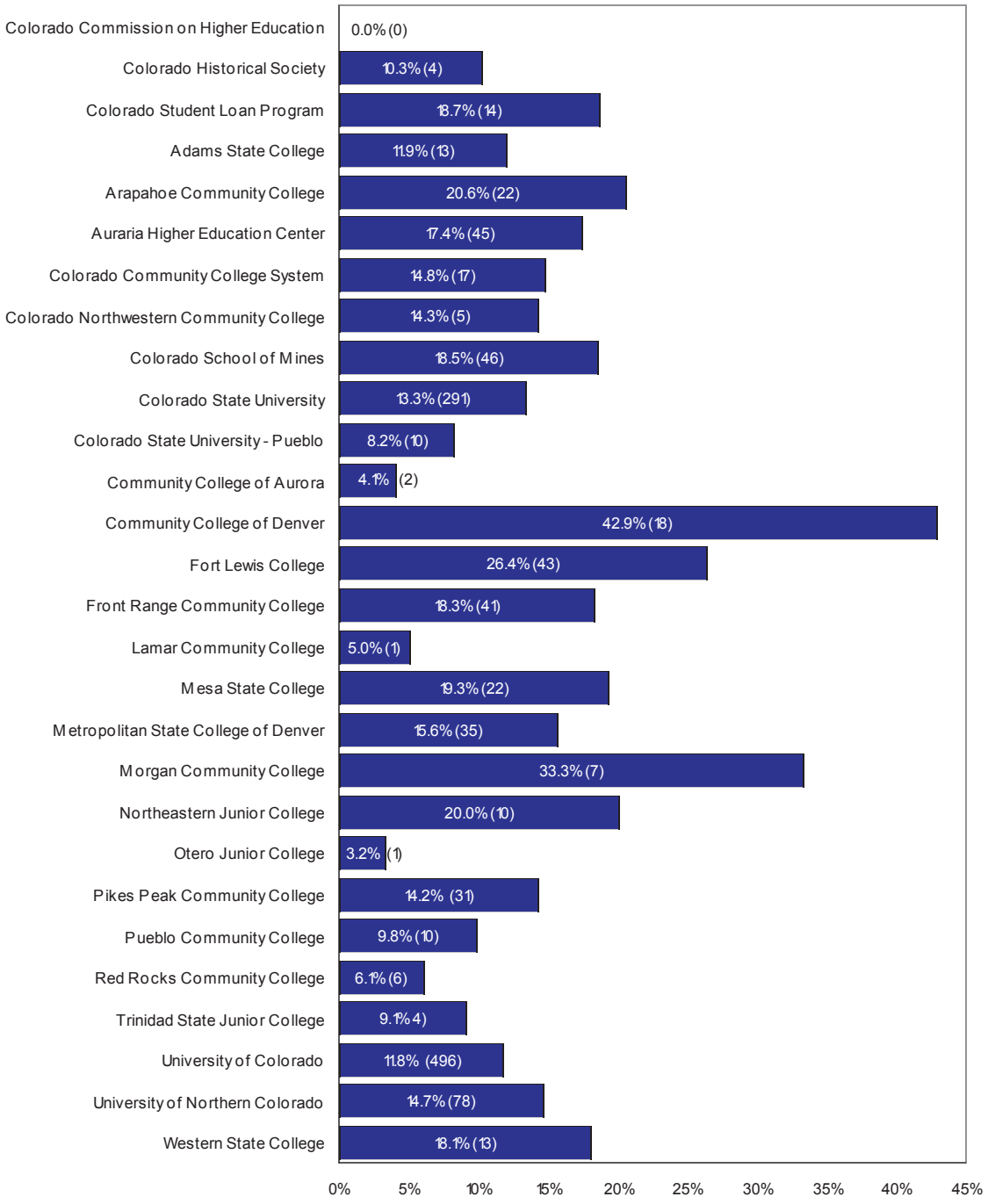
Thirteen general government departments saw higher turnover rates in 2004 as compared to the previous year.

Over the past five years, Transportation and the Natural Resources have consistently had lower turnover in comparison to other general government departments.

Six general government departments have turnover rates higher than the statewide average of 12.4%.

The overall average turnover for general government institutions for FY 03-04 is 11.9%.

Percent and Number of Separations within Each Higher Education Institution



A total of 1,285 employees separated from employment from *higher education institutions.* Percentages are based on total employee turnover within each institution.

TURNOVER

Of the higher education institutions with 100 or more employees, Ft. Lewis College had the highest turnover (26.4%), followed by Arapahoe Community College (20.6%) and Mesa State College (19.3%).

The chart does not reflect transfers from one department to another.

Percent of Separations by Higher Education Institution from FY 99 - FY 04

Higher Education Institution	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04
Colorado Commission on Higher Educatio	28.6%	33.3%		0.0%	25.0%	0.0%
Colorado Historical Society	22.0%	25.7%	12.6%	12.8%	2.5%	10.3%
Colorado Student Loan Program	21.2%	21.2%	19.1%	13.0%	39.8%	18.7%
Adams State College	10.6%	10.3%	18.6%	10.3%	11.0%	11.9%
Arapahoe Community College	14.4%	13.9%	24.0%	20.7%	24.4%	20.6%
Auraria Higher Education Center	27.9%	28.4%	39.1%	21.0%	28.7%	17.4%
Colorado Community College System	9.1%	8.7%	9.1%	13.0%	14.3%	14.8%
Colorado Northwestern Community College			7.1%	14.0%	7.5%	14.3%
Colorado School of Mines	18.7%	18.9%	15.0%	15.4%	14.4%	18.5%
Colorado State University	NA	NA	NA	NA	NA	13.3%
Colorado State University - Pueblo	11.4%	12.0%	5.5%	28.2%	10.2%	8.2%
Community College of Aurora	17.9%	17.6%	21.3%	17.2%	21.4%	4.1%
Community College of Denver	20.3%	21.3%	21.7%	11.6%	23.6%	42.9%
Fort Lewis College	11.9%	11.8%	11.5%	27.1%	10.8%	26.4%
Front Range Community College	14.0%	12.9%	25.8%	14.5%	9.1%	18.3%
Lamar Community College	18.2%	19.0%		4.3%	15.0%	5.0%
Mesa State College	17.9%	18.5%	23.8%	16.7%	18.0%	19.3%
Metropolitan State College of Denver	17.8%	17.4%	14.2%	12.7%	20.8%	15.6%
Morgan Community College	13.6%	12.5%	13.8%	10.3%	16.0%	33.3%
Northeastern Junior College	14.7%	15.1%	12.8%	15.9%	27.8%	20.0%
Otero Junior College	11.4%	11.1%	13.3%	8.8%	6.3%	3.2%
Pikes Peak Community College	13.8%	12.9%	13.1%	10.1%	12.3%	14.2%
Pueblo Community College	16.5%	15.6%	7.2%	12.5%	4.7%	9.8%
Red Rocks Community College	12.2%	11.1%	7.1%	7.5%	7.3%	6.1%
Trinidad State Junior College	3.0%	2.9%	11.1%	5.1%	5.5%	9.1%
University of Colorado	NA	NA	NA	NA	10.4%	11.8%
University of Northern Colorado	13.9%	13.9%	14.7%	14.2%	11.0%	14.7%
Western State College	15.7%	16.5%	16.5%	20.3%	4.2%	18.1%

TURNOVER

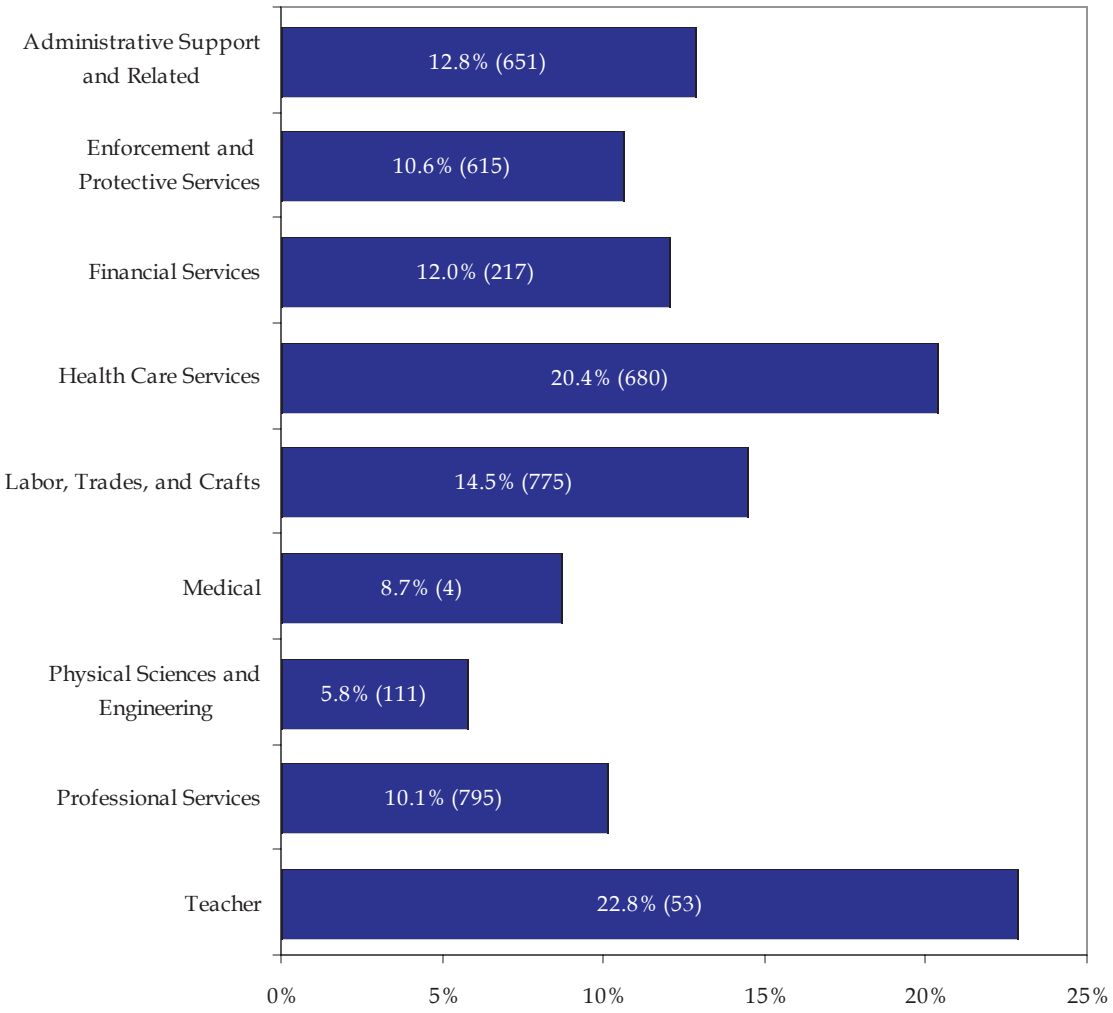
Generally, turnover rates for higher education institutions have been higher than those of general government departments over the past five years.

Seventeen institutions had turnover rates higher than the statewide average of 12.4%.

The overall average turnover for higher education institutions for FY 03-04 is 13.5%.

Colorado Student Loan reported the highest turnover rate for FY 02-03 (39.8%). In the last year, the turnover rate has dropped to 18.7%.

Percent and Number of Separations within Each Occupational Group



***A total of 3,396 employees separated from employment in the state personnel system. Percentages are based on total employee turnover within each occupational group.**

TURNOVER

Seven occupational groups experienced an increase in the turnover rate from the previous year – Enforcement and Protective Services (9.9% to 10.6%), Financial Services (10.5% to 12.0%), Health Care Services (18.3% to 20.4%), Labor, Trades, and Crafts (12.6% to 14.5%). Professional Services (9.1% to 10.1%), (Physical Sciences and Engineering (5.2% to 5.8%), and Teacher (14.7% to 22.8%).

Two occupational groups had lower turnover rates than the previous year – Administrative Support and Related (13.3% to 12.8%), and Medical (27.7% to 8.7%).

Percent of Separations by Occupational Group from FY 99 - 04

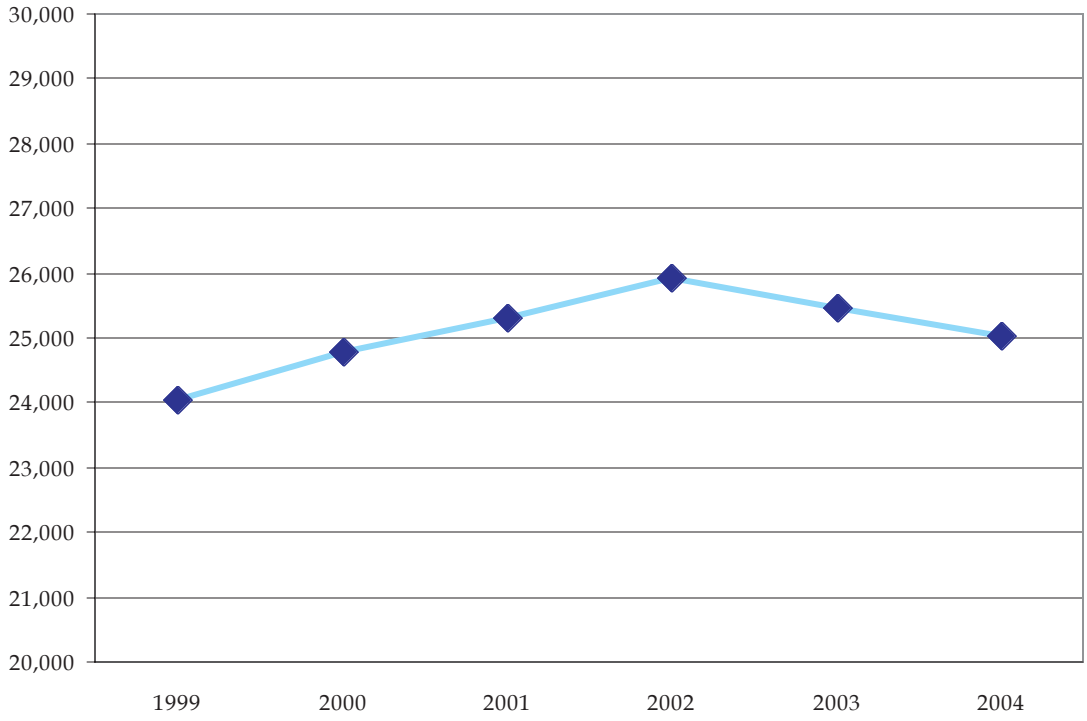
Occupational Group	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04
Administrative Support and Related	14.70%	16.10%	15.30%	12.90%	13.30%	12.8%
Enforcement and Protective Services	8.30%	9.70%	11.20%	8.50%	9.90%	10.6%
Financial Services	10.60%	12.00%	9.30%	8.50%	10.50%	12.0%
Health Care Services	16.70%	18.40%	20.50%	17.50%	18.30%	20.4%
Labor, Trades, and Crafts	14.80%	15.10%	14.90%	13.00%	12.60%	14.5%
Medical	13.30%	12.50%	3.90%	14.30%	27.70%	8.7%
Physical Sciences and Engineering	7.40%	6.80%	6.50%	5.60%	5.20%	5.8%
Professional Services	8.90%	9.50%	9.90%	7.70%	9.10%	10.1%
SES (included in PS for FY 03-04)	14.30%	14.00%	14.30%	13.00%	15.30%	NA
Teacher	14.70%	19.50%	15.60%	14.40%	14.70%	22.8%

TURNOVER

Two occupational groups – Health Care Services and Teacher - have experienced the highest turnover rates for the six years shown except for one years. The Medical group had the highest turnover rate for all occupational groups for all six years shown – FY 02-03 (27.7%).

Physical Sciences and Engineering has had the lowest turnover rate for the past six years, except for FY 00-01 when the Medical group had the lowest annual turnover rate for all groups and all six years shown (3.9%).

Job Growth History Since FY 99*



Year	June 30, 1999	June 30, 2000	June 30, 2001	June 20, 2002	June 30, 2003	June 30, 2004
Employees	24,047	24,789	25,298	25,913	25,474	25,041
% Change	3.6%	3.1%	2.1%	2.4%	-1.7%	-1.7%

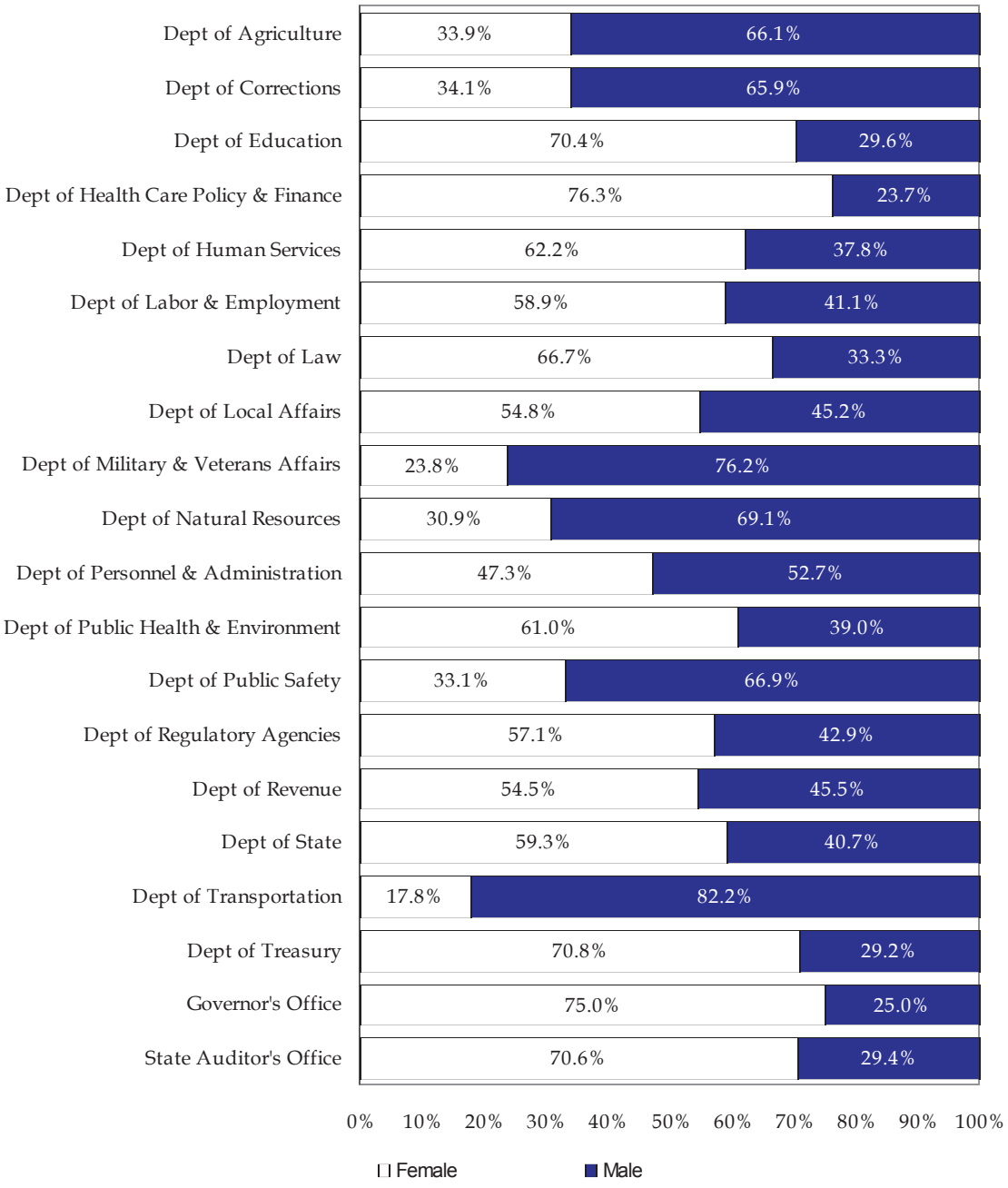
*** Does not include CU or CSU data. CU data is not included in either the table or the chart. CU represents an additional 4,215 and CSU represents an additional 2,180 employees, making the total number of employees 31,436. Using CU and CSU data inaccurately represents job growth for FY 02-03 and FY 03-04.**

Job Growth

In 2003, for the first time in recent history, the state personnel system saw a decline in job growth.

This section illustrates the diversity of the state's workforce. It provides comparative data on the number, percent, average age, average salary, and average years of service based on gender and minority/non-minority status by department, higher education institution, and occupational group.

Comparative Gender Percentages



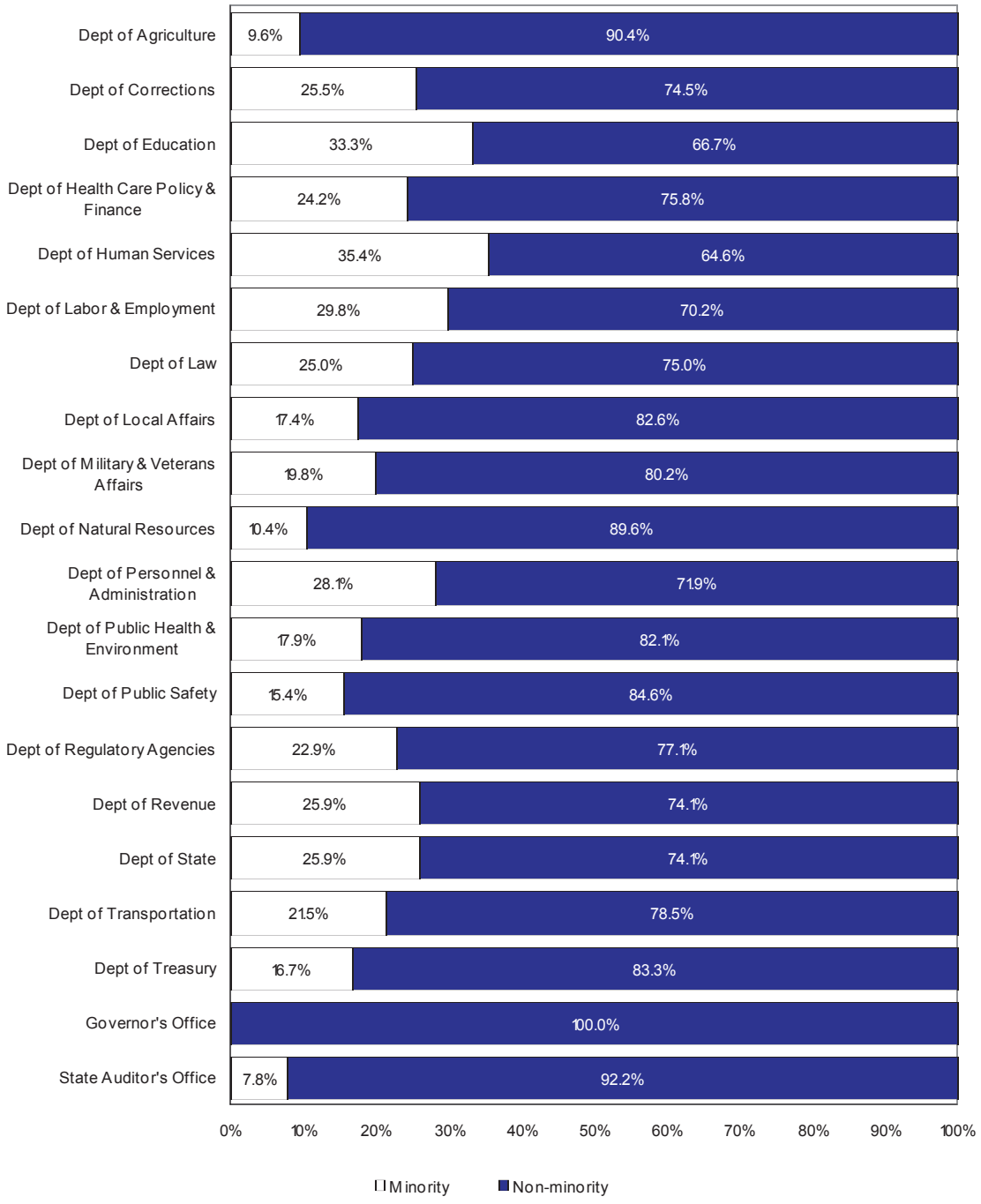
GENERAL GOVERNMENT DEPARTMENTS

The percentage of female employees is greater in 13 of the general government departments. The percentage of female employees in the overall general government workforce is 12.2% less than that of male employees.

In general government the overall percent of male employees is 56.1% and female employees is 43.9%.

Statewide, there are 51.1% male employees and 48.9% female employees for FY 03-04, a difference of 2.1%.

Comparative Minority/Non-minority Percentages



GENERAL GOVERNMENT DEPARTMENTS

Six of the general government departments have a minority workforce greater than the statewide average of 25.8% – Education, Human Services, Labor & Employment, Personnel & Administration, Revenue and State.

Detailed Gender & Minority/Non-minority Statistics

	Number of Employees	Percent of Employees	Average Annual Salary	Average Age	Average Years of Service
Dept of Agriculture					
Female	78	33.9%	$43,004	45.2	10.5
Male	152	66.1%	$52,295	48.8	13.2
Minority	22	9.6%	$44,563	46.2	11.6
Non-minority	208	90.4%	$49,629	47.7	12.4
Dept of Corrections					
Female	1,866	34.1%	$44,238	44.0	7.2
Male	3,603	65.9%	$47,398	43.7	8.1
Minority	1,395	25.5%	$44,912	41.9	7.6
Non-minority	4,074	74.5%	$46,802	44.5	7.9
Dept of Education					
Female	112	70.4%	$38,556	46.4	9.5
Male	47	29.6%	$44,210	47.2	10.3
Minority	53	33.3%	$38,638	44.0	9.5
Non-minority	106	66.7%	$41,022	48.0	9.8
Dept of Health Care Policy & Finance					
Female	148	76.3%	$55,224	44.9	5.5
Male	46	23.7%	$62,691	43.0	6.2
Minority	47	24.2%	$51,274	42.6	5.9
Non-minority	147	75.8%	$58,824	45.1	5.6
Dept of Human Services					
Female	3,153	62.2%	$42,320	45.5	9.1
Male	1,915	37.8%	$45,673	45.3	9.8
Minority	1,794	35.4%	$38,622	44.1	8.9
Non-minority	3,274	64.6%	$46,308	46.1	9.6
Dept of Labor & Employment					
Female	648	58.9%	$47,475	47.1	10.8
Male	453	41.1%	$54,271	48.6	9.9
Minority	328	29.8%	$46,084	45.9	10.6
Non-minority	773	70.2%	$52,048	48.5	10.4
Dept of Law					
Female	88	66.7%	$46,322	47.8	9.9
Male	44	33.3%	$53,175	46.6	8.0
Minority	33	25.0%	$37,527	44.1	7.3
Non-minority	99	75.0%	$52,299	48.4	9.9
Dept of Local Affairs					
Female	85	54.8%	$52,226	46.1	9.5
Male	70	45.2%	$63,516	48.4	9.0
Minority	27	17.4%	$55,559	45.1	10.2
Non-minority	128	82.6%	$57,697	47.6	9.1

General Government Departments

Of the eight largest general government departments, Corrections is the only one where the average age and average years of service of employees is lower than the statewide average (45.6 years and 9.7 years respectively) in all four categories.

Two general government departments – Labor & Employment and Transportation – have higher averages in age and years of service in all four categories.

Detailed Gender & Minority/Non-minority Statistics

	Number of Employees	Percent of Employees	Annual Salary	Average Age	Years of Service
Dept of Military & Veterans Affairs					
Female	24	23.8%	$45,529	47.0	6.6
Male	77	76.2%	$46,494	49.3	6.9
Minority	20	19.8%	$42,169	45.6	9.7
Non-minority	81	80.2%	$47,276	49.5	6.1
Dept of Natural Resources					
Female	423	30.9%	$47,832	43.7	9.5
Male	947	69.1%	$58,547	46.0	13.1
Minority	142	10.4%	$49,266	43.9	12.9
Non-minority	1,228	89.6%	$55,929	45.4	11.9
Dept of Personnel & Administration					
Female	241	47.3%	$49,784	46.3	11.7
Male	268	52.7%	$54,336	46.3	10.4
Minority	143	28.1%	$40,509	43.9	10.9
Non-minority	366	71.9%	$56,741	47.2	11.1
Dept of Public Health & Environment					
Female	663	61.0%	$55,322	46.0	9.4
Male	423	39.0%	$65,020	46.4	10.8
Minority	194	17.9%	$48,620	44.4	9.5
Non-minority	892	82.1%	$61,379	46.5	10.0
Dept of Public Safety					
Female	408	33.1%	$46,280	41.2	9.2
Male	824	66.9%	$56,849	40.4	10.6
Minority	190	15.4%	$50,352	39.6	9.4
Non-minority	1,042	84.6%	$53,895	40.9	10.3
Dept of Regulatory Agencies					
Female	280	57.1%	$53,148	47.6	10.8
Male	210	42.9%	$64,474	49.1	10.1
Minority	112	22.9%	$49,686	44.8	10.7
Non-minority	378	77.1%	$60,466	49.3	10.4

General Government Departments

Human Services continues to have the largest percentage of minority employees among general government departments.

Detailed Gender & Minority/Non-minority Statistics

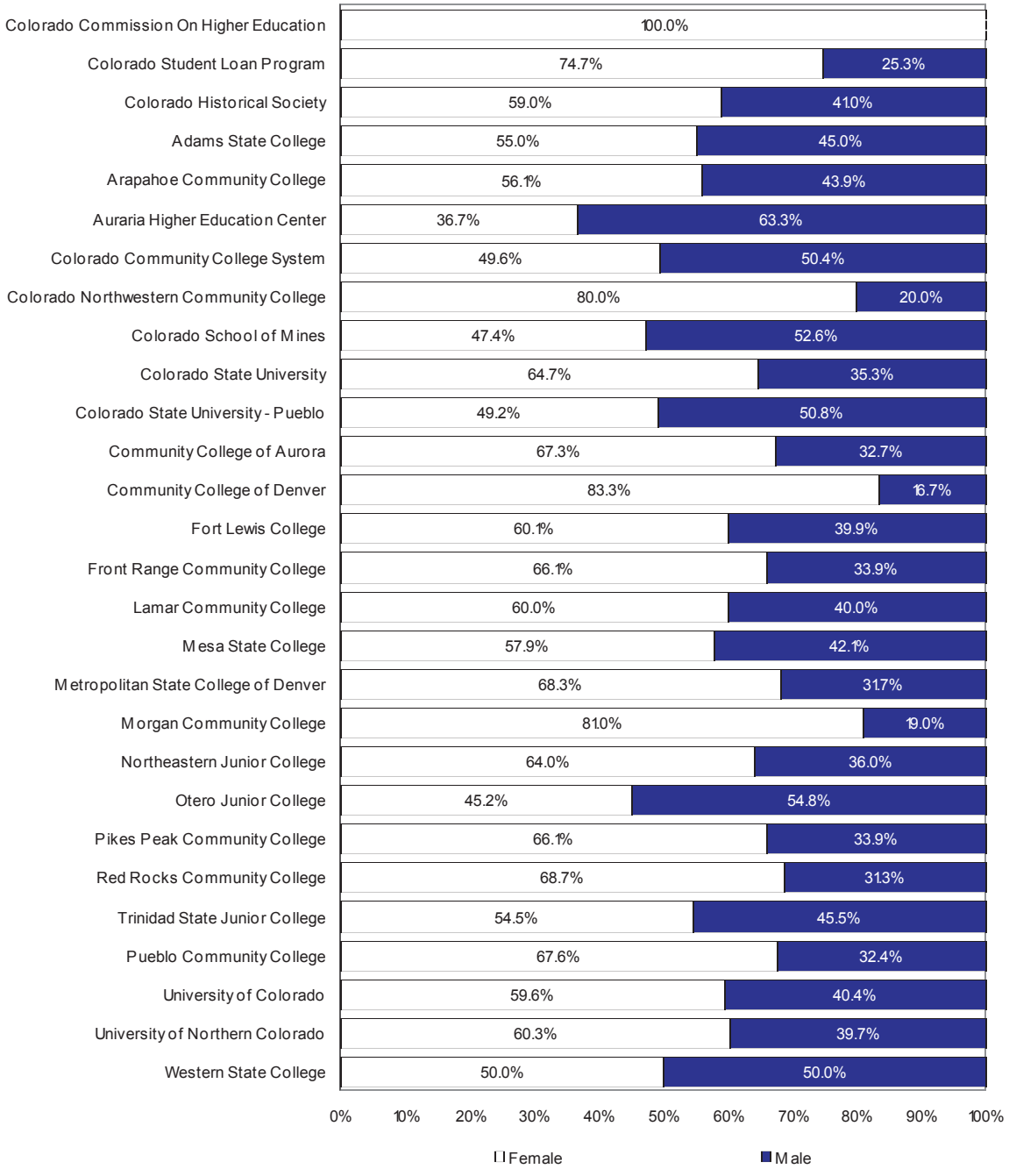
	Number of Employees	Percent of Employees	Average Annual Salary	Average Age	Average Years of Service
Dept of Revenue					
Female	745	54.5%	$44,501	46.2	11.4
Male	622	45.5%	$51,686	47.4	10.9
Minority	354	25.9%	$42,215	44.6	11.2
Non-minority	1,013	74.1%	$49,712	47.5	11.2
Dept of State					
Female	64	59.3%	$39,491	43.8	5.7
Male	44	40.7%	$54,659	43.3	6.1
Minority	28	25.9%	$39,400	43.5	5.6
Non-minority	80	74.1%	$47,865	43.6	6.0
Dept of Transportation					
Female	547	17.8%	$48,814	46.2	10.9
Male	2,525	82.2%	$48,245	46.0	11.3
Minority	659	21.5%	$47,368	45.9	11.8
Non-minority	2,413	78.5%	$48,613	46.1	11.0
Dept of Treasury					
Female	17	70.8%	$56,032	47.0	10.1
Male	7	29.2%	$50,676	39.6	3.7
Minority	4	16.7%	$41,061	40.0	4.3
Non-minority	20	83.3%	$57,152	45.9	9.0
Governor's Office					
Female	3	75.0%	$64,632	50.0	16.8
Male	1	25.0%	$68,808	41.3	5.4
Minority	0	0.0%	na	na	na
Non-minority	4	100.0%	$65,676	47.8	13.9
State Auditor's Office					
Female	36	70.6%	$64,421	38.7	7.1
Male	15	29.4%	$50,796	34.5	3.3
Minority	4	7.8%	$58,209	43.4	9.7
Non-minority	47	92.2%	$60,601	37.0	5.7

In five general government departments the average annual salary of male employees is $10,000 greater than the average annual salary of female employees.

In five general government departments, the average annual salary of non-minority employees is $10,000 greater than the average annual salary for minority employees.

In one department, the State Auditor's Office, the average annual salary of female employees is more than $10,000 greater than the average annual salary of male employees.

Comparative Gender Percentages



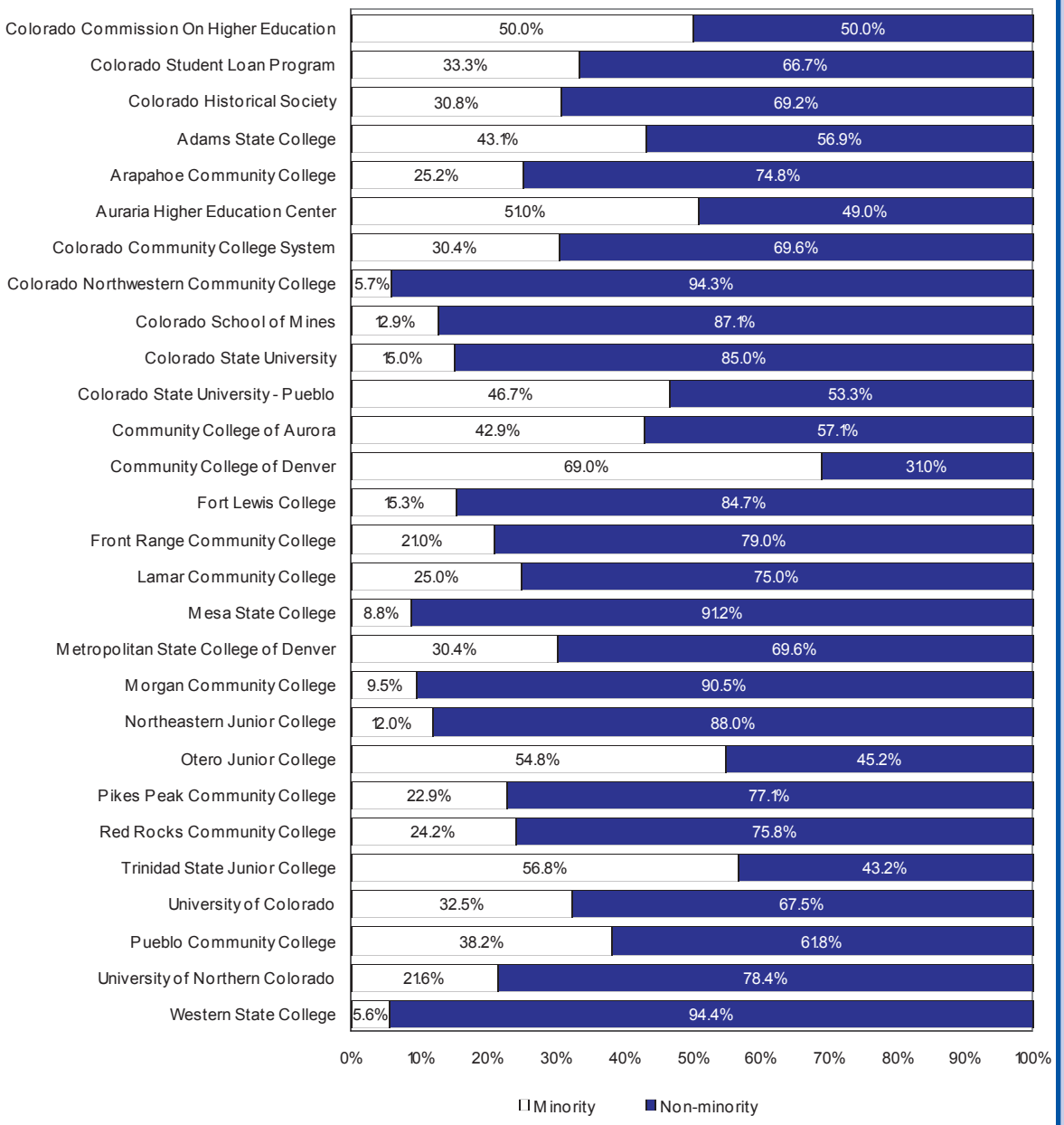
HIGHER EDUCATION INSTITUTIONS

The disproportionate percentage of women in higher education institutions reflects that the majority of higher education employees in the state personnel system are in the Administrative Support and Related occupational group, which is predominantly female.

The percentage of female employees (60.5%) in the overall higher education workforce is 21% more than that of male employees (39.5%).

Statewide, there are 51.1% male employees and 48.9% female employees for FY 03-04, a difference of 2.2%.

Comparative Minority/Non-minority Percentages



HIGHER EDUCATION INSTITUTIONS

Among higher education institutions, 15 of the 28 institutions have a minority workforce greater than the statewide average of 26.6%.

Data reflect only a portion of higher education institutions' total workforce – faculty and administrators are exempt from the state personnel system.

Detailed Gender & Minority/Non-minority Statistics

	Number of Employees	Percent of Employees	Average Annual Salary	Average Age	Average Years of Service
Colorado Commission On Higher Education					
Female	4	100.0%	$38,898	51.9	18.1
Male	0	0.0%	na	na	na
Minority	2	50.0%	$41,124	53.0	19.9
Non-minority	2	50.0%	$36,672	50.9	16.4
Colorado Historical Society					
Female	23	59.0%	$34,731	45.1	10.3
Male	16	41.0%	$38,759	46.6	10.6
Minority	12	30.8%	$42,598	45.8	12.4
Non-minority	27	69.2%	$33,621	45.7	9.5
Colorado Student Loan Program					
Female	56	74.7%	$37,526	48.6	10.3
Male	19	25.3%	$48,086	47.8	10.2
Minority	25	33.3%	$35,544	44.9	10.0
Non-minority	50	66.7%	$42,530	50.2	10.5
Adams State College					
Female	60	55.0%	$28,816	44.2	9.5
Male	49	45.0%	$35,284	44.2	9.3
Minority	47	43.1%	$29,697	44.5	10.6
Non-minority	62	56.9%	$33,260	44.0	8.6
Arapahoe Community College					
Female	60	56.1%	$32,279	48.7	7.2
Male	47	43.9%	$36,795	43.2	7.3
Minority	27	25.2%	$29,278	43.9	4.9
Non-minority	80	74.8%	$35,945	47.1	8.0
Auraria Higher Education Center					
Female	95	36.7%	$29,989	47.0	8.3
Male	164	63.3%	$38,803	46.3	10.5
Minority	132	51.0%	$30,594	46.4	9.0
Non-minority	127	49.0%	$40,742	46.7	10.4
Colorado Community College System					
Female	57	49.6%	$44,752	47.9	12.0
Male	58	50.4%	$46,034	43.7	9.0
Minority	35	30.4%	$37,549	43.2	8.6
Non-minority	80	69.6%	$48,833	46.9	11.3
Colorado Northwestern Community College					
Female	28	80.0%	$31,003	43.2	8.8
Male	7	20.0%	$34,575	43.7	11.0
Minority	2	5.7%	$34,206	44.9	11.3
Non-minority	33	94.3%	$31,567	43.2	9.1
Colorado School Of Mines					
Female	118	47.4%	$39,818	48.7	10.0
Male	131	52.6%	$43,343	46.4	7.9
Minority	32	12.9%	$35,949	44.1	7.6
Non-minority	217	87.1%	$42,517	48.0	9.0

Higher Education Institutions

On average, state personnel system employees at 25 higher education institutions have lower average salaries than the statewide average of $45,425 in all four categories.

Fourteen institutions have average annual salaries lower than the higher education average of $38,438 in all four categories.

On average, six institutions – Auraria Higher Education Center, Community College of Aurora, Lamar Community College, Mesa State College, Northeastern Junior College, and Trinidad Junior College – have employees older than the statewide average of 45.6 in all four categories. CCHE is not included in this count because only three categories apply.

Detailed Gender & Minority/Non-minority Statistics

	Number of Employees	Percent of Employees	Average Annual Salary	Average Age	Average Years of Service
Colorado State University					
Female	1,410	64.7%	$36,160	47.6	11.3
Male	770	35.3%	$40,324	45.5	10.0
Minority	327	15.0%	$33,244	45.3	10.0
Non-minority	1,853	85.0%	$38,405	47.1	11.0
Colorado State University - Pueblo					
Female	60	49.2%	$35,009	47.8	14.3
Male	62	50.8%	$39,885	48.4	13.4
Minority	57	46.7%	$34,164	47.5	13.1
Non-minority	65	53.3%	$40,401	48.7	14.5
Community College Of Aurora					
Female	33	67.3%	$36,669	46.9	9.8
Male	16	32.7%	$33,647	47.7	6.6
Minority	21	42.9%	$31,128	47.6	7.4
Non-minority	28	57.1%	$39,098	46.8	9.8
Community College Of Denver					
Female	35	83.3%	$38,771	42.9	9.8
Male	7	16.7%	$42,900	51.4	12.1
Minority	29	69.0%	$38,548	44.3	11.1
Non-minority	13	31.0%	$41,492	44.5	8.2
Fort Lewis College					
Female	98	60.1%	$36,484	48.0	8.8
Male	65	39.9%	$37,364	45.5	8.8
Minority	25	15.3%	$31,715	44.5	8.0
Non-minority	138	84.7%	$37,763	47.4	8.9
Front Range Community College					
Female	148	66.1%	$32,539	47.0	6.8
Male	76	33.9%	$33,655	45.1	7.1
Minority	47	21.0%	$30,572	44.5	6.8
Non-minority	177	79.0%	$33,541	46.8	6.9
Lamar Community College					
Female	12	60.0%	$33,170	50.8	13.6
Male	8	40.0%	$25,266	49.8	5.4
Minority	5	25.0%	$24,454	50.6	7.8
Non-minority	15	75.0%	$31,860	50.4	11.2
Mesa State College					
Female	66	57.9%	$29,275	47.9	6.7
Male	48	42.1%	$33,905	47.9	7.5
Minority	10	8.8%	$31,981	48.9	6.0
Non-minority	104	91.2%	$31,152	47.8	7.1
Metropolitan State College Of Denver					
Female	153	68.3%	$41,226	47.1	12.5
Male	71	31.7%	$49,127	43.5	8.9
Minority	68	30.4%	$37,961	43.6	11.0
Non-minority	156	69.6%	$46,245	47.0	11.5

Years of service averages are higher than the statewide average of 9.7 in all four categories at five institutions – Colorado Student Loan Program, CSU, CSU-Pueblo, Trinidad State College, and Western State College.

Seven institutions have employees with lower than the statewide average of 9.7 years of service in all four categories – Arapahoe Community College, Fort Lewis College, Front Range Community College, Mesa State College, Pikes Peak Community College, Pueblo Community College, and Red Rocks Community College.

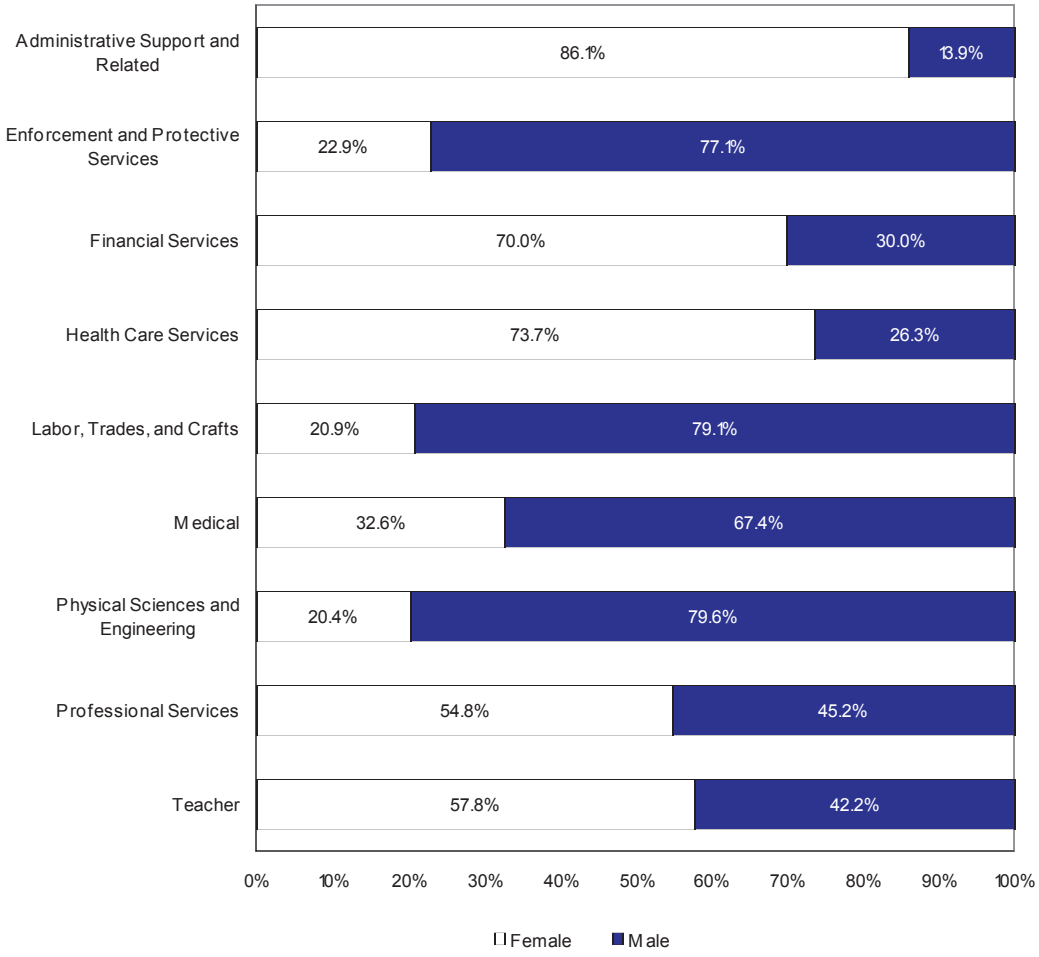
Detailed Gender & Minority/Non-minority Statistics

	Number of Employees	Percent of Employees	Annual Salary	Average Age	Years of Service
Morgan Community College					
Female	17	81.0%	$29,004	47.2	7.3
Male	4	19.0%	$35,985	39.6	6.8
Minority	2	9.5%	$28,092	56.1	10.5
Non-minority	19	90.5%	$30,570	44.6	6.9
Northeastern Junior College					
Female	32	64.0%	$30,416	51.2	13.3
Male	18	36.0%	$28,223	51.3	8.6
Minority	6	12.0%	$23,608	46.2	7.8
Non-minority	44	88.0%	$30,447	51.9	12.2
Otero Junior College					
Female	14	45.2%	$26,895	41.2	9.0
Male	17	54.8%	$31,348	49.0	16.0
Minority	17	54.8%	$28,832	45.5	13.4
Non-minority	14	45.2%	$29,950	45.6	12.1
Pikes Peak Community College					
Female	144	66.1%	$34,479	44.0	8.2
Male	74	33.9%	$39,624	43.8	7.3
Minority	50	22.9%	$33,798	43.0	7.2
Non-minority	168	77.1%	$36,948	44.2	8.1
Pueblo Community College					
Female	69	67.6%	$31,477	47.1	9.1
Male	33	32.4%	$32,795	46.8	9.4
Minority	39	38.2%	$29,180	43.0	8.7
Non-minority	63	61.8%	$33,589	49.4	9.5
Red Rocks Community College					
Female	68	68.7%	$36,095	47.2	8.3
Male	31	31.3%	$31,490	42.8	6.9
Minority	24	24.2%	$30,937	39.8	7.4
Non-minority	75	75.8%	$35,843	47.8	8.0
Trinidad State Junior College					
Female	24	54.5%	$33,057	50.2	18.2
Male	20	45.5%	$33,224	49.8	13.8
Minority	25	56.8%	$32,183	50.1	15.6
Non-minority	19	43.2%	$34,383	49.8	17.0
University of Colorado					
Female	2,513	59.6%	$38,899	47.2	9.9
Male	1,702	40.4%	$42,255	44.9	9.1
Minority	1,369	32.5%	$34,426	44.5	8.6
Non-minority	2,846	67.5%	$43,058	47.1	10.0
University Of Northern Colorado					
Female	321	60.3%	$34,022	48.9	11.6
Male	211	39.7%	$39,813	45.2	9.8
Minority	115	21.6%	$29,892	45.8	9.5
Non-minority	417	78.4%	$38,091	47.9	11.3
Western State College					
Female	36	50.0%	$36,419	47.6	12.7
Male	36	50.0%	$37,505	44.5	10.2
Minority	4	5.6%	$34,221	47.6	15.9
Non-minority	68	94.4%	$37,124	46.0	11.2

Annual salary averages were higher for men than for women in all but four institutions.

Auraria Higher Education Center, Community College of Denver, Otero Junior College, and Trinidad Junior State College have the highest percentages of minorities.

Comparative Gender Percentages – Statewide

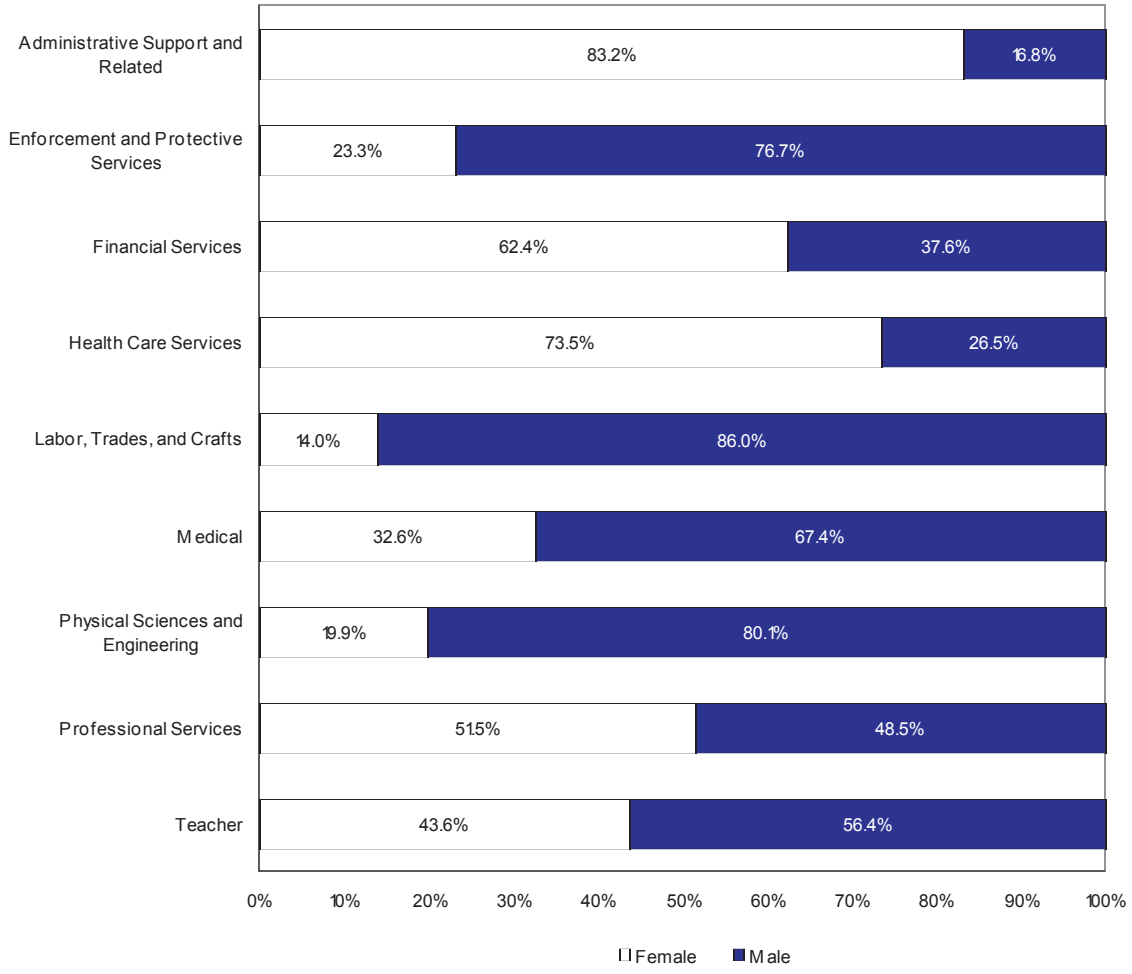


OCCUPATIONAL GROUPS

Three occupational groups have noticeably higher percentages of women than the statewide average of 48.9% – Administrative Support and Related (86.4%), Financial Services (70.0%), and Health Care Services (73.7%).

Four occupational groups have noticeably higher percentages of men than the statewide average of 51.1% – Enforcement and Protective Services (77.7%), Labor, Trades, and Crafts (79.1%), Medical (67.4%), and Physical Sciences and Engineering (79.6%).

Comparative Gender Percentages – General Government Departments

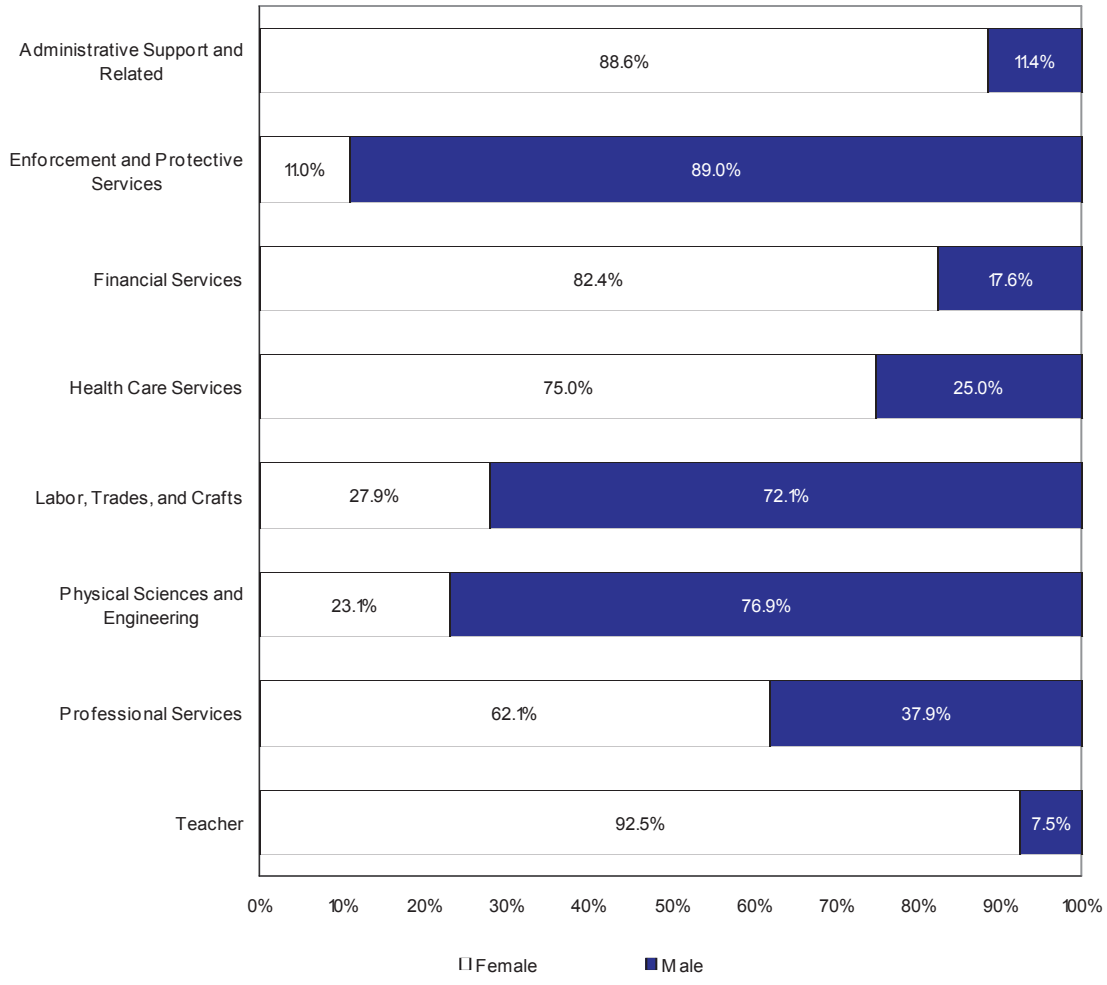


OCCUPATIONAL GROUPS

Three occupational groups have noticeably higher percentages of women than the statewide average of 48.9% – Administrative Support and Related (83.2%), Financial Services (62.4%), and Health Care Services (73.5%).

Four occupational groups have noticeably higher percentages of men than the statewide average of 51.1% – Enforcement and Protective Services (76.7%), Labor, Trades, and Crafts (86.0%), Medical (67.4%), and Physical Sciences and Engineering (80.1%).

Comparative Gender Percentages – Higher Education Institutions

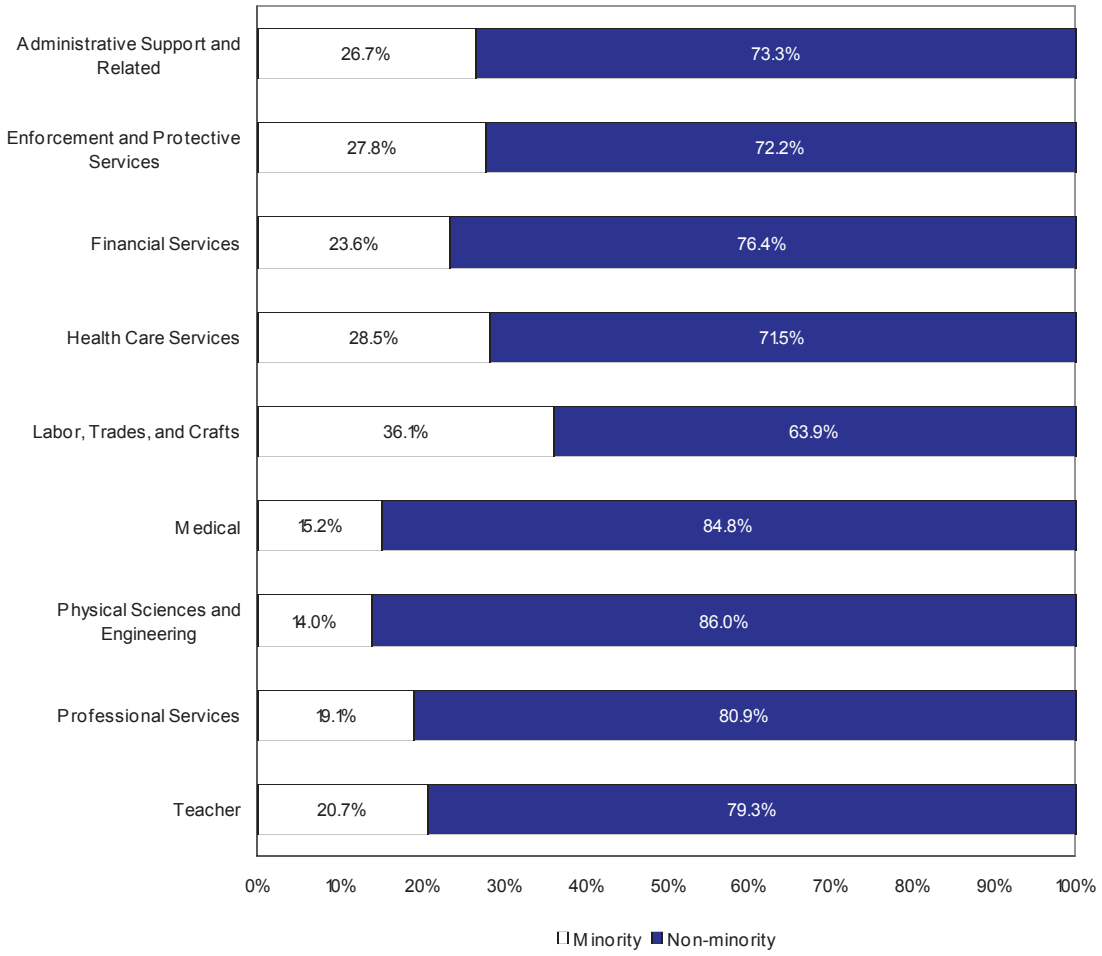


OCCUPATIONAL GROUPS

Five occupational groups have noticeably higher percentages of women in the workforce than the statewide average of 48.9% – Administrative Support and Related (88.6%), Financial Services (82.4%), Health Care Services (75.0%) Professional Services (62.1%), and Teacher (92.5%).

Three occupational groups have noticeably higher percentages of men than the statewide average of 51.1% – Enforcement and Protective Services (89.0%), Labor, Trades, and Crafts (72.1%), and Physical Sciences and Engineering (76.9%).

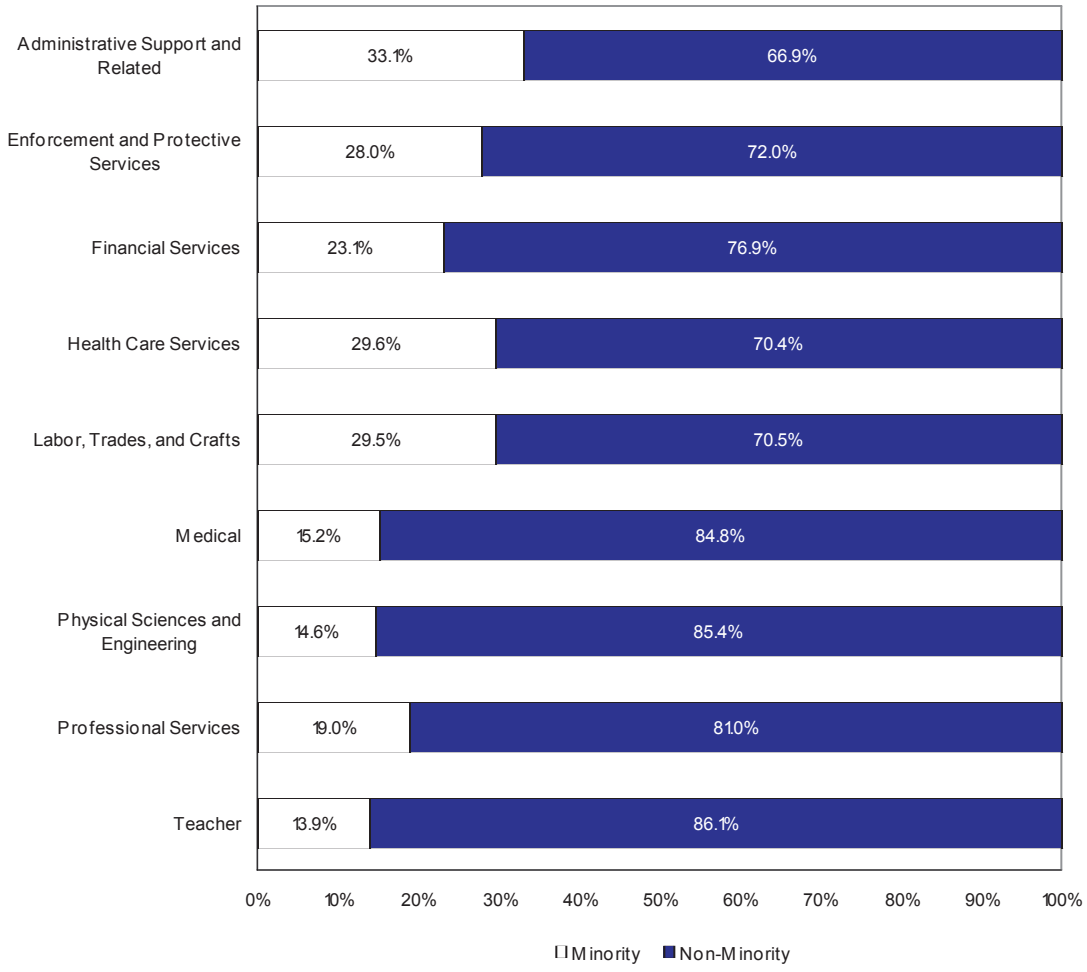
Comparative Minority/Non-minority Percentages – Statewide



OCCUPATIONAL GROUPS

Four occupational groups have minority representation above the statewide average of 25.8% – Administrative Support & Related (26.7%), Enforcement and Protective (27.8%), Health Care Services (28.5%), and Labor, Trades, and Crafts (36.1%).

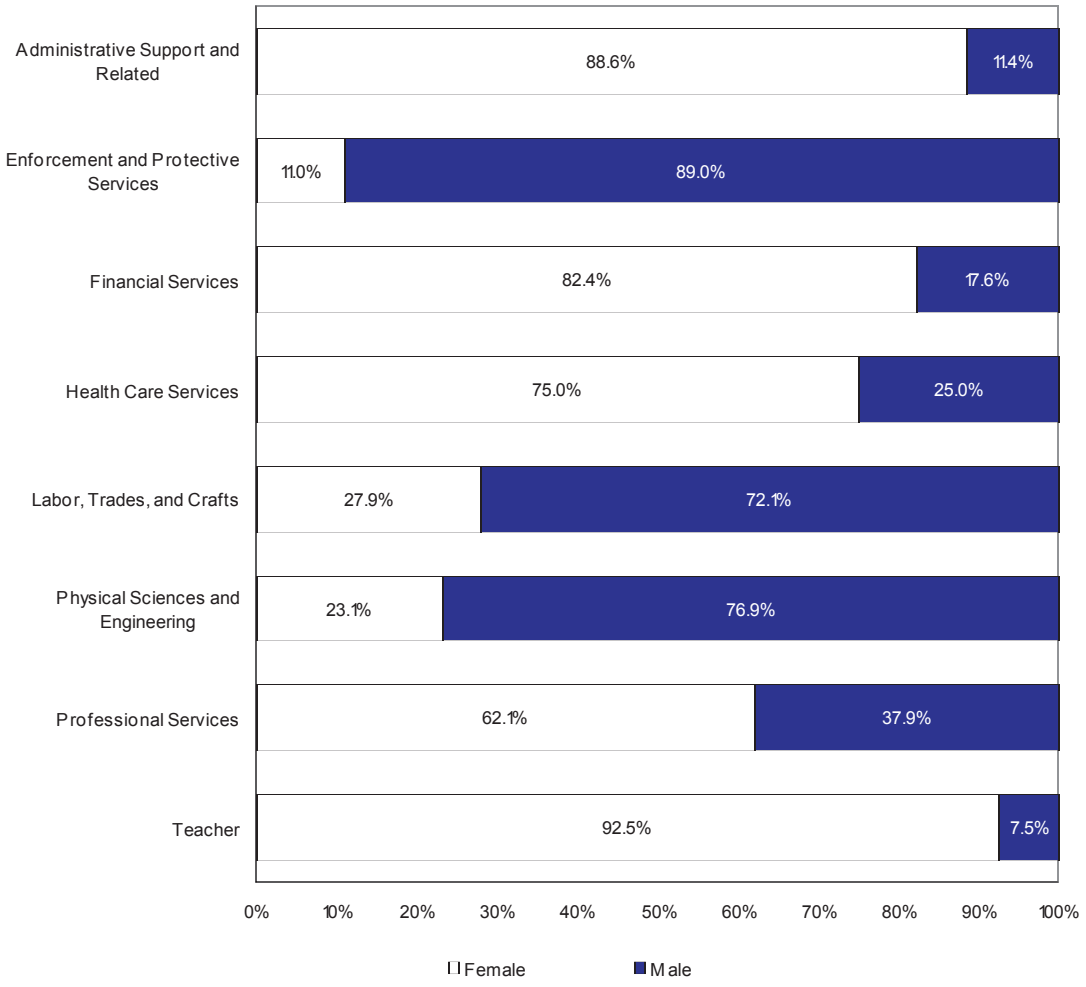
Comparative Minority/Non-minority Percentages – General Government Departments



OCCUPATIONAL GROUPS

Four occupational groups in general government have minority representation above the statewide average of 25.8% – Administrative Support & Related (33.1%), Enforcement and Protective Services (28.0%), Health Care Services (29.6%), and Labor, Trades, and Crafts (29.5)%.

Comparative Minority/Non-minority Percentages – Higher Education Institutions



OCCUPATIONAL GROUPS

Six occupational groups have minority representation above the statewide average of 25.8% – Administrative Support & Related (88.6%), Financial Services (82.4%), Health Care Services (75%), Labor, Trades, and Crafts (27.9%), Professional Services (62.1%), and Teacher group (92.5%).

Detailed Gender & Minority/Non-minority Statistics – Statewide

	Number of Employees	Percent of Employees	Average Annual Salary	Average Age	Average Years of Service
Administrative Support and Related					
Female	4,365	86.1%	$33,610	47.4	9.5
Male	703	13.9%	$32,788	44.1	8.3
Minority	1,355	26.7%	$33,432	44.0	9.4
Non-minority	3,713	73.3%	$33,519	48.0	9.3
Enforcement and Protective Services					
Female	1,330	22.9%	$44,698	40.8	6.9
Male	4,470	77.1%	$47,543	42.1	8.3
Minority	1,613	27.8%	$44,646	40.8	7.7
Non-minority	4,187	72.2%	$47,756	42.1	8.1
Financial Services					
Female	1,264	70.0%	$46,003	46.0	10.4
Male	543	30.0%	$56,509	46.2	10.2
Minority	426	23.6%	$44,907	43.8	10.0
Non-minority	1,381	76.4%	$50,472	46.8	10.5
Health Care Services					
Female	2,460	73.7%	$41,630	45.2	7.6
Male	878	26.3%	$42,259	45.7	9.0
Minority	950	28.5%	$37,199	44.2	7.8
Non-minority	2,388	71.5%	$43,624	45.8	8.0
Labor, Trades, and Crafts					
Female	1,119	20.9%	$25,469	46.6	8.3
Male	4,243	79.1%	$35,630	46.5	9.4
Minority	1,935	36.1%	$29,149	46.0	8.9
Non-minority	3,427	63.9%	$35,972	46.8	9.3
Medical					
Female	15	32.6%	$118,536	48.9	6.7
Male	31	67.4%	$116,784	52.7	7.4
Minority	7	15.2%	$123,231	50.3	8.5
Non-minority	39	84.8%	$116,301	51.7	6.9
Physical Sciences and Engineering					
Female	393	20.4%	$62,041	43.8	10.5
Male	1,534	79.6%	$65,750	46.6	12.7
Minority	269	14.0%	$62,197	44.5	12.4
Non-minority	1,658	86.0%	$65,448	46.3	12.2
Professional Services					
Female	4,303	54.8%	$52,736	46.9	11.8
Male	3,553	45.2%	$59,216	46.6	11.6
Minority	1,500	19.1%	$52,934	45.2	11.6
Non-minority	6,356	80.9%	$56,312	47.1	11.7
Teacher					
Female	134	57.8%	$37,367	45.3	6.0
Male	98	42.2%	$53,640	48.6	9.6
Minority	48	20.7%	$36,604	43.4	6.3
Non-minority	184	79.3%	$46,233	47.6	7.9

Occupational Groups

Except for the Medical occupational group, average annual salaries for general government employees are higher for non-minorities than for minorities in the other occupational groups.

In two of the nine represented groups – Administrative Support & Related and Medical group -- women have higher average salaries than men.

Detailed Gender & Minority/Non-minority Statistics – General Government Departments

	Number of Employees	Percent of Employees	Average Annual Salary	Average Age	Average Years of Service
Administrative Support and Related					
Female	1,938	83.2%	$34,212	46.1	9.0
Male	391	16.8%	$33,523	44.4	8.5
Minority	771	33.1%	$33,570	43.4	9.2
Non-Minority	1,558	66.9%	$34,357	47.0	8.8
Enforcement and Protective Services					
Female	1,312	23.3%	$44,600	40.8	6.9
Male	4,324	76.7%	$47,374	42.1	8.3
Minority	1,576	28.0%	$44,460	40.8	7.6
Non-Minority	4,060	72.0%	$47,608	42.2	8.1
Financial Services					
Female	699	62.4%	$51,770	45.6	11.1
Male	422	37.6%	$59,949	46.8	10.9
Minority	259	23.1%	$49,188	44.6	11.4
Non-Minority	862	76.9%	$56,550	46.5	10.9
Health Care Services					
Female	2,077	73.5%	$42,031	45.4	7.4
Male	750	26.5%	$43,293	45.8	9.3
Minority	838	29.6%	$37,743	44.3	8.0
Non-Minority	1,989	70.4%	$44,313	46.0	7.9
Labor, Trades, and Crafts					
Female	383	14.0%	$27,906	46.4	7.6
Male	2,344	86.0%	$38,134	46.6	9.7
Minority	804	29.5%	$32,762	46.0	9.1
Non-Minority	1,923	70.5%	$38,343	46.8	9.5
Medical					
Female	15	32.6%	$118,536	48.9	6.7
Male	31	67.4%	$116,784	52.7	7.4
Minority	7	15.2%	$123,231	50.3	8.5
Non-Minority	39	84.8%	$116,301	51.7	6.9
Physical Sciences and Engineering					
Female	321	19.9%	$64,312	43.2	10.4
Male	1,294	80.1%	$67,367	46.5	13.0
Minority	236	14.6%	$64,025	44.7	13.4
Non-Minority	1,379	85.4%	$67,228	46.0	12.3
Professional Services					
Female	2,812	51.5%	$55,364	46.5	11.4
Male	2,644	48.5%	$60,712	47.5	12.0
Minority	1,035	19.0%	$55,326	45.8	12.0
Non-Minority	4,421	81.0%	$58,571	47.3	11.7
Teacher					
Female	72	43.6%	$50,345	50.0	7.9
Male	93	56.4%	$55,118	49.3	9.9
Minority	23	13.9%	$51,819	49.2	9.5
Non-Minority	142	86.1%	$53,233	49.7	9.0

Occupational Groups

Except for the Medical occupational group, average annual salaries for general government employees are higher for non-minorities than for minorities in the other occupational groups.

The Administrative Support & Related group and the Medical group are the only two groups where women have higher average salaries than men.

Professional Services employees have a higher average salary and higher average years of service than the statewide averages of 45.6% and 9.7 years.

Detailed Gender & Minority/Non-minority Statistics – Higher Education Institutions

	Number of Employees	Percent of Employees	Average Annual Salary	Average Age	Average Years of Service
Administrative Support and Related					
Female	2,427	88.6%	$33,129	48.4	9.9
Male	312	11.4%	$31,869	43.8	8.0
Minority	584	21.3%	$33,249	44.8	9.6
Non-minority	2,155	78.7%	$32,914	48.7	9.7
Enforcement and Protective Services					
Female	18	11.0%	$51,864	40.5	9.2
Male	146	89.0%	$52,575	41.2	10.0
Minority	37	22.6%	$52,529	42.3	10.1
Non-minority	127	77.4%	$52,488	40.8	9.8
Financial Services					
Female	565	82.4%	$38,868	46.6	9.6
Male	121	17.6%	$44,512	44.1	7.9
Minority	167	24.3%	$38,268	42.5	7.7
Non-minority	519	75.7%	$40,377	47.3	9.8
Health Care Services					
Female	383	75.0%	$39,457	44.1	8.5
Male	128	25.0%	$36,201	45.3	7.3
Minority	112	21.9%	$33,128	43.5	6.2
Non-minority	399	78.1%	$40,189	44.7	8.7
Labor, Trades, and Crafts					
Female	736	27.9%	$24,201	46.7	8.6
Male	1,899	72.1%	$32,539	46.3	9.0
Minority	1,131	42.9%	$26,580	46.0	8.8
Non-minority	1,504	57.1%	$32,940	46.8	9.0
Physical Sciences and Engineering					
Female	72	23.1%	$51,917	46.5	11.3
Male	240	76.9%	$57,031	47.6	10.8
Minority	33	10.6%	$49,123	43.0	5.2
Non-minority	279	89.4%	$56,647	47.8	11.6
Professional Services					
Female	1,491	62.1%	$47,781	47.5	12.6
Male	909	37.9%	$54,865	43.8	10.3
Minority	465	19.4%	$47,611	43.9	10.7
Non-minority	1,935	80.6%	$51,150	46.7	12.0
Teacher					
Female	62	92.5%	$22,296	39.7	3.9
Male	5	7.5%	$26,150	37.1	2.9
Minority	25	37.3%	$22,607	38.0	3.4
Non-minority	42	62.7%	$22,570	40.4	4.1

Occupational Groups

In three groups, the average annual salary for non-minorities is slightly higher than that for minorities – Administrative Support and Related, Enforcement and Protective Services, and the Teacher group.

Females in two groups have average annual salary that are higher than the average annual salary of males – Administrative Support and Related and Health Care Services.

State of Colorado
Workforce Report FY 2003-2004

Analysis and Statistics Covering
the State Personnel System

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Electronic copies of the Workforce Report FY 2003-2004
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