



Colorado Department of Personnel & Administration

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GENERAL WORKFORCE STATISTICS

INTRODUCTION

The 2004-2005 Annual Workforce Report compiles data to help state executives assess their current departments' human capital and prepare them for future HR scenarios. The data for this and future reports is also the foundation for DHR to use as a workforce planning metric that will help the State of Colorado plan for future employment issues. The Division will use this data, compiled with projects in other states through the National Association of State Personnel Executives (NASPE) to begin the important work of planning for the state workforce of tomorrow.

Obviously, much of the workforce planning data can be altered by future situations that cannot be anticipated. However, there have been two interesting trends appearing in this year's statistics that bear continued observation.

First, even though as many as one third of the workforce are eligible to retire in the next five years, last year shows a significant number of retirement-eligible employees have continued working -- growing from 278 in FY 01-02 to 694 in FY 04-05. It's unclear why these individuals have continued to work, or how long they will remain working, however, it is a trend that reflects the tendency for older working professionals in the private industry to work into retirement.

Another significant trend to monitor is the average age of new hires has decreased from 41 years in FY 03-04 to 39 years in FY 04-05. Perhaps this is due to the local business climate in the last few years; or the impression that government provides a more stable work environment for employees who are entering a new stage in their career where work/life balance begins to have more meaning. Whatever the case, attracting a younger employee population could be important to long-term employment scenarios if the trend persists.

I hope you find this report provides you with valuable information to assist you in making your workforce planning decisions. More in-depth, detailed data by individual department and institution can be acquired by contacting Joy Lindsay at joy.lindsay@state.co.us.



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GENERAL WORKFORCE STATISTICS

GENERAL DATA ASSUMPTIONS

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 reported for non-state personnel system employees 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 includes only permanent full time and part-time employees in the state personnel system (other non-state personnel system employees such as administration and faculty of higher education, 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 2004-2005 data in this report are based on a June 30, 2005 download from EMPL, the state personnel system employee data base, and data provided by the University of Colorado (CU) and Colorado State University (CSU).

General department data includes 18 principal departments, 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 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.

GENERAL DATA ASSUMPTIONS

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.

Turnover data 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 benefits 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.
- Benefits data includes employees for one additional calendar month following their separation from employment.

Non-state personnel system employee information is derived from a payroll file that reports the number of paychecks that were issued to state employees. Only those employees paid through the Colorado Personnel Payroll System are included in this report.

GENERAL WORKFORCE STATISTICS

STATE PERSONNEL SYSTEM HIGHLIGHTS

General Statistics

United States Population	293,655,404
Colorado Population	4,601,403
Population Rank	22nd
Colorado Labor Force	2,142,644

Profile of State Personnel System Employees as of June 2005

	Statewide	General Government	Higher Education
Number of State Personnel Employees	31,345	22,070	9,275
Average Age of State Personnel Employees	45.7	45.3	46.7
Average Length of Service of State Personnel Employees	9.8	9.6	10.3
Average Annual Salary of State Personnel Employees	\$46,567	\$49,550	\$39,471
Percent Minorities of State Personnel Employees	25.4%	25.4%	25.6%
Percent Females of State Personnel Employees	48.8%	44.2%	59.7%

Retirement Eligibility & Turnover of State Personnel System Employees

	Statewide	General Government	Higher Education
Percent of State Personnel Employees Eligible to Retire within the next Five Years	34.2%	32.4%	38.4%
Annual Turnover Rate (FY 04-05)	11.8%	11.3%	13.2%

State of Colorado Non-State Personnel System Workforce Information

	Statewide	General Government	Higher Education
Full-Time, Non-State Personnel System Employees (Includes Judicial and Legislative employees)	17,596	3,413	14,183
Part-Time, Non-State Personnel System Employees (Includes Judicial and Legislative employees)	25,179	1,749	23,430

Group Insurance Plan Eligibility & Enrollment

	Statewide	General Government	Higher Education
Employees Eligible for Benefits	36,431	26,799	9,632
Employees Enrolled for Medical Benefits	23,997	19,286	4,711
Employees Enrolled for Dental Benefits	28,955	23,240	5,715

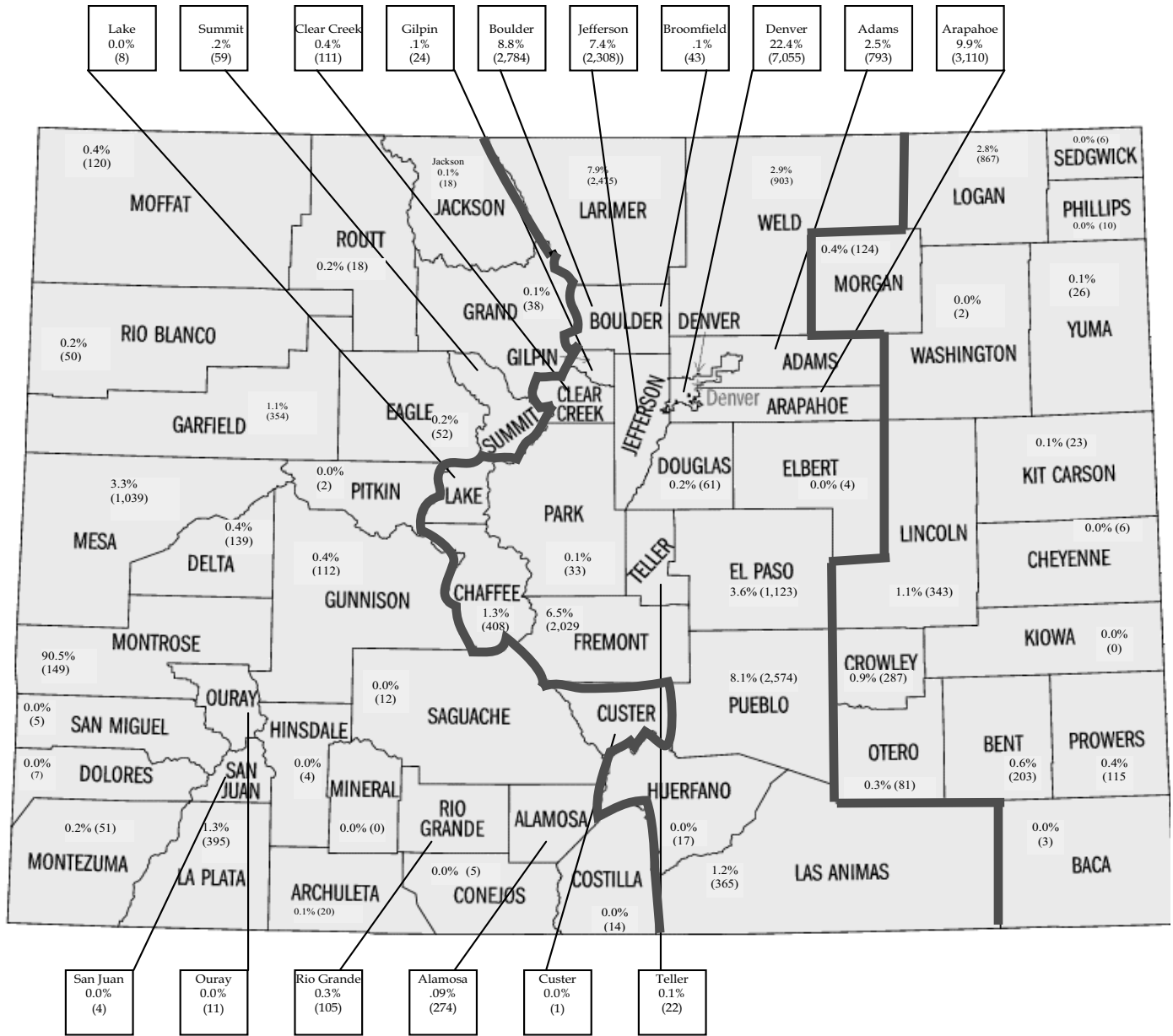
STATEWIDE HIGHLIGHTS

General government has experienced an increase in the number of employees by 148 over the last year, the first increase in three years.

Statewide, the number of classified employees decreased by 91 from FY 03-04 to FY 04-05.

The number of higher education employees decreased by 239.

GENERAL WORKFORCE STATISTICS



The state has employees in 62 of Colorado’s 64 counties.

No state employees work in Kiowa and Mineral Counties. More than half (51.5%) work in the Denver/Boulder Metropolitan Area (Adams, Arapahoe, Boulder, Denver, Douglas, and Jefferson counties.)

The Front Range – an area that includes 21 counties in the central portion of the state delineated by the red lines on the map employs 83.7% of the State’s workforce.

GENERAL WORKFORCE STATISTICS

Department	Number of Employees	Percent of Total General Government Employees	Average Annual Salary	Average Age	Average Years of Service
Dept of Agriculture	234	1.06%	\$49,531	46.8	11.8
Dept of Corrections	5,527	25.04%	\$47,322	43.9	7.9
Dept of Education	155	0.70%	\$41,713	46.5	9.5
Dept of Health Care Policy & Financing	194	0.88%	\$58,215	43.6	5.6
Dept of Human Services	5,117	23.19%	\$44,505	45.5	9.1
Dept of Labor & Employment	1,081	4.90%	\$51,503	47.9	10.3
Dept of Law	132	0.60%	\$50,336	47.6	9.4
Dept of Local Affairs	170	0.77%	\$59,403	46.6	9.2
Dept of Military & Veterans Affairs	104	0.47%	\$47,822	49.1	7.3
Dept of Natural Resources	1,383	6.27%	\$56,460	45.5	11.7
Dept of Personnel & Administration	508	2.30%	\$53,743	46.7	11.1
Dept of Public Health & Environment	1,127	5.11%	\$60,288	46.5	9.9
Dept of Public Safety	1,223	5.54%	\$54,640	40.9	10.2
Dept of Regulatory Agencies	496	2.25%	\$58,956	48.3	10.3
Dept of Revenue	1,370	6.21%	\$48,285	47.0	10.9
Dept of State	111	0.50%	\$48,069	43.8	6.1
Dept of Transportation	3,061	13.87%	\$49,722	46.3	11.1
Dept of Treasury	23	0.10%	\$56,427	46.7	9.6
Governor's Office	2	0.01%	\$53,292	48.4	18.1
State Auditor's Office	52	0.24%	\$58,834	35.3	4.8
ALL DEPARTMENTS	22,070		\$49,550	45.3	9.6

OVERALL AVERAGES GENERAL GOVERNMENT DEPARTMENTS

The Department of Corrections and Department of Human Services experienced the largest increases in number of employees from FY 03-04 to FY 04-05, 58 and 49, respectively.

The Department of Labor & Employment experienced the largest decrease in number of employees over the year (20).

GENERAL WORKFORCE STATISTICS

Institution	Number of Employees	Percent of Total Higher Education Employees	Average Annual Salary	Average Age	Average Years of Service
Colorado Commission On Higher Education	4	0.04%	\$39,969	52.9	19.1
Colorado Historical Society	35	0.38%	\$38,699	46.5	11.4
Colorado College Access Network	30	0.32%	\$39,758	50.9	12.3
Adams State College	107	1.15%	\$33,114	45.2	9.7
Arapahoe Community College	83	0.89%	\$33,385	46.3	6.8
Auraria Higher Education Center	258	2.78%	\$36,656	46.5	9.7
Colorado Community College System	90	0.97%	\$45,869	47.9	11.7
Colorado Northwestern Community College	29	0.31%	\$34,025	45.0	9.6
Colorado School of Mines	266	2.87%	\$42,179	48.1	8.8
Colorado State University	2,178	23.48%	\$39,158	46.9	11.2
Colorado State University - Pueblo	115	1.24%	\$37,833	47.3	12.4
Community College of Aurora	49	0.53%	\$36,552	47.4	9.1
Community College of Denver	44	0.47%	\$39,461	44.0	9.2
Fort Lewis College	155	1.67%	\$36,274	46.9	8.2
Front Range Community College	214	2.31%	\$33,529	47.5	7.6
Lamar Community College	21	0.23%	\$32,697	50.4	11.1
Mesa State College	107	1.15%	\$31,641	48.4	7.1
Metropolitan State College of Denver	231	2.49%	\$44,256	46.1	11.2
Morgan Community College	18	0.19%	\$29,907	46.3	6.5
Northeastern Junior College	51	0.55%	\$31,240	50.2	11.7
Otero Junior College	27	0.29%	\$30,303	46.6	13.3
Pikes Peak Community College	220	2.37%	\$35,713	44.1	7.6
Pueblo Community College	105	1.13%	\$32,626	47.1	9.4
Red Rocks Community College	95	1.02%	\$35,615	46.9	8.5
Trinidad State Junior College	37	0.40%	\$34,985	50.5	15.7
University of Colorado - All Sites	4,123	44.45%	\$41,393	46.3	10.2
University of Northern Colorado	520	5.61%	\$36,592	47.1	10.9
Western State College	63	0.68%	\$38,397	46.2	10.9
ALL INSTITUTIONS	9,275		\$39,471	46.7	10.3

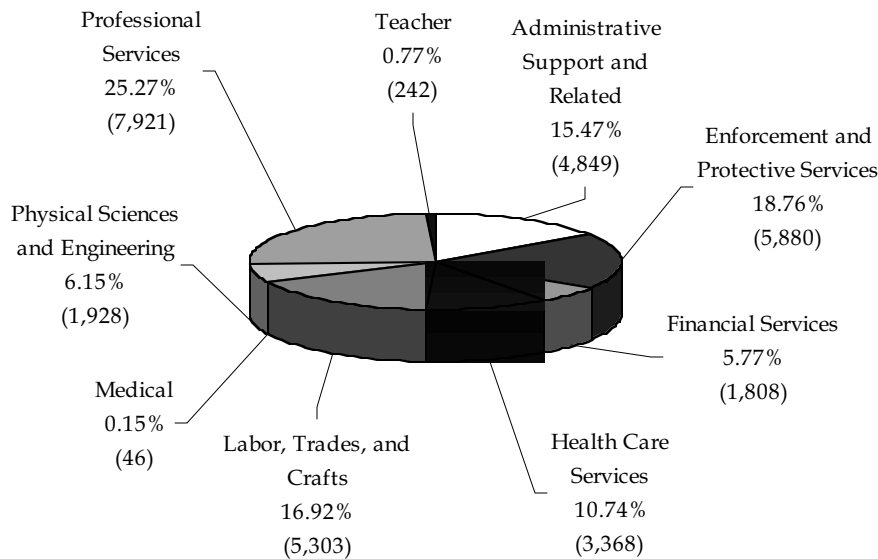
OVERALL AVERAGES HIGHER EDUCATION INSTITUTIONS

Colorado College Access Network reorganized some functional areas resulting in a reduction of staff in FY 04-05. In addition, when classified employees promote or transfer within the agency they go into non-state personnel system positions.

Five institutions experienced a negligible increase in the number of employees, from 1-3 each. Metropolitan State College of Denver experienced the largest increase in number of classified employees (6).

GENERAL WORKFORCE STATISTICS

Percent and Number of Employees - Statewide



OCCUPATIONAL GROUPS STATEWIDE

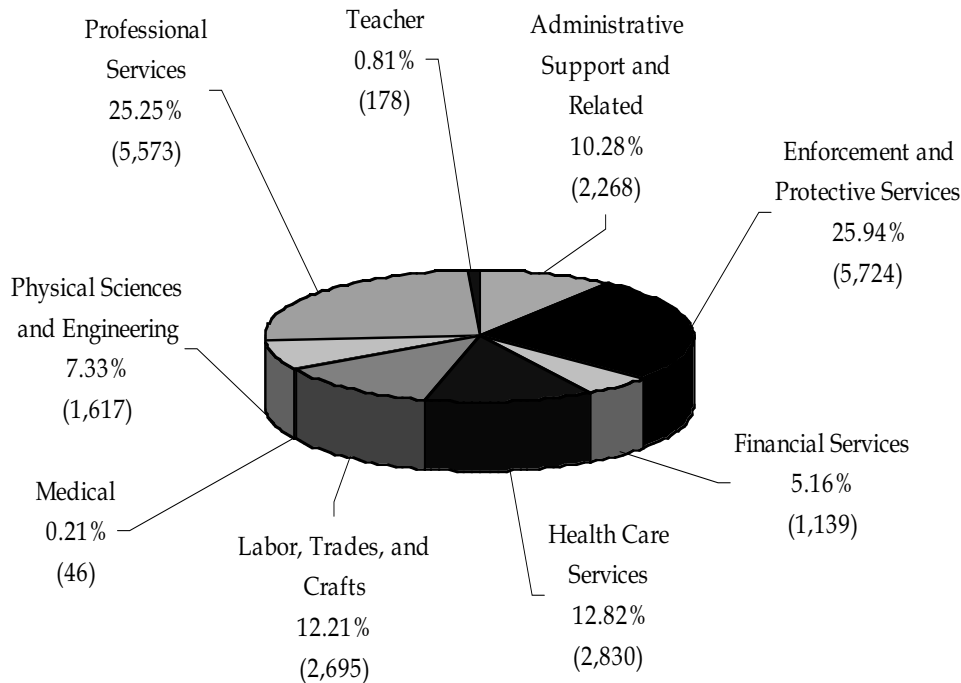
The highest average salaries are reported in the Medical and Physical Sciences and Engineering groups. The lowest salaries are reported in the Administrative Support and Related and the Labor, Trades, and Crafts groups. Enforcement & Protective Services continues to have the lowest average age of all occupational groups – 41.9.

The Teacher group has the lowest recorded average years of service for all occupational groups – 7.4 years.

Statewide					
Occupational Group	Number of Employees	Percent	Average Annual Salary	Average Age	Average Years of Service
Administrative Support and Related	4,849	15.47%	\$34,367	47.2	9.6
Enforcement and Protective Services	5,880	18.76%	\$47,766	41.9	8.1
Financial Services	1,808	5.77%	\$50,027	46.2	10.3
Health Care Services	3,368	10.74%	\$42,730	45.4	7.9
Labor, Trades, and Crafts	5,303	16.92%	\$34,291	46.7	9.2
Medical	46	0.15%	\$120,894	51.6	7.8
Physical Sciences and Engineering	1,928	6.15%	\$66,667	46.3	12.2
Professional Services	7,921	25.27%	\$56,919	46.8	11.7
Teacher	242	0.77%	\$45,389	47.0	7.4
Statewide	31,345	100.00%	\$46,567	45.7	9.8

GENERAL WORKFORCE STATISTICS

**Percent and Number of Employees - General Government
Departments**



General Government Departments					
Occupational Group	Number of Employees	Percent	Average Annual Salary	Average Age	Average Years of Service
Administrative Support and Related	2,268	10.28%	\$34,845	46.2	9.0
Enforcement and Protective Services	5,724	25.94%	\$47,623	41.9	8.0
Financial Services	1,139	5.16%	\$55,530	46.0	10.5
Health Care Services	2,830	12.82%	\$43,325	45.7	7.8
Labor, Trades, and Crafts	2,695	12.21%	\$37,523	46.8	9.3
Medical	46	0.21%	\$120,894	51.6	7.8
Physical Sciences and Engineering	1,617	7.33%	\$68,326	46.0	12.4
Professional Services	5,573	25.25%	\$59,109	47.1	11.4
Teacher	178	0.81%	\$53,376	49.6	8.6
General Government Overall	22,070		\$49,550	45.3	9.6

OCCUPATIONAL GROUPS GENERAL GOVERNMENT

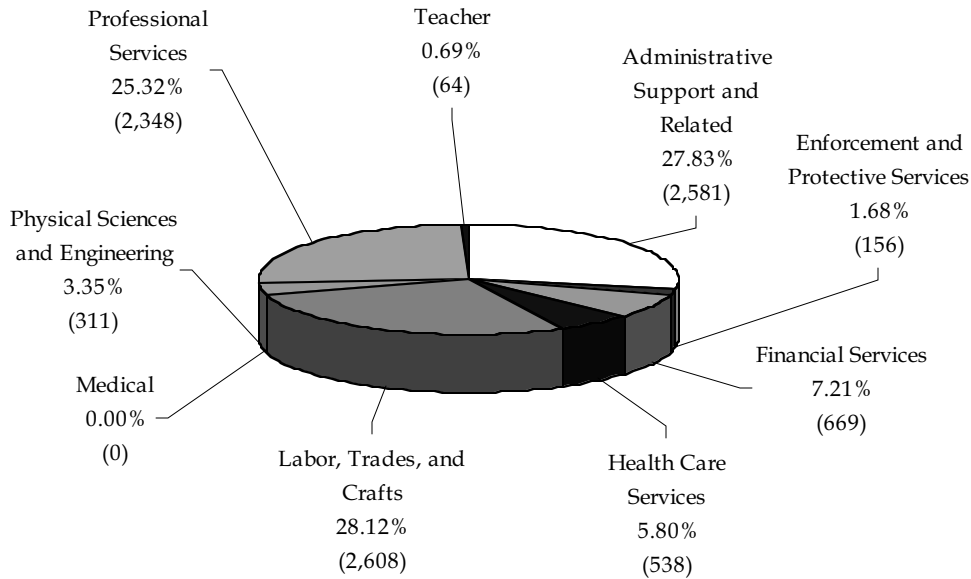
The Professional Services group and Enforcement and Protective Services group have the largest percent of employees, each with approximately 25 percent of government employees in the state personnel system.

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

The highest average ages occur in the Medical and Teacher groups, 51.6 years and 49.6 years, respectively. Both are above the statewide average of 45.7.

GENERAL WORKFORCE STATISTICS

Percent and Number of Employees - Higher Education Institutions



OCCUPATIONAL GROUPS HIGHER EDUCATION INSTITUTIONS

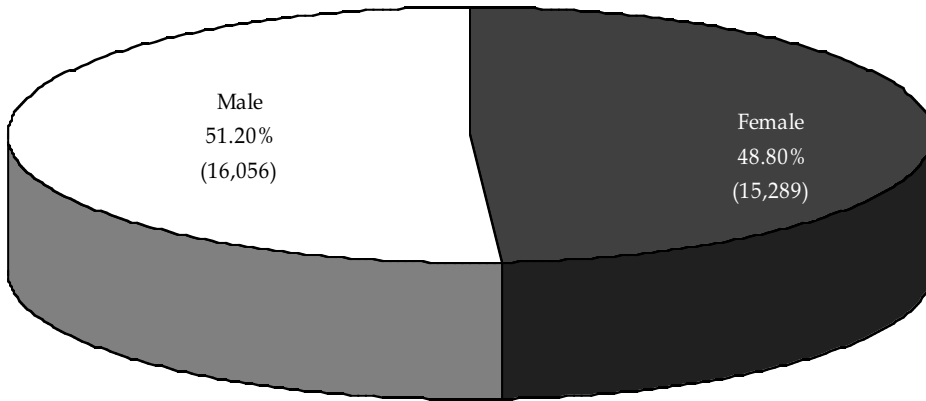
The Professional Services group has the highest average years of service – 12.3 years. The highest average age occurs in the Administrative Support and Related group – 48.2

Only two groups have an average age lower than the statewide average age of 45.7 years – Enforcement and Protective Services (41.9) and the Teacher Group (39.7).

By Higher Education Institutions					
Occupational Group	Number of Employees	Percent	Average Annual Salary	Average Age	Average Years of Service
Administrative Support and Related	2,581	27.83%	\$33,948	48.2	10.2
Enforcement and Protective Services	156	1.68%	\$53,001	41.6	10.3
Financial Services	669	7.21%	\$40,658	46.4	9.9
Health Care Services	538	5.80%	\$39,601	44.3	8.3
Labor, Trades, and Crafts	2,608	28.12%	\$30,951	46.6	9.1
Medical	0	0.00%	na	na	na
Physical Sciences and Engineering	311	3.35%	\$58,038	47.9	11.0
Professional Services	2,348	25.32%	\$51,721	46.1	12.3
Teacher	64	0.69%	\$23,177	39.7	4.3
Higher Education Overall	9,275		\$39,471	46.7	10.3

GENERAL WORKFORCE STATISTICS

Percent and Number of Employees - Statewide



GENDER STATEWIDE

Statewide, the percent of females and males have remained consistent from FY 03-04 to FY 04-05

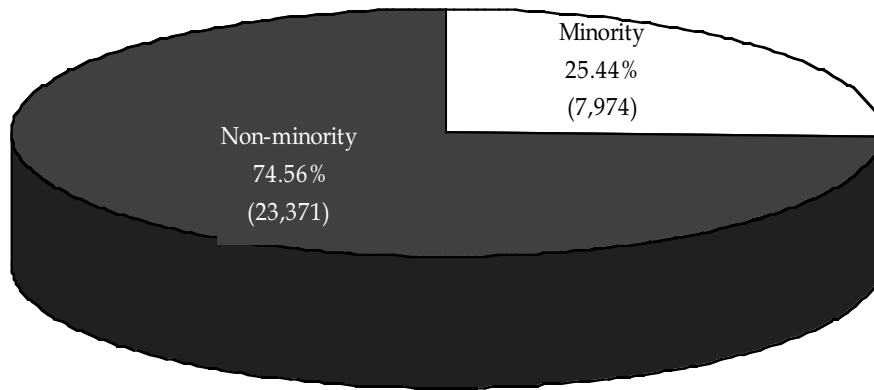
Similarly, the average age and years of service remain fairly consistent from FY 03-04 to FY 04-05.

The average salary for women increased by 2.8% compared to salary increases for men of 2.3%.

Gender	Number of Employees	Percent	Average Annual Salary	Average Age	Average Years of Service
Female	15,289	48.80%	\$43,650	46.2	9.7
Male	16,056	51.20%	\$49,345	45.3	9.8
TOTAL	31,345		\$46,567	45.7	9.8

GENERAL WORKFORCE STATISTICS

Percent and Number of Employees - Statewide



Statewide					
Ethnicity	Number of Employees	Percent	Average Annual Salary	Average Age	Average Years of Service
Minority	7,974	25.44%	\$41,462	44.36	9.56
Non-minority	23,371	74.56%	\$48,309	46.20	9.80
TOTAL	31,345		\$46,567	45.70	9.80

MINORITY/NON-MINORITY STATEWIDE

Average annual salaries for both minorities and non-minorities increased by 2.8% and 2.4%, respectively.

On average, the gap of combined age and years of service between minorities and non-minorities is trending down — 2.1% years less than that of non-minorities for FY 04-05. In FY 03-04 the difference was 2.6 years and for FY 02-03 the difference was 3.1 years.

WORKFORCE TRENDS

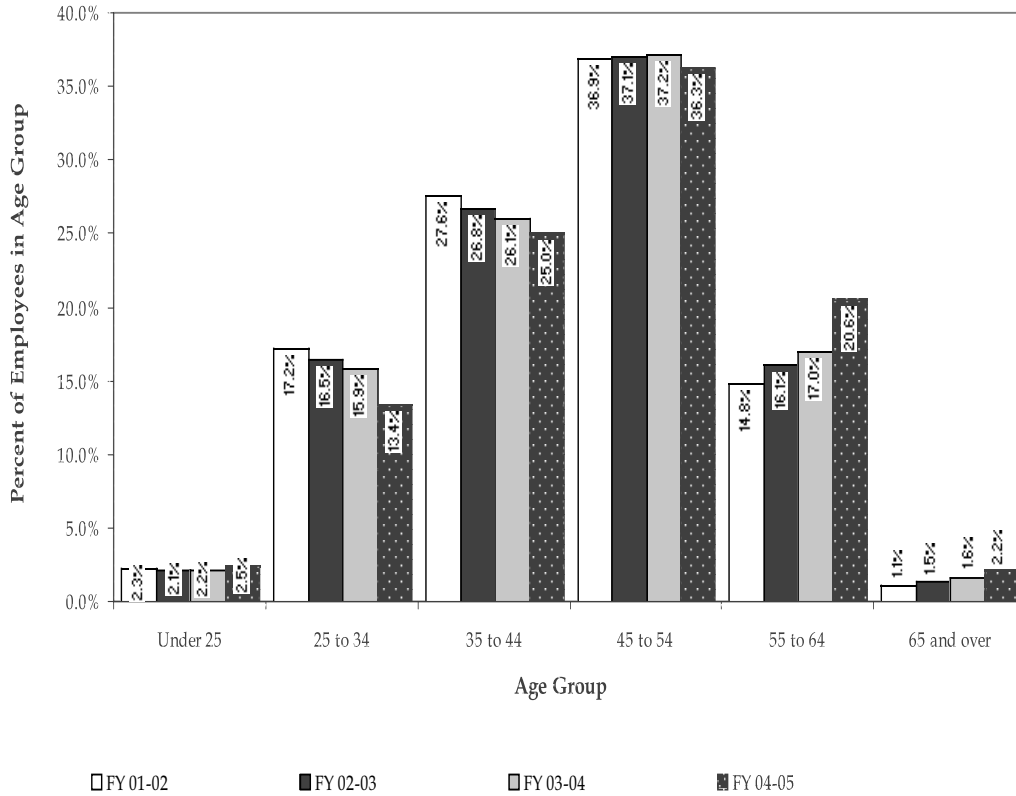
The Workforce Trends section tracks the age of the state's workforce by analyzing potential retirement eligibility. Much has been published recently about the aging workforce, and this issue poses succession planning challenges for the State of Colorado as an employer.

The charts in the Retirement Projections section illustrate the number and percent of employees currently eligible for full retirement, for reduced retirement, and those who will be eligible for retirement in the next one to five years. This does not take into account those employees who may have purchased service credit or who have worked for other PERA employers.

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.

GENERAL WORKFORCE STATISTICS

Age Distribution Comparison FY 01-02, FY 02-03, FY 03-04 and FY 04-05



AGE DISTRIBUTION STATEWIDE: FOUR-YEAR GLANCE

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 46.8. Average age is 45.7.

More than half (56.4%) of state personnel system employees are 45 years or older.

AT A GLANCE:

The percentage of state personnel system employees who are younger than 35 has decreased from 19.5% (5,053) in FY 01-02 to 15.9% (4,972) in FY 04-05.

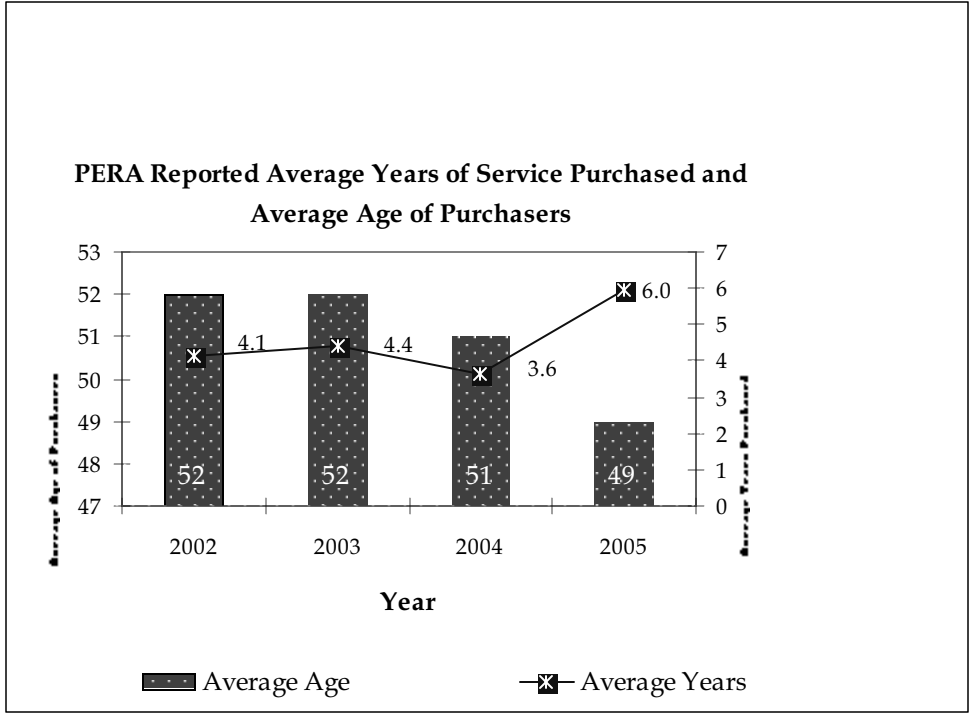
The percent in the age group 45 to 54 has remained relatively consistent, with 36.9% in FY 01-02 and 36.3% in FY 03-04.

The percent of those in the 55 to 65 age group has increased from 14.8% (3,835) in FY 01-02 to 20.6% (6,447) in FY 04-05.

The percent of those in the 65 and over age group has doubled from 1.1% of the total number of employees in FY 01-02 to 2.2% of the total number of employees in FY 04-05. This represents an increase in number from 278 to 694 employees.

The average age of new hires has dropped from 41.1 years to 39.2 years.

WORKFORCE TRENDS

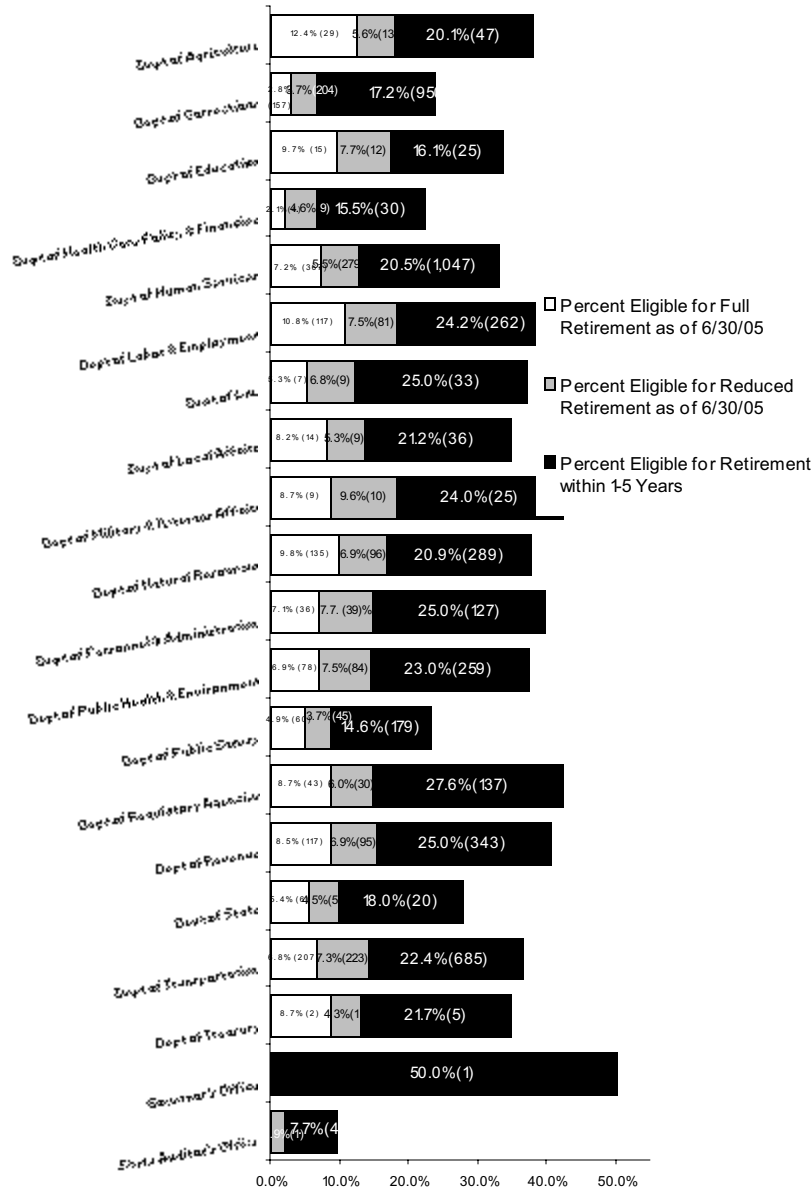


AT A GLANCE:

The chart illustrates that employees continue to purchase service years which brings them closer to retirement. Data shows that the average years of actual service recorded by retired employees upon their retirement date is less than 20 years (19.7 years on average). Twenty years of service is required to be eligible for PERA retirement (reduced); therefore, there are .3 years (3.6 months on average) of PERA service credit employees are purchasing. These purchased service years are not accounted for in the following retirement projections. As of November 1, 2005, the cost to purchase service years increased significantly, which may reduce the average number of years employees purchase in future years.

WORKFORCE TRENDS

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



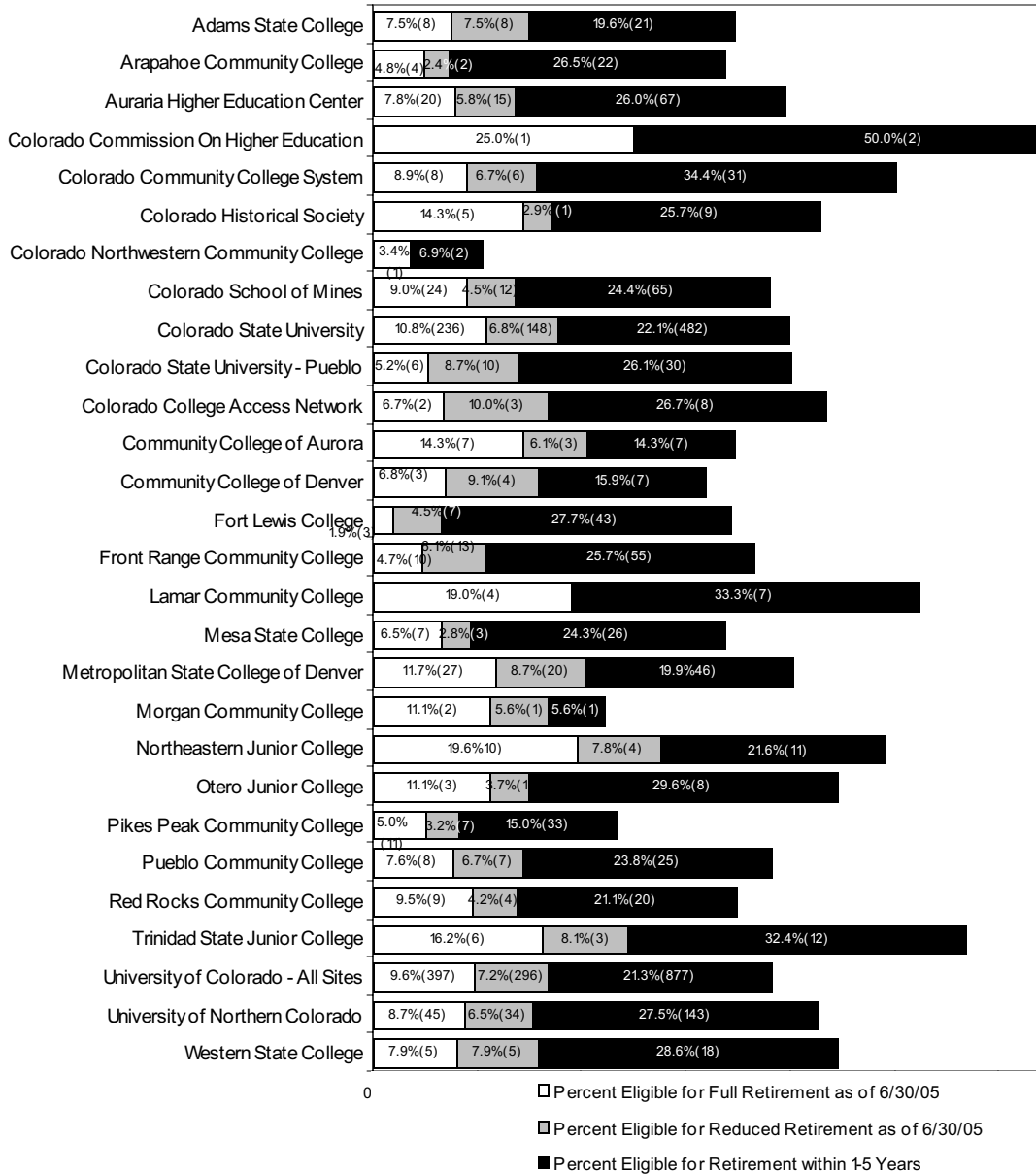
RETIREMENT PROJECTIONS: GENERAL GOVERNMENT

Within the next five years, 14 general government departments have the potential of more than a third of their workforce becoming eligible for retirement.

Only six general government departments – Corrections, Health Care Policy & Finance, Human Services, Public Safety, State and the State Auditor's Office - have less than a third of employees who will be eligible for retirement in the next five years.

WORKFORCE TRENDS

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



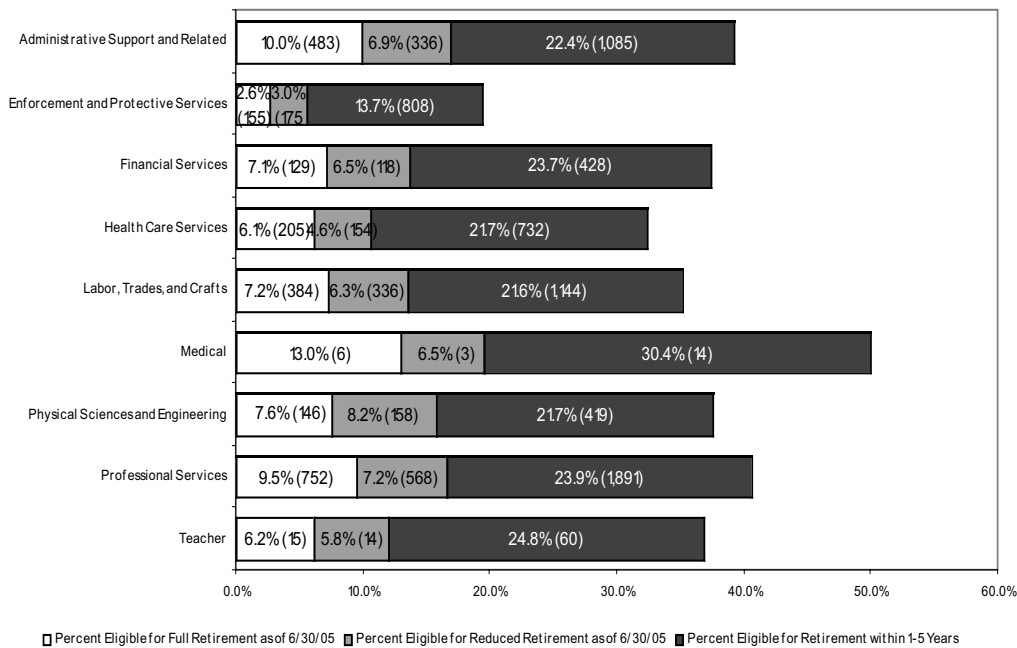
RETIREMENT PROJECTIONS: HIGHER EDUCATION INSTITUTIONS

Within the next five years, 24 of the 28 higher education institutions have the potential of over a third of their workforce becoming eligible for retirement.

Only four institutions – Colorado Northwestern Community College, Community College of Denver, Morgan Community College, and Pike’s Peak Community College, have less than a third of employees who will be eligible for retirement within the next five years.

WORKFORCE TRENDS

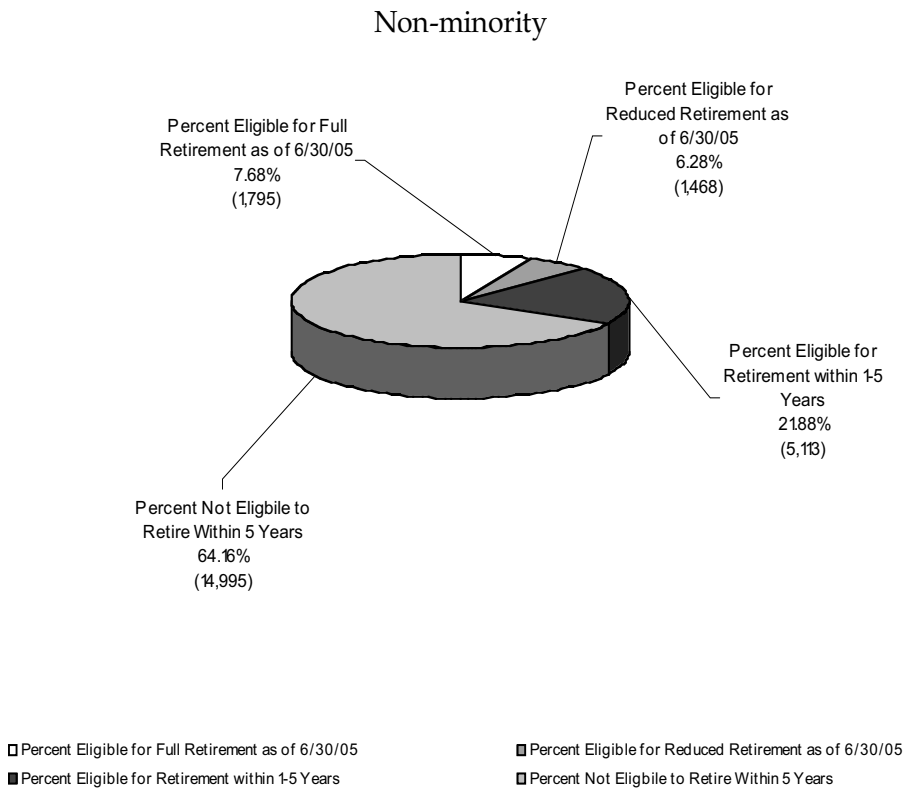
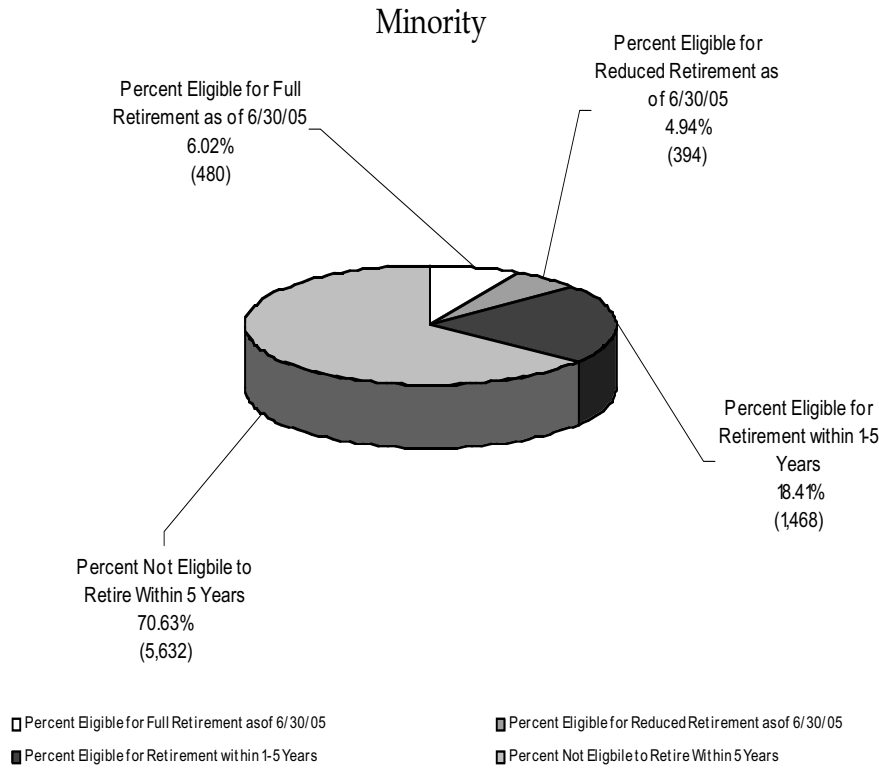
Percent and Number of Retirement Eligible Employees by Occupational Group in the Next Five Years*



RETIREMENT PROJECTION BY OCCUPATIONAL GROUP

Even though the Medical group has the smallest number of employees (46), it is important to note that 50% of the employees in this group could retire within the next five years. The Professional Services group, the largest occupational group, will have 40.5% retirement eligible employees in the next five years, representing 3,211 employees. This one group of five-year retirement eligible employees represents more than 10% of the entire state personnel system workforce. As of June 30, 2005, 819 employees in the Administrative and Support Related occupation group are eligible for full or reduced retirement. Another 1,085 will become eligible within the next five years.

WORKFORCE TRENDS

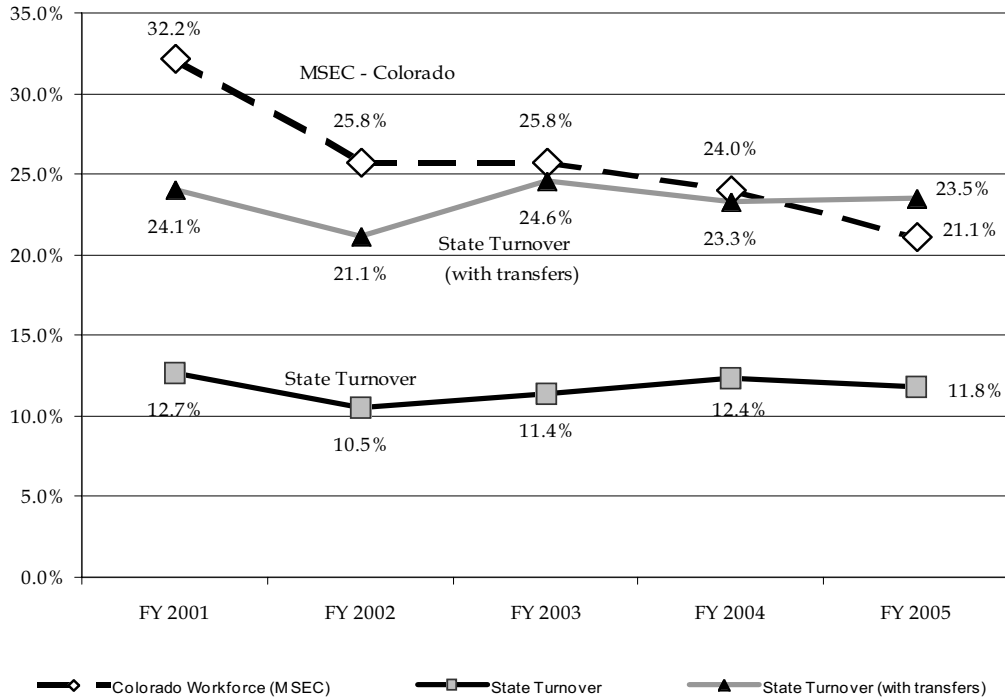


RETIREMENT PROJECTIONS BY MINORITY/NON-MINORITY

Within five years, 35.8% of non-minority employees will be eligible to retire compared to 29.4% of minority employees.

WORKFORCE TRENDS

Comparison of Turnover Rates for State Personnel System Employees and the Overall Colorado Workforce 2001 to 2005*



The chart also shows both the turnover rate for employees who leave the state personnel system and those who transfer within state government to compare with MSEC data.

Mountain States Employers Council (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 transfers remain employees of state government.

Data represents only permanent employees.

Includes CU and CSU data for FY 03-04 and FY 04-05. CU and CSU data was not available in previous years.

SEPARATIONS: OVERALL HISTORY

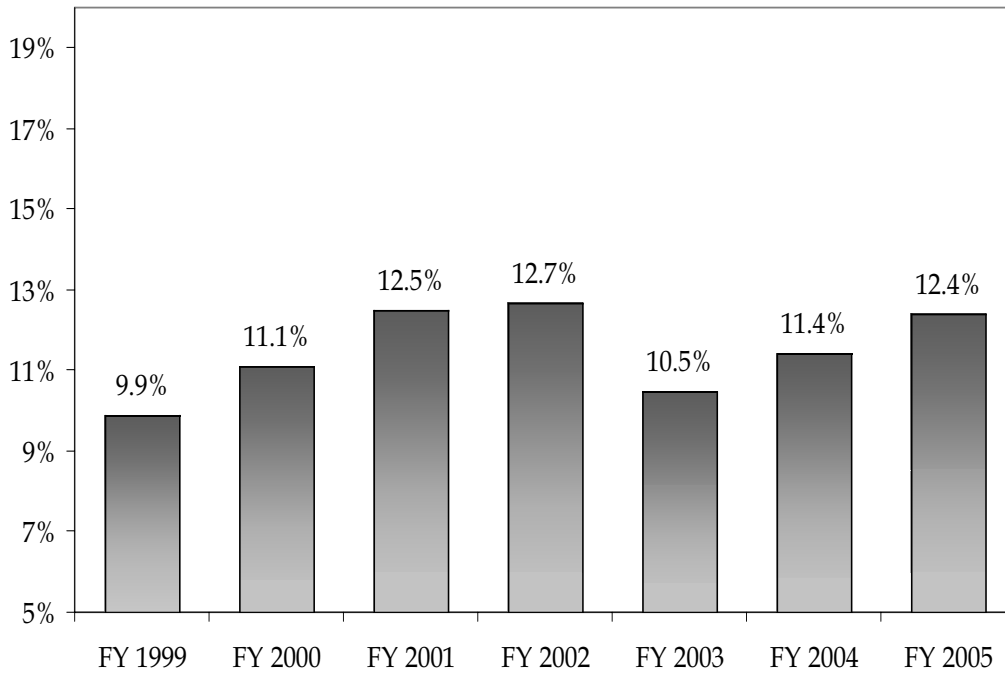
When combining the number of state-defined separations with the number of employees who transferred within the state, the turnover rate becomes 23.5%.

This is 2.4% above the overall Mountain States Employer's Council (MSEC) turnover rate of 21.1% for 2004.

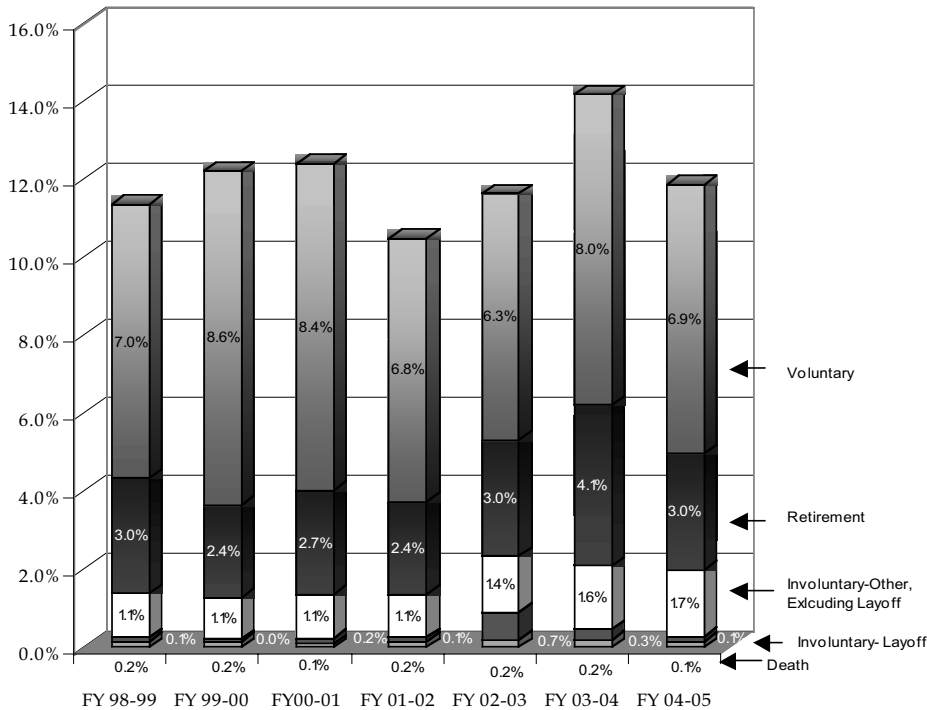
Turnover in terms of employees leaving state government is 11.8% (3,710).

WORKFORCE TRENDS

Separation Rate from FY 1999 to FY 2005



SEVEN YEAR TURNOVER TREND BY TYPE



SEPARATIONS BY TYPE

There is an increase in the number of employees who left state employment for voluntary reasons and because of retirement in FY 03-04. It should be noted that FY 02-03 and FY 03-04 are the time periods when employees were offered incentives to leave state employment in lieu of a layoff. These events may have had an impact on the higher percent of separations in FY 03-04.

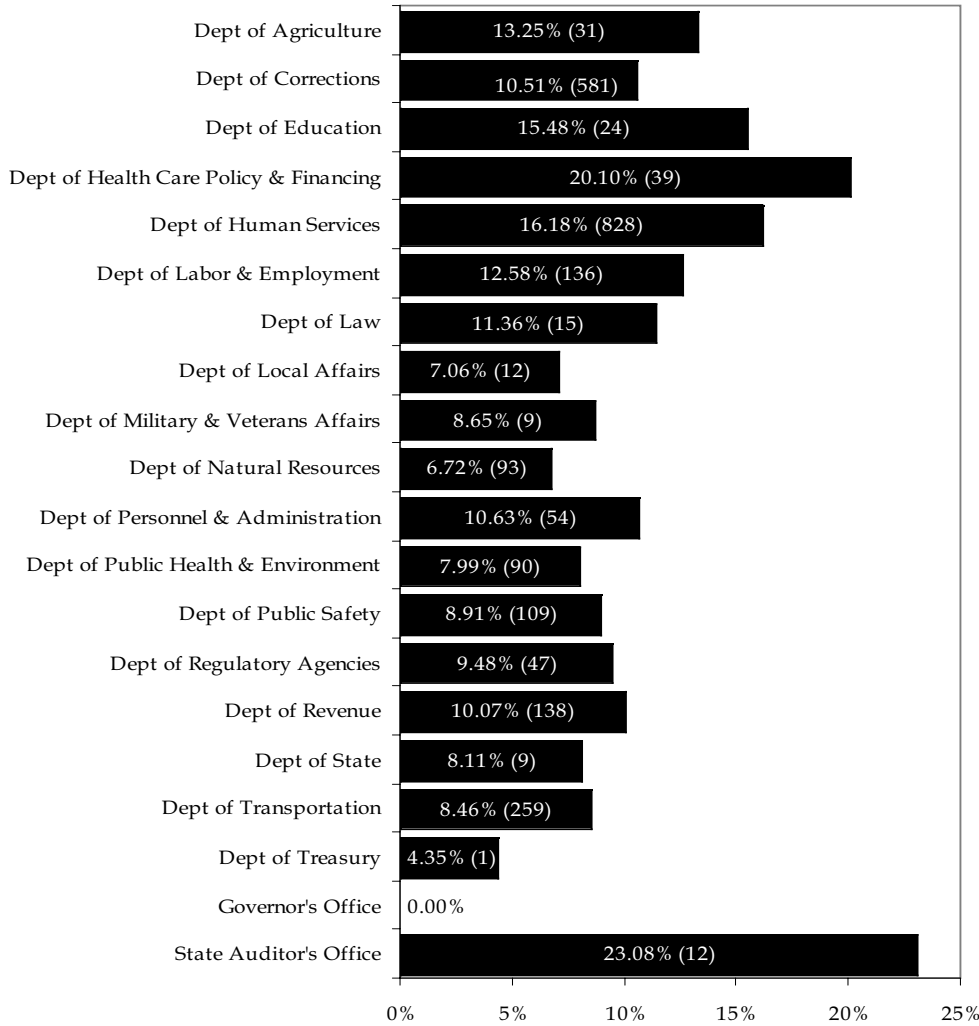
The statewide category of "involuntary" separations includes disciplinary terminations, conflict of interest, negotiated termination, military, and layoff.

The number of "Involuntary" separations remained fairly steady in the past two fiscal years – 533 for FY 03-04 and 525 for FY 04-05.

Since 1999 the number of layoffs has varied up and down with a noticeable increase in FY 2003. Although the number of layoffs has decreased since 2003, the number for 2005 is nearly twice that of FY 1999 and three times that of FY 2000.

WORKFORCE TRENDS

Percent and Number of Separations within Each General Government Department



SEPARATIONS BY GENERAL GOVERNMENT DEPARTMENT

The turnover rate for general government departments for FY 04-05 is 11.3%

The state turnover rate is strongly influenced by the sheer number of turnovers within the Department of Human Services, which was 828.

By excluding Human Services turnover, the turnover rate for the remaining departments would be 9.8%.

WORKFORCE TRENDS

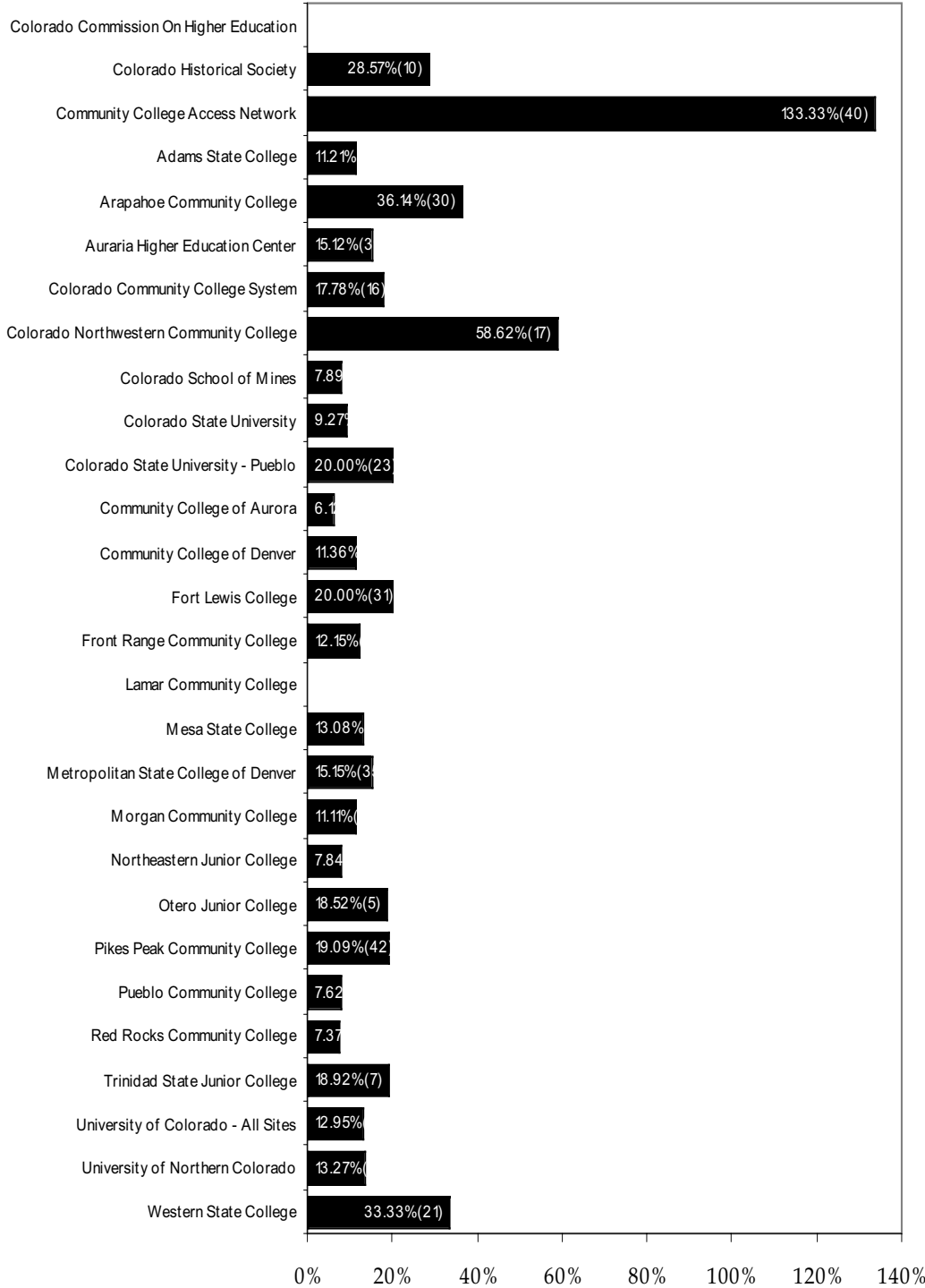
Percent of Separations by Department from FY 01 - FY 05					
Department	FY 01	FY 02	FY 03	FY 04	FY 05
Dept Of Agriculture	8%	8.9%	14.1%	10.0%	13.2%
Dept Of Corrections	10%	8.5%	11.2%	11.0%	10.5%
Dept Of Education	14%	16.1%	14.5%	7.5%	15.5%
Dept Of Health Care Policy & Financing	15%	11.3%	13.4%	21.1%	20.1%
Dept Of Human Services	18%	13.8%	15.2%	17.3%	16.2%
Dept Of Labor & Employment	11%	9.5%	9.6%	10.4%	12.6%
Dept Of Law	13%	12.1%	8.3%	10.6%	11.4%
Dept Of Local Affairs	13%	8.1%	13.6%	12.9%	7.1%
Dept Of Military & Veterans Affairs	52%	18.8%	16.5%	8.9%	8.7%
Dept Of Natural Resources	7%	5.8%	6.6%	6.1%	6.7%
Dept Of Personnel & Administration	15%	13.0%	10.7%	10.0%	10.6%
Dept Of Public Health & Environment	13%	9.5%	9.2%	9.8%	8.0%
Dept Of Public Safety	10%	7.8%	9.3%	11.3%	8.9%
Dept Of Regulatory Agencies	11%	8.0%	9.9%	10.8%	9.5%
Dept Of Revenue	11%	11.0%	10.5%	11.9%	10.1%
Dept Of State	11%	15.4%	9.9%	16.7%	8.1%
Dept Of Transportation	8%	7.3%	7.3%	8.8%	8.5%
Dept Of Treasury	14%	10.0%	4.5%	8.3%	4.3%
Governor's Office	45.0%	0.0%	0.0%	57.1%	0.0%
State Auditor's Office	15.8%	1.8%	10.9%	27.5%	23.1%

SEPARATION HISTORY BY GENERAL GOVERNMENT DEPARTMENTS

Six general government departments experienced higher turnover rates in FY 2005 as compared to the previous year: Agriculture, Education, Labor & Employment, Natural Resources, and Personnel & Administration.

WORKFORCE TRENDS

Percent and Number of Separations within Each Higher Education Institution



SEPARATIONS BY HIGHER EDUCATION INSTITUTION

Of the higher education institutions with 100 or more employees, Ft. Lewis College and CSU – Pueblo has the highest turnover rate (20% each) followed by Pikes Peak Community College (19.09%) and Metropolitan State College of Denver (15.15%).

WORKFORCE TRENDS

Percent of Separations by Higher Education Institution from FY 01 - FY 05					
Institution	FY 01	FY 02	FY 03	FY 04	FY 05
Colorado Commission On Higher Education	0.00%	0.0%	25.0%	0.0%	0.0%
Colorado Historical Society	12.6%	12.8%	2.5%	10.3%	28.6%
Colorado College Access Network	19.1%	13.0%	39.8%	18.7%	133.3%
Adams State College	18.6%	10.3%	11.0%	11.9%	11.2%
Arapahoe Community College	24.0%	20.7%	24.4%	20.6%	36.1%
Auraria Higher Education Center	39.1%	21.0%	28.7%	17.4%	15.1%
Colorado Community College System	9.1%	13.0%	14.3%	14.8%	17.8%
Colorado Northwestern Community College	7.1%	14.0%	7.5%	14.3%	58.6%
Colorado School of Mines	15.0%	15.4%	14.4%	18.5%	7.9%
Colorado State University	NA	NA	NA	13.3%	9.3%
Colorado State University - Pueblo	5.5%	28.2%	10.2%	8.2%	20.0%
Community College of Aurora	21.3%	17.2%	21.4%	4.1%	6.1%
Community College of Denver	21.7%	11.6%	23.6%	42.9%	11.4%
Fort Lewis College	11.5%	27.1%	10.8%	26.4%	20.0%
Front Range Community College	25.8%	14.5%	9.1%	18.3%	12.1%
Lamar Community College	0.00%	4.3%	15.0%	5.0%	0.0%
Mesa State College	23.8%	16.7%	18.0%	19.3%	13.1%
Metropolitan State College of Denver	14.2%	12.7%	20.8%	15.6%	15.2%
Morgan Community College	13.8%	10.3%	16.0%	33.3%	11.1%
Northeastern Junior College	12.8%	15.9%	27.8%	20.0%	7.8%
Otero Junior College	13.3%	8.8%	6.3%	3.2%	18.5%
Pikes Peak Community College	13.1%	10.1%	12.3%	14.2%	19.1%
Pueblo Community College	7.2%	12.5%	4.7%	9.8%	7.6%
Red Rocks Community College	7.1%	7.5%	7.3%	6.1%	7.4%
Trinidad State Junior College	11.1%	5.1%	5.5%	9.1%	18.9%
University of Colorado - All Sites	NA	NA	10.4%	11.8%	13.0%
University of Northern Colorado	14.7%	14.2%	11.0%	14.7%	13.3%
Western State College	16.5%	20.3%	4.2%	18.1%	33.3%

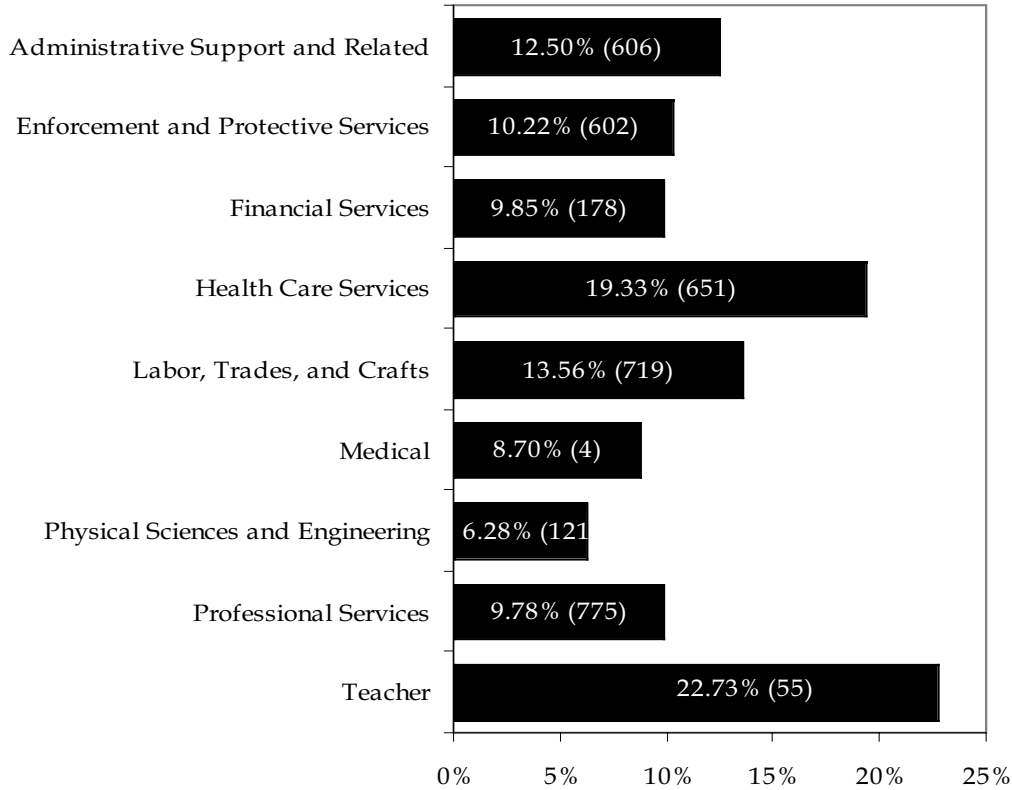
SEPARATION HISTORY BY HIGHER EDUCATION INSTITUTION

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

Notably, the Colorado College Access Network (CCAN) has a high turnover rate of 133.33%. The reasons for this may be two-fold. First, legislation was passed allowing CCAN to exempt positions from the state personnel system, beginning in May 2000. Since that time CCAN has reorganized and consolidated some functional areas resulting in a reduction of state personnel system workforce. The overall turnover rate for higher education institutions for FY 04-05 is 13.19%.

WORKFORCE TRENDS

Percent and Number of Separations within Each Occupational Group



SEPARATIONS BY OCCUPATIONAL GROUP STATEWIDE

A total of 3,710 employees separated from employment in the state personnel system. Percentages are based on total employee turnover within each occupational group.

WORKFORCE TRENDS

Percent of Separation by Occupational Group from FY 01 - FY 05					
Occupational Group	FY 01	FY 02	FY 03	FY 04	FY 05
Administrative Support and Related	15.3%	12.9%	13.3%	12.8%	12.8%
Enforcement and Protective Services	11.2%	8.5%	9.9%	10.6%	10.2%
Financial Services	9.3%	8.5%	10.5%	12.0%	10.0%
Health Care Services	20.5%	17.5%	18.3%	20.4%	19.5%
Labor, Trades, and Crafts	14.9%	13.0%	12.6%	14.5%	14.2%
Medical	3.9%	14.3%	27.7%	8.7%	8.7%
Physical Sciences and Engineering	6.5%	5.6%	5.2%	5.8%	6.5%
Professional Services	9.9%	7.7%	9.1%	10.1%	9.9%
SES (included in PS starting FY 03-04)	14.3%	13.0%	15.3%	NA	NA
Teacher	15.6%	14.4%	14.7%	22.8%	22.7%

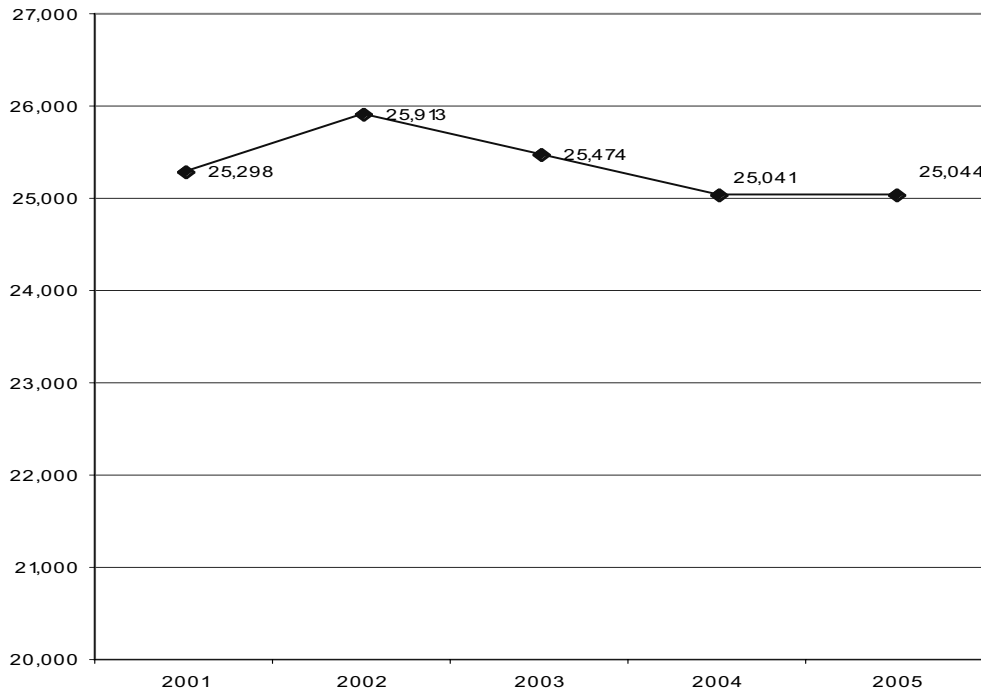
SEPARATION HISTORY BY OCCUPATIONAL GROUP

Health Care Services and the Teacher group continue to experience the highest turnover rates for FY 04-05 and for most recent five years.

Even though the Physical Sciences and Engineering group is the only group that experienced an increase in turnover in the past year, it still maintains the lowest turnover rate overall for the past five years.

WORKFORCE TRENDS

Job Growth History Since FY 01*



Year	June 30, 2001	June 30, 2002	June 30, 2003	June 30, 2004	June 30, 2005
Employees	25,298	25,913	25,474	25,041	25,044
% Change	2.10%	2.40%	-1.70%	-1.70%	0.01%

*Does not include CU or CSU data. CU data is not included in either the table or the chart. CU represents an additional 4,123 and CSU represents an additional 2,178 employees, making the total number of employees 31,345. Including CU and CSU data inaccurately represents job growth for FY 02-03, FY 03-04, and FY 04-05.

JOB GROWTH HISTORY

The number of employees, excluding CU and CSU, is virtually unchanged in the past year.

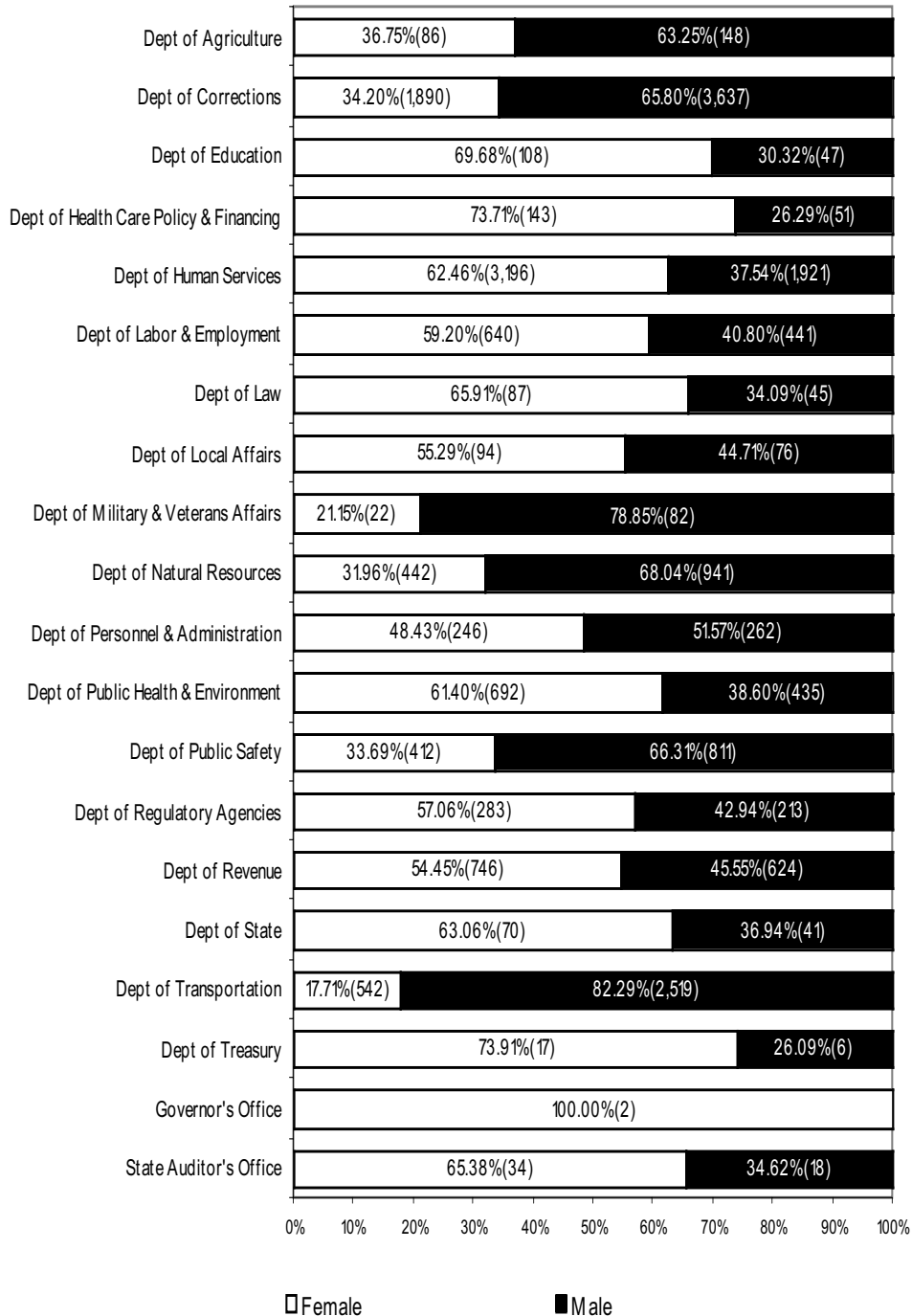
Numbers were declining in the previous two years

GENDER & MINORITY/NON-MINORITY STATISTICS

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 institutions, and occupational group.

GENDER & MINORITY/NON-MINORITY STATISTICS

Comparative Gender Percentages

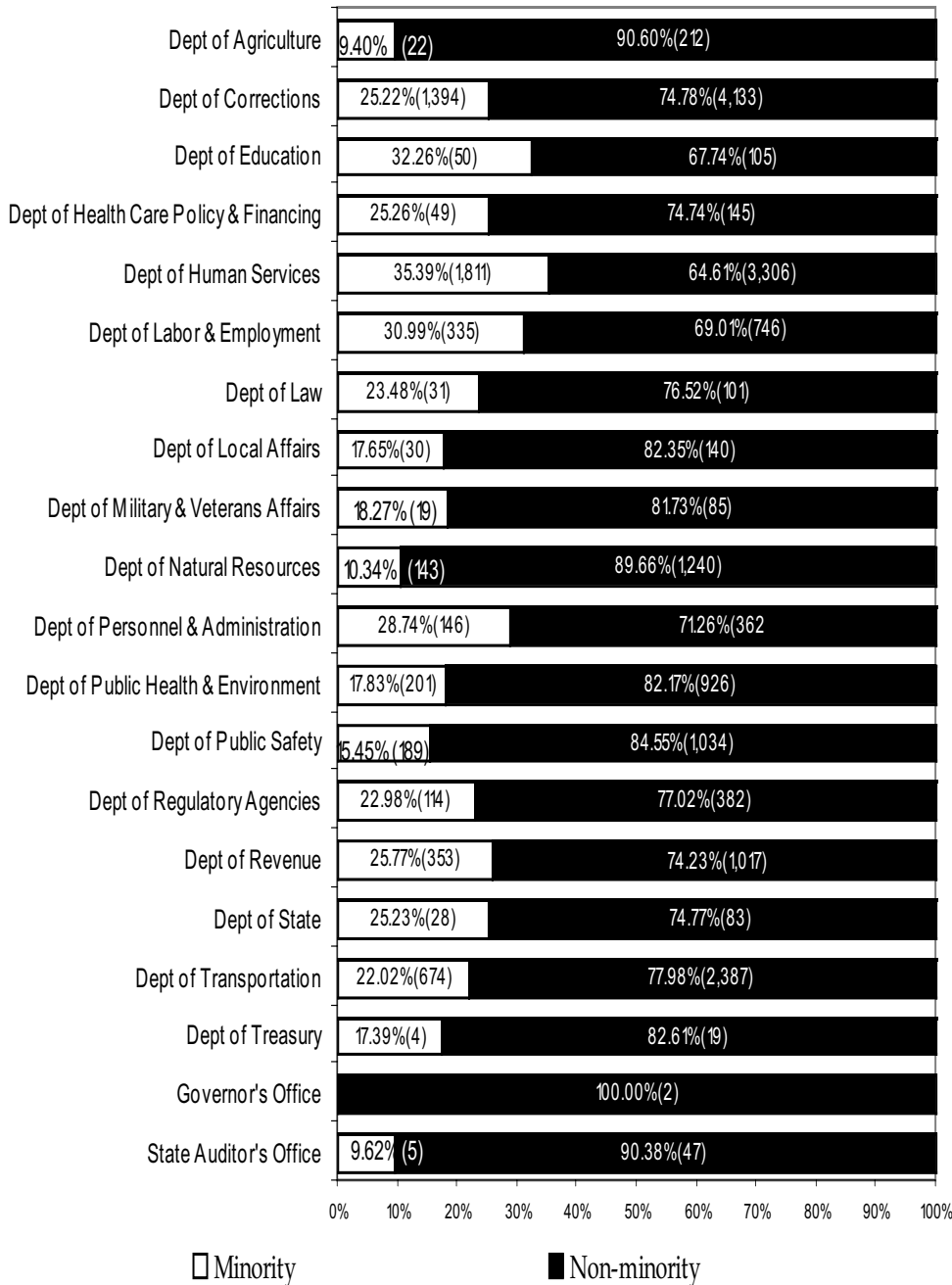


GENDER BY GENERAL GOVERNMENT DEPARTMENT

In general government the overall percent of male employees is 55.8% and female employees is 44.2%

GENDER & MINORITY/NON-MINORITY STATISTICS

Comparative Minority/Non-minority Percentages

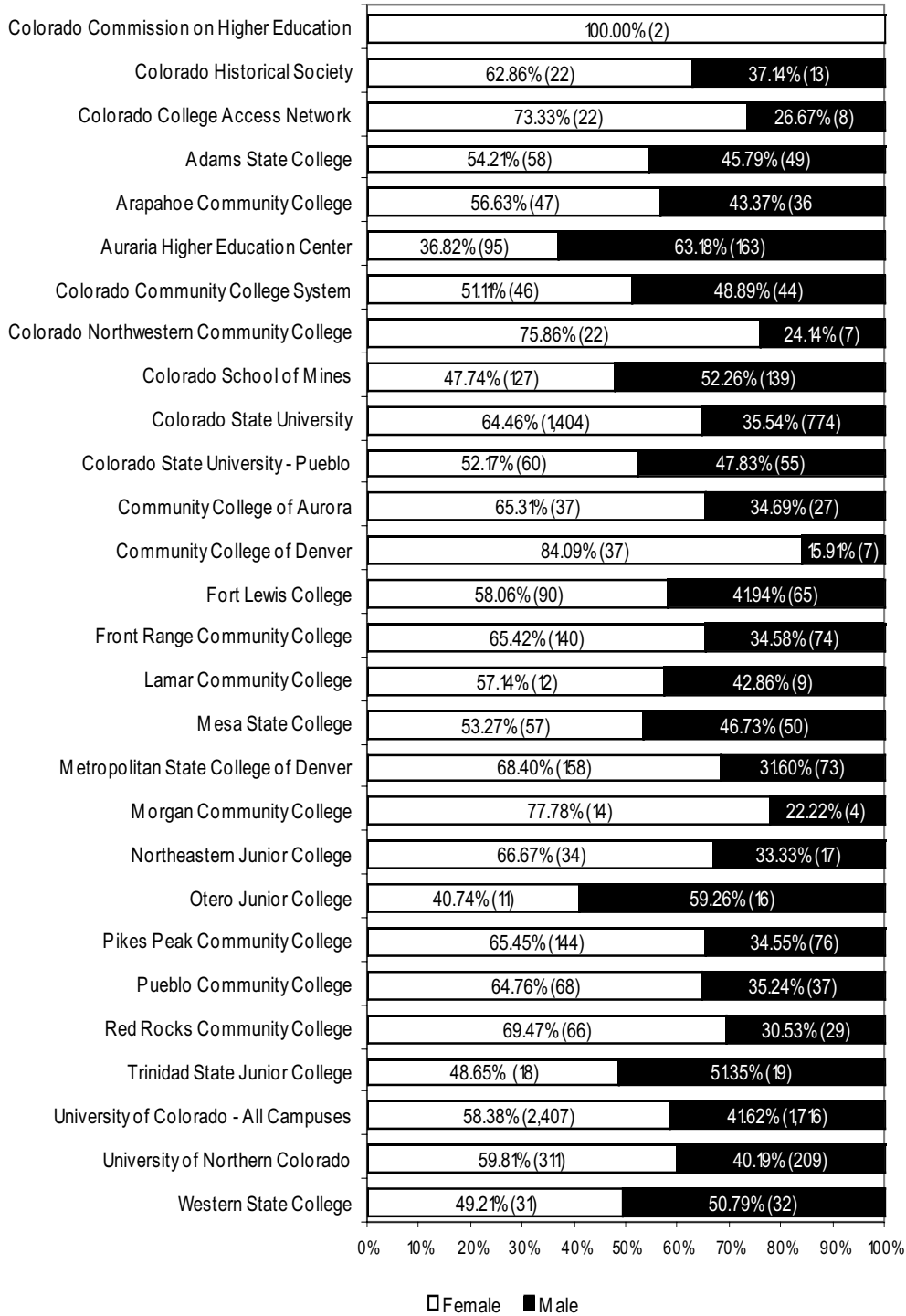


MINORITY/NON-MINORITY BY GENERAL GOVERNMENT DEPARTMENT

Five of the general government departments have a minority workforce greater than the statewide average of 25.4% - Education, Human Services, Labor & Employment, Personnel & Administration, and Revenue.

GENDER & MINORITY/NON-MINORITY STATISTICS

Comparative Gender Percentages



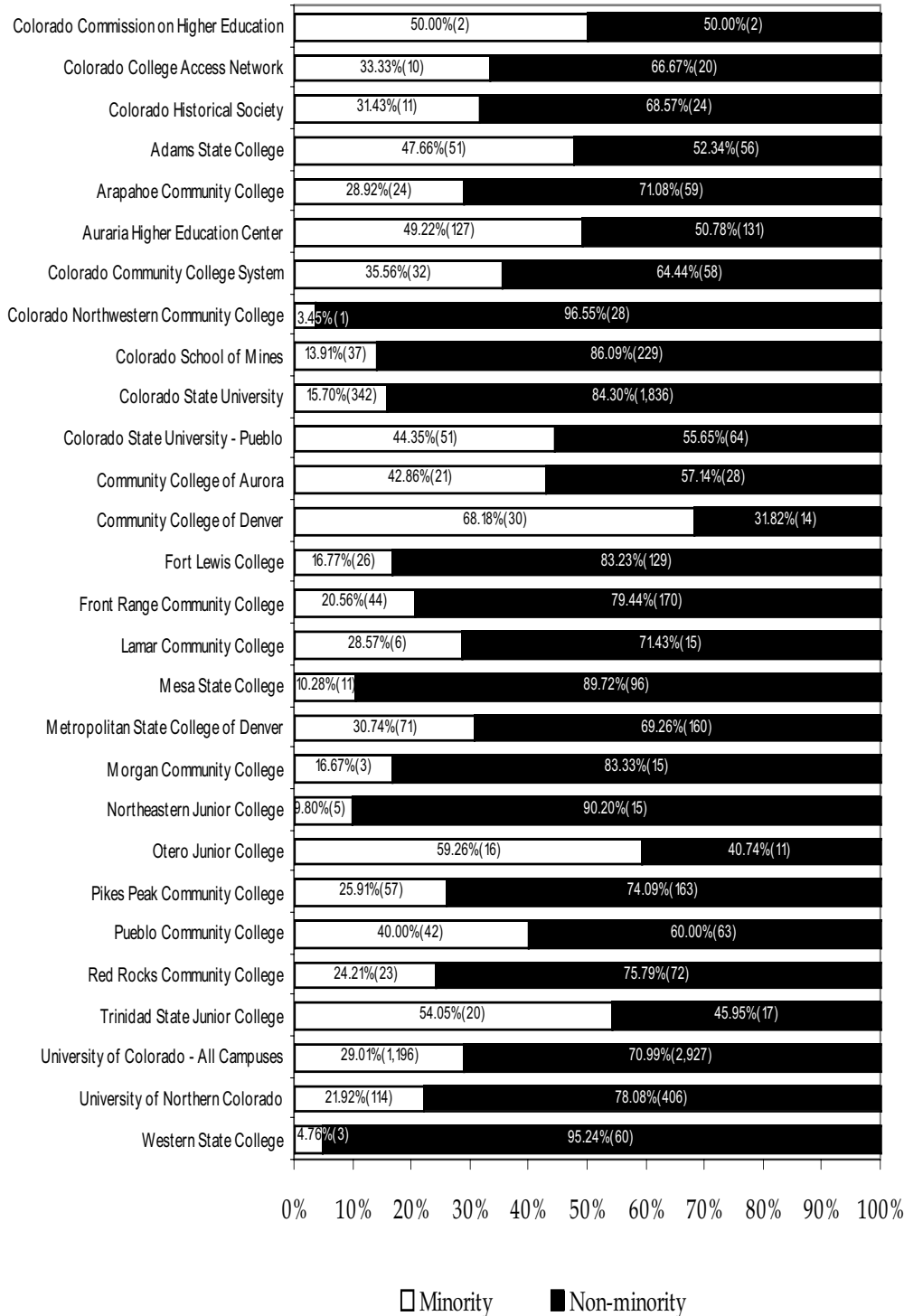
GENDER BY HIGHER EDUCATION INSTITUTION

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 (59.7%) in the overall higher education workforce is 19.4% more than that of male employees (40.3%).

GENDER & MINORITY/NON-MINORITY STATISTICS

Comparative Minority/Non-minority Percentages

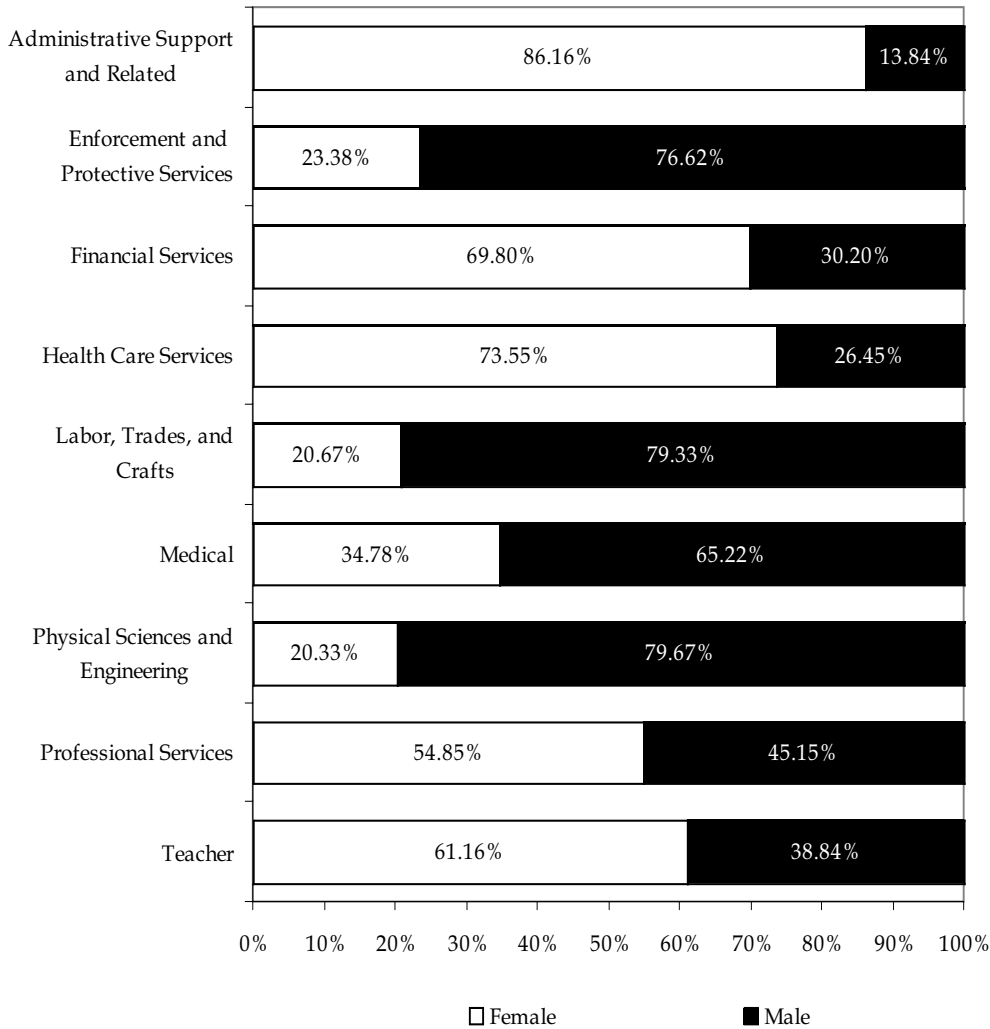


MINORITY/NON-MINORITY BY HIGHER EDUCATION INSTITUTION

Among higher education institutions, 16 of the 28 institutions have a minority workforce greater than the statewide average of 25.4%. Data reflects only a portion of higher education institutions' total workforce – faculty and administrators are exempt from the state personnel system

GENDER & MINORITY/NON-MINORITY STATISTICS

Comparative Gender Percentages
Statewide



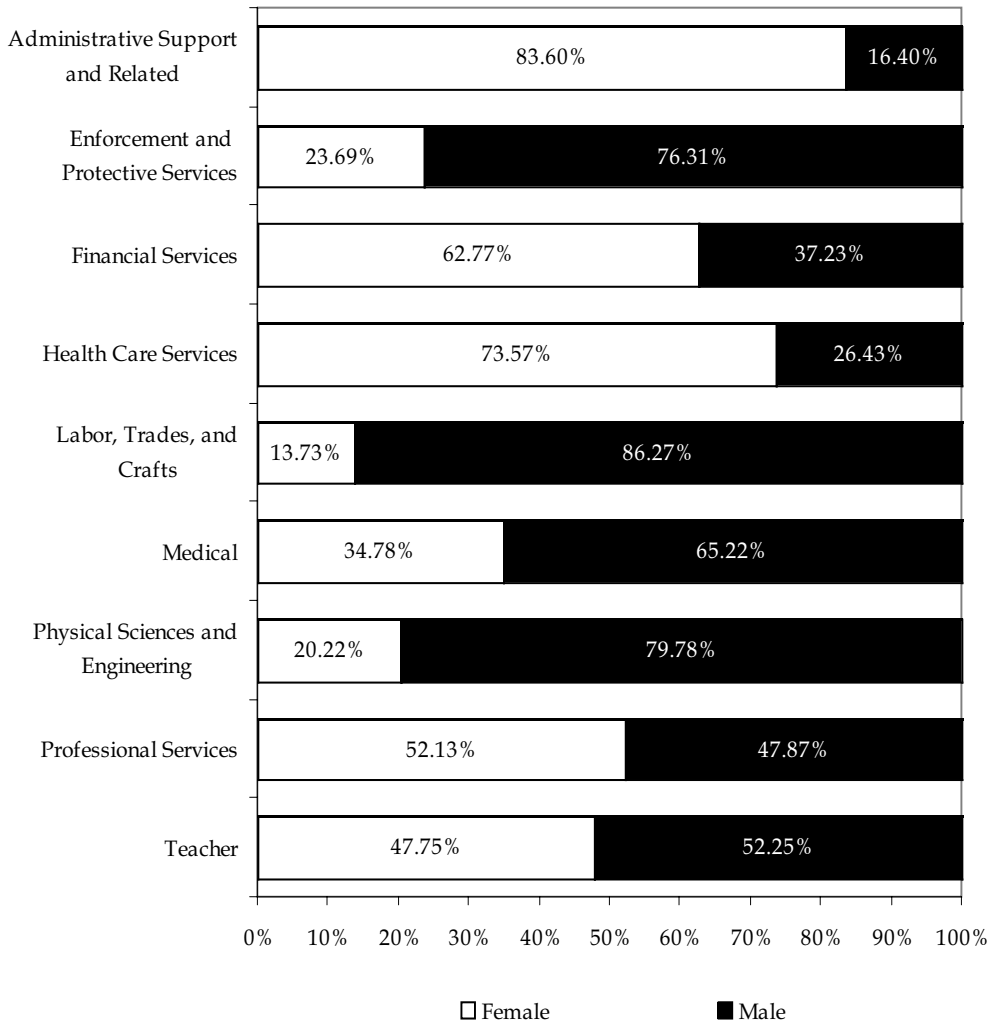
GENDER BY OCCUPATIONAL GROUP STATEWIDE

Four occupational groups have high percentages of women: Administrative Support and Related (86.16%), Financial Services (69.80%), Health Care Services (73.55%), and the Teacher group (61.16%).

Four occupational groups have high percentages of men: Enforcement and Protective Services (76.62%), Labor, Trades, and Crafts (79.33%), Medical, (65.22%), and Physical Sciences and Engineering (79.67%).

GENDER & MINORITY/NON-MINORITY STATISTICS

**Comparative Gender Percentages
General Government Departments**



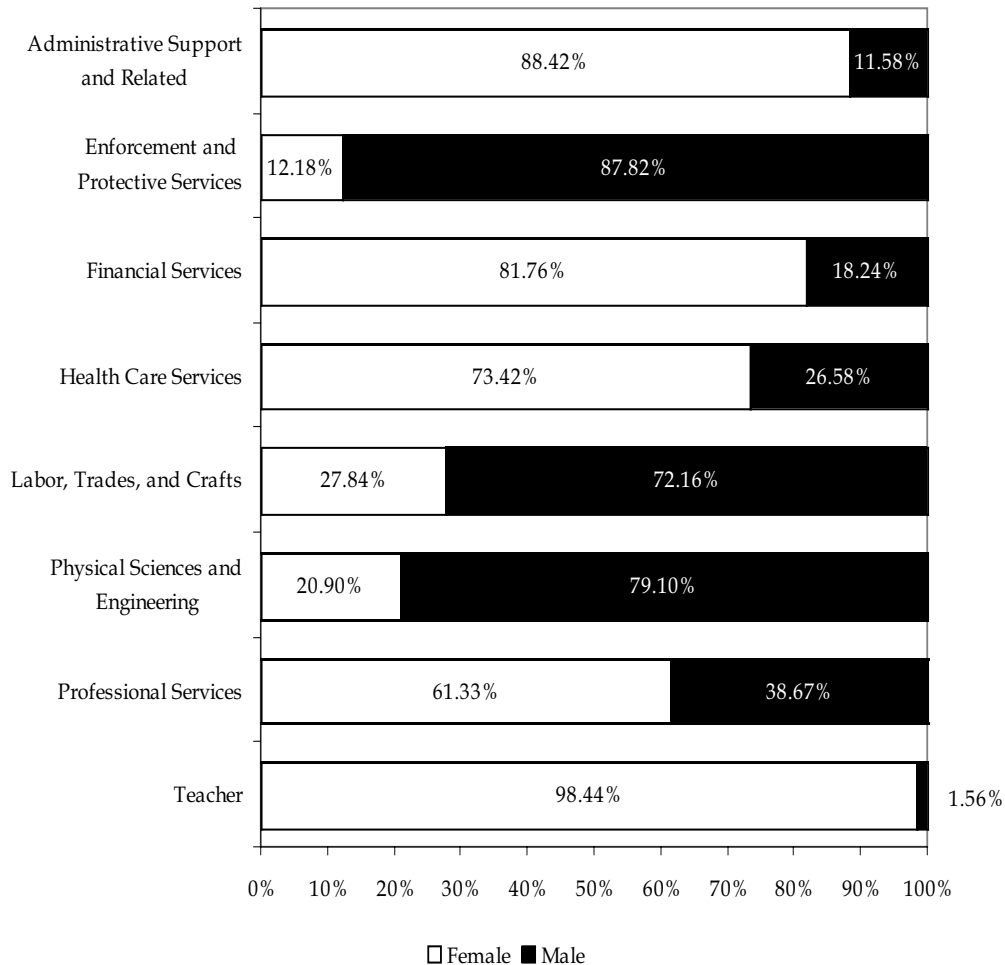
GENDER BY OCCUPATIONAL GROUP GENERAL GOVERNMENT DEPARTMENT

Three occupational groups have high percentages of women: Administrative Support and Related (83.60%), Financial Services (62.77%), and Health Care Services (73.57%).

Four occupational groups have high percentages of men: Enforcement and Protective Services (76.31%), Labor, Trades, and Crafts (86.27%), Medical (65.22%), and Physical Sciences and Engineering (79.78%).

GENDER & MINORITY/NON-MINORITY STATISTICS

Comparative Gender Percentages
Higher Education Institutions



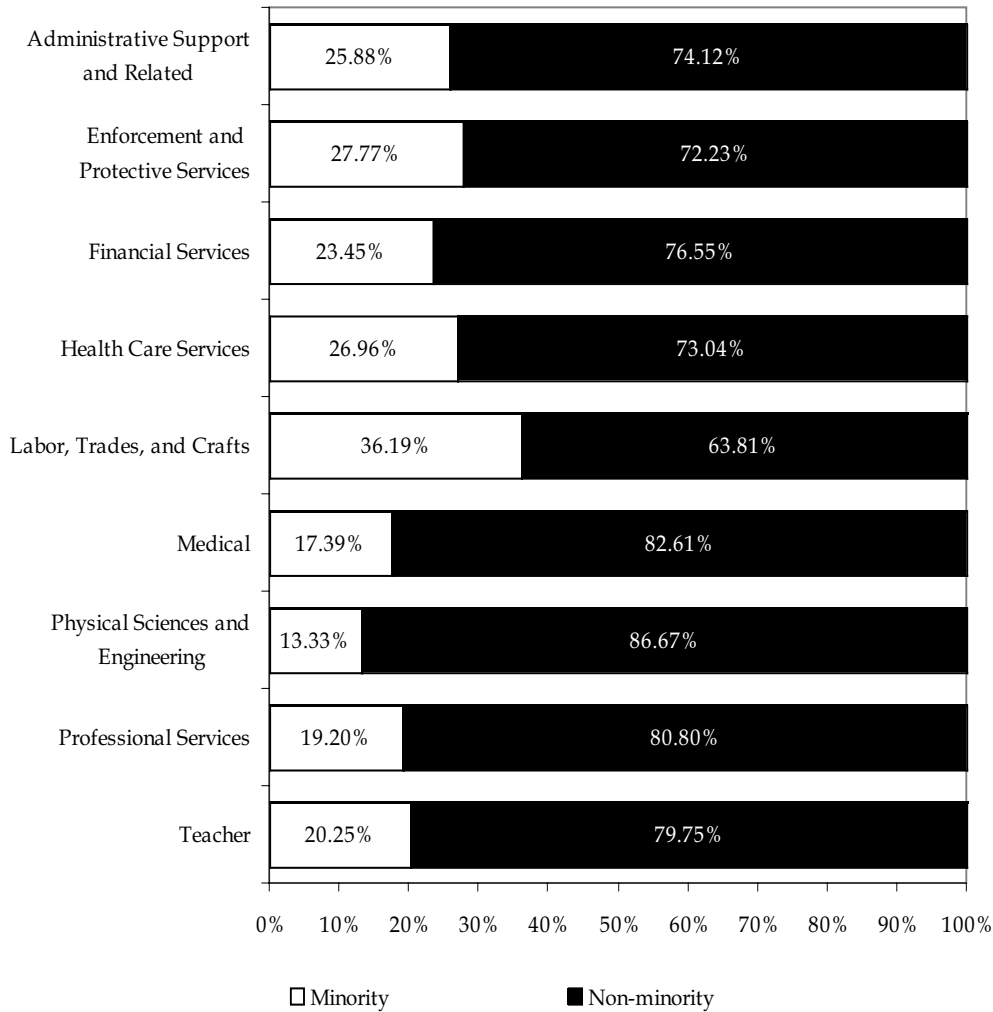
GENDER BY OCCUPATIONAL GROUP HIGHER EDUCATION INSTITUTION

Five occupational groups have high percentages of women: Administrative Support and Related (88.42%), Financial Services (81.76%), Health Care Services (73.42%), Professional Services (61.33%), and the Teacher group (98.44%).

Three occupational groups have high percentages of men: Enforcement and Protective Services (87.82%), Labor, Trades, and Crafts (72.16%), and Physical Sciences and Engineering (79.10%).

GENDER & MINORITY/NON-MINORITY STATISTICS

Comparative Minority/Non-minority Percentages
Statewide

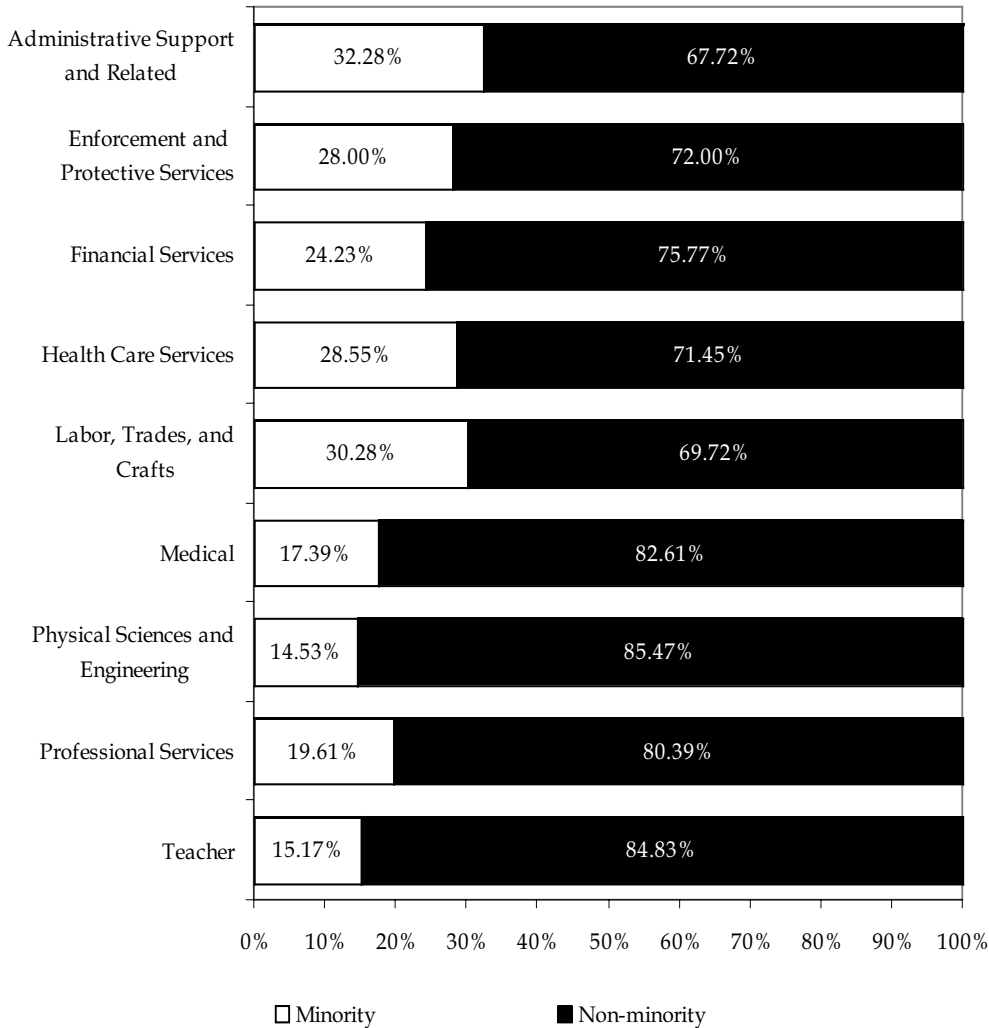


MINORITY/NON-MINORITY BY OCCUPATIONAL GROUP STATEWIDE

Four occupational groups have minority representation above the statewide average of 25.44%: Administrative Support and Related (25.88%), Enforcement and Protective Services (27.77%), Health Care Services (26.96%), and Labor, Trades, and Crafts (36.19%).

GENDER & MINORITY/NON-MINORITY STATISTICS

Comparative Minority/Non-minority Percentages
General Government Departments

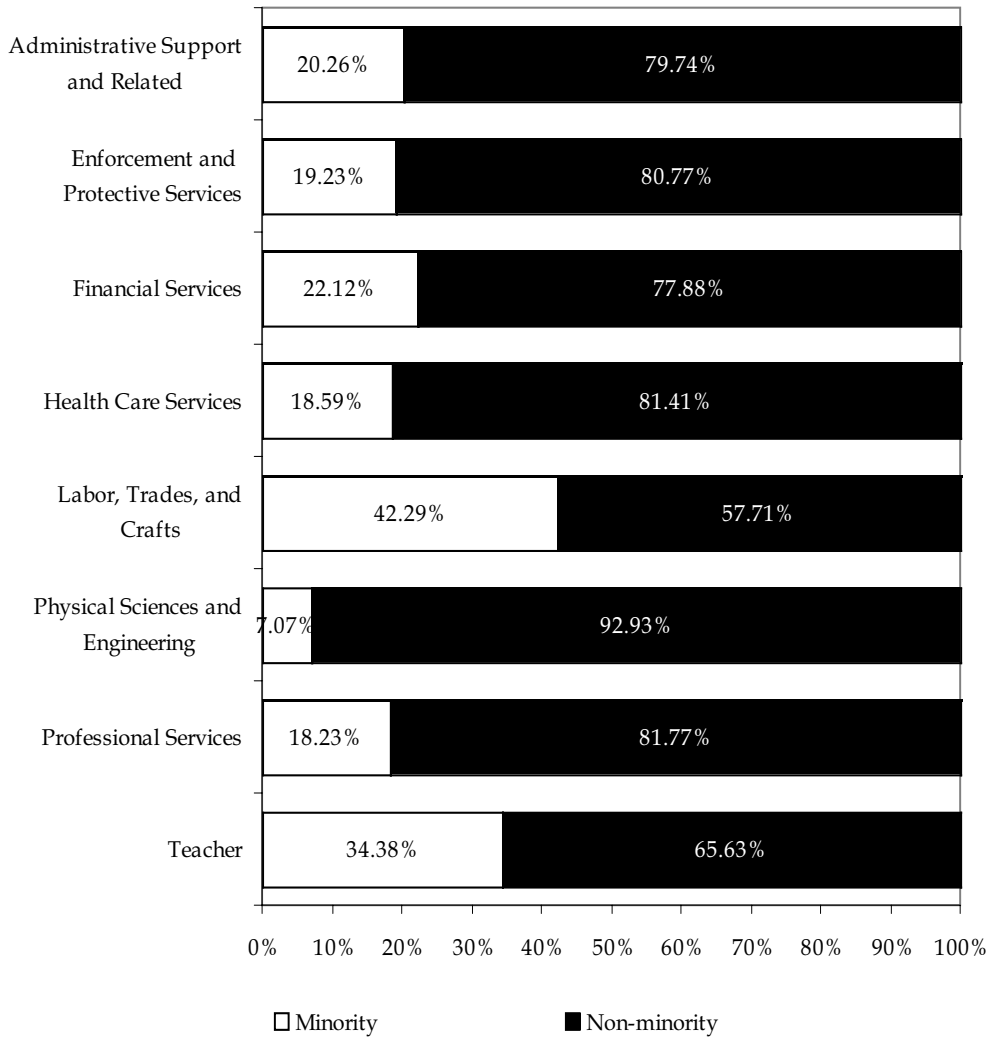


MINORITY/NON-MINORITY BY OCCUPATIONAL GROUP: GENERAL GOVERNMENT DEPARTMENT

Four occupational groups have minority representation above the statewide average of 25.44%: Administrative Support and Related (32.28%), Enforcement and Protective Services (28.00%), Health Care Services (28.55%), and Labor, Trades, and Crafts (30.28%).

GENDER & MINORITY/NON-MINORITY STATISTICS

Comparative Minority/Non-minority Percentages
Higher Education Institutions



MINORITY/NON-MINORITY BY OCCUPATIONAL GROUP HIGHER EDUCATION INSTITUTIONS

Two occupational groups have minority representation above the statewide average of 25.44%: Labor, Trades, and Crafts (42.29%), and Teacher (34.38%).

**State of Colorado
Workforce Report FY 2004-2005**

**Analysis and Statistics Covering
The State Personnel System**

**Content & statistics compiled by:
Joy Lindsay**

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See Workforce Planning Appendix for Individual Department Profiles