



# State of Colorado Workforce Report FY 2006-2007

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**STATE OF COLORADO**  
**WORKFORCE REPORT FY 2006-2007**  
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The Department of Personnel & Administration, Division of Human Resources, produces an annual workforce report that provides demographic data on employees in the state personnel system. The annual workforce report compiles data to help state executives assess their current departments' human capital and prepare them for future HR scenarios. Data for this and future reports are also the foundation for DHR to use as a workforce planning metric that will help the State of Colorado to plan for future employment issues. The Division will use these data, (compiled with projects in other states through the National Association of State Personnel Executives (NASPE)), to continue the important work of planning for the state workforce of tomorrow.

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## DATA ASSUMPTIONS

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### **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 and 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 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 and derived from an internal report generated by 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 (CPPS) are included in this report.

## DATA ASSUMPTIONS

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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 the number of employees because an employee may receive more than one paycheck within a month through the Colorado Personnel Payroll System (CPPS).

The Colorado fiscal year (FY) runs from July 1 until June 30. FY 2006-2007 data in this report are based on a June 30, 2007 download from CPPS and data provided by the University of Colorado (CU) and Colorado State University (CSU).

Average is 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, an equal number of values above it and below it. Due to rounding, percent totals may not always equal 100 percent.

# GENERAL WORKFORCE STATISTICS

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## STATE PERSONNEL SYSTEM HIGHLIGHTS

GENERAL STATISTICS	
United States Population (Census Bureau Population Estimates - 2006)	299,398,484
Colorado Population (Census Bureau Population Estimates - 2006)	4,753,377
Population Rank (Census Bureau Population Estimates - 2006)	22nd
Colorado Labor Force (Bureau of Labor Statistics Employment Statistics - July 2007)	2,332,900

STATE PERSONNEL SYSTEM EMPLOYEES	
Number	31,283
Average Age	46.0
Average Length of Service	9.7
Average Annual Salary	\$50,474
Percent Minorities	26.2%
Percent Females	48.9%

NON-STATE PERSONNEL SYSTEM EMPLOYEES	
Number of Full-Time (Includes Judicial and Legislative employees)*	18,947
Number of Part-Time (Includes Judicial and Legislative employees)*	23,718
* Does not include Non-State Personnel System Higher Education Employees	

BENEFITS	
Employees Eligible for State Benefits (Includes Judicial and Legislative employees)	35,465
Employees Enrolled in State Medical Benefits (Includes Judicial and Legislative employees)	25,667
Employees Enrolled in State Dental Benefits (Includes Judicial and Legislative employees)	27,426

TURNOVER AND RETIREMENT ELIGIBILITY	
Percent of State Personnel System Employees Eligible to Retire within the next Five Years	31.7%
Annual Turnover Rate (FY 2007)	13.3%

# GENERAL WORKFORCE STATISTICS

## OVERALL AVERAGES FOR GENERAL GOVERNMENT & HIGHER EDUCATION

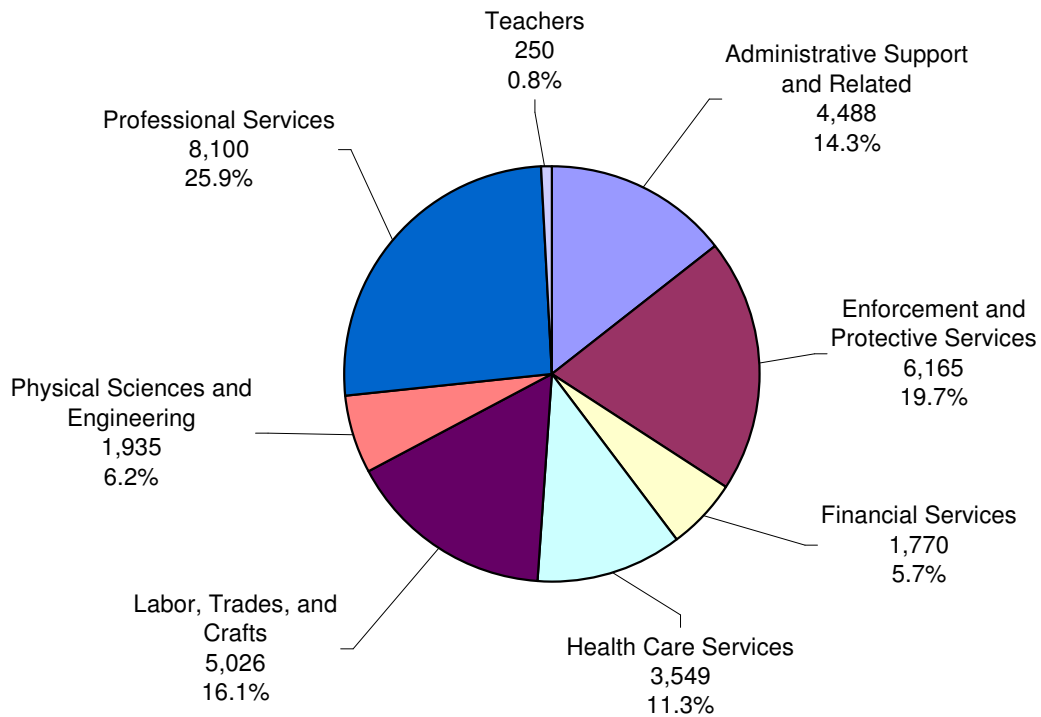
Department	Number of Employees	% of Total Classified Workforce	Average Annual Salary	Average Age	Average Years of Service
Adams State College	91	0.3%	\$35,725	46.4	11.6
Arapahoe Community College	75	0.2%	\$36,279	45.4	5.9
Auraria Higher Education Center	236	0.8%	\$38,857	47.2	9.7
Colorado Commission On Higher Education	3	0.0%	\$40,224	58.1	18.9
Colorado Community College System	55	0.2%	\$42,584	48.7	10.2
Colorado Historical Society	19	0.1%	\$38,792	49.1	12.9
Colorado Northwestern Community College	25	0.1%	\$33,806	45.9	7.4
Colorado School for the Deaf and the Blind	107	0.3%	\$38,559	45.8	9.7
Colorado School Of Mines	236	0.8%	\$45,056	49.9	10.6
Colorado State University	2,049	6.5%	\$41,794	46.9	10.6
Colorado Student Loan Program	4	0.0%	\$38,415	52.8	19.5
Community College Of Aurora	47	0.2%	\$37,874	47.7	9.3
Community College Of Denver Auraria	36	0.1%	\$44,892	47.3	11.7
Dept. Of Agriculture	272	0.9%	\$52,684	45.7	10.4
Dept. Of Corrections	5,789	18.5%	\$50,957	43.8	8.1
Dept. Of Education	100	0.3%	\$49,065	44.9	8.0
Dept. of Health Care Policy & Finance	223	0.7%	\$62,135	43.4	5.6
Dept. of Human Services	5,438	17.4%	\$48,710	45.7	8.6
Dept. of Labor & Employment	1,030	3.3%	\$56,788	49.1	10.8
Dept. of Law	148	0.5%	\$54,452	48.2	9.0
Dept. of Local Affairs	169	0.5%	\$64,765	48.0	9.7
Dept. of Military Affairs	107	0.3%	\$50,552	48.5	6.8
Dept. of Natural Resources	1,431	4.6%	\$60,998	45.0	10.5
Dept. Of Personnel & Administration	524	1.7%	\$58,656	47.3	11.4
Dept. Of Public Health & Environment	1,115	3.6%	\$66,434	46.9	10.1
Dept. of Public Safety	1,261	4.0%	\$61,491	40.9	9.9
Dept. of Regulatory Agencies	501	1.6%	\$63,345	48.2	9.2
Dept. of Revenue	1,333	4.3%	\$52,549	47.1	10.4
Dept. of State	104	0.3%	\$56,218	43.3	6.0
Dept. of Transportation	2,971	9.5%	\$55,048	46.6	10.8
Dept. of Treasury	22	0.1%	\$61,200	47.5	9.5
Fort Lewis College	125	0.4%	\$39,301	48.4	10.2
Front Range Community College	202	0.6%	\$36,936	48.5	8.2
Governor's Office	2	0.0%	\$58,908	50.4	20.1
Lamar Community College	17	0.1%	\$32,358	50.0	10.7
Legislature	55	0.2%	\$69,266	36.3	5.1
Mesa State College	70	0.2%	\$34,648	49.4	9.1
Metropolitan State College Of Denver	177	0.6%	\$48,057	47.8	12.8
Morgan Community College	15	0.0%	\$31,027	44.6	4.8
Northeastern Junior College	45	0.1%	\$32,314	50.3	11.3
Otero Junior College	23	0.1%	\$31,402	48.8	14.0
Pikes Peak Community College	215	0.7%	\$37,490	45.3	8.2
Pueblo Community College	87	0.3%	\$36,048	48.1	9.9
Red Rocks Community College	86	0.3%	\$37,113	47.1	8.7
Trinidad State Junior College	33	0.1%	\$33,597	49.4	13.2
University Of Colorado - Boulder	2,399	1.3%	\$39,833	46.7	10.6
University Of Colorado - Central Admin	243	0.3%	\$39,956	46.7	8.8
University Of Colorado - Colorado Springs	164	0.2%	\$44,349	49.5	14.2
University Of Colorado - Denver	1,007	7.7%	\$44,156	47.9	11.6
University Of Colorado - Health Sciences Center	229	0.8%	\$54,985	48.1	11.3
University Of Northern Colorado	411	0.5%	\$38,507	49.2	12.9
University Of Southern Colorado	107	3.2%	\$41,410	48.5	13.7
Western State College	50	0.7%	\$40,514	47.6	10.9
<b>TOTAL</b>	<b>31,283</b>	<b>100.0%</b>	<b>\$50,474</b>	<b>46.0</b>	<b>9.7</b>

# GENERAL WORKFORCE STATISTICS

## OCCUPATIONAL GROUP HIGHLIGHTS

Occupational Group	Number of Employees	Percent of Total Employees	Average Annual Salary	Average Age	Average Years of Service
Administrative Support and Related	4,488	14.3%	\$36,863	47.5	9.6
Enforcement and Protective Services	6,165	19.7%	\$51,777	41.9	8.2
Financial Services	1,770	5.7%	\$53,867	46.7	10.2
Health Care Services	3,549	11.3%	\$48,004	45.5	7.7
Labor, Trades, and Crafts	5,026	16.1%	\$36,784	47.5	9.3
Physical Sciences and Engineering	1,935	6.2%	\$72,342	46.8	11.9
Professional Services	8,100	25.9%	\$60,683	47.0	11.4
Teachers	250	0.8%	\$48,863	48.2	8.2
<b>Total and Averages</b>	<b>31,283</b>	<b>100.0%</b>	<b>\$50,474</b>	<b>46.0</b>	<b>9.7</b>

Number and Percent of Employees by Occupational Group

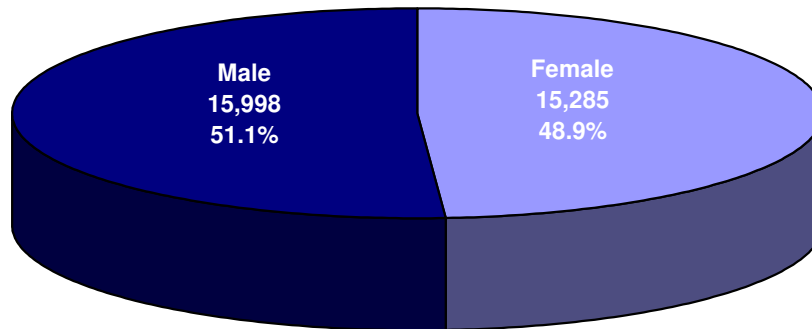




# GENERAL WORKFORCE STATISTICS

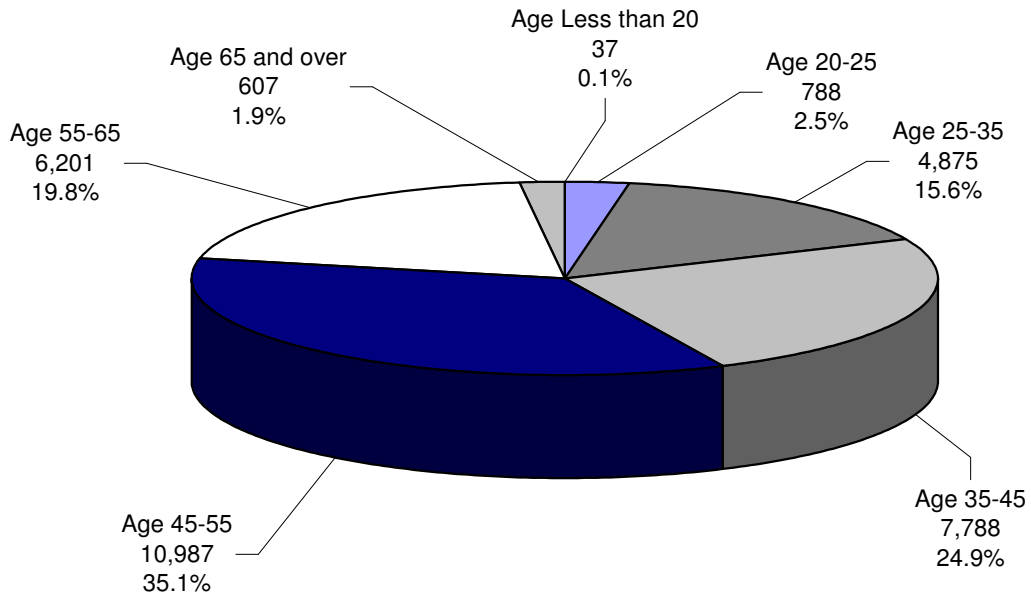
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**Number and Percent of Employees by Gender**



**Number and Percent of Employees by Age Group**

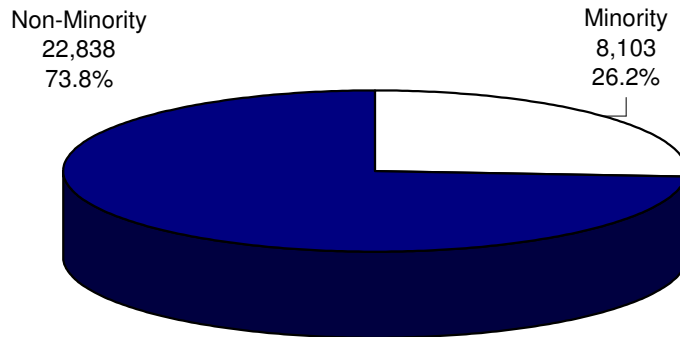
Age Group	Number of Employees	Percent of Total Employees
Less than 20	37	0.1%
20-25	788	2.5%
25-35	4,875	15.6%
35-45	7,788	24.9%
45-55	10,987	35.1%
55-65	6,201	19.8%
Greater than 65	607	1.9%



# GENERAL WORKFORCE STATISTICS

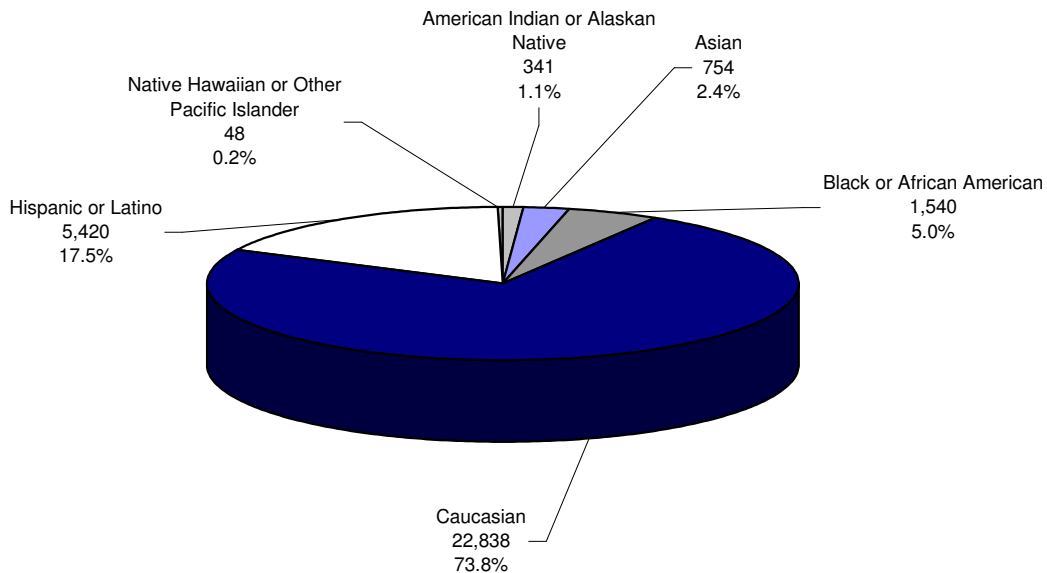
## Number and Percent of Employees by Minority/Non-minority

Ethnic Group	Number of Employees	Percent of Total
Minority	8,103	26.2%
Non-Minority	22,838	73.8%
Not Indicated or Unkown	342	
<b>TOTAL</b>	<b>31,283</b>	<b>100.0%</b>



## Number and Percent of Employees by Ethnic Group

Ethnic Group	Number of Employees	Percent of Total
American Indian or Alaskan Native	341	1.1%
Asian	754	2.4%
Black or African American	1,540	5.0%
Caucasian	22,838	73.8%
Hispanic or Latino	5,420	17.5%
Native Hawaiian or Other Pacific Islander	48	0.2%
Not Indicated or Unkown	342	
<b>TOTAL</b>	<b>31,283</b>	<b>100.0%</b>



## **WORKFORCE TRENDS**

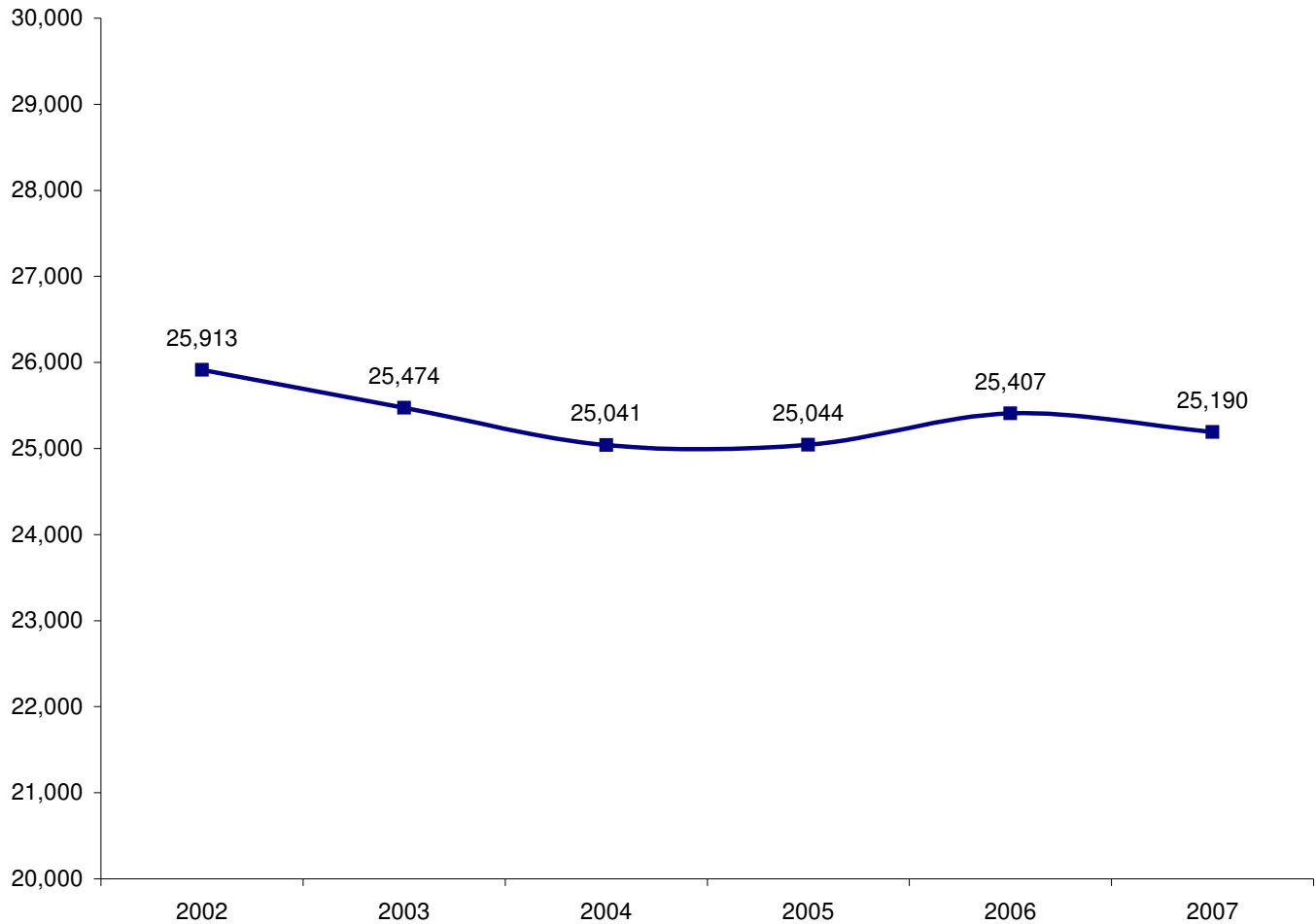
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The Workforce Trends section tracks state personnel system employment growth and the number of employees in specified age ranges over a five-year period.

The table that lists retirement projections by agency and the following charts illustrate the number and percent of employees currently eligible for full retirement, for reduced retirement, and the percent 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 Public Employees Retirement Association (PERA) employers.

## WORKFORCE TRENDS

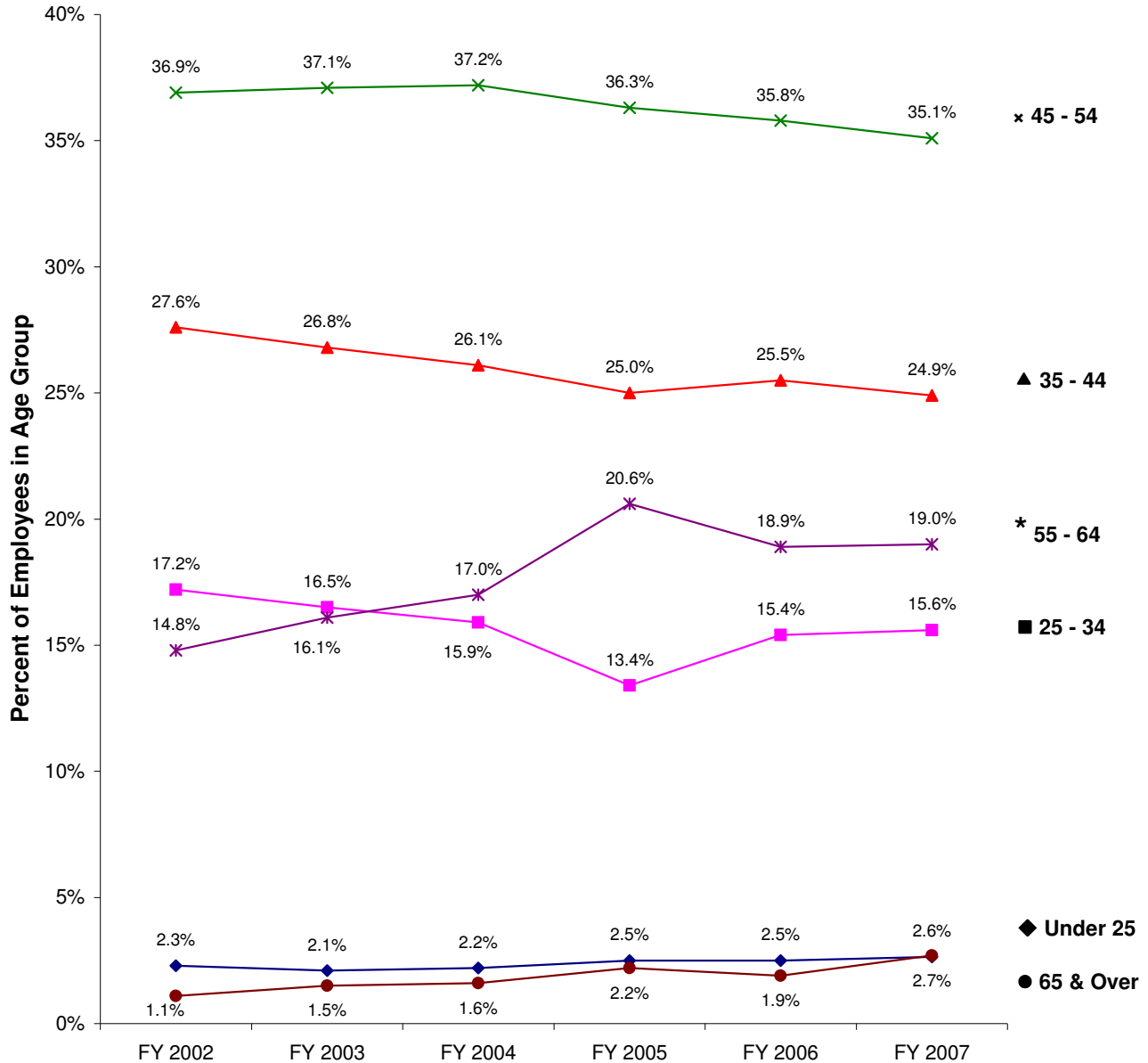
**Number of Employees from FY 2002 Through FY 2007  
General Government State Personnel System Employees**



Year	June 30, 2002	June 30, 2003	June 30, 2004	June 30, 2005	June 30, 2006	June 30, 2007
Number of Employees	25,913	25,474	25,041	25,044	25,407	25,190
% Change	2.40%	-1.70%	-1.70%	0.01%	1.45%	-0.85%

\*Does not include CU or CSU data in either the table or the chart. CU represents an additional 4,042 and CSU represents an additional 2,049 employees, making the total number of employees 31,283.

**Age Distribution Comparison**  
 FY 2002, FY 2003, FY 2004, FY 2005, FY 2006, and FY 2007

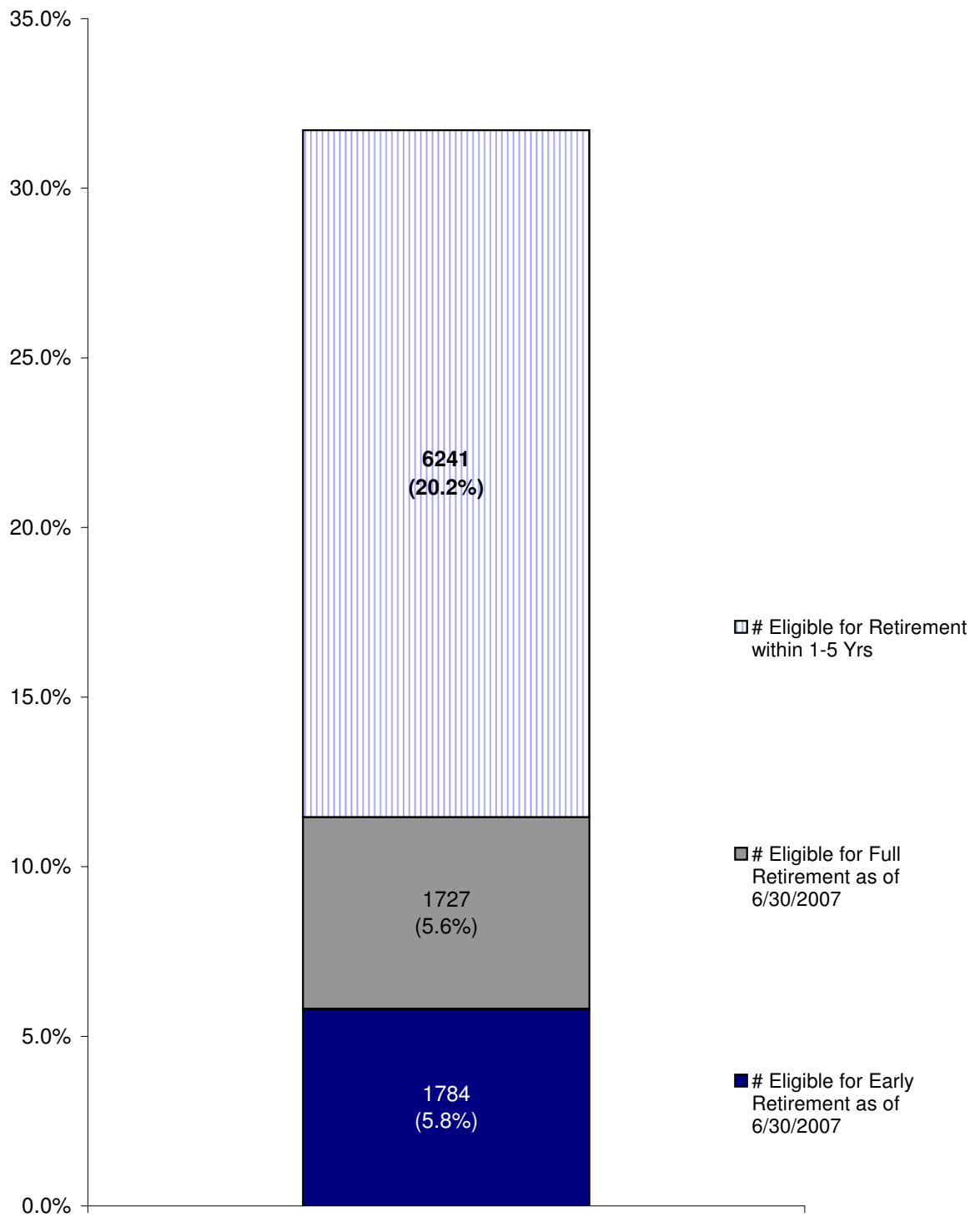


According to the Bureau of Labor Statistics, the median age of the US labor force will approach 41 years by 2008. As of June 30, 2007, the median age of state personnel system employees was 47.2 years and the average age was 46.0, both well above the projected median of the US labor force just one year away. This trend, coupled with the potential retirement eligibility of almost a third of the workforce in the next five years, poses succession planning challenges for the State of Colorado as an employer.

# WORKFORCE TRENDS

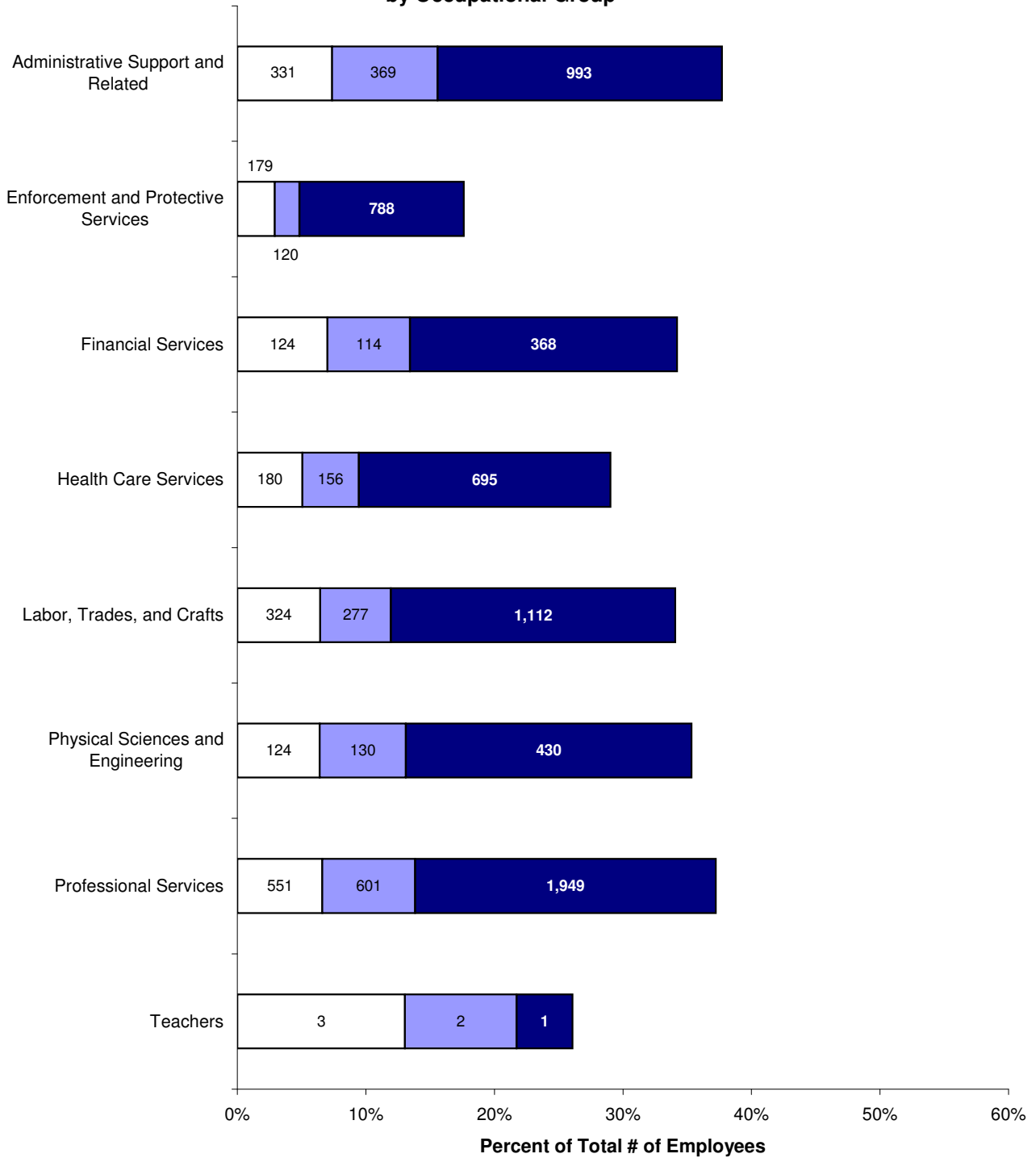
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**Number and Percent of Employees Eligible to Retire Within 1-5 Years**



# WORKFORCE TRENDS

**Number of Employees Eligible to Retire Within the Next Five Years  
by Occupational Group**



□ Number Eligible for Early Retirement as of 6/30/2007  
 ■ Number Eligible for Full Retirement as of 6/30/2007  
 ■ Number Eligible for Retirement within 1-5 Years

# WORKFORCE TRENDS

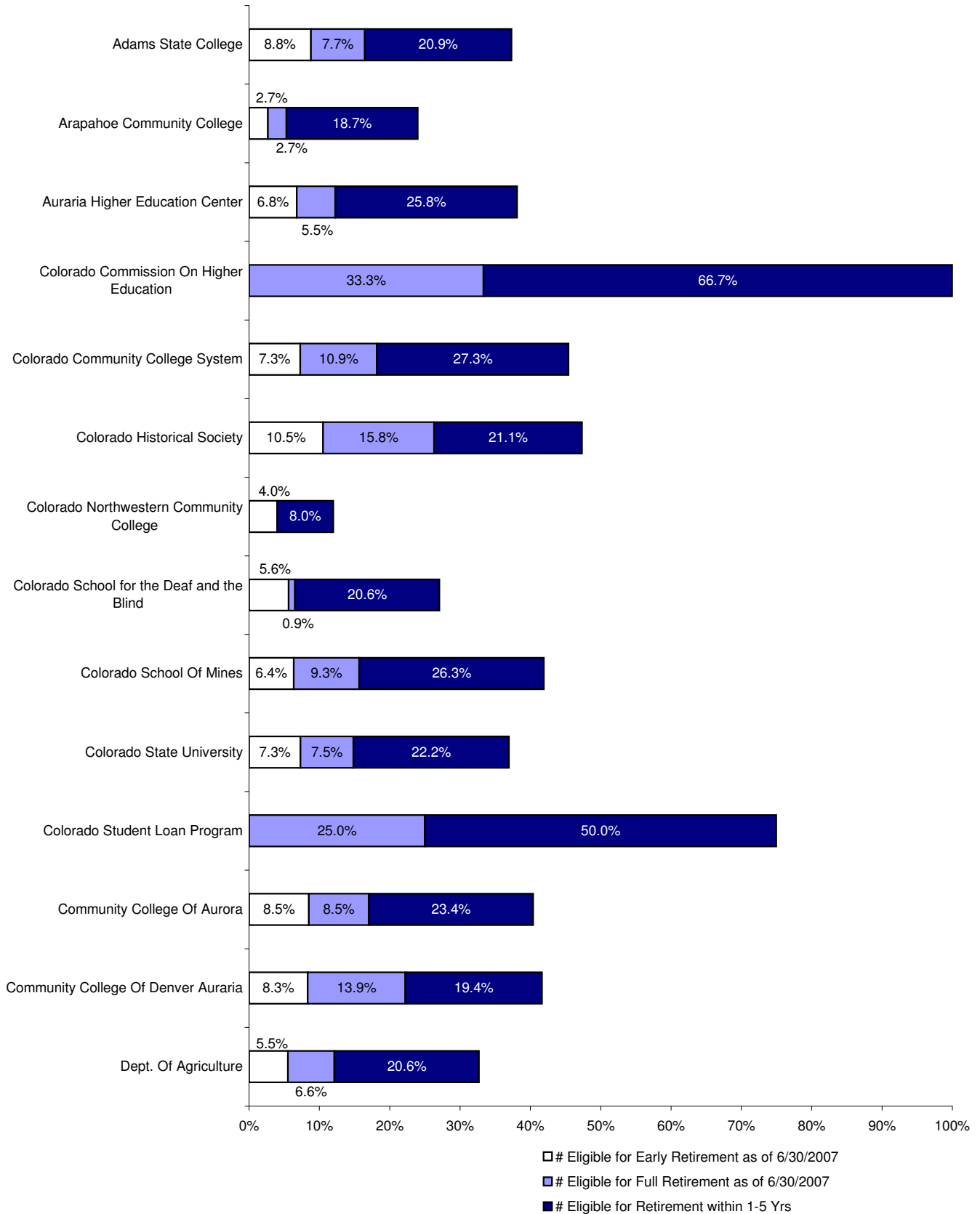
## Number of Employees by Retirement Eligibility (see charts on following pages)

Department	# Eligible for Early Retirement as of 6/30/2007	# Eligible for Full Retirement as of 6/30/2007	# Eligible for Retirement within 1-5 Yrs	# Not Eligible for Retirement within 1-5 Yrs	Total Number of Employees
Adams State College	8	7	19	57	91
Arapahoe Community College	2	2	14	57	75
Auraria Higher Education Center	16	13	61	146	236
Colorado Commission On Higher Education	0	1	2	0	3
Colorado Community College System	4	6	15	30	55
Colorado Historical Society	2	3	4	10	19
Colorado Northwestern Community College	1	0	2	22	25
Colorado School for the Deaf and the Blind	6	1	22	78	107
Colorado School Of Mines	15	22	62	137	236
Colorado State University	150	154	454	1,291	2,049
Colorado Student Loan Program	0	1	2	1	4
Community College Of Aurora	4	4	11	28	47
Community College Of Denver Auraria	3	5	7	21	36
Dept. Of Agriculture	15	18	56	183	272
Dept. Of Corrections	227	119	910	4,533	5,789
Dept. Of Education	5	6	14	75	100
Dept. of Health Care Policy & Finance	11	3	34	175	223
Dept. of Human Services	284	281	1,083	3,790	5,438
Dept. of Labor & Employment	66	100	283	581	1,030
Dept. of Law	10	7	38	93	148
Dept. of Local Affairs	10	14	35	110	169
Dept. of Military Affairs	11	4	24	68	107
Dept. of Natural Resources	89	79	289	974	1,431
Dept. Of Personnel & Administration	38	36	126	324	524
Dept. Of Public Health & Environment	65	68	261	721	1,115
Dept. of Public Safety	46	45	146	1,024	1,261
Dept. of Regulatory Agencies	34	26	127	314	501
Dept. of Revenue	86	82	327	838	1,333
Dept. of State	4	1	20	79	104
Dept. of Transportation	166	164	660	1,981	2,971
Dept. of Treasury	2	1	4	15	22
Fort Lewis College	8	4	35	78	125
Front Range Community College	21	4	49	128	202
Governor's Office	0	0	1	1	2
Lamar Community College	1	1	6	9	17
Legislature	2	0	4	49	55
Mesa State College	4	4	19	43	70
Metropolitan State College Of Denver	14	20	41	102	177
Morgan Community College	0	1	3	11	15
Northeastern Junior College	5	7	10	23	45
Otero Junior College	1	2	6	14	23
Pikes Peak Community College	9	12	31	163	215
Pueblo Community College	5	8	19	55	87
Red Rocks Community College	3	5	24	54	86
Trinidad State Junior College	2	2	10	19	33
University Of Colorado - Boulder	190	193	468	1,548	2,399
University Of Colorado - Central Admin	20	18	57	134	229
University Of Colorado - Colorado Springs	15	18	30	180	243
University Of Colorado - Denver	17	26	37	84	164
University Of Colorado - Health Sciences Center	73	116	222	596	1,007
University Of Northern Colorado	32	47	116	216	411
University Of Southern Colorado	11	4	23	69	107
Western State College	3	4	13	30	50
<b>TOTAL</b>	<b>1,816</b>	<b>1,769</b>	<b>6,336</b>	<b>21,362</b>	<b>31,283</b>



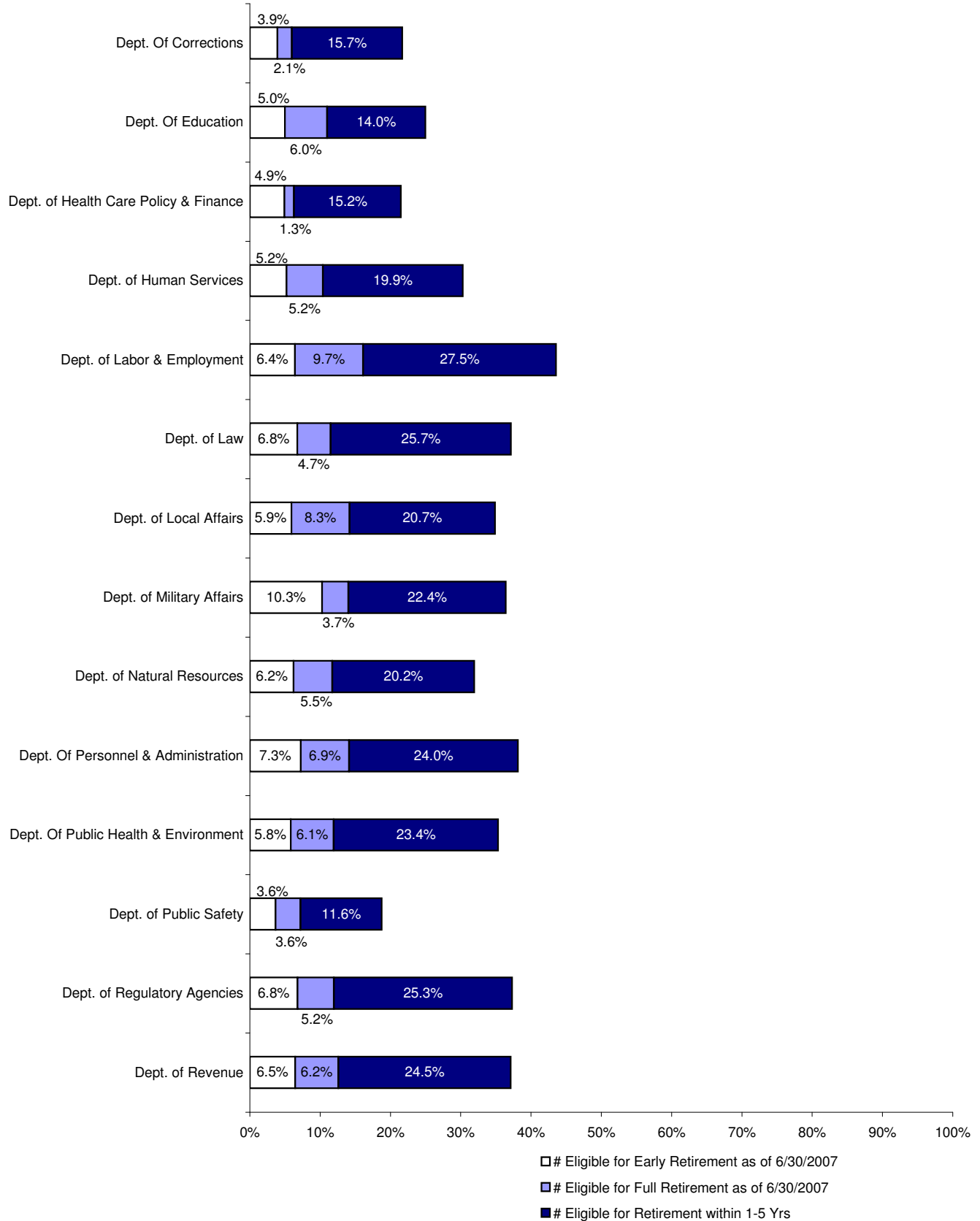
# WORKFORCE TRENDS

## Employee Retirement Eligibility Breakdown



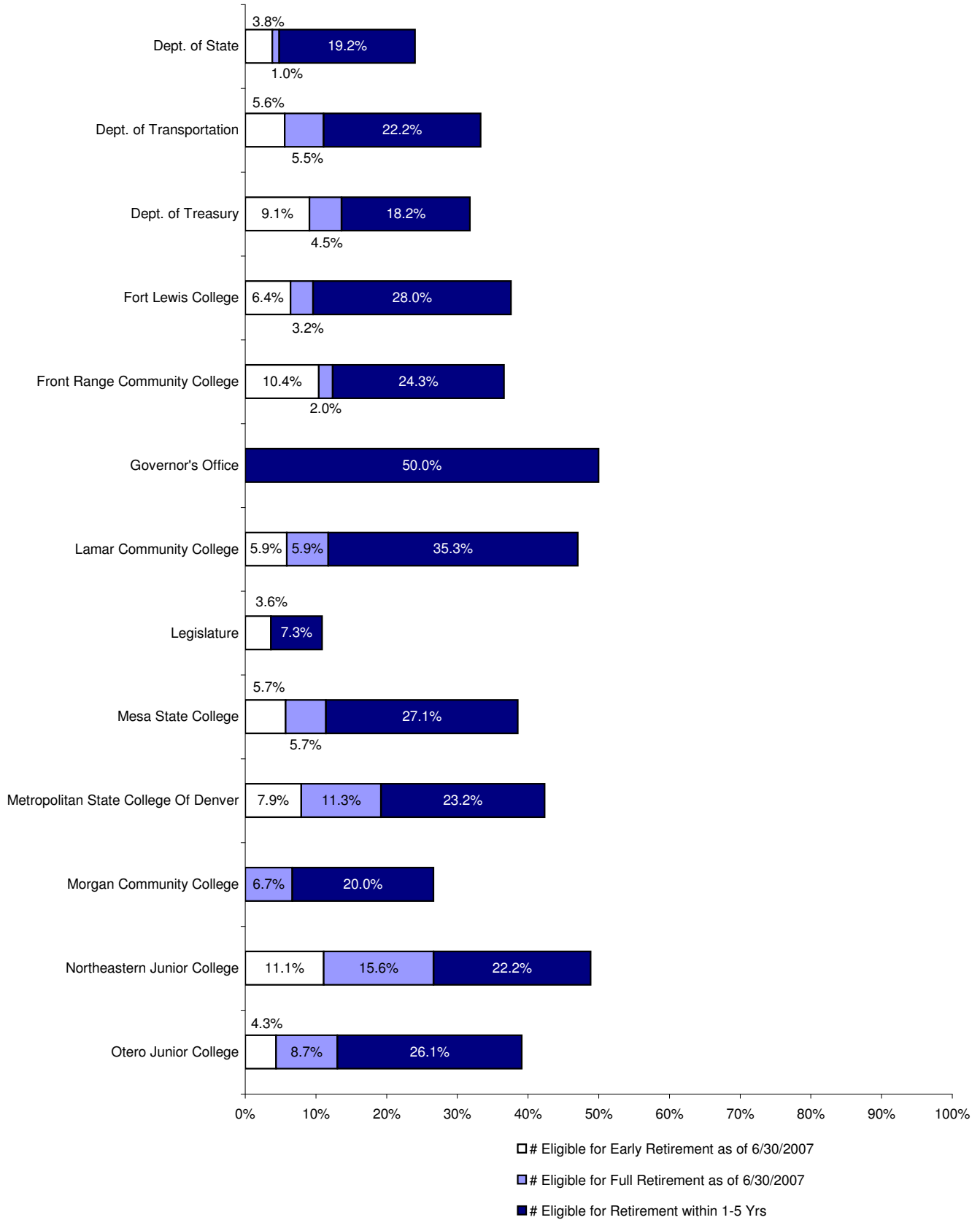
# WORKFORCE TRENDS

## Employee Retirement Eligibility Breakdown

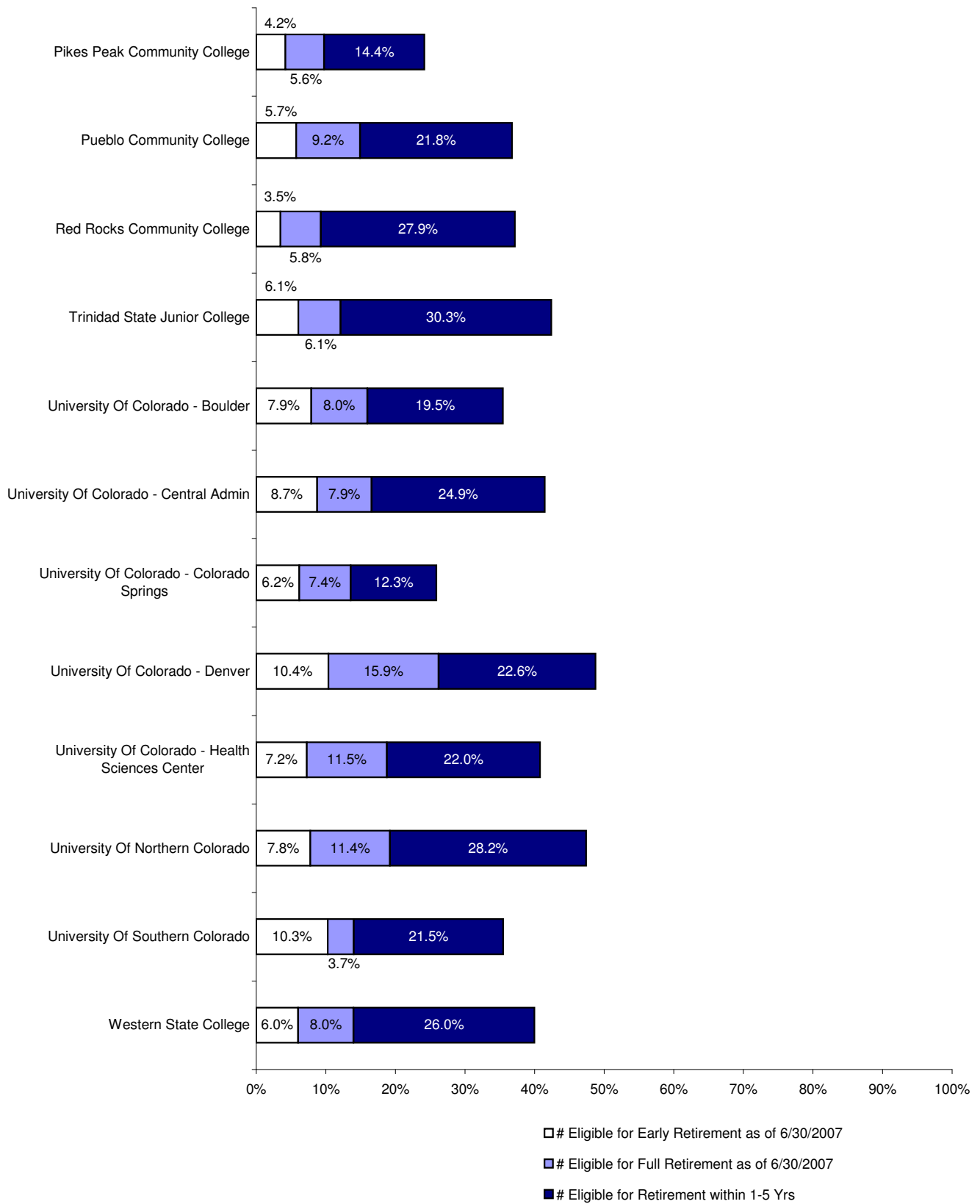


# WORKFORCE TRENDS

## Employee Retirement Eligibility Breakdown

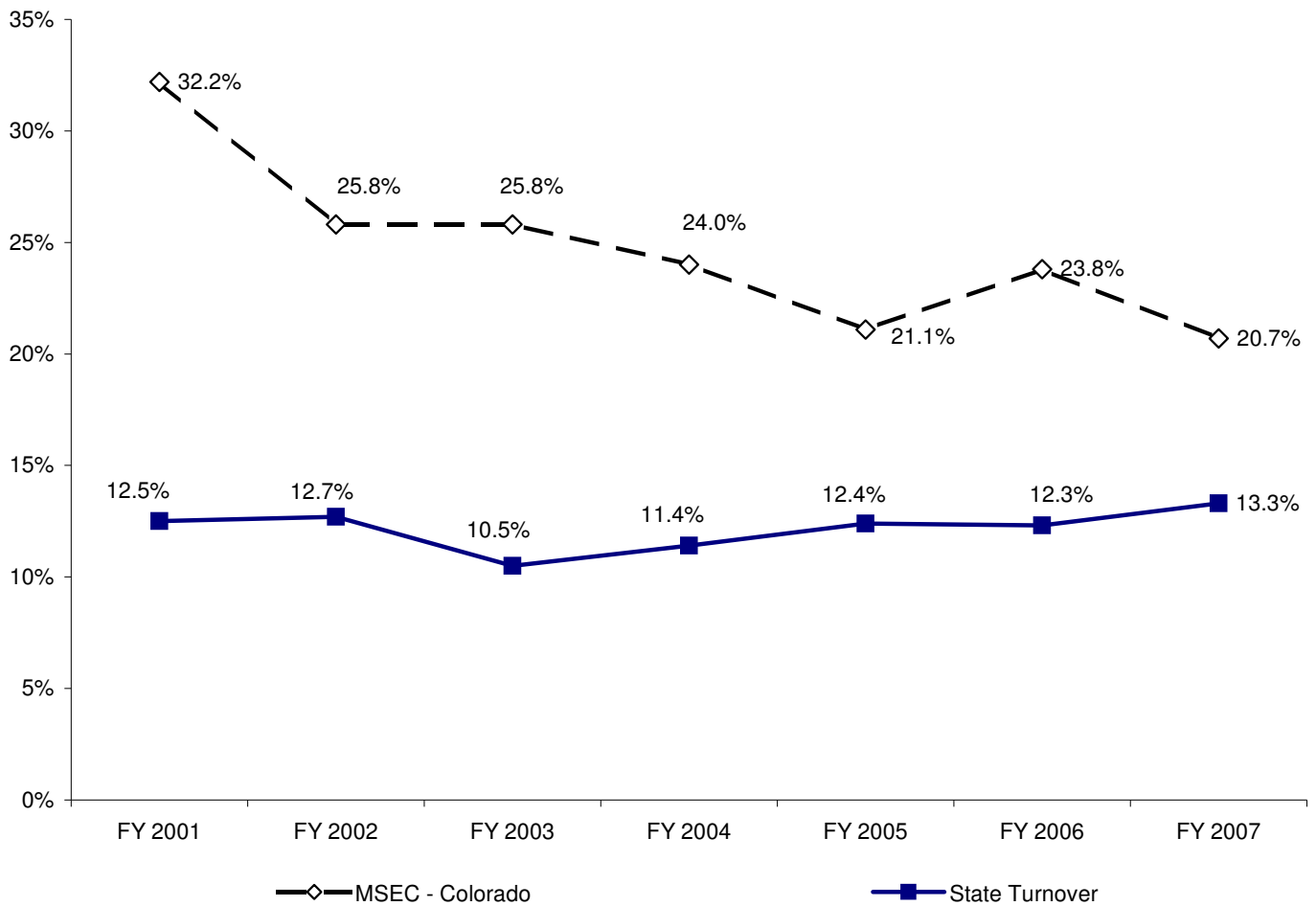


**Employee Retirement Eligibility Breakdown**



# WORKFORCE TRENDS

Comparison of Turnover Rates for State Personnel System Employees and the Overall Colorado Workforce 2001 to 2007



The chart shows the turnover rate for employees who leave the state personnel system compared with MSEC (Mountain States Employers Council) data up to FY 2007.

MSEC data includes transfers within an organization, but to a different location.

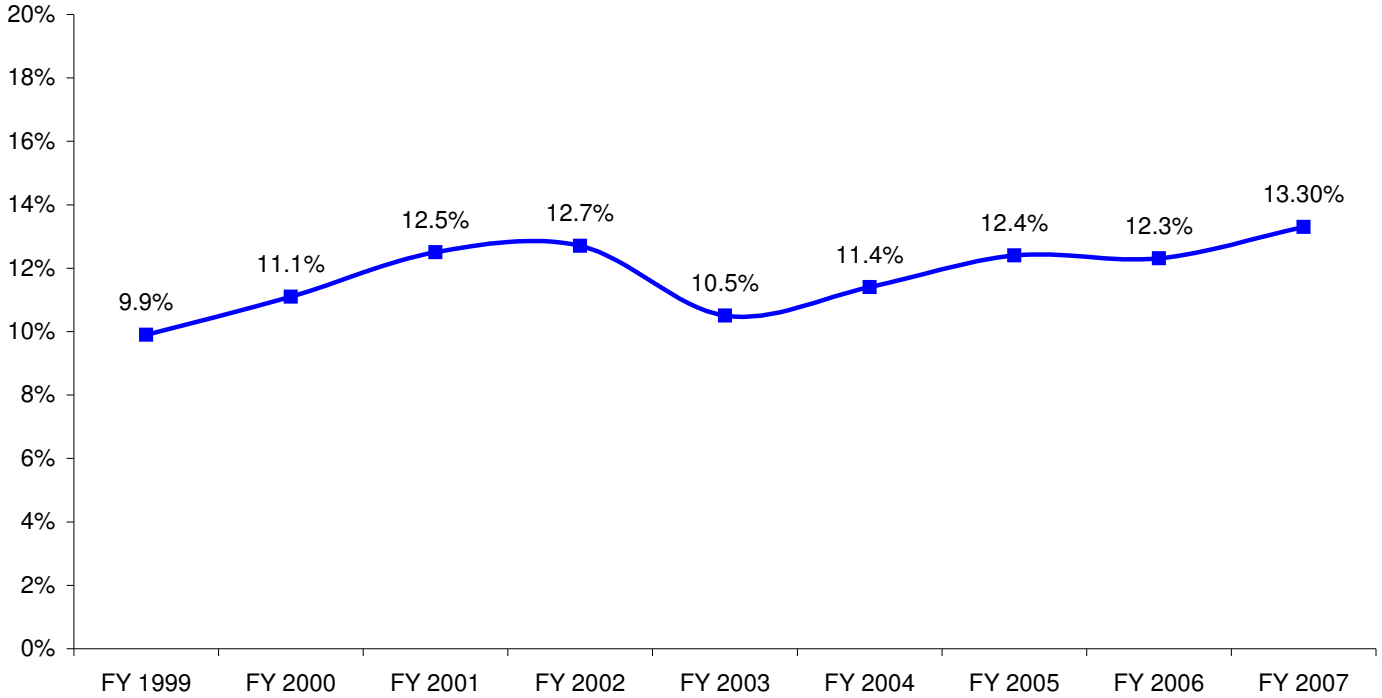
State turnover is defined as separations from state employment, including employee and employer initiated separations, layoffs, retirements, and deaths. The state excludes transfers because transferred employees remain with state government.

Data represents only permanent employees.

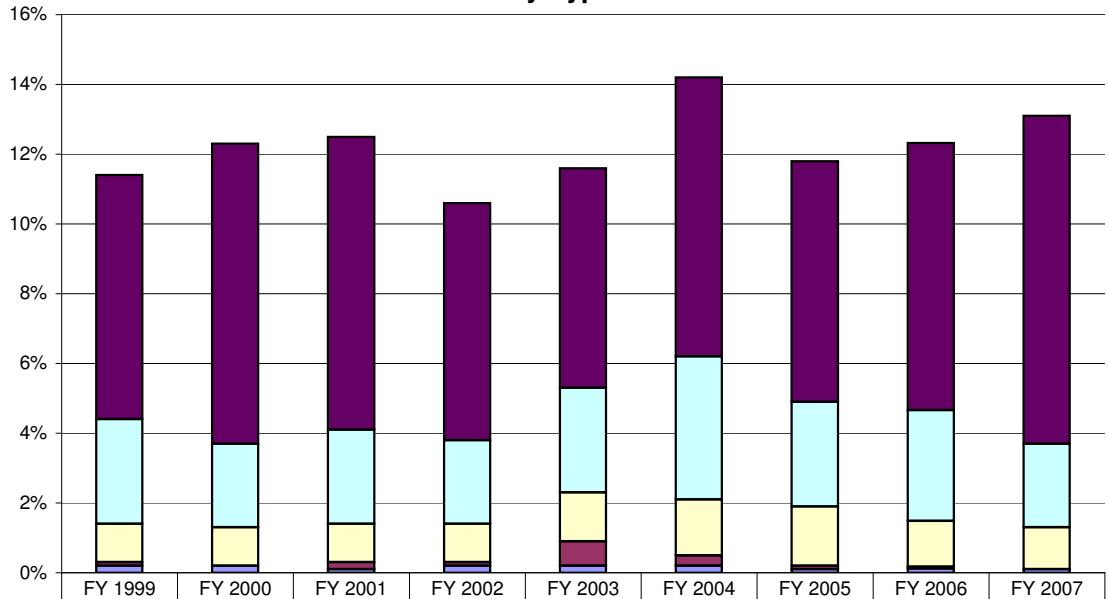
Includes CU and CSU data from FY 2003 to FY 2007. CU and CSU data was not available in previous years.

# WORKFORCE TRENDS

**Separation Rate from FY 1999 to FY 2007  
All State Personnel System Employees**



**Turnover Rate Trend By Type**



	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Voluntary	7.0%	8.6%	8.4%	6.8%	6.3%	8.0%	6.9%	7.7%	9.4%
Retirement	3.0%	2.4%	2.7%	2.4%	3.0%	4.1%	3.0%	3.2%	2.4%
Involuntary-Other, Excluding Layoff	1.1%	1.1%	1.1%	1.1%	1.4%	1.6%	1.7%	1.3%	1.2%
Involuntary-Layoff	0.1%	0.0%	0.2%	0.1%	0.7%	0.3%	0.1%	0.1%	0.0%
Death	0.2%	0.2%	0.1%	0.2%	0.2%	0.2%	0.1%	0.1%	0.1%

## WORKFORCE TRENDS

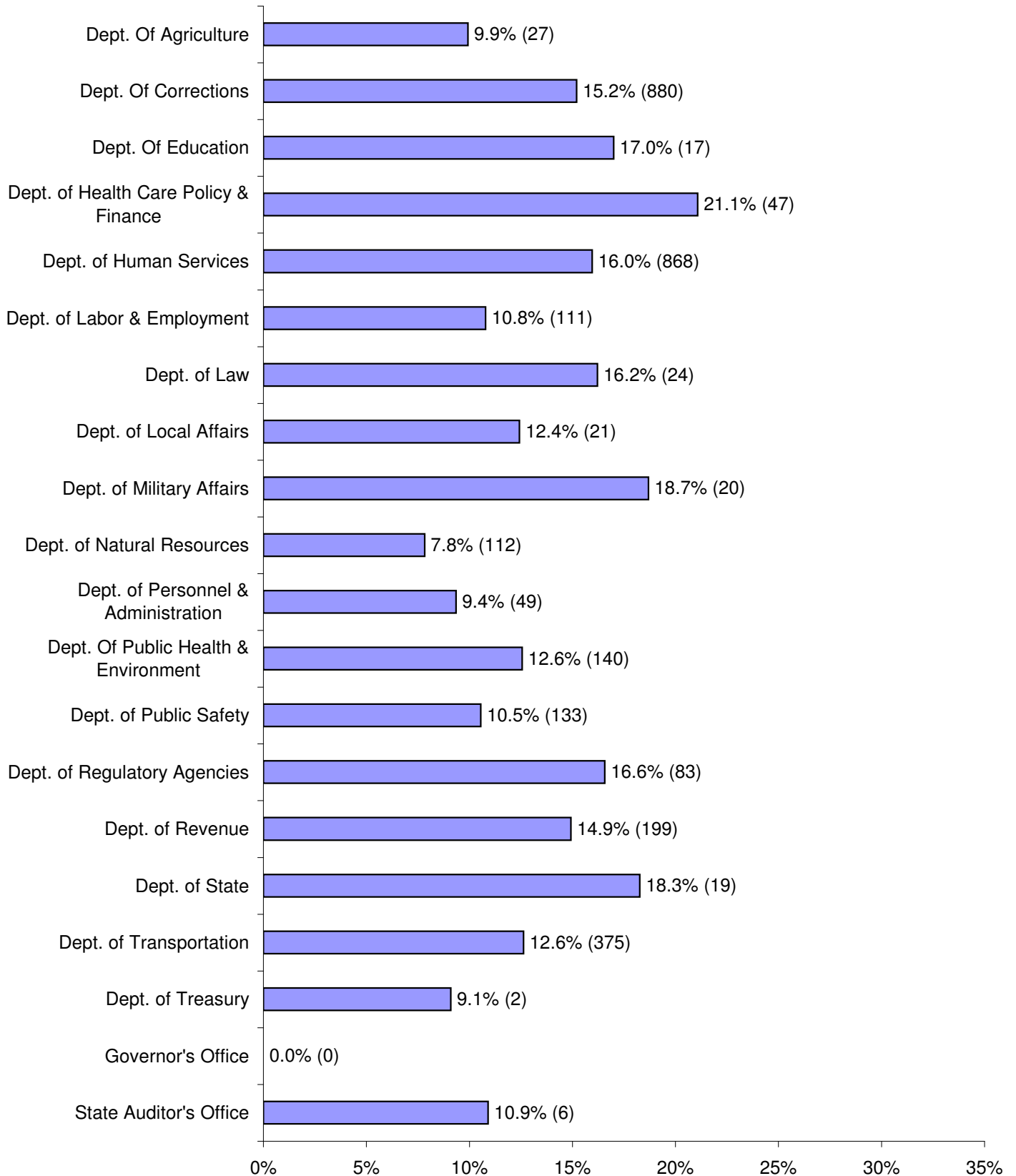
Percent of Separations by Department from FY 2002 - 2007						
Department	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Dept of Agriculture	8.9%	14.1%	10.0%	13.2%	10.0%	9.9%
Dept of Corrections	8.5%	11.2%	11.0%	10.5%	12.3%	15.2%
Dept of Education	16.1%	14.5%	7.5%	15.5%	19.3%	17.0%
Dept of Health Care Policy & Finance	11.3%	13.4%	21.1%	20.1%	19.0%	21.1%
Dept of Human Services	13.8%	15.2%	17.3%	16.2%	17.1%	16.0%
Dept of Labor & Employment	9.5%	9.6%	10.4%	12.6%	10.9%	10.8%
Dept of Law	12.1%	8.3%	10.6%	11.4%	12.7%	16.2%
Dept of Local Affairs	8.1%	13.6%	12.9%	7.1%	10.8%	12.4%
Dept of Military & Veterans Affairs	18.8%	16.5%	8.9%	8.7%	15.8%	18.7%
Dept of Natural Resources	5.8%	6.6%	6.1%	6.7%	9.8%	7.8%
Dept of Personnel & Administration	13.0%	10.7%	10.0%	10.6%	10.0%	9.4%
Dept of Public Health & Environment	9.5%	9.2%	9.8%	8.0%	10.0%	12.6%
Dept of Public Safety	7.8%	9.3%	11.3%	8.9%	9.1%	10.5%
Dept of Regulatory Agencies	8.0%	9.9%	10.8%	9.5%	13.4%	16.6%
Dept of Revenue	11.0%	10.5%	11.9%	10.1%	13.2%	14.9%
Dept of State	15.4%	9.9%	16.7%	8.1%	28.1%	18.3%
Dept of Transportation	7.3%	7.3%	8.8%	8.5%	12.7%	12.6%
Dept of Treasury	10.0%	4.5%	8.3%	4.3%	8.7%	9.1%
Governor's Office	0.0%	0.0%	57.1%	0.0%	0.0%	0.0%
State Auditor's Office	1.8%	10.9%	27.5%	23.1%	23.3%	10.9%

Percent of Separations by Higher Education Institution from FY 2002 - 2007						
Department	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Colorado Commission on Higher Education	0.0%	25.0%	0.0%	0.0%	50.0%	0.0%
Colorado Historical Society	12.8%	2.5%	10.3%	28.6%	27.3%	31.6%
Adams State College	10.3%	11.0%	11.9%	11.2%	4.6%	0.0%
Arapahoe Community College	20.7%	24.4%	20.6%	36.1%	16.7%	16.0%
Auraria Higher Education Center	21.0%	28.7%	17.4%	15.1%	9.0%	27.5%
Colorado Community College System	13.0%	14.3%	14.8%	17.8%	9.1%	54.5%
Colorado Northwestern Community College	14.0%	7.5%	14.3%	58.6%	19.1%	20.0%
Colorado School of Mines	15.4%	14.4%	18.5%	7.9%	5.2%	0.0%
Colorado State University	NA	NA	13.3%	9.3%	9.7%	10.4%
Community College of Aurora	17.2%	21.4%	4.1%	6.1%	2.3%	23.4%
Community College of Denver	11.6%	23.6%	42.9%	11.4%	0.0%	2.8%
Fort Lewis College	27.1%	10.8%	26.4%	20.0%	5.0%	0.0%
Front Range Community College	14.5%	9.1%	18.3%	12.1%	12.5%	10.9%
Lamar Community College	4.3%	15.0%	5.0%	0.0%	0.0%	11.8%
Mesa State College	16.7%	18.0%	19.3%	13.1%	5.0%	0.0%
Metropolitan State College of Denver	12.7%	20.8%	15.6%	15.2%	4.1%	0.0%
Morgan Community College	10.3%	16.0%	33.3%	11.1%	6.7%	6.7%
Northeastern Junior College	15.9%	27.8%	20.0%	7.8%	4.8%	15.6%
Otero Junior College	8.8%	6.3%	3.2%	18.5%	3.9%	17.4%
Pikes Peak Community College	10.1%	12.3%	14.2%	19.1%	6.4%	12.1%
Pueblo Community College	12.5%	4.7%	9.8%	7.6%	7.5%	13.8%
Red Rocks Community College	7.5%	7.3%	6.1%	7.4%	3.2%	14.0%
Trinidad State Junior College	5.1%	5.5%	9.1%	18.9%	15.2%	24.2%
University of Colorado - All Sites	NA	10.4%	11.8%	13.0%	12.7%	13.4%
University of Northern Colorado	14.2%	11.0%	14.7%	13.3%	7.5%	0.0%
University of Southern Colorado	NA	NA	NA	NA	NA	0.0%
Western State College	20.3%	4.2%	18.1%	33.3%	9.5%	0.0%

\*Note: Higher Education data is unreliable. The data reported may not be complete.

# WORKFORCE TRENDS

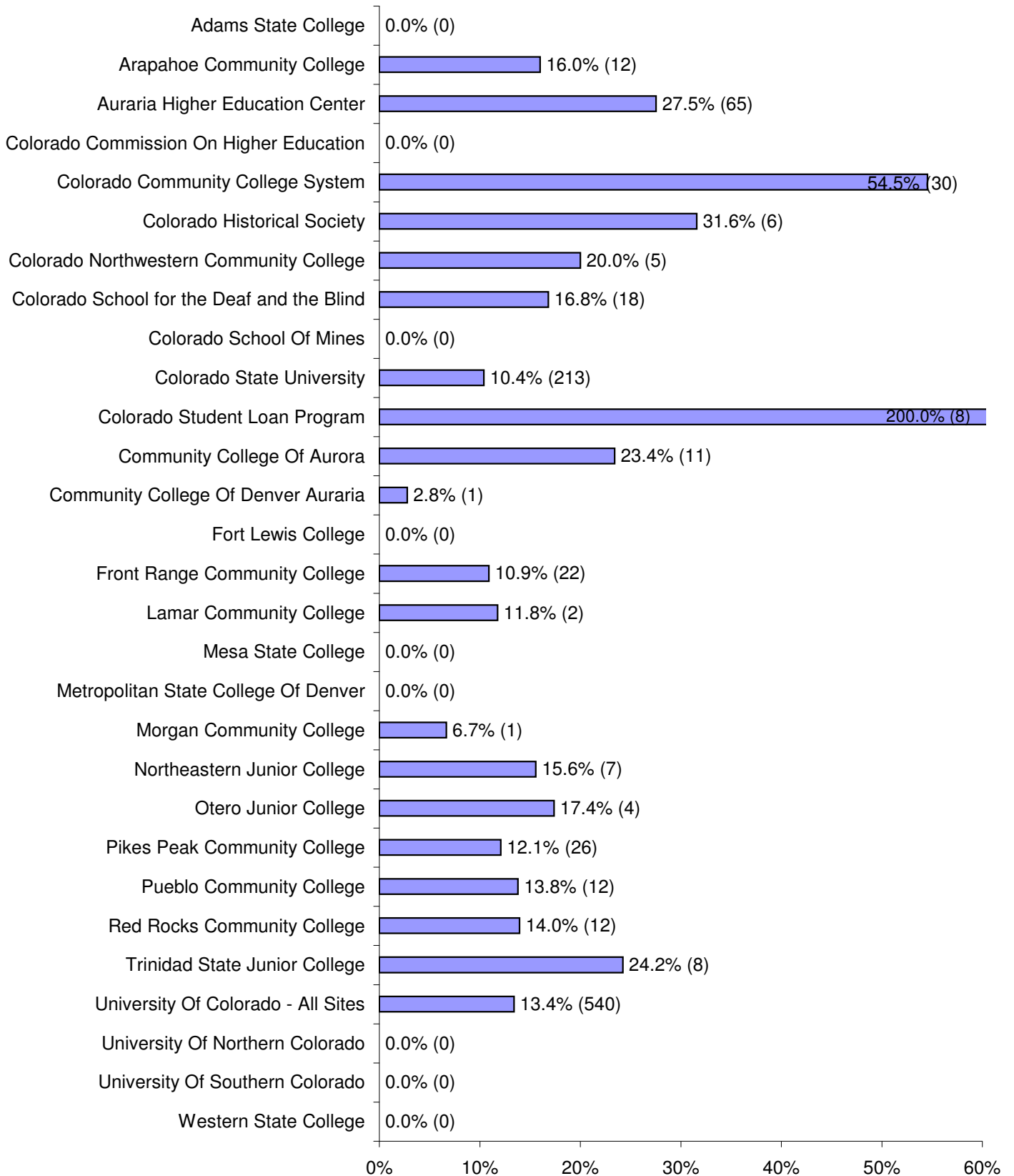
Percent and Number of Separations within Each General Government Department for FY 2007





# WORKFORCE TRENDS

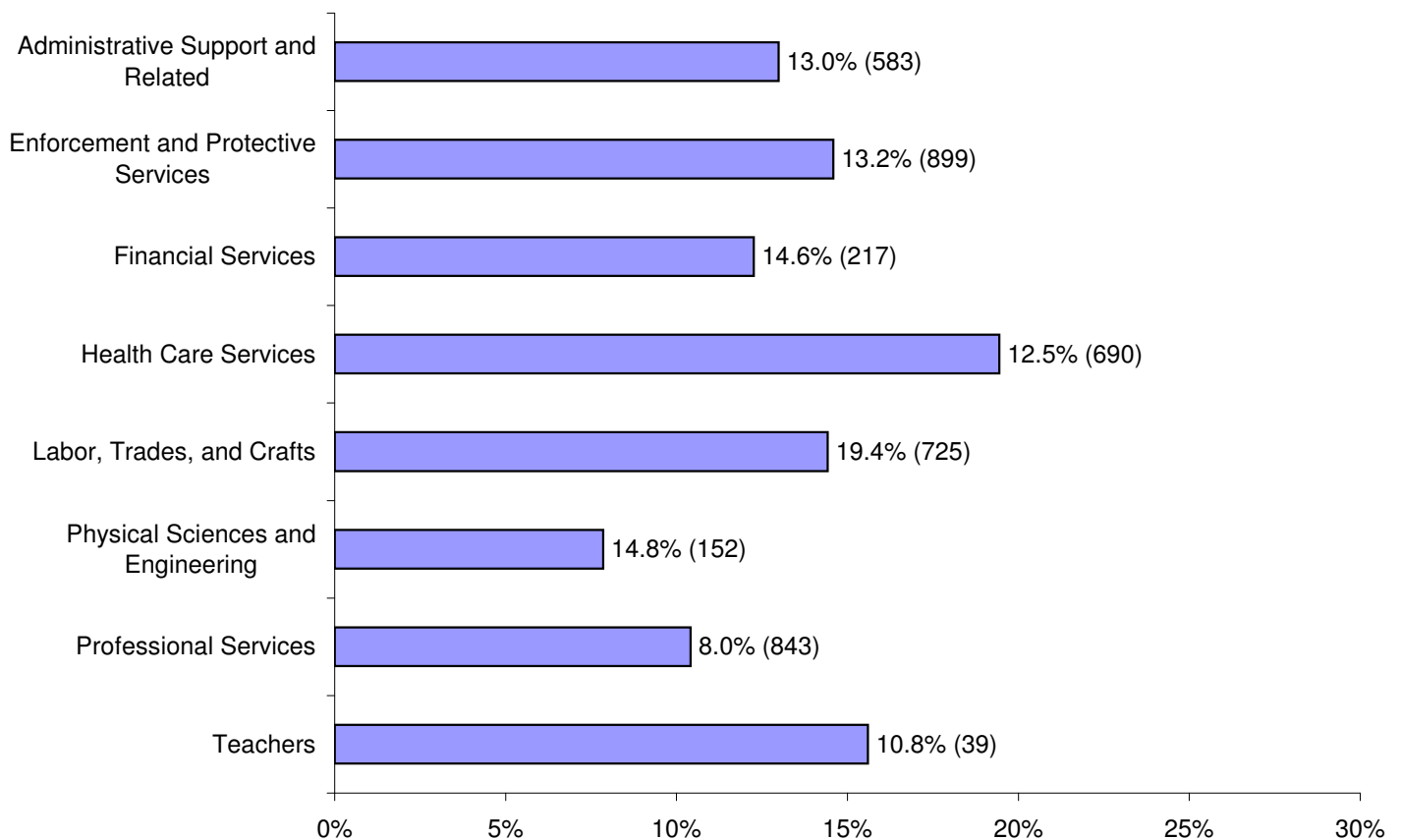
Percent and Number of Separations within Each Higher Education Department for FY 2007



## WORKFORCE TRENDS

Percent of Separations by Occupational Group from FY 2002 - 2007						
Department	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Administrative Support and Related	12.9%	13.3%	12.8%	12.8%	11.8%	13.0%
Enforcement and Protective Services	8.5%	9.9%	10.6%	10.2%	11.3%	14.6%
Financial Services	8.5%	10.5%	12.0%	10.0%	9.5%	12.3%
Health Care Services	17.5%	18.3%	20.4%	19.5%	20.7%	19.4%
Labor, Trades, and Crafts	13.0%	12.6%	14.5%	14.2%	14.2%	14.4%
Physical Sciences and Engineering	5.6%	5.2%	5.8%	6.5%	8.4%	7.9%
Professional Services	7.7%	9.1%	10.1%	9.9%	9.9%	10.4%
Teacher	14.4%	14.7%	22.8%	22.7%	16.2%	15.6%

Percent and Number of Separations within Each Occupational Group for FY 2007



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Workforce Report FY 2006-2007  
Analysis and Statistics Covering  
The State Personnel System**

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Online copies are available for the  
[Workforce Report FY 2006-2007](#)  
as well as the [online feedback form](#)

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