



Annual Workforce Report FY 2010-2011

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Overview

Background

The Department of Personnel and Administration, Division of Human Resources, includes six separate units: Compensation, Consulting Services, Employee Benefits, HR Analytics, the Professional Development Center (PDC) and the State Office of Risk Management. This report includes data related to each unit and is intended to serve as a resource for State agencies. This report gives overall descriptive statistics on the profile of the workforce, the compensation package received by employees, selection trends during the fiscal year and the employee turnover within groups, departments and the State as a whole.

Figure 1 – Employees and Population

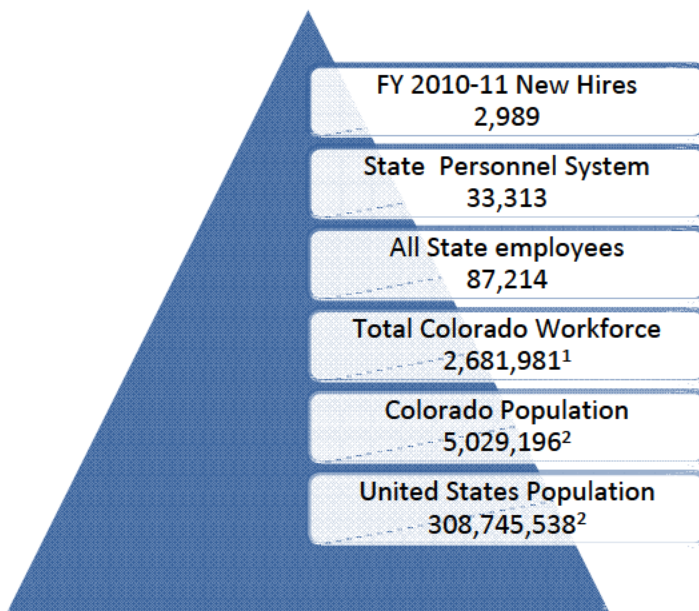


Figure 2 – Permanent State Personnel System Summary FY 2010-11

	New Hires ³	Statewide Workforce
Count	2,989	33,313
Median Age	36.7	47.7
Median Salary	\$39,276	\$46,800
Percent Minority	25.2%	23.1%
Percent Female	47.8%	48.3%
Voluntary Turnover	9.2%	5.5%

¹ Bureau of labor Statistics, June 2011 Colorado Employment Statistics

² Census Bureau 2010 Population Estimates

³ New hires are defined as having less than one year of service as of June 30, 2011

Who are we?

The State of Colorado employs over 85,000 people, when you include part-time, full-time, permanent and temporary employees. However, not all of these employees fall under the State Personnel System and are subject to the rules, compensation structure and benefits governing the Personnel System. Most employees in the Judicial and Legislative branches of government (with the exception of the State Auditor's Office) and faculty, administration, and exempt professionals within institutions of higher education are considered "non-classified," or not part of the System. Unless otherwise noted, this report contains general statistics, trends, and other information for the State Personnel System Only.

Key Statistics:

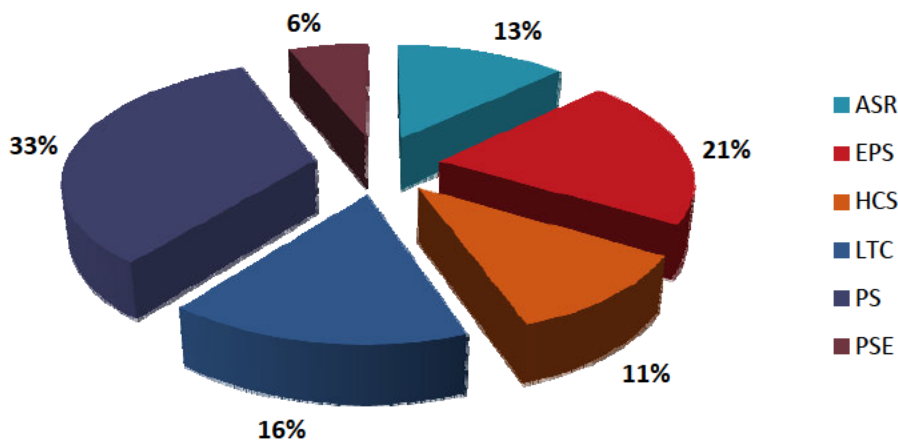
- As of June 30, 2011, there were 33,313 permanent classified employees working for the State of Colorado.
- About nine percent of these employees were hired within the previous fiscal year.
- The median age is 47.7.
- The median salary is \$46,800.

Workforce Demographics

Occupation Make-up

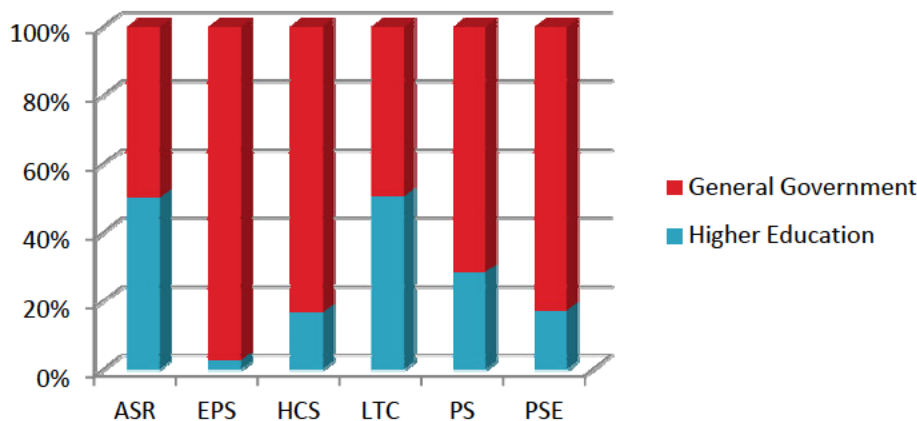
The classified workforce varies greatly in different areas in State government, and therefore is broken down into six occupational groups: Enforcement and Protective Services (EPS); Health Care Services (HCS); Labor, Trades and Crafts (LTC); Administrative Support and Related (ASR); Professional Services (PS); and Physical Science and Engineering (PSE). These occupational groups are the basis for many of the compensation policies developed by and system studies performed by the Department.

Figure 3-Workforce by Occupation Group



Classified employees within higher education tend to hold positions in administrative support and labor trades positions. This is because professional positions and those in the physical sciences or engineering are often exempt professionals, faculty, or administration within higher education, and not included in the classified system.

Figure 4 - Occupation Group by General Government and Higher Education



Who are we?

One third of classified employees work in a position within the professional services occupation group. This includes tax examiners, auditors, administrative law judges, and information technology professionals, among many others.

It may be noted that the average salary for classified employees is lower in higher education than general government, but this is generally due to the type of positions and occupation groups that are considered classified in each group.

Additional statistics for occupational groups:

Median Salary

Administrative	\$36,000
Enforcement	\$45,936
Health Care	\$45,084
Labor Trade Crafts	\$37,068
Professional	\$55,014
Physical Sciences	\$71,400

Average Age

Administrative	48.43
Enforcement	42.40
Health Care	46.37
Labor Trade Crafts	48.23
Professional	47.47
Physical Sciences	47.26

Percent Female

Administrative	85.5%
Enforcement	23.9%
Health Care	74.6%
Labor Trade Crafts	20.1%
Professional	58.4%
Physical Sciences	22.3%

Workforce Demographics

Overall Changes

Key statistics for the classified state workforce are shown for the last three fiscal years in figure 5.

Figure 5 – Workforce Changes at a Glance				
	FY 2008-09	FY 2009-10	FY 2010-11	Percent Change
Classified Employees	33,526	33,105	33,313	↓0.6%
Average Age	46.18	46.52	46.55	↑0.8%
Median Age	47.32	47.64	47.65	↑0.7%
Average Length of Service	9.53	9.73	9.77	↑2.5%
Median Length of Service	7.61	7.66	7.41	↓2.6%
Average Salary	\$51,147	\$51,473	\$51,147	0.0%
Median Salary	\$47,040	\$47,304	\$46,800	↓0.5%
Eligible to Retire	12.6%	17.0%	17.7%	↑39.6%
Eligible to Retire in Five Years	33.1%	34.1%	34.4%	↑3.3%
Turnover	8.5%	8.6%	10.1%	↑18.1%

Age and Service Groups

Figures 6 and 7 illustrate the age and service demographics for permanent classified employees of the State by groupings. Years of service does not include any employees who retire and return to the State at a later date working part-time.

Key Points:

- The number of employees currently eligible to retire has increased nearly 40% from FY 2008-09 to FY 2010-11.
- While average annual salary remains largely unchanged over the past three fiscal years, median salary has gone down 0.5%.
- Turnover has increased 18% over the past three fiscal years, from 8.5% to 10.1%.
- Approximately 60% of employees in the State Personnel System are under 50 while 40% are over 50.
- 21% of employees in the State Personnel System have been hired within the last 3 years.

Figure 6-Employee Count by Age Group

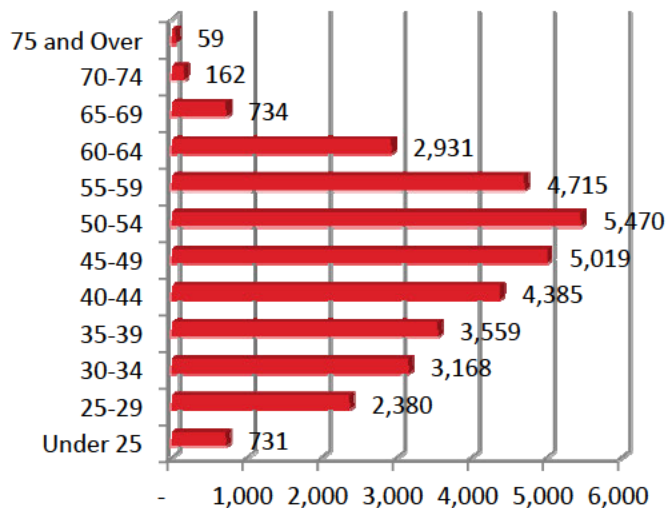
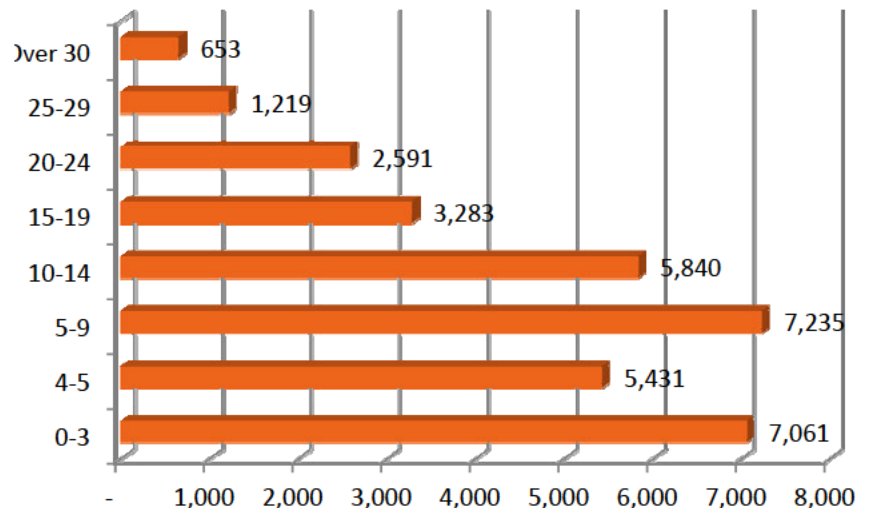


Figure 7-Employee Count by Service Group



Selection

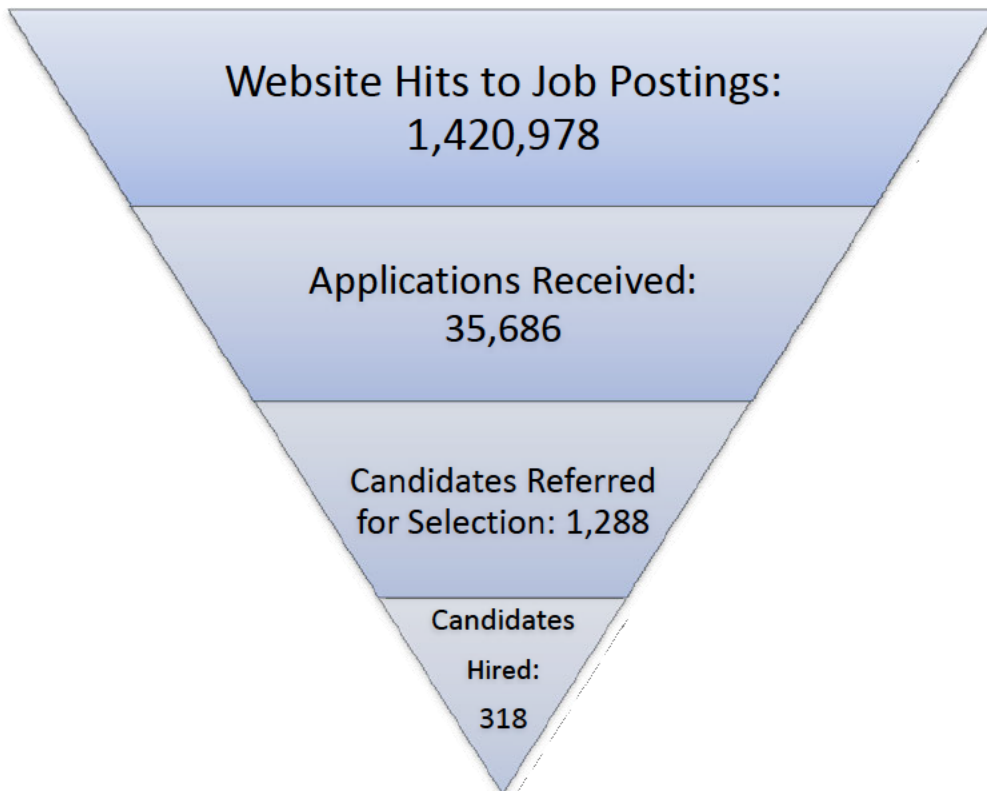
Implementation of CO-Jobs

During FY 2010-11, the method that the State uses to process position requisitions, applications and placement changed dramatically. In March of 2011, CO-Jobs (powered by NeoGov) was implemented to improve the efficiency, effectiveness and elegance of the selection process. As such, the data presented in figure 8 represent experience between March 15, 2011 and June 30, 2011. We look forward to reporting an entire fiscal year's results in FY 2011-12. Please see appendix G for department specific selection information.

Requisitions Referred to Appointing Authority	437
Resumes Received for Closed Requisitions	12,361
Average Time Job was Posted (in days)	11.6
Average Time to Fill (in days) ¹	30.4

Part of the selection process is to review every application received against the minimum qualifications for the position. Here are some of the key statistics for the selection process since the implementation of CO-Jobs. As mentioned above, this information does not cover all of FY 2010-11, but rather just March 15th, 2011 to June 30th, 2011.

Figure 9 – Selection Process for March 31, 2011 to June 30, 2011



Key Points

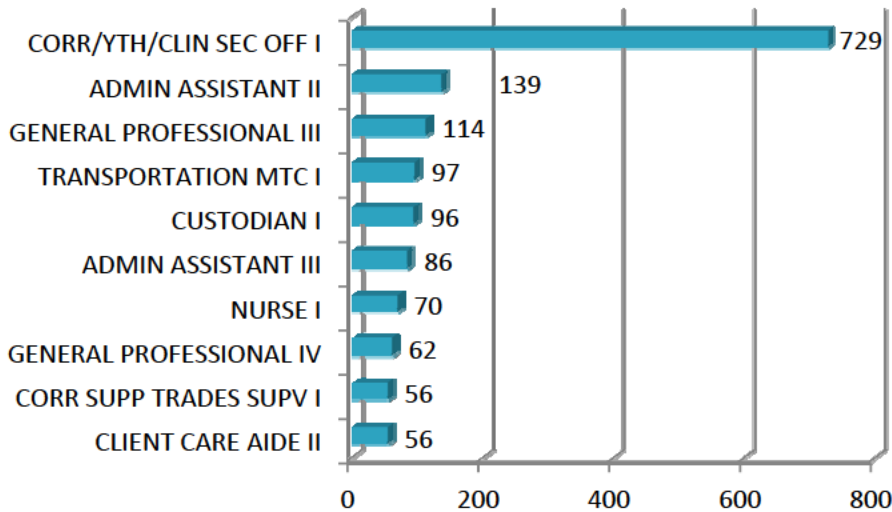
- On average, it took just about a month to fill a position, from the time the position requisition was opened until the time a referral was made to the appointing authority.
- Just over 1.4 million people viewed a position within the State of Colorado in just under four months.
- Over 12,000 applications were received for positions that closed prior to June 30, 2011.
- State Personnel rules and applicable State law require that the top three ranking candidates (determined by a competitive examination process) are referred on for appointment. This is why the ratio of referrals is a little more than 3 to 1.

¹Time to Fill is defined as the elapsed days from the day a position requisition is opened to the date the position is referred to the appointing authority divided by the number of requisitions opened. It does not include the time a position is vacated to the time the requisition is opened, nor does it include the time from the referral to the appointing authority to the time a selection is made.

Selection

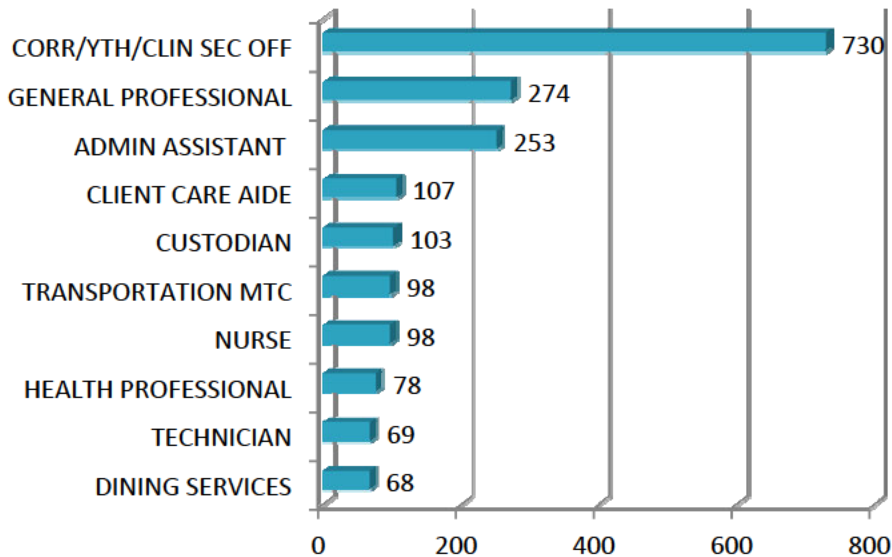
The State Personnel System breaks positions down by class series and further by class title, in order to create a structured system for managing the System. For example a State Patrol officer could have a class title of State Patrol Trooper III and a class series of State Patrol. The top ten class titles that had the most new hires in FY 2010-11 are listed in figure 10.

Figure 10-Top Ten Class Titles with the Most New Hires



The top ten class series that had the most new hires in FY 2010-11 are listed in figure 11.

Figure 11-Top Ten Class Series with the Most New Hires



Key Points

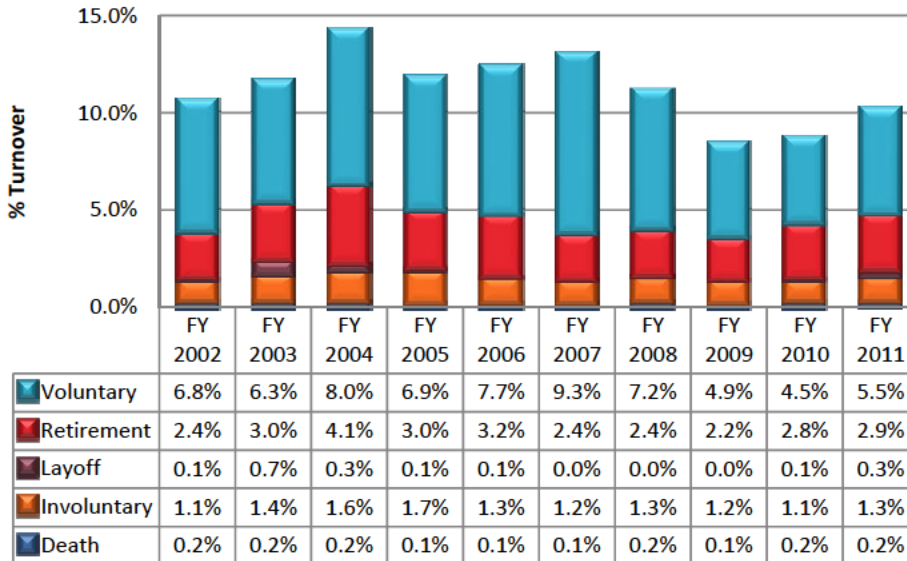
- The correctional officer class series has the most hires in FY 2010-11 and accounted for almost 25% of new hires into the State Personnel System during the year.
- The top ten class series with the most number of new hires listed in Figure 11 account for 63% of total hires to the State Personnel System in FY 2010-11.

Separations

Turnover

The overall turnover rate increased 0.1% in FY 2009-10 (from 8.5% to 8.6%) and increased again in FY 2010-11 by 1.5% (from 8.6% to 10.1%).

Figure 12-Historical Employee Turnover



Voluntary Separations

Voluntary separations are the predominate type of separations reported, representing at least half of all separations in each of the last ten fiscal years. There are two ways to consider voluntary separations: by the count of the separations and by the percent of separations with respect to the rest of the employees in the same class group. Figure 13 shows the ten class titles with the greatest number of voluntary separations, while figure 14 shows the ten class titles with the highest turnover rate during FY 2010-11.

Figure 13 - Voluntary Separations by Turnover Count

Class Title	Voluntary Turnover	Employees in Class Title	Turnover Rate
CORR/YTH/CLIN SEC OFF I	266	2,976	8.94%
ADMIN ASSISTANT III	83	1,468	5.65%
ADMIN ASSISTANT II	81	1,116	7.26%
CUSTODIAN I	63	897	7.02%
CLIENT CARE AIDE II	53	368	14.40%
NURSE I	50	412	12.14%
GENERAL PROFESSIONAL III	46	1,053	4.37%
HEALTH CARE TECH I	42	520	8.08%
TRANSPORTATION MTC I	40	788	5.08%
GENERAL PROFESSIONAL IV	39	781	4.99%

Key Points

- Overall turnover for FY 2010-11 was 10.1%.
- Overall turnover surpassed 10% for the first time since FY 2007-08.
- The ten year turnover average is 11.4% for the period ending in FY 2010-11.
- Voluntary turnover experienced an increase for the first time since FY 2006-07, from 4.5% to 5.5%.

Separations

Voluntary Separations (cont.)

Figure 14 - Voluntary Separations by Turnover Rate

Class Title	Voluntary Turnover	Employees in Class Title	Turnover Rate
CLIENT CARE AIDE I	28	140	20.0%
LABOR/EMPLOYMENT SPEC I	27	179	15.1%
CLIENT CARE AIDE II	53	368	14.4%
NURSE II	18	127	14.2%
DINING SERVICES I	21	152	13.8%
NURSE I	50	412	12.1%
HEALTH PROFESSIONAL III	11	118	9.3%
HEALTH CARE TECH II	10	109	9.2%
CORR/YTH/CLIN SEC OFF I	266	2976	8.9%
DINING SERVICES II	12	143	8.4%

Retirement

Retirements from the State Personnel System over the last ten years averaged 2.8% of all permanent, classified State employees. Figure 15 shows the five class titles with the greatest number of retirement eligible employees as of June 30, 2011.

Figure 15 – Current Retirement Eligibility by Class Title

Class Title	Retirement Eligible	Employees in Class	Avg. Age	Percent Eligible
ADMIN ASSISTANT III	403	1,626	61.2	24.8%
ADMIN ASSISTANT II	268	1,216	62.1	22.0%
GENERAL PROFESSIONAL III	218	1,125	60.2	19.4%
PROGRAM ASSISTANT I	200	785	60.6	25.5%
CUSTODIAN I	172	992	62.4	17.3%

Figure 16 shows the top five class titles that will have the highest number of retirement eligible employees projected to June 30, 2015.

Figure 16 –Projected Retirement Eligibility by Class Title

Class Title	Retirement Eligible	Employees in Class	Avg. Age	Percent Eligible
ADMIN ASSISTANT III	680	1,626	59.1	41.8%
ADMIN ASSISTANT II	459	1,216	60.3	37.8%
GENERAL PROFESSIONAL III	434	1,125	57.7	38.6%
CORR/YTH/CLIN SEC OFF I	375	2,976	58.6	12.6%
CUSTODIAN I	365	992	59.7	36.8%

Key Points

- As of FY 2010-11, nearly 18% of employees with the State Personnel System are retirement eligible.
- Over 40% of the employees in the administrative occupational group are retirement eligible as of June 30, 2011.

Separations

Retirement (cont.)

As of June 30, 2011, nearly 18% of employees in the State Personnel System are eligible for retirement (either a partial, early retirement or a full, unreduced retirement). Within five years, that number will nearly double to 34%. However, this number is offset by new hires into the State Personnel System, which in FY 2010-11 was 9.0%.

Figure 17-Percent of Employees Eligible to Retire within Five Years

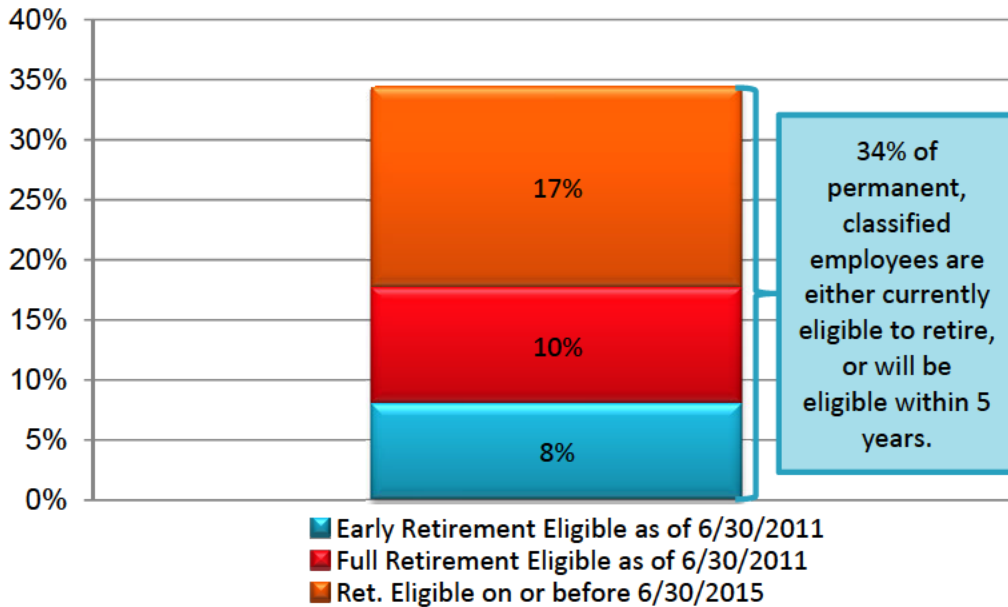
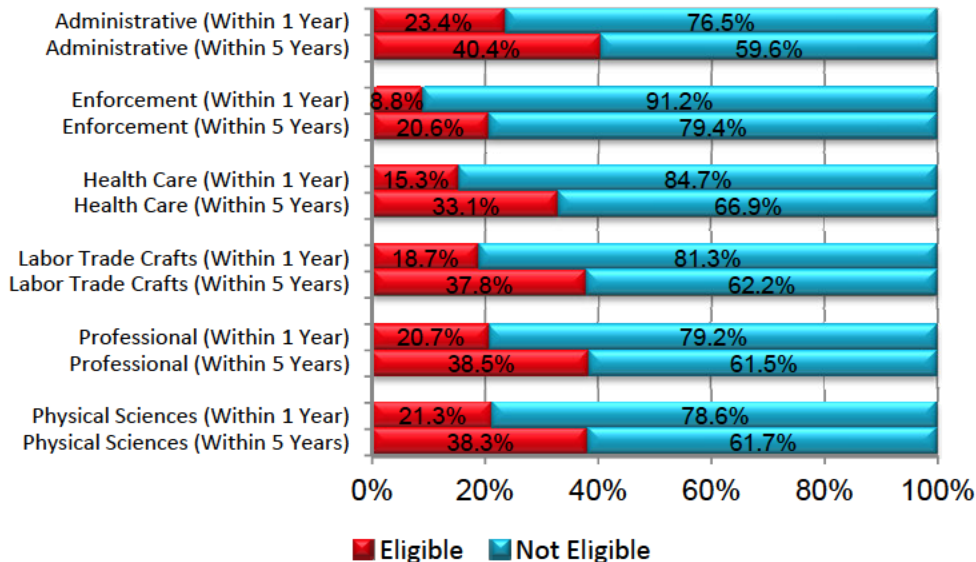


Figure 18 illustrates current and projected retirement eligibility by occupational group. As you can see, while most groups are near the system wide average of 18%, most groups will also near 40% retirement eligibility within five years.

Figure 18-Retirement Eligibility by Occupational Group



Key Points

- As of FY 2010-11, nearly 18% of employees with the State Personnel System are retirement eligible.
- Nearly 35% of employees in the State Personnel System will be eligible to retire within the next five years.
- Over 40% of the employees in the administrative occupational group are retirement eligible as of June 30, 2011.

Benefits

Changes in State of Colorado Benefits Contribution and Enrollment

In addition to wages, employee compensation includes State contributions to employee benefits. Prior to FY 2003-04, the State's contribution dollars toward health benefit programs were specified in statute. Following a change in statute, the State's contribution is set based on an annual compensation survey and approval by the General Assembly. Since then, the State has continued its effort to catch up with the market contribution level.

Figure 19-State of Colorado Contribution Trends

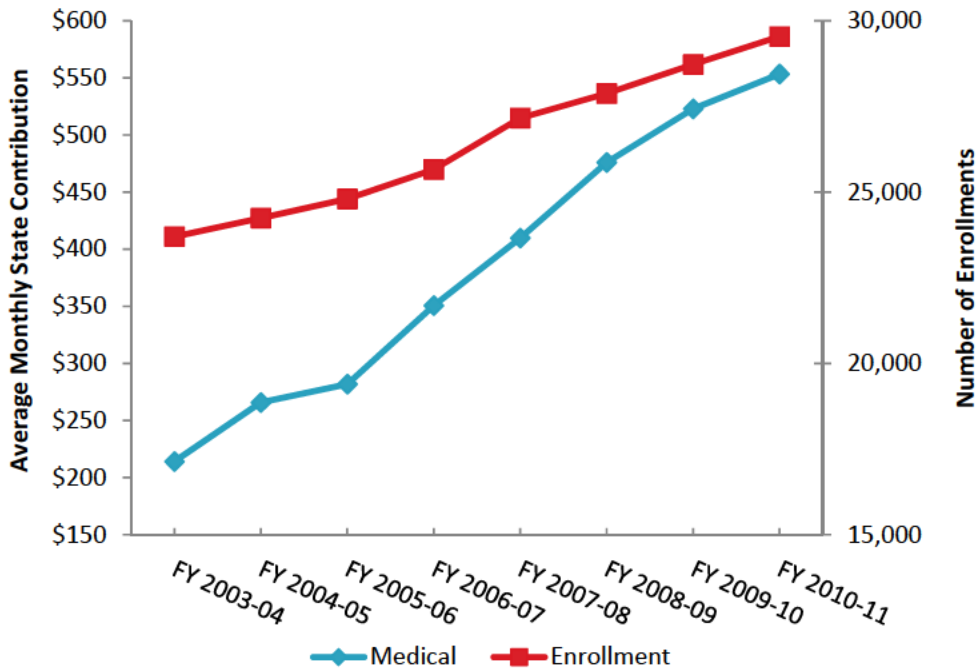
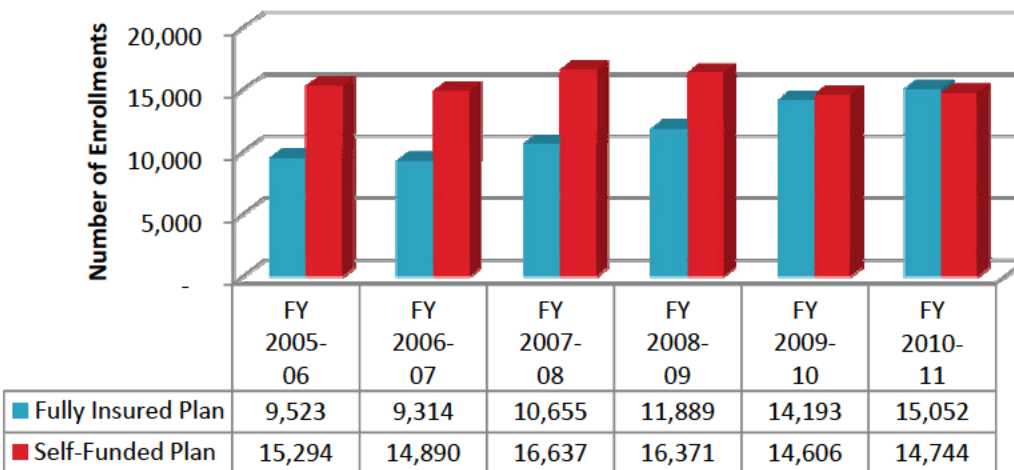


Figure 20 shows the trend of total enrollment in the State's two medical plans, the fully insured and self-funded medical plans.

Enrollment by Plan and By Fiscal Year¹



Key Points

- Enrollment (as a percentage of benefit eligible employees) has gone up slightly over the past six years, from 74% in FY 2005-06 to 76% in FY 2010-11.
- FY 2010-11 represents the first year in the last six years that enrollment in the fully insured carrier exceeded enrollment in the self-funded plan.
- Enrollment in the State's fully insured medical program has increased over the last five years.
- The State's fully insured carrier is Kaiser and the current self-funded third party administrator is United Health Care. Prior to FY 2009-10, the self-funded third party administrator was Great West.

¹ Enrollment after FY 2006-07 includes employees from University of Colorado that elected a State benefit plan.

Benefits

Medical and Dental Insurance

Medical premiums are paid for by a combination of employee and employer contributions. Figure 20 illustrates, by salary group and by plan tier, the percent of salary that employees contribute to medical insurance benefits. Figure 21 illustrates similar information using contributions to dental insurance. Both tables represent all benefit eligible employees, even those outside the State Personnel System¹.

Figure 20 – Employee Medical Contributions as a Percent of Salary

Salary Group	Employee Only	Employee + Spouse	Employee +Child(ren)	Ee + Sp + Child(ren)	Total
\$1,000-\$1,999	2.9%	17.7%	6.3%	19.8%	5.4%
\$2,000-\$2,999	2.4%	12.0%	4.7%	13.4%	4.8%
\$3,000-\$3,999	1.8%	9.0%	3.6%	10.4%	4.3%
\$4,000-\$4,999	1.4%	7.1%	2.8%	8.0%	3.6%
\$5,000-\$5,999	1.2%	5.9%	2.2%	6.6%	3.2%
\$6,000-\$6,999	1.0%	4.9%	1.9%	5.4%	2.9%
\$7,000-\$7,999	0.9%	4.3%	1.6%	4.7%	2.8%
\$8,000-\$8,999	0.7%	3.7%	1.4%	4.0%	2.4%
\$9,000-\$9,999	0.7%	3.4%	1.3%	3.4%	2.2%
\$10,000-\$10,999	0.7%	2.8%	0.9%	3.3%	2.3%
\$11,000-\$11,999	0.6%	2.0%	1.3%	3.2%	2.1%
\$12,000-\$12,999	0.4%	2.8%	1.0%	3.0%	2.4%
\$13,000-\$13,999	0.6%	N/A	N/A	3.2%	2.3%
\$16,000-\$16,999	N/A	N/A	N/A	1.3%	1.3%
Grand Total	1.7%	7.7%	3.2%	8.2%	3.9%

Figure 21 – Employee Dental Contributions as a Percent of Salary

Salary Group	Employee Only	Employee + Spouse	Employee +Child(ren)	Ee + Sp + Child(ren)	Total
\$1,000-\$1,999	0.5%	1.6%	1.2%	2.5%	0.9%
\$2,000-\$2,999	0.4%	1.2%	0.8%	1.7%	0.7%
\$3,000-\$3,999	0.3%	0.9%	0.6%	1.3%	0.6%
\$4,000-\$4,999	0.2%	0.7%	0.5%	1.0%	0.5%
\$5,000-\$5,999	0.2%	0.6%	0.4%	0.8%	0.4%
\$6,000-\$6,999	0.1%	0.5%	0.3%	0.6%	0.4%
\$7,000-\$7,999	0.1%	0.4%	0.3%	0.6%	0.3%
\$8,000-\$8,999	0.1%	0.4%	0.3%	0.5%	0.3%
\$9,000-\$9,999	0.1%	0.3%	0.2%	0.4%	0.3%
\$10,000-\$10,999	0.1%	0.3%	0.3%	0.5%	0.4%
\$11,000-\$11,999	0.1%	0.2%	0.1%	0.4%	0.2%
\$12,000-\$12,999	0.1%	0.2%	0.2%	0.3%	0.3%
\$13,000-\$13,999	0.1%	N/A	N/A	0.3%	0.2%
\$16,000-\$16,999	N/A	N/A	N/A	0.4%	0.4%
Grand Total	0.3%	0.8%	0.6%	1.0%	0.5%

Key Points

- As of June 30, 2011, medical insurance contributions for those enrolled in a State medical plan represented about 4% of gross monthly salary.
- As of June 30, 2011, dental insurance contributions for those enrolled in a State dental plan represented about 0.5% of gross monthly salary.
- Employees in the lowest salary group contribute the highest percent of salary for their health premiums, particularly for employees electing family coverage.

¹ All permanent employees are eligible for benefits, even those in departments/agencies not under the Executive Branch (i.e., Judicial, Legislative) who are exempt from the State Personnel System (also called non-classified employees).

Compensation

Changes In Compensation

As shown above, compared to last year, compensation remained stable. Although base increases and performance-based pay increases have been awarded in previous years (figure 22), no base increases were awarded in FY 2010-11.

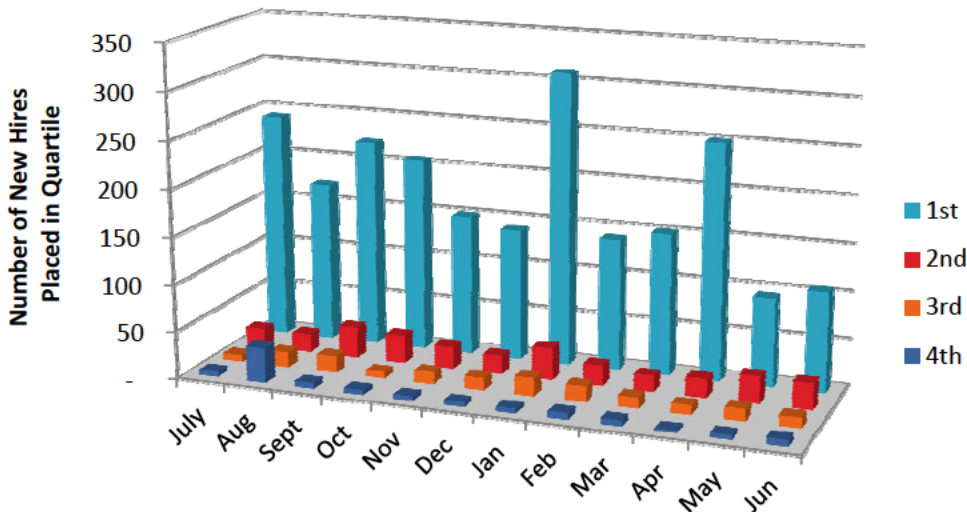
Fiscal Year	Base Salary	Performance Pay	Total State Increase	Employment Cost Index*
FY 2001-02	5.2%	0.0%	5.2%	3.2%
FY 2002-03	4.7%	0.8%	5.5%	3.1%
FY 2003-04	0.0%	0.0%	0.0%	2.1%
FY 2004-05	2.0%	1.0%	3.0%	2.3%
FY 2005-06	3.0%	0.0%	3.0%	3.1%
FY 2006-07	2.6%	0.0%	2.6%	3.8%
FY 2007-08	3.7%	1.4%	5.1%	3.4%
FY 2008-09	3.3%	1.4%	4.7%	3.0%
FY 2009-10	0.0%	0.0%	0.0%	1.3%
FY 2010-11	0.0%	0.0%	0.0%	1.2%

*Employment Cost Index is a quarterly economic series detailing the changes in the costs of labor for businesses in the United States economy and is used to monitor inflation.

New Hire Range Placement¹

Figure 23 illustrates the range placement of new hires for FY 2010-11. Over 75% of new hires to the State Personnel System were hired in the first quartile of their class range and over 90% were hired at or below the class midpoint.

Figure 23-New Hire Range Placement by Month and Quartile



Key Points

- Salary Survey and Performance Based Pay base increases were both frozen for FY 2010-11.
- Over 75% of new hires to the State Personnel System were hired in the first quartile of their class range.
- Over 90% of new hires to the State Personnel System were hired at or below the midpoint of their class range.

¹Range placement is a measurement of where an employee's salary places them in their class salary range. It is defined as $\frac{(\text{Salary} - \text{Range Minimum})}{(\text{Range Maximum} - \text{Range Minimum})}$. So for example, an employee hired at the range minimum would have a range placement of 0% and an employee hired at the range midpoint would have a range placement of 50%.

Assumptions and Definitions

Workforce

Definition of an employee in the State Personnel System:

- Referred to as a “state classified employee” or a “civil service employee”;
- Permanent full-time or part-time employee;
- Does not include higher education faculty and administrators;
- Does not include legislative or judicial staff;
- Does not include temporary employees and contingent labor.

Unless otherwise noted, this report only includes State Personnel System data.

Non-state personnel system employee information is derived from the Colorado Personnel Payroll System (CPPS); non-state personnel system employees from higher education are not included.

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 working 2,080 hours per fiscal year. Employees are the actual people holding a position and working in the personnel system. Data in this report are based on number of employees unless otherwise stated.

The Colorado fiscal year runs from July 1 through June 30. FY 2010-11 data in this report are based on a June 30, 2011 dataset from CPPS and data provided by the University of Colorado, Colorado State University, and the Colorado Community College System.

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%.

Turnover

Definition of turnover for employees in the State Personnel System:

- Employee-initiated separations from state employment (voluntary);
- Employer-initiated separations from state employment (involuntary);
- Layoffs;
- Retirements;
- Deaths.

Turnover data exclude employees who transfer from one department to another because they are still considered employees of the state personnel system.

Benefits

Benefits information is gathered and summarized by higher education and general government and derived from an internal report generated by the Department’s Employee 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, specifically judicial and legislative employees, and executive directors.

This report was prepared by the HR Analytics Unit of the Division of Human Resources, Department of Personnel and Administration. This report is intended to be for informational purposes only and does not represent an opinion from the Division. Current trends have been highlighted as an illustration of workforce issues in the respective fiscal year.

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For additional information
and electronic copies of this report, please visit

<http://www.colorado.gov/dpa/dhr/>

For current monthly workforce information
and data analysis, please visit the

[HR Analytics Homepage](#)

A

Aggregate Workforce Statistics

Permanent State Personnel System Employees	FY 2008-09	FY 2009-10	FY 2010-11
General Government Employee Count	23,952	23,836	24,161
Higher Education Employee Count	9,574	9,269	9,152
Total Employee Count	33,526	33,105	33,313
Average Age	46.18	46.52	46.55
Median Age	47.32	47.64	47.65
Average Length of State Service (years)	9.53	9.73	9.77
Median Length of State Service (years)	7.61	7.66	7.41
Average Salary	\$51,147	\$51,473	\$51,147
Median Salary	\$47,040	\$47,304	\$46,800
Minorities	35.8%	24.8%	23.1%
Females	49.0%	48.7%	48.3%
Currently Eligible to Retire	12.6%	17.0%	17.7%
Eligible to Retire in 5 Years	33.1%	34.1%	34.4%
Turnover Rate	8.5%	8.6%	10.1%

Permanent State Personnel System Employees, by Occupational Group				
Occupational Group	Average Age	Median Age	Average Salary	Median Salary
that are between the age of	48.43	50.28	\$37,630	\$36,000
Enforcement	42.40	42.01	\$51,365	\$45,936
Health Care	46.37	47.53	\$49,227	\$45,084
Labor Trade Crafts	48.23	49.79	\$37,313	\$37,068
Professional	47.47	48.54	\$59,630	\$55,014
Physical Sciences	47.26	48.38	\$72,986	\$71,400

Permanent State Personnel System Employees, by Occupational Group			
Occupational Group	Employee Count	Percent Females	Percent Minority
Administrative	4,333	85.5%	22.4%
Enforcement	6,819	23.9%	27.2%
Health Care	3,704	74.6%	27.9%
Labor Trade Crafts	5,352	20.1%	27.7%
Professional	11,080	58.4%	18.9%
Physical Sciences	2,025	22.3%	12.8%

A

Aggregate Workforce Statistics

Permanent Non-State Personnel System Employees*

	FY 2008-09	FY 2009-10	FY 2010-11
Employee Count	5,143	5,257	5,390

* Includes Judicial & Legislative Branches but Excludes Non-State Personnel System Higher Education Employees

Benefits (Includes Judicial and Legislative)

	FY 2010-11
Employees Eligible for State Benefits	38,823
Employees Enrolled in State Medical Benefits	24,999
Employees Enrolled in State Dental Benefits	26,113

Permanent State Personnel System New Hires

	FY 2008-09	FY 2009-10	FY 2010-11
Total Employee Count	2,893	2,209	2,989
Average Age	40.30	39.74	38.52
Median Age	39.53	38.72	36.70
Average Salary	\$40,515	\$41,323	\$42,056
Median Salary	\$39,276	\$39,276	\$39,276
Minorities	34.1%	25.6%	25.2%
Females	54.1%	49.9%	47.8%
Eligible to Retire in 5 Years	14.0%	12.0%	11.7%
Voluntary New Hire Turnover (hired on or after 7/1/2010 and separated on or before 6/30/2011)	9.6%	8.7%	9.2%

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Descriptive Statistics by Department

Department	Fiscal Year	Employee Count	Average age	Median Age	Average Years of State Service	Median Years of State Service	Average Salary	Median Salary	Percent Female	Percent Minority	Retirement Eligible	Retirement Eligible in 5 Years
Adams State College	FY 2008-09	112	45.95	48 04	9.13	7.33	\$36,621	\$33,798	59 82%	43.75%	14.16%	30 97%
	FY 2009-10	113	46.11	48 08	9.53	7.16	\$36,925	\$33,000	55.75%	45.13%	19.47%	32.74%
	FY 2010-11	113	46.27	48 08	9.05	6.70	\$35,794	\$31,680	53.10%	47.79%	15.04%	30 97%
Agriculture	FY 2008-09	272	46.21	46.41	11.02	9.02	\$53,947	\$49,728	37 50%	12.13%	16.18%	36 03%
	FY 2009-10	278	46.75	46 96	11.06	9.38	\$53,539	\$49,584	37.41%	11.87%	20.86%	39 57%
	FY 2010-11	271	46.81	47 69	11.12	8.58	\$53,126	\$49,380	38 38%	11.44%	20.30%	39.48%
Arapahoe Community College	FY 2008-09	58	46.72	48 55	7.32	6.39	\$36,878	\$35,268	53.45%	32.76%	12.07%	31 03%
	FY 2009-10	54	49.12	51 07	8.58	8.26	\$37,407	\$35,755	53.70%	33.33%	18.52%	37 04%
	FY 2010-11	51	50.45	52 96	9.5	9.21	\$36,356	\$35,509	52 94%	37.25%	23.53%	41.18%
Auraria Higher Education Center	FY 2008-09	256	47.46	49 55	9.66	7.41	\$38,678	\$36,948	36 33%	57.94%	17.19%	39.45%
	FY 2009-10	265	48.01	50.11	10.26	7.59	\$38,675	\$35,592	36 23%	47.17%	25.66%	40.75%
	FY 2010-11	265	48.99	51.11	11.2	8.57	\$38,730	\$36,888	36 60%	47.17%	27.55%	43 02%
Colorado Community College System	FY 2008-09	56	49.63	50 8	10.7	7.63	\$42,107	\$41,406	60.71%	30.36%	23.21%	46.43%
	FY 2009-10	54	50.25	51 5	11.21	7.68	\$41,028	\$38,251	59 26%	38.89%	29.63%	46 30%
	FY 2010-11	48	51.57	52 80	10.41	7.79	\$40,591	\$38,137	54.17%	37.50%	29.17%	47 92%
Colorado School of Mines	FY 2008-09	355	48.74	50 35	9.36	6.88	\$43,835	\$42,852	49 01%	14.65%	16.57%	39 61%
	FY 2009-10	372	49.47	51 37	9.62	6.65	\$44,573	\$43,848	47 31%	12.90%	23.92%	43 55%
	FY 2010-11	379	49 5	51 35	9.91	7.10	\$45,223	\$43,473	46 97%	12.93%	25.59%	44 06%
Colorado State University – Fort Collins	FY 2008-09	2,277	47.6	49 57	11.2	8.44	\$42,272	\$39,054	61.44%	17.41%	19.19%	40 67%
	FY 2009-10	2,206	48.18	50 03	11.74	9.07	\$42,821	\$39,768	61 06%	21.21%	24.66%	43 34%
	FY 2010-11	2,137	48.45	50 36	12.21	9.61	\$42,497	\$39,564	61 07%	24.38%	26.30%	44.74%
Colorado State University-Global Campus	FY 2008-09	5	45.22	50.11	9.68	10.75	\$63,170	\$61,872	80 00%	40.00%	20.00%	60 00%
	FY 2009-10	2	44.68	44 68	8.06	8.06	\$53,562	\$53,562	50 00%	0.00%	50.00%	50 00%
	FY 2010-11	1	62.08	62 08	7.62	7.62	\$63,000	\$63,000	0 00%	0.00%	100.00%	100 00%
Colorado State University - Pueblo	FY 2008-09	147	47.71	49 65	10.95	10.03	\$39,375	\$36,624	55.10%	48.98%	12.24%	38.10%
	FY 2009-10	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	FY 2010-11	154	47.93	50 06	10.61	7.12	\$38,847	\$35,922	50 00%	49.35%	16.23%	40 91%
Community College of Aurora	FY 2008-09	55	46.83	49 33	7.85	5.66	\$36,548	\$38,184	69 09%	56.36%	16.36%	34 55%
	FY 2009-10	49	47.36	48 32	8.47	5.72	\$36,600	\$37,897	71.43%	53.06%	14.29%	40 82%
	FY 2010-11	61	46.35	45 39	7.73	4.72	\$35,402	\$34,765	67 21%	54.10%	18.03%	34.43%
Community College of Denver	FY 2008-09	31	44.54	45 56	10.67	9.89	\$44,762	\$44,568	83 87%	77.42%	16.13%	22 58%
	FY 2009-10	30	45.87	46 05	10.96	9.93	\$45,776	\$44,671	86 67%	73.33%	16.67%	20 00%
	FY 2010-11	32	46.01	47 05	10.59	8.55	\$43,884	\$42,255	87 50%	68.75%	12.50%	15 63%
Corrections	FY 2008-09	6,284	44.31	44 83	8.28	7.33	\$51,524	\$46,746	37 06%	25.35%	7.02%	24.44%
	FY 2009-10	6,183	44.69	45 07	8.68	7.35	\$51,374	\$46,848	36 92%	25.44%	10.38%	25 86%
	FY 2010-11	6,490	44.22	44 62	8.51	6.66	\$50,244	\$44,352	36.47%	25.56%	11.09%	26.18%

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Descriptive Statistics by Department

Department	Fiscal Year	Employee Count	Average age	Median Age	Average Years of State Service	Median Years of State Service	Average Salary	Median Salary	Percent Female	Percent Minority	Retirement Eligible	Retirement Eligible in 5 Years
Education	FY 2008-09	226	47.22	48.64	9.34	7.03	\$44,120	\$39,882	70.35%	26.55%	9.29%	34.07%
	FY 2009-10	228	47.55	48.93	9.62	6.84	\$44,951	\$40,572	69.30%	27.19%	15.79%	35.09%
	FY 2010-11	217	48.04	49.29	9.95	6.75	\$44,418	\$39,696	68.66%	27.19%	17.97%	36.87%
Fort Lewis College	FY 2008-09	156	48.61	50.97	8.05	7.23	\$35,339	\$34,674	60.26%	16.03%	9.62%	38.46%
	FY 2009-10	158	48.95	51.13	8.31	6.21	\$37,284	\$34,314	56.33%	18.99%	17.72%	39.24%
	FY 2010-11	132	48.76	51.42	8.94	7.21	\$37,595	\$34,680	53.79%	17.42%	15.15%	37.88%
Front Range Community College	FY 2008-09	195	48.92	51.5	8.45	7.71	\$88,322	\$36,450	63.08%	18.13%	13.85%	42.05%
	FY 2009-10	191	49.49	52.32	8.98	7.94	\$38,126	\$35,821	64.40%	19.90%	20.94%	46.07%
	FY 2010-11	204	49.45	52.38	8.48	5.67	\$37,203	\$35,269	64.71%	24.51%	21.08%	44.61%
Governor's Office	FY 2008-09	196	49.31	49.69	12.28	11.74	\$73,630	\$71,862	36.22%	19.90%	18.88%	45.41%
	FY 2009-10	182	49.55	50.3	12.55	12.11	\$72,592	\$71,346	37.91%	19.23%	22.53%	47.80%
	FY 2010-11	824	48.61	49.14	11.35	9.62	\$71,425	\$70,170	39.32%	23.30%	19.66%	40.17%
Health Care Policy and Financing	FY 2008-09	267	43.41	42.85	5.79	3.7	\$63,136	\$60,606	72.66%	31.84%	7.12%	22.85%
	FY 2009-10	300	43.88	43	5.69	4.06	\$63,141	\$60,006	67.67%	29.00%	9.00%	23.67%
	FY 2010-11	313	43.21	41.89	5.45	3.71	\$61,402	\$58,908	70.29%	30.03%	8.95%	20.45%
Higher Education Institutions	FY 2008-09	16	45.62	45.18	7.34	4.42	\$55,713	\$49,060	64.04%	16.29%	16.85%	29.78%
	FY 2009-10	15	54.02	52	17.16	17.92	\$41,250	\$40,812	46.67%	20.00%	46.67%	60.00%
	FY 2010-11	14	53.97	52.75	17.8	18.71	\$41,145	\$40,506	42.86%	21.43%	50.00%	64.29%
Human Services	FY 2008-09	5,539	46.15	47.31	8.68	5.88	\$49,444	\$45,672	63.54%	36.48%	11.44%	32.44%
	FY 2009-10	5,325	46.54	47.71	9.01	6.16	\$49,566	\$46,200	62.65%	37.09%	16.06%	33.24%
	FY 2010-11	5,053	46.69	47.72	9.1	6.49	\$48,681	\$44,916	63.13%	37.21%	16.90%	33.50%
Labor and Employment	FY 2008-09	1,095	49.62	51.5	10.7	7.66	\$57,539	\$55,710	59.18%	31.60%	19.54%	45.57%
	FY 2009-10	1,254	48.72	50.36	9.35	6.58	\$55,121	\$48,708	59.57%	31.34%	22.25%	41.87%
	FY 2010-11	1,104	49.22	50.94	9.81	7.21	\$54,368	\$48,012	60.60%	31.52%	23.91%	43.93%
Lamar Community College	FY 2008-09	15	50.99	53.16	11.06	10.18	\$32,590	\$34,674	66.67%	20.00%	13.33%	40.00%
	FY 2009-10	13	53.87	55.83	12.83	13	\$33,305	\$34,261	69.23%	23.08%	38.46%	69.23%
	FY 2010-11	15	50.44	51.53	11.7	10.36	\$33,249	\$34,261	66.67%	26.67%	33.33%	53.33%
Law	FY 2008-09	149	48.77	50.62	9.12	7.89	\$56,635	\$54,618	69.80%	26.17%	9.40%	38.26%
	FY 2009-10	155	49.43	51.28	9.8	8.67	\$58,241	\$56,136	66.45%	24.52%	18.71%	40.00%
	FY 2010-11	166	49.15	50.52	9.63	7.81	\$59,637	\$58,134	62.05%	22.89%	20.48%	43.37%
Legislative Branch	FY 2008-09	59	34.91	34.02	4.43	2.53	\$63,783	\$57,504	64.41%	15.25%	1.69%	5.08%
	FY 2009-10	60	35.8	35.02	5.2	3.13	\$66,161	\$57,078	60.00%	15.00%	5.00%	5.00%
	FY 2010-11	59	37.6	36.55	5.09	3.55	\$69,308	\$70,258	67.80%	20.34%	3.39%	3.39%
Local Affairs	FY 2008-09	160	48.09	49.63	9.58	7.66	\$66,149	\$61,452	55.00%	20.63%	13.13%	33.75%
	FY 2009-10	162	47.12	47.36	8.42	6.16	\$65,382	\$60,600	56.17%	17.90%	14.81%	31.48%
	FY 2010-11	156	47.39	47.11	8.75	6.10	\$64,705	\$60,042	56.41%	18.59%	16.67%	33.97%

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Descriptive Statistics by Department

Department	Fiscal Year	Employee Count	Average age	Median Age	Average Years of State Service	Median Years of State Service	Average Salary	Median Salary	Percent Female	Percent Minority	Retirement Eligible	Retirement Eligible in 5 Years
Mesa State College	FY 2008-09	108	49.69	51.19	7.31	5.24	\$32,272	\$31,548	51.85%	12.04%	12.96%	33.33%
	FY 2009-10	109	49.95	51.51	7.34	4.55	\$34,041	\$31,632	44.95%	13.76%	15.60%	35.78%
	FY 2010-11	112	51.03	52.44	7.65	4.87	\$33,363	\$31,332	44.64%	13.39%	18.75%	41.07%
Metropolitan State College	FY 2008-09	249	45.92	46.83	9.71	6.24	\$48,058	\$46,734	68.00%	37.60%	15.60%	35.60%
	FY 2009-10	271	46.51	46.96	9.98	5.57	\$48,083	\$45,264	67.16%	35.06%	20.30%	35.06%
	FY 2010-11	268	47.39	48.04	11.2	7.11	\$48,326	\$45,264	67.16%	34.70%	24.63%	37.69%
Military and Veterans Affairs	FY 2008-09	112	48.98	49.27	7.73	6	\$50,135	\$46,044	24.78%	17.70%	14.16%	31.86%
	FY 2009-10	127	48.38	49.03	7.26	4.66	\$49,936	\$46,056	25.20%	14.96%	14.17%	33.07%
	FY 2010-11	123	49.22	49.75	7.82	5.08	\$50,009	\$46,056	26.02%	17.07%	20.33%	35.77%
Morgan Community College	FY 2008-09	12	44.77	42.35	5.67	4.56	\$30,274	\$31,440	75.00%	41.67%	8.33%	16.67%
	FY 2009-10	10	42.02	35.8	7.41	8.25	\$30,889	\$31,537	60.00%	40.00%	10.00%	20.00%
	FY 2010-11	10	46.9	49.20	6.44	5.29	\$30,904	\$31,483	60.00%	20.00%	20.00%	30.00%
Natural Resources	FY 2008-09	1,483	45.45	46.52	10.77	8.12	\$62,255	\$58,212	31.20%	14.15%	13.27%	35.02%
	FY 2009-10	1,481	45.79	46.58	10.91	8.65	\$62,909	\$58,308	31.47%	12.15%	18.16%	34.44%
	FY 2010-11	1,433	45.85	46.08	10.86	8.74	\$62,427	\$57,624	31.40%	11.03%	19.26%	34.75%
Northeastern Community College	FY 2008-09	26	51.14	50.92	12.62	10.68	\$33,641	\$32,154	57.69%	15.38%	23.08%	42.31%
	FY 2009-10	22	50.81	52.08	12.04	11.5	\$33,665	\$31,536	59.09%	18.18%	31.82%	50.00%
	FY 2010-11	20	50.17	51.91	12.54	12.50	\$33,258	\$31,369	50.00%	20.00%	30.00%	50.00%
Northwestern Community College	FY 2008-09	21	48.29	50.93	6.82	4.08	\$33,715	\$33,486	85.71%	4.76%	0.00%	23.81%
	FY 2009-10	16	49.61	52.11	7.98	5.08	\$33,177	\$33,010	87.50%	0.00%	12.50%	37.50%
	FY 2010-11	14	47.41	51.87	8.62	7.32	\$33,379	\$32,306	71.43%	0.00%	7.14%	42.86%
Otero Junior College	FY 2008-09	26	44.73	45.71	9.84	7.28	\$29,955	\$28,926	46.15%	50.00%	15.38%	26.92%
	FY 2009-10	24	45.94	46.71	10.41	8.28	\$30,226	\$29,821	45.83%	54.17%	16.67%	25.00%
	FY 2010-11	21	45.21	46.07	8.95	6.06	\$29,199	\$29,125	42.86%	57.14%	4.76%	23.81%
Personnel and Administration	FY 2008-09	384	46.59	47.75	10.6	8.66	\$53,411	\$46,422	56.15%	34.87%	16.15%	35.90%
	FY 2009-10	360	47.47	48.86	10.56	9.31	\$54,950	\$47,070	55.28%	33.89%	19.17%	36.39%
	FY 2010-11	366	47.65	49.28	10.69	9.58	\$55,287	\$48,000	53.55%	33.06%	21.58%	37.70%
Pikes Peak Community College	FY 2008-09	193	46.82	48.03	10.02	8.55	\$39,982	\$38,490	62.69%	27.60%	10.88%	29.02%
	FY 2009-10	201	46.77	48.77	9.81	8.66	\$40,033	\$36,745	62.69%	26.37%	17.41%	30.35%
	FY 2010-11	208	47.72	49.68	10.11	8.73	\$39,862	\$36,925	62.50%	27.40%	18.27%	32.21%
Public Health and Environment	FY 2008-09	1,211	46.82	47.6	9.75	7.65	\$66,453	\$64,656	62.10%	19.65%	12.30%	36.09%
	FY 2009-10	1,260	46.7	47.37	9.67	7.5	\$68,046	\$65,724	62.86%	19.68%	18.17%	36.35%
	FY 2010-11	1,267	46.56	47.44	9.37	6.95	\$67,189	\$64,416	63.61%	20.05%	18.55%	36.46%
Public Safety	FY 2008-09	1,343	41.35	40.33	10.02	8.95	\$61,993	\$57,636	32.27%	14.69%	8.19%	19.56%
	FY 2009-10	1,378	41.78	40.98	10.15	8.86	\$62,795	\$59,640	33.02%	15.09%	9.72%	19.52%
	FY 2010-11	1,327	41.72	40.94	10.22	8.81	\$62,826	\$58,332	33.76%	15.00%	8.82%	19.29%

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Descriptive Statistics by Department

Department	Fiscal Year	Employee Count	Average age	Median Age	Average Years of State Service	Median Years of State Service	Average Salary	Median Salary	Percent Female	Percent Minority	Retirement Eligible	Retirement Eligible in 5 Years
Pueblo Community College	FY 2008-09	83	47.66	49.23	9.99	8.25	\$35,793	\$34,788	72.29%	43.37%	16.87%	32.53%
	FY 2009-10	90	47.24	48.16	9.62	8.31	\$34,792	\$33,751	72.22%	38.89%	20.00%	28.89%
	FY 2010-11	93	47.43	48.17	9.66	8.44	\$34,838	\$34,525	66.67%	37.63%	20.43%	30.11%
Red Rocks Community College	FY 2008-09	73	48.36	51.37	10.13	9.23	\$38,887	\$39,888	60.27%	33.33%	16.44%	45.21%
	FY 2009-10	67	49.78	52.78	11.23	10.22	\$39,368	\$40,181	58.21%	34.33%	29.85%	47.76%
	FY 2010-11	61	49.63	52.77	12.24	11.22	\$40,562	\$41,473	62.30%	34.43%	32.79%	45.90%
Regulatory Agencies	FY 2008-09	528	48.98	49.73	9.36	7.32	\$64,625	\$60,348	55.87%	25.00%	15.15%	39.77%
	FY 2009-10	540	49.35	50.27	9.5	6.86	\$64,791	\$59,994	55.37%	25.19%	20.37%	43.52%
	FY 2010-11	540	49.06	50.51	9.24	6.02	\$62,556	\$58,266	57.96%	25.93%	21.85%	42.59%
Revenue	FY 2008-09	1,407	47.65	48.71	10.14	7.78	\$52,725	\$48,222	55.48%	28.57%	15.19%	38.77%
	FY 2009-10	1,366	47.95	49.11	10.35	7.77	\$53,213	\$48,300	55.78%	28.84%	20.13%	40.26%
	FY 2010-11	1,324	47.73	49.12	9.86	6.81	\$51,774	\$46,740	56.72%	29.53%	19.71%	38.07%
Secretary of State	FY 2008-09	107	44.33	44.35	6.56	5.21	\$58,309	\$53,244	61.68%	26.17%	9.35%	22.43%
	FY 2009-10	114	43.96	43.02	6.88	5.01	\$57,929	\$51,888	57.02%	28.07%	12.28%	21.05%
	FY 2010-11	114	43.72	42.81	6.8	4.98	\$59,805	\$54,384	54.39%	25.44%	11.40%	18.42%
Transportation	FY 2008-09	3,092	47.01	48.1	10.64	8.64	\$56,504	\$49,968	17.90%	22.67%	11.92%	35.21%
	FY 2009-10	3,045	47.37	48.47	10.68	8.66	\$56,842	\$49,644	17.44%	22.17%	16.72%	36.42%
	FY 2010-11	2,980	47.52	48.68	10.57	8.54	\$55,867	\$49,194	17.62%	21.71%	18.02%	36.54%
Treasury	FY 2008-09	24	48.21	47.77	9.89	7.82	\$63,035	\$64,716	70.83%	20.83%	16.67%	37.50%
	FY 2009-10	23	49.69	50.55	10.89	7.94	\$66,037	\$65,496	73.91%	21.74%	21.74%	52.17%
	FY 2010-11	20	51.11	52.23	12.95	12.03	\$67,821	\$67,440	75.00%	25.00%	25.00%	55.00%
Trinidad State Junior College	FY 2008-09	30	48.24	46.55	11.71	13.19	\$32,609	\$31,032	43.33%	56.67%	26.67%	43.33%
	FY 2009-10	29	49.35	47.63	12.66	13.96	\$31,967	\$30,565	41.38%	58.62%	24.14%	48.28%
	FY 2010-11	27	50.05	48.63	12.1	10.64	\$30,346	\$30,565	48.15%	66.67%	22.22%	51.85%
University of Colorado - Boulder	FY 2008-09	2,503	46.55	48.16	10.32	8.71	\$39,845	\$39,066	56.04%	100.00%	16.12%	35.42%
	FY 2009-10	2,492	47.02	48.49	10.8	9.21	\$42,754	\$40,308	55.66%	16.97%	21.07%	37.20%
	FY 2010-11	2,456	47.11	48.62	10.97	9.72	\$42,595	\$40,308	55.37%	0.00%	21.70%	37.30%
University of Colorado - Colorado Springs	FY 2008-09	305	45.4	46.48	6.89	5.11	\$39,128	\$39,588	54.58%	100.00%	7.19%	24.51%
	FY 2009-10	301	46.04	47.4	7.61	5.87	\$41,064	\$40,056	53.16%	12.62%	10.96%	27.91%
	FY 2010-11	279	46.6	48.26	7.84	6.39	\$41,294	\$40,000	51.61%	0.00%	10.39%	31.90%
University of Colorado - Denver	FY 2008-09	183	47.74	50.92	12.26	9.71	\$42,703	\$43,674	75.96%	100.00%	24.04%	45.90%
	FY 2009-10	177	46.83	49.59	12.08	9.99	\$44,471	\$43,644	77.40%	18.08%	25.99%	42.37%
	FY 2010-11	156	46.76	48.47	11.79	10.69	\$45,475	\$43,674	76.92%	0.00%	25.00%	41.03%
University of Colorado - Health Sciences	FY 2008-09	1,203	46.43	47.91	9.13	5.77	\$43,202	\$41,124	59.27%	100.00%	15.21%	35.99%
	FY 2009-10	1,170	46.81	47.86	9.32	5.93	\$44,531	\$41,122	59.23%	16.50%	19.06%	35.81%
	FY 2010-11	1,120	47	48.17	9.42	6.00	\$44,214	\$41,122	59.46%	0.00%	21.16%	36.34%

B

Descriptive Statistics by Department

Department	Fiscal Year	Employee Count	Average age	Median Age	Average Years of State Service	Median Years of State Service	Average Salary	Median Salary	Percent Female	Percent Minority	Retirement Eligible	Retirement Eligible in 5 Years
University of Colorado - System	FY 2008-09	205	47.28	48.61	10.36	8.82	\$57,294	\$57,138	60.10%	100.00%	15.87%	41.35%
	FY 2009-10	168	47.53	48.58	10.84	9.28	\$57,572	\$55,414	58.93%	11.90%	21.43%	38.69%
	FY 2010-11	114	49.53	51.13	11.88	10.66	\$56,044	\$53,970	61.40%	0.00%	24.56%	45.61%
University of Northern Colorado	FY 2008-09	569	46.98	48.98	9.61	5.94	\$34,554	\$34,302	56.94%	23.36%	15.06%	38.00%
	FY 2009-10	551	47.04	48.97	9.01	5.6	\$36,526	\$34,764	55.54%	23.23%	19.42%	36.12%
	FY 2010-11	536	47.04	48.87	9.27	5.71	\$37,068	\$35,178	55.22%	23.88%	20.52%	35.82%
Western State College	FY 2008-09	65	45.77	48.25	8.25	3.94	\$38,039	\$35,268	52.31%	10.77%	12.31%	30.77%
	FY 2009-10	64	45.53	48.68	7.71	3.86	\$36,361	\$34,884	48.44%	14.06%	14.06%	25.00%
	FY 2010-11	65	46.09	48.70	8.2	4.74	\$36,329	\$34,980	46.15%	13.85%	15.38%	27.69%

C

Age and Service Matrix with Average Annual Salary

Age	Service								Total
	0-3	4-5	5-9	10-14	15-19	20-24	25-29	Over 30	
Under 25	558	117	52	-	-	-	-	-	727
	\$ 35,624	\$ 31,657	\$ 30,669	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 34,631
25-29	1,150	724	469	36	-	-	-	-	2,379
	\$ 40,144	\$ 41,344	\$ 40,165	\$ 38,371	\$ -	\$ -	\$ -	\$ -	\$ 40,487
30-34	1,051	807	966	335	8	-	-	-	3,167
	\$ 43,205	\$ 44,713	\$ 47,374	\$ 47,620	\$ 55,557	\$ -	\$ -	\$ -	\$ 45,359
35-39	884	676	975	854	163	6	-	-	3,558
	\$ 44,385	\$ 47,012	\$ 50,808	\$ 57,443	\$ 62,166	\$ 55,039	\$ -	\$ -	\$ 50,611
40-44	910	720	957	963	625	198	10	-	4,383
	\$ 43,958	\$ 45,436	\$ 50,493	\$ 58,659	\$ 66,709	\$ 63,340	\$ 58,831	\$ -	\$ 53,011
45-49	808	678	1,032	958	674	616	242	20	5,028
	\$ 42,298	\$ 44,755	\$ 48,654	\$ 55,090	\$ 63,869	\$ 68,600	\$ 66,974	\$ 63,891	\$ 53,759
50-54	701	703	1,090	1,006	668	702	459	141	5,470
	\$ 43,614	\$ 45,814	\$ 48,336	\$ 53,780	\$ 60,806	\$ 66,285	\$ 68,888	\$ 65,523	\$ 54,402
55-59	618	544	920	940	631	566	288	208	4,715
	\$ 45,319	\$ 45,801	\$ 49,627	\$ 53,181	\$ 59,202	\$ 63,509	\$ 65,926	\$ 67,500	\$ 54,061
60-64	310	364	605	568	391	367	154	172	2,931
	\$ 46,617	\$ 45,782	\$ 47,831	\$ 53,088	\$ 56,744	\$ 60,127	\$ 63,365	\$ 61,147	\$ 52,793
65-69	55	75	147	140	103	93	48	73	734
	\$ 43,072	\$ 50,973	\$ 48,093	\$ 50,298	\$ 53,657	\$ 53,973	\$ 57,296	\$ 61,518	\$ 51,894
70-74	11	14	27	32	15	29	11	23	162
	\$ 46,375	\$ 52,667	\$ 47,044	\$ 49,770	\$ 48,282	\$ 43,401	\$ 59,598	\$ 50,214	\$ 48,788
75 and Over	5	9	4	7	5	9	4	16	59
	\$ 34,433	\$ 36,007	\$ 44,744	\$ 59,955	\$ 51,221	\$ 46,851	\$ 44,214	\$ 51,221	\$ 46,933
Total	7,061	5,431	7,244	5,839	3,283	2,586	1,216	653	33,313
	\$ 42,622	\$ 44,785	\$ 48,325	\$ 54,625	\$ 61,525	\$ 64,337	\$ 66,401	\$ 63,613	\$ 51,147

*Wondering how to read this? The top value in each group (with the white background) is the State Personnel System employee count for that combination of age and service. The bottom number (highlighted in gray) is the average annual salary for that group of employees. So, for example, there are 1,032 employees that are between the age of 45 and 49 with 5 to 9 years of service within the State Personnel System as of June 30, 2011. those 957 employees have an average annual salary of \$48,336 (this is also the group that the average age and service for the State Personnel System employees would fall into).

D

Estimated Total Annual Compensation by Department

Department	A. Total Salary	B. Total Benefit Cost ¹	C. Total Retirement Cost ²	D. Ratio of Benefit and Retirement Costs to Salary (B+C)/A
Agriculture	\$14,269,064	\$1,656,861	\$1,293,075	20.7%
Corrections	\$323,698,076	\$22,971,874	\$17,890,273	12.6%
Education	\$31,702,575	\$3,414,388	\$3,005,326	20.2%
Governor's Office	\$73,281,032	\$7,071,568	\$6,945,789	19.1%
Health Care Policy and Financing	\$18,301,055	\$1,870,166	\$1,754,684	19.8%
HE Institutions	\$10,026,053	\$863,262	\$948,171	18.1%
Human Services	\$240,288,412	\$19,261,206	\$15,333,278	14.4%
Judicial Branch	\$231,102,675	\$25,662,845	\$23,065,196	21.1%
Labor and Employment	\$60,327,401	\$6,444,108	\$5,502,499	19.8%
Law	\$29,009,448	\$2,441,729	\$2,591,168	17.3%
Legislative Branch	\$18,676,749	\$1,936,240	\$1,676,406	19.3%
Local Affairs	\$10,202,564	\$1,126,085	\$972,179	20.6%
Military and Veterans Affairs	\$6,624,154	\$675,272	\$569,844	18.8%
Natural Resources	\$87,307,479	\$9,469,044	\$8,170,405	20.2%
Personnel and Administration	\$19,865,696	\$1,767,143	\$1,542,928	16.7%
Public Health and Environment	\$80,093,771	\$8,062,451	\$7,603,375	19.6%
Public Safety	\$82,903,909	\$8,480,710	\$8,832,342	20.9%
Regulatory Agencies	\$34,033,394	\$3,333,972	\$3,285,718	19.5%
Revenue	\$67,073,995	\$7,559,013	\$6,000,213	20.2%
Secretary of State	\$6,723,773	\$769,369	\$649,876	21.1%
Transportation	\$160,131,204	\$9,748,483	\$8,958,412	11.7%
Treasury	\$1,573,151	\$149,560	\$153,464	19.3%
Statewide Summary	\$1,607,215,629	\$144,735,348	\$126,744,622	16.9%

¹Total benefits include the State's contribution to medical, dental, medicare, basic life and short term disability insurance.

²Total retirement costs include the State's contribution to the PERA defined benefit plan, the PERA defined contribution plan and the Amortization Equity Distribution (AED).

E

Overtime Payments

Percent of Payroll Spent on Overtime Cash Payment			
Department	FY 2008-09		FY 2010-11
Agriculture	1.58%		3.09%
Corrections	0.59%		1.21%
Education	0.25%		0.05%
Governor's Office	0.00%		0.00%
Health Care Policy and Financing	0.00%		0.00%
Human Services	4.06%	1.27%	0.00%
Judicial	0.00%	0.00%	0.10%
Labor and Employment	1.73%	4.40%	0.49%
Law	2.20%	0.00%	0.03%
Legislative Branch	0.00%	0.00%	0.00%
Local Affairs	0.00%	0.00%	0.00%
Military and Veterans Affairs	0.00%	0.23%	0.19%
Natural Resources	0.36%	0.35%	0.30%
Personnel and Administration	0.34%	0.59%	0.63%
Public Health and Environment	0.51%	0.09%	0.09%
Public Safety	0.10%	3.67%	4.27%
Regulatory Agencies	3.17%	0.00%	0.06%
Revenue	0.02%	0.09%	0.46%
Secretary of State	0.26%	0.00%	0.00%
Transportation	0.02%	3.87%	4.04%
Treasury	0.00%	0.00%	0.00%

Percent of Payroll Spent on Overtime Cash Payment			
	FY 2008-09		FY 2010-11
Statewide Total	1.44%	0.00%	0.98%

F

Employee Turnover

Department	Death		Involuntary		Layoff		Retire		Voluntary		Total	
	Count	% Turnover	Count	% Turnover	Count	% Turnover	Count	% Turnover	Count	% Turnover	Count	% Turnover
Adams State College	0	0.0%	0	0.0%	0	0.0%	5	4.4%	6	5.3%	11	9.7%
Agriculture	1	0.4%	4	1.5%	0	0.0%	7	2.6%	12	4.4%	24	8.9%
Arapahoe Community College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	3.9%	2	3.9%
Auraria Higher Education Center	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.4%	1	0.4%
Colorado Community College System	0	0.0%	1	2.1%	0	0.0%	2	4.2%	0	0.0%	3	6.3%
Colorado School of Mines	0	0.0%	3	0.8%	0	0.0%	0	0.0%	13	3.4%	16	4.2%
Colorado State University – Fort Collins	4	0.2%	19	0.9%	3	0.1%	81	3.8%	93	4.4%	200	9.4%
Colorado State University - Global Campus	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Colorado State University - Pueblo	1	0.6%	0	0.0%	0	0.0%	4	2.6%	8	5.2%	13	8.4%
Community College of Aurora	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	1.6%	1	1.6%
Community College of Denver	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	3.1%	1	3.1%
Corrections	10	0.2%	119	1.8%	0	0.0%	126	1.9%	416	6.4%	671	10.3%
Education	1	0.5%	3	1.4%	0	0.0%	6	2.8%	23	10.6%	33	15.3%
Fort Lewis College	0	0.0%	2	1.5%	0	0.0%	9	6.8%	5	3.8%	16	12.1%
Front Range Community College	0	0.0%	5	2.5%	0	0.0%	5	2.5%	4	2.0%	14	7.0%
Governor's Office	1	0.1%	3	0.4%	0	0.0%	35	4.2%	32	3.9%	71	8.6%
Health Care Policy and Financing	0	0.0%	1	0.3%	0	0.0%	5	1.6%	41	13.1%	47	15.0%
Higher Education Institutions	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Human Services	18	0.4%	107	2.1%	103	2.0%	151	3.0%	363	7.2%	742	14.7%
Labor and Employment	4	0.4%	8	0.7%	0	0.0%	51	4.6%	73	6.6%	136	12.3%
Lamar Community College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	6.7%	1	6.7%
Law	1	0.6%	0	0.0%	0	0.0%	5	3.0%	10	6.0%	16	9.6%
Legislative Branch	0	0.0%	3	5.1%	0	0.0%	0	0.0%	5	8.5%	8	13.6%
Local Affairs	0	0.0%	3	1.9%	0	0.0%	1	0.6%	10	6.4%	14	8.9%
Mesa State College	0	0.0%	1	0.9%	0	0.0%	3	2.7%	7	6.3%	11	9.9%
Metropolitan State College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.7%	2	0.7%
Military and Veterans Affairs	0	0.0%	1	0.8%	0	0.0%	2	1.6%	7	5.7%	10	8.1%
Morgan Community College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Natural Resources	1	0.1%	13	0.9%	0	0.0%	56	3.9%	42	2.9%	112	7.8%
Northeastern Community College	0	0.0%	0	0.0%	0	0.0%	1	5.0%	0	0.0%	1	5.0%
Northwestern Community College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	14.3%	2	14.3%
Otero Junior College	0	0.0%	0	0.0%	0	0.0%	2	9.5%	0	0.0%	2	9.5%
Personnel and Administration	0	0.0%	3	0.8%	0	0.0%	8	2.2%	13	3.6%	24	6.6%
Pikes Peak Community College	0	0.0%	0	0.0%	0	0.0%	1	0.5%	7	3.4%	8	3.9%
Public Health and Environment	1	0.1%	3	0.2%	0	0.0%	38	3.0%	71	5.6%	113	8.9%
Public Safety	2	0.2%	9	0.7%	0	0.0%	37	2.8%	58	4.4%	106	8.1%
Pueblo Community College	0	0.0%	0	0.0%	0	0.0%	2	2.2%	2	2.2%	4	4.4%

F

Employee Turnover

Department	Death		Involuntary		Layoff		Retire		Voluntary		Total	
	Count	% Turnover	Count	% Turnover	Count	% Turnover	Count	% Turnover	Count	% Turnover	Count	% Turnover
Red Rocks Community College	0	0.0%	0	0.0%	0	0.0%	4	6.6%	2	3.3%	6	9.9%
Regulatory Agencies	0	0.0%	5	0.9%	0	0.0%	23	4.3%	30	5.6%	58	10.8%
Revenue	0	0.0%	16	1.2%	0	0.0%	57	4.3%	56	4.2%	129	9.7%
Secretary of State	1	0.9%	1	0.9%	0	0.0%	1	0.9%	7	6.1%	10	8.8%
Transportation	3	0.1%	28	0.9%	0	0.0%	97	3.3%	84	2.8%	212	7.1%
Treasury	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	15.0%	3	15.0%
Trinidad State Junior College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
University of Colorado - Boulder	5	0.2%	46	1.9%	4	0.2%	107	4.4%	215	8.8%	377	15.5%
University of Colorado - Colorado Springs	1	0.4%	1	0.4%	0	0.0%	8	2.9%	30	10.8%	40	14.5%
University of Colorado - Denver	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
University of Colorado - Health Sciences	0	0.0%	1	0.1%	1	0.1%	11	1.0%	15	1.3%	28	2.5%
University of Colorado - System	0	0.0%	1	0.9%	1	0.9%	3	2.6%	7	6.1%	12	10.5%
University of Northern Colorado	0	0.0%	8	1.5%	1	0.2%	17	3.2%	30	5.6%	56	10.5%
Western State College	0	0.0%	0	0.0%	0	0.0%	0	0.0%	10	15.4%	10	15.4%
Total	55	0.2%	418	1.3%	113	0.3%	971	2.9%	1,820	5.5%	3,377	10.1%



Selection Metrics by Department¹

Department	Positions Referred for Appointment	Average Time Job Posting Opened (in days)	Average Time to Fill (in days) ²
Adams State College	1	5.0	7.0
Agriculture	15	7.1	19.0
Arapahoe Community College	2	4.0	45.5
Auraria Higher Education Center	4	8.0	33.5
Colorado Community College System	2	3.5	59.5
Colorado School of Mines	9	6.3	31.6
Colorado State University – Fort Collins	21	12.0	35.2
Corrections	19	56.1	38.6
Education	3	8.0	39.3
Fort Lewis College	2	14.0	62.5
Front Range Community College	5	5.4	27.0
Governor's Office	11	9.2	36.7
Health Care Policy and Financing	16	10.6	27.8
HE Institutions	1	7.0	14.0
Human Services	97	12.6	28.6
Labor and Employment	32	5.6	21.5
Legislative Branch	4	7.5	22.0
Local Affairs	7	12.1	45.3
Metropolitan State College	6	4.3	44.2
Morgan Community College	1	11.0	41.0
Natural Resources	24	8.2	29.8
Northeastern Community College	1	4.0	32.0
Northwestern Community College	2	3.5	34.5
Otero Junior College	1	4.0	78.0

G

Selection Metrics by Department¹

Department	Positions Referred for Appointment	Average Time Job Posting Opened (in days)	Average Time to Fill (in days) ²
Personnel and Administration	15	9.0	21.7
Pikes Peak Community College	5	4.0	45.0
Public Health and Environment	55	9.3	27.4
Public Safety	13	8.5	37.8
Pueblo Community College	2	4.0	67.0
Regulatory Agencies	12	8.3	33.5
Revenue	35	11.4	28.7
Secretary of State	8	6.4	31.8
Transportation	3	14.0	61.0
Western State College	3	11.3	27.3
Statewide Summary	437	11.6	30.4

¹Includes selection data from March 15, 2011 to June 30, 2011, not all of FY 2010-11, as CO-Jobs was implemented on March 15.

²Time to Fill is defined as the elapsed days from the day a position requisition is opened to the date the position is referred to the appointing authority divided by the number of requisitions opened. It does not include the time a position is vacated to the time the requisition is opened, nor does it include the time from the referral to the appointing authority to the time a selection is made.