



State of  
**COLORADO**

# **WORKFORCE REPORT**

**FY 2016-17**

Workforce data for the State of Colorado

July 1, 2016 - June 30, 2017



**COLORADO**

**Division of Human Resources**

Department of Personnel  
& Administration

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## About the Report

The Fiscal Year (FY) 2016-17 State of Colorado Workforce Report is issued by the Department of Personnel & Administration, Division of Human Resources.

The report highlights workforce data from the State Personnel System, including demographics, new hire, compensation and benefits data from July 1, 2016 to June 30, 2017.

State of Colorado classified employees, are the focus of this report. Unless otherwise noted, data in this report represents classified, permanent, full-time or part-time employees, and excludes non-classified and temporary employees.

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# Overview

The State of Colorado government is comprised of three branches: the executive branch (headed by the governor), the legislative branch (which consists of the Colorado General Assembly) and the judicial branch (which consists of the Colorado Supreme Court and lower courts).

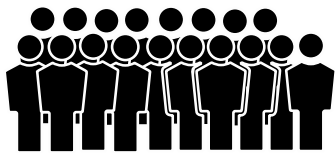
## Classified Employees

The State Personnel System is established by the Colorado Constitution (CO Const. art. XII, §13) as the classified civil service system for the State of Colorado; it is comprised of employees in classified positions. Employees in the classified system may have retention rights and must adhere to the policies, procedures and personnel rules established specifically for the State Personnel System.

## Non-Classified Employees

Pursuant to Colorado statute (C.R.S. 24-50-135) employees in non-classified positions are exempt from the State Personnel System. The non-classified system includes employees in Amendment S positions (deputy directors, chief financial officers, public information officers, human resources directors, executive assistants and legislative liaisons), Senior Executive Service positions, the legislative branch (with the exception of the State Auditor’s Office) and judicial branch. Institutions of higher education are part of the executive branch; however, most higher education employees are exempt from the classified system.

Figure 1. FY 2016-17 Workforce Classified and Non-Classified Employees



Non-Classified Workforce

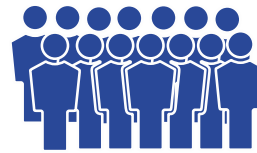
57%

What it means:

Exempt or non-classified positions are exempt from the rules, procedures and regulations that govern the State Personnel System.

Who is included:

- Most higher education employees
- Amendment S positions
- Senior Executive Service positions
- Judicial and Legislative employees



Classified Workforce

43%

What it means:

Classified employees may have retention rights and must adhere to the policies and procedures established specifically for the State Personnel System in the state’s constitution, statutes and personnel rules.

Who is included:

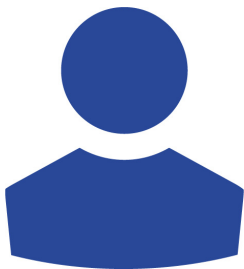
- Executive Branch Departments
  - Full-time employees
  - Part-time employees

As of June 30, 2017 the state employed 97,301 employees. This includes both classified and non-classified, general government and higher education, permanent, temporary, part-time and full-time employees. Data is taken from the State Controller’s Pay Check report.



# Classified Employees Overview

## FY 2016-17 Classified Workforce Key Findings



### Total Number of Employees

- 29,180 Classified Employees

### Employee Overview

- Average Age 46.2
- Average Annual Salary \$55,398
- Average Years of Service 9.7

### Workforce Overview

- Eligible to Retire within one year 19.6%
- Eligible to Retire within five years 34.6%
- Turnover Separations 4,216
  - Voluntary Separations 62.3%
  - Involuntary Separations 13.3%
  - Retirement Separations 24.3%

## Workforce Trend

Table 1. Trend of Classified Workforce (FY 2014-15 to FY 2016-17)

Measure	FY 2014-15	FY 2015-16	FY 2016-17	% Change
<b>Permanent, Classified Employees</b>	31,259	31,092	29,317	-5.7%
<b>Average Age</b>	46.8	46.7	46.2	-1.1%
<b>Median Age</b>	47.6	47.3	46.7	-1.3%
<b>Average Length of Service</b>	10.0	10.0	10.0	0.00%
<b>Median Length of Service</b>	8.1	8.3	7.8	-6.0%
<b>Average Salary</b>	\$53,322	\$54,122	\$55,398	2.40%
<b>Median Salary</b>	\$48,624	\$49,214	\$50,286	2.2%
<b>Eligible to Retire Within One Year</b>	20.7%	20.7%	19.6%	-5.3%
<b>Eligible to Retire Within Five Years</b>	36.5%	36.4%	34.6%	-4.9%
<b>Turnover</b>	11.7%	11.8%	14.4%	22.0%

\*All statistics based on data from June of stated fiscal year, except for "Turnover" which is based on entire fiscal year.

## Employee Snapshot by Department

Table 2. FY 2016-17 Classified Employee Snapshot by Department

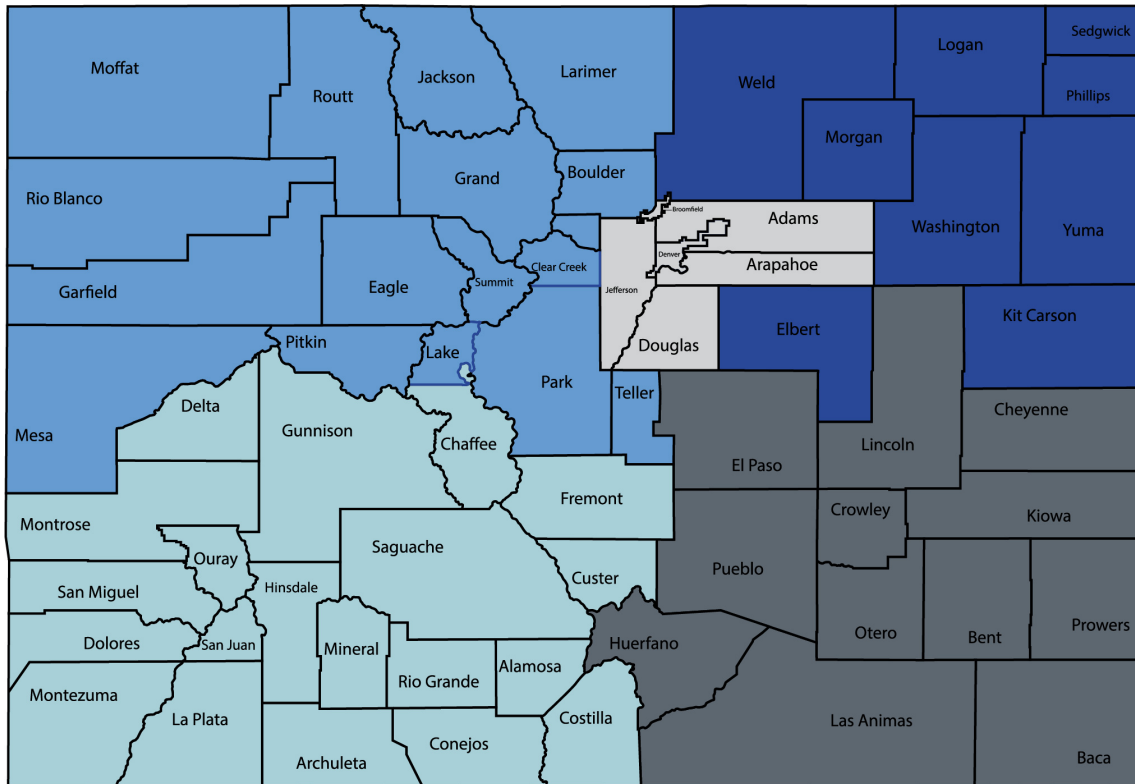
Department	# of Employees	% of Classified Workforce	Avg. Age	Avg. Monthly Salary	Retirement Eligible within 1 yr.
<b>Agriculture</b>	295	1.0%	47.5	\$4,535	74
<b>Corrections</b>	5,979	20.5%	44.1	\$4,316	885
<b>Education</b>	115	0.4%	48.8	\$3,958	33
<b>Governor's Office</b>	540	1.9%	50.6	\$6,062	160
<b>Health Care Policy &amp; Financing</b>	520	1.8%	41.8	\$5,327	46
<b>Higher Education</b>	4,897	16.8%	48.4	\$3,699	1,413
<b>Human Services</b>	4,939	16.9%	45.1	\$4,267	816
<b>Labor &amp; Employment</b>	1,326	4.5%	48.0	\$4,740	339
<b>Law</b>	185	0.6%	48.7	\$5,406	44
<b>Local Affairs</b>	156	0.5%	45.3	\$5,320	21
<b>Military &amp; Veterans Affairs</b>	139	0.5%	51.0	\$4,474	30
<b>Natural Resources</b>	1,451	5.0%	46.1	\$5,439	292
<b>Personnel &amp; Administration</b>	385	1.3%	47.8	\$4,961	88
<b>Public Health &amp; Environment</b>	1,370	4.7%	45.2	\$5,937	252
<b>Public Safety</b>	1,771	6.1%	43.4	\$5,911	205
<b>Regulatory Agencies</b>	538	1.8%	49.7	\$5,502	145
<b>Revenue</b>	1,438	4.9%	47.4	\$4,373	240
<b>State</b>	113	0.4%	46.5	\$5,856	19
<b>State Auditor's Office</b>	66	0.2%	39.4	\$6,087	0
<b>Transportation</b>	2,931	10.0%	47.8	\$4,875	622
<b>Treasury</b>	26	0.1%	50.8	\$5,101	6
<b>Statewide Totals:</b>	29,180	100.0%	46.2	\$4,617	5,730

\*Based on 6/30/2017 data

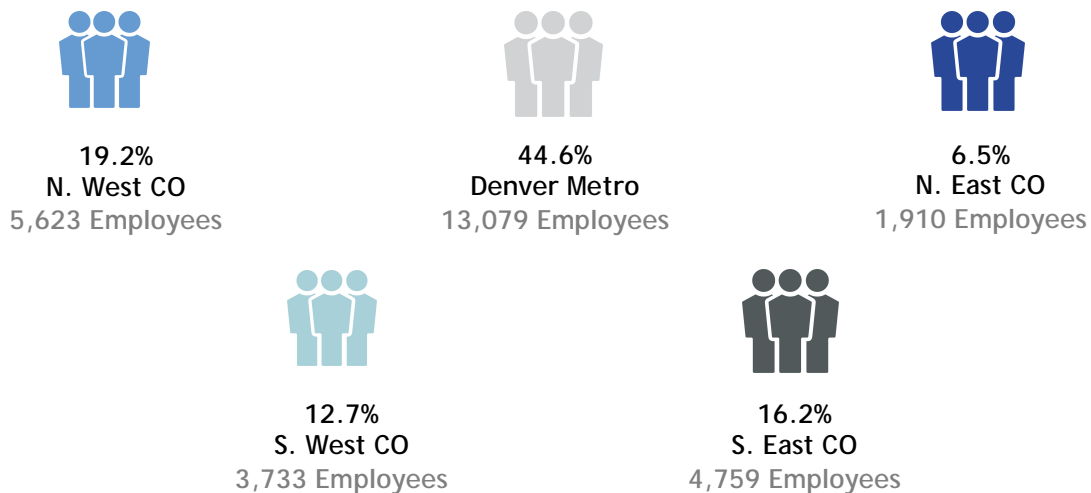
## Regional Distribution

Headquarters or primary locations for most of the state's executive departments are located in the Denver metro region. The metro area contains the highest concentration of employees (43.8%). More than 17,300 employees work in Colorado's other regions. The northwest region is home to 19.2% of the state's workforce. The southern part of the state is home to a collective 28.8% of the workforce.

Figure 2. FY 2016-17 Average Classified Employee Distribution by Region



### Employee Distribution by Region



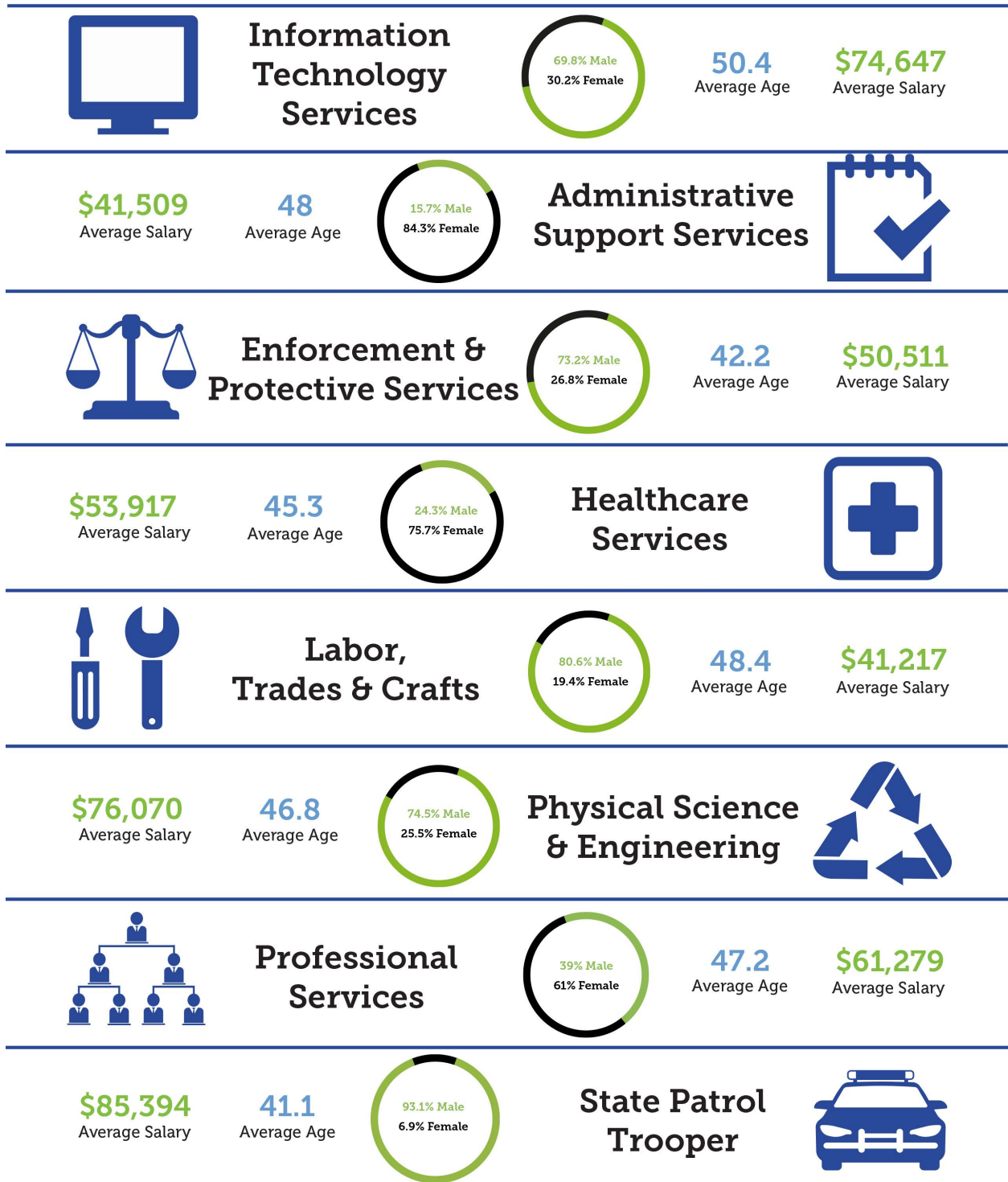
0.7% Other (209.7 Employees)

\*Based on data from 7/1/2016-6/30/2017

# Occupational Groups

The State of Colorado offers more than 500 job classifications. Each of these classifications is categorized into one of seven occupational groups.

Figure 3. FY 2016-17 State of Colorado Occupational Groups Overview



\*Based on 6/30/2017 data

# FY 2016-17 Composition of Occupational Groups

## State of Colorado Job Classifications & Occupational Groups



### State of Colorado Compensation Structure

- Eight occupational groups
- More than 500 job classifications
- More than one third of state's classified workforce is in the Professional & Supervisory occupational group

Figure 4. FY 2016-17 Average Classified Employees by Occupational Group

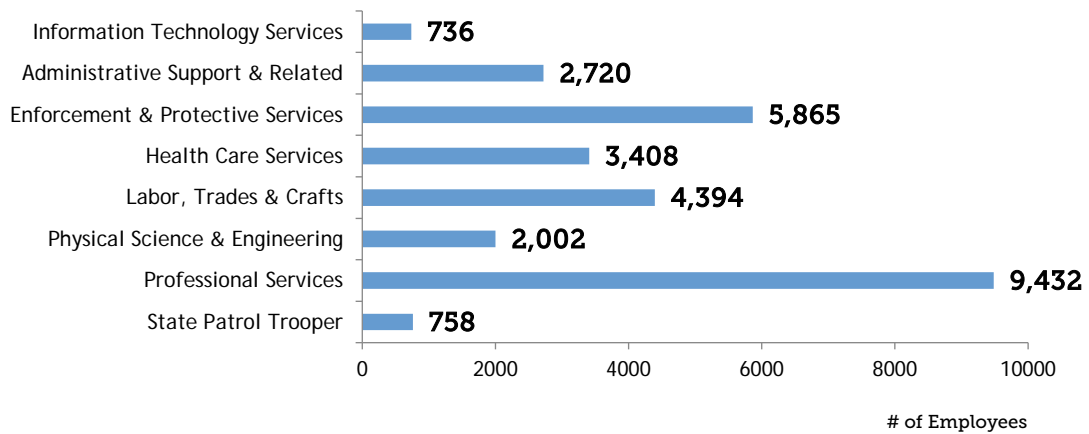
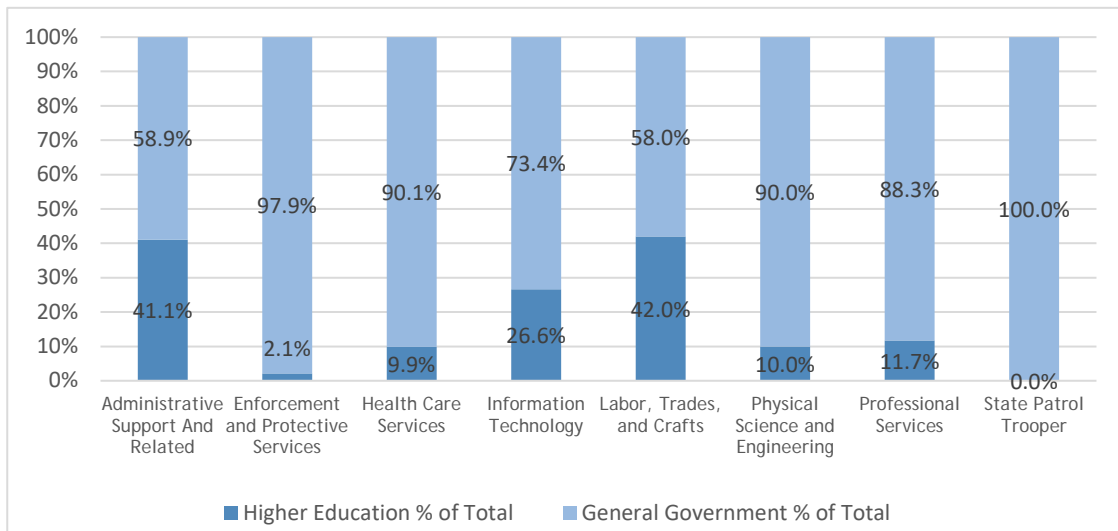


Figure 5. 2016-17 Occupational Groups by Classified General Government and Higher Education Employees



\*Based on 6/30/2017 data

## 2016-17 Employee Status by Department

All State Departments, Agencies & Institutions of Higher Education

Table 3. FY 2016-17 Average Active Classified Employees by Employee Status Statewide With Department and Process Level Detail

Department	Full-Time	Part-Time	Total	% Of Classified
<b>Agriculture</b>	290	4	294	1.00%
Department of Agriculture	290	4	294	1.00%
<b>Arapahoe Community College</b>	43	0	43	0.15%
Arapahoe Community College	43	0	43	0.15%
<b>Colorado Community College System</b>	33	0	33	0.11%
Colorado Community College System	33	0	33	0.11%
<b>Colorado Historical Society</b>	5	0	5	0.02%
State Historical Society	5	0	5	0.02%
<b>Colorado State University</b>	1,617	239	1,856	6.33%
Colorado State University	1,617	239	1,856	6.33%
<b>Community College of Aurora</b>	61	0	61	0.21%
Community College Of Aurora	61	0	61	0.21%
<b>Community College of Denver</b>	34	0	34	0.12%
Community College Of Denver	34	0	34	0.12%
<b>Corrections</b>	6,120	27	6,147	20.97%
Corrections Administration	5,938	25	5,963	20.34%
Correctional Industries	154	2	156	0.53%
Canteen	28	0	28	0.09%
<b>Education</b>	114	1	115	0.39%
Department Of Education	22	0	22	0.08%
School For The Deaf And Blind	92	1	93	0.32%
<b>Front Range Community College</b>	170	0	170	0.58%
Front Range Community College	170	0	170	0.58%
<b>Governor's Office</b>	533	6	538	1.84%
Office Of Information Technology	533	6	538	1.84%
<b>Health Care Policy &amp; Financing</b>	480	11	491	1.68%
Dept Of Health Care Policy & Financing	480	11	491	1.68%
<b>Private Occupational School Division</b>	1	0	1	0.00%
Private Occupational School Division	1	0	1	0.00%
<b>Human Services</b>	4,394	512	4,905	16.73%
Department Of Human Services	1,063	13	1,077	3.67%
Colo. Mental Health Institute Pueblo	926	172	1,098	3.75%
Colo. Mental Health Institute Fort Logan	228	61	289	0.99%
Obh-Community Behavioral Health	44	3	46	0.16%
Grand Junction Regional Center	236	21	257	0.88%

Ridge Regional Center	346	22	368	1.25%
Pueblo Regional Center	167	9	175	0.60%
Division Of Youth Corrections	993	10	1,003	3.42%
State Veteran Center At Homelake	78	4	82	0.28%
Vet Nursing Home At Florence	132	8	140	0.48%
Vet Nursing Home At Rifle	82	25	106	0.36%
Walsenburg Vet Nursing Home	1	0	1	0.00%
Director Of State Nursing Homes	4	0	4	0.01%
Fitzsimmons State Nursing Home	96	164	259	0.88%
<b>Labor and Employment</b>	<b>1,251</b>	<b>86</b>	<b>1,337</b>	<b>4.56%</b>
Department of Labor and Employment	1,251	86	1,337	4.56%
<b>Lamar Community College</b>	<b>15</b>	<b>0</b>	<b>15</b>	<b>0.05%</b>
Lamar Community College	15	0	15	0.05%
<b>Law</b>	<b>174</b>	<b>5</b>	<b>179</b>	<b>0.61%</b>
Department Of Law	174	5	179	0.61%
<b>Local Affairs</b>	<b>155</b>	<b>4</b>	<b>159</b>	<b>0.54%</b>
Department Of Local Affairs	155	4	159	0.54%
<b>Military &amp; Veterans Affairs</b>	<b>138</b>	<b>4</b>	<b>142</b>	<b>0.48%</b>
Military Affairs	128	3	131	0.45%
Veterans Affairs	10	1	11	0.04%
<b>Morgan Community College</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>0.03%</b>
Morgan Community College	10	0	10	0.03%
<b>Natural Resources</b>	<b>1,428</b>	<b>19</b>	<b>1,447</b>	<b>4.94%</b>
DNR - Executive Director	41	6	47	0.16%
Board Of Land Commissioners	41	1	42	0.14%
Water Conservation Board	43	0	43	0.15%
Division Of Water Resources	259	5	264	0.90%
Oil And Gas Conservation Commission	101	0	101	0.34%
Div Reclamation, Mining, Safety	58	1	59	0.20%
Parks And Wildlife	886	6	892	3.04%
<b>Northeastern Junior College</b>	<b>28</b>	<b>0</b>	<b>28</b>	<b>0.10%</b>
Northeastern Junior College	28	0	28	0.10%
<b>Northwestern Community College</b>	<b>17</b>	<b>0</b>	<b>17</b>	<b>0.06%</b>
Northwestern Community College	17	0	17	0.06%
<b>Otero Junior College</b>	<b>21</b>	<b>0</b>	<b>21</b>	<b>0.07%</b>
Otero Junior College	21	0	21	0.07%
<b>Personnel &amp; Administration</b>	<b>365</b>	<b>19</b>	<b>383</b>	<b>1.31%</b>
Department of Personnel & Administration	365	18	383	1.31%
State Personnel Board	0	0	0	0.00%
<b>Pikes Peak Community College</b>	<b>207</b>	<b>0</b>	<b>207</b>	<b>0.70%</b>
Pikes Peak Community College	207	0	207	0.70%



Department	Full-Time	Part-Time	Total	% Of Classified
<b>Public Health &amp; Environment</b>	1,262	109	1,372	4.68%
Department Of Pub Health & Environment	1,262	109	1,372	4.68%
<b>Public Safety</b>	1,693	43	1,736	5.92%
Department Of Public Safety	1,693	43	1,736	5.92%
<b>Pueblo Community College</b>	80	0	80	0.27%
Pueblo Community College	80	0	80	0.27%
<b>Red Rocks Community College</b>	69	0	69	0.23%
Red Rocks Community College	69	0	69	0.23%
<b>Regulatory Agencies</b>	515	17	532	1.81%
Dora - Executive Director	22	1	23	0.08%
Division Of Banking	37	0	37	0.13%
Civil Rights Division	22	0	22	0.08%
Division Of Financial Services	12	0	12	0.04%
Division Of Insurance	75	4	79	0.27%
Office Of Consumer Counsel	7	0	7	0.02%
Division Of Real Estate	51	4	55	0.19%
Director Of Registrations	81	1	82	0.28%
Accountancy Board	2	0	2	0.01%
Barbers & Cosmetologists Board	4	0	4	0.01%
Chiropractic Board	1	0	1	0.00%
Dental Board	4	0	4	0.01%
Electrical Board	36	2	37	0.13%
Engineers & Land Surveyors Board	5	0	5	0.02%
Mental Health Boards	5	0	5	0.02%
Medical Examiners Board	7	1	8	0.03%
Nursing Board	12	1	13	0.05%
Nursing Home Administrators Board	2	0	2	0.01%
Optometric Board	1	0	1	0.00%
Outfitters Board	1	0	1	0.00%
Passenger Tramway Safety Board	2	0	2	0.01%
Pharmacy Board	6	0	6	0.02%
Plumbers Board	11	1	12	0.04%
Complaints & Investigations	1	0	1	0.00%
Massage Therapists	4	0	4	0.01%
Division Of Securities	24	0	24	0.08%
Public Utilities Commission	78	2	80	0.27%
Physical Therapy Board	0	0	0	0.00%
<b>Revenue</b>	1,353	45	1,398	4.77%
Revenue - Administration	1,161	41	1,203	4.10%
State Lottery Division	109	4	112	0.38%
Revenue - Gaming Division	83	0	83	0.28%

<b>State</b>	112	0	112	0.38%
Department of State	112	0	112	0.38%
<b>State Auditor's Office</b>	65	5	70	0.24%
State Auditor	65	5	70	0.24%
<b>Transportation</b>	2,939	0	2,939	10.02%
Department of Transportation	2,939	0	2,939	10.02%
<b>Treasury</b>	24	2	25	0.09%
Treasury	24	2	25	0.09%
<b>Trinidad Junior College</b>	17	0	17	0.06%
Trinidad State Junior College	17	0	17	0.06%
<b>University of Colorado Boulder</b>	1,301	200	1,501	5.12%
CU - Boulder	1,301	200	1,501	5.12%
<b>University of Colorado Colorado Springs</b>	171	20	191	0.65%
CU - Colorado Springs	171	20	191	0.65%
<b>University of Colorado Denver</b>	463	69	532	1.81%
CU - Denver	463	69	532	1.81%
<b>University of Colorado Denver (Downtown)</b>	83	10	93	0.32%
CU - Denver (Downtown)	83	10	93	0.32%
<b>University of Colorado System</b>	14	0	14	0.05%
CU - System Offices	14	0	14	0.05%
<b>Statewide Total</b>	<b>27,862</b>	<b>1,456</b>	<b>29,317</b>	<b>100.00%</b>

\*Based on data from 7/1/16 - 6/30/17

## Age Distribution

Figure 6. FY 2016-17 Classified Employee Age Distribution by Generation

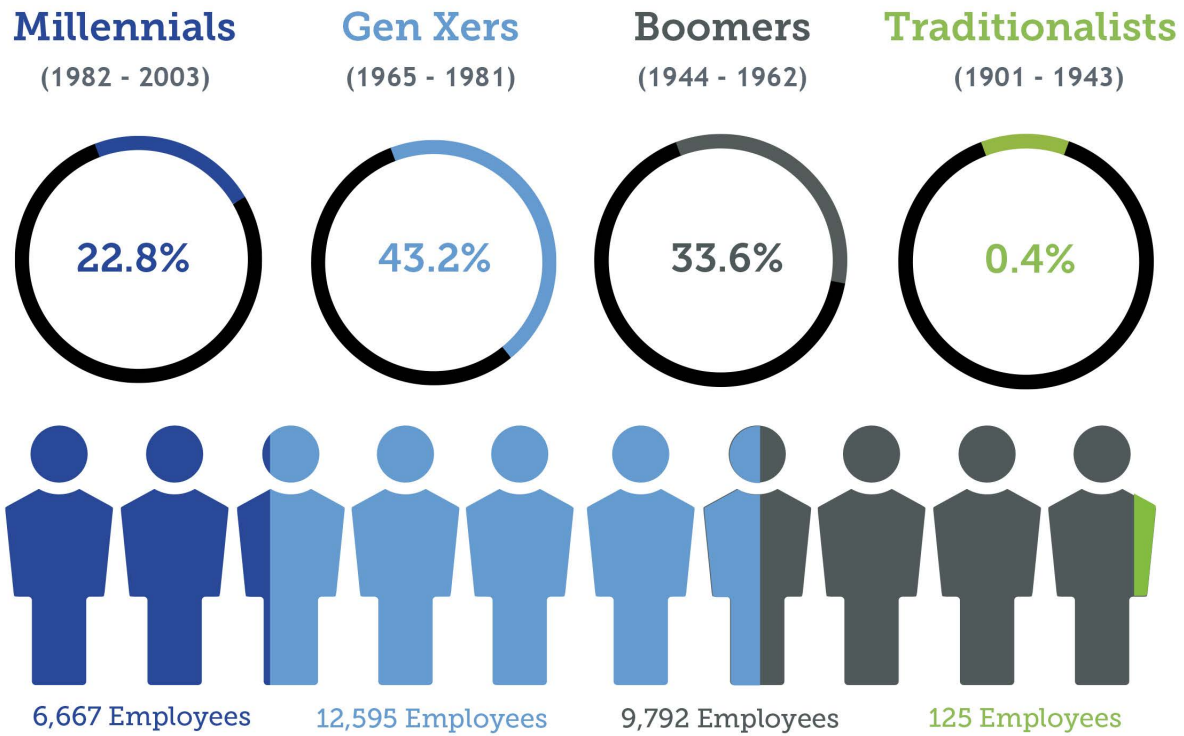
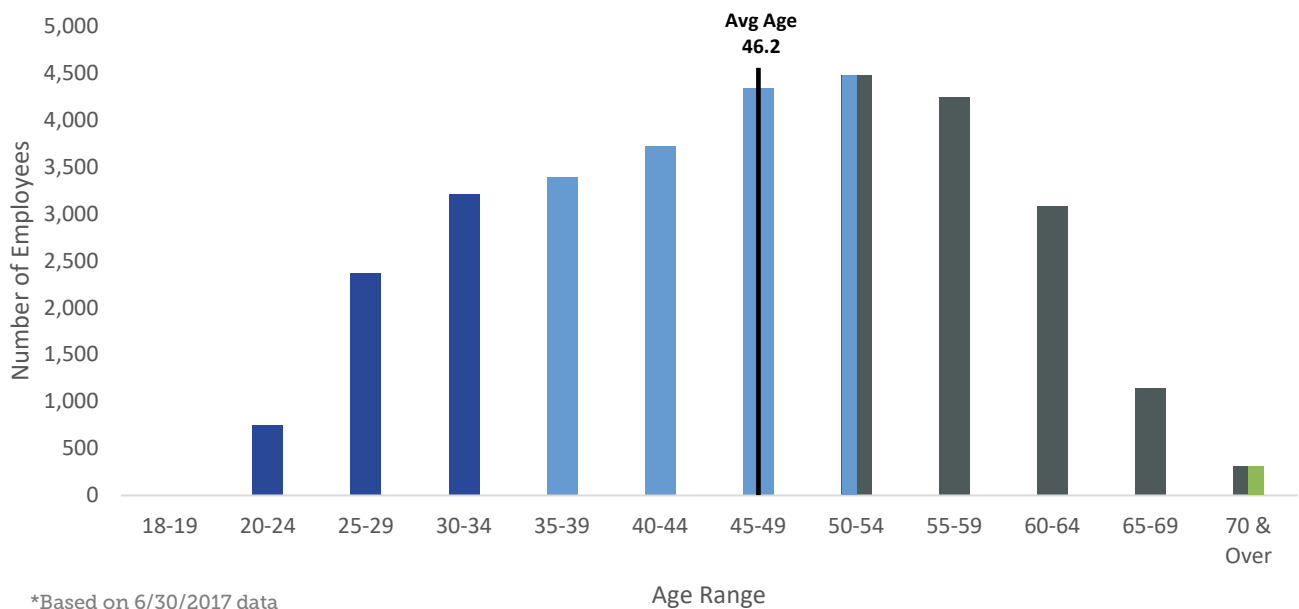


Figure 7. FY 2016-17 Classified Employee Distribution by Age



## Age Distribution by Department

Table 4. FY 2016-17 Age Distribution for Active Classified Employees by Department

Department	18-29	30-39	40-49	50-59	60-69	70 & Over	Total	Average Age
Agriculture	30	63	66	87	44	5	295	47.5
Corrections	936	1,373	1,618	1,474	550	27	5,979	44.1
Education	8	20	28	45	14	0	115	48.8
Governor's Office	20	85	126	202	104	3	540	50.6
Health Care Policy & Financing	76	180	149	70	43	2	520	41.8
Higher Education	531	864	1,003	1,457	937	105	4,897	48.4
Human Services	655	1,103	1,343	1,255	543	40	4,939	45.1
Labor & Employment	109	307	294	350	234	32	1,326	48.0
Law	7	39	55	43	41	0	185	48.7
Local Affairs	22	29	48	35	20	2	156	45.3
Military & Veterans Affairs	6	14	37	51	29	2	139	51.0
Natural Resources	109	358	451	354	165	14	1,451	46.1
Personnel & Administration	20	97	94	111	55	8	385	47.8
Public Health & Environment	137	380	371	303	166	13	1,370	45.2
Public Safety	182	524	596	343	117	9	1,771	43.4
Regulatory Agencies	21	110	136	156	105	10	538	49.7
Revenue	116	297	363	456	199	7	1,438	47.4
State	6	28	36	33	10	0	113	46.5
State Auditor's Office	13	22	22	8	1	0	66	39.4
Transportation	168	583	848	945	368	19	2,931	47.8
Treasury	2	4	6	6	6	2	26	50.8
Statewide Total:	3,174	6,480	7,690	7,784	3,751	300	29,180	46.2

\*Based on 6/30/2017 data

# Salary

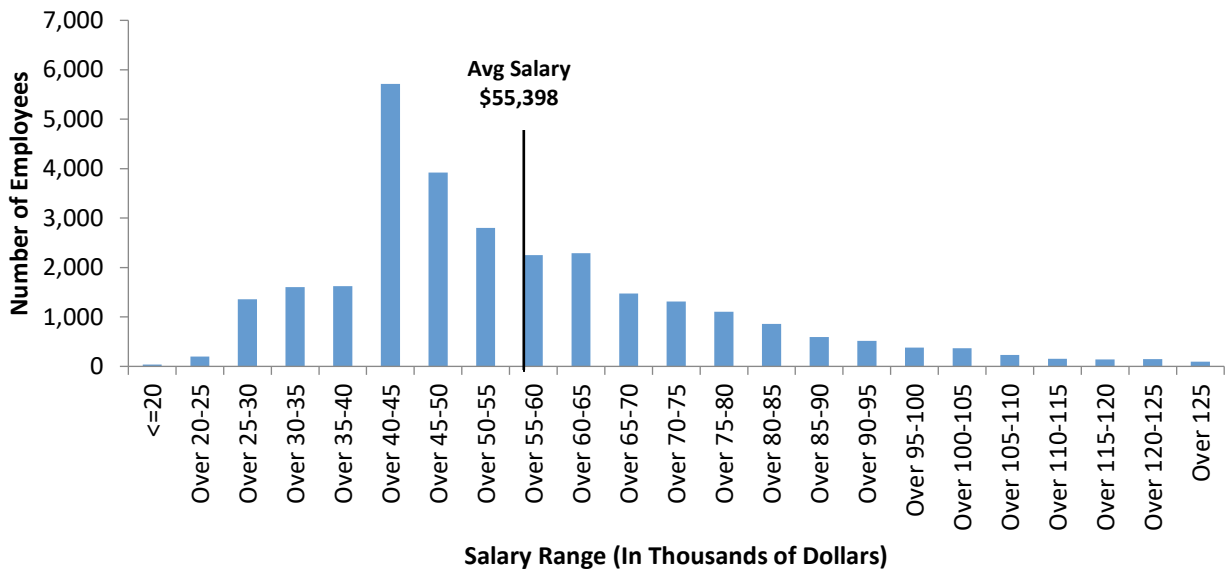
## State of Colorado Total Compensation Package



- Includes base salary and benefits (medical, dental, disability, life, wellness and retirement).
- The Annual Total Compensation Report is published with findings on the state’s Total Compensation Package value in relation to the market.
- The FY 2017-18 Annual Total Compensation Report found that the state’s Total Compensation Package offered to employees in FY 2016-17 is competitive with the market.
- Visit [colorado.gov/DHR/compensationplans](http://colorado.gov/DHR/compensationplans) for more information.

**The State of Colorado Average Salary is \$55,398**

Figure 8. FY 2016-17 Classified Employee Salary Distribution



\*Based on 6/30/2017 data

For FY 2016-17 the General Assembly recommended a merit matrix and an across the board increase to employee salaries.

## Salary Range Distribution by Department

Table 5. FY 2016-17 Distribution of Salary Range for Active Classified Employees By Department

Department	<=\$40,000	\$40,000 - \$60,000	\$60,000 - \$80,000	\$80,000 - \$100,000	>\$100,000	Total # Employees
<b>Agriculture</b>	12.5%	60.0%	17.6%	6.4%	3.4%	295
<b>Corrections</b>	2.1%	76.6%	17.3%	2.8%	1.1%	5,979
<b>Education</b>	45.2%	33.9%	10.4%	7.8%	2.6%	115
<b>Governor's Office</b>	0.4%	27.6%	39.1%	26.7%	6.3%	540
<b>Health Care Policy &amp; Financing</b>	5.4%	44.2%	31.7%	12.3%	6.3%	520
<b>Higher Education</b>	39.7%	47.5%	9.8%	2.3%	0.7%	4,897
<b>Human Services</b>	25.3%	45.8%	20.2%	6.2%	2.5%	4,939
<b>Labor &amp; Employment</b>	8.5%	56.6%	24.4%	7.2%	3.3%	1,326
<b>Law</b>	7.0%	29.7%	42.7%	16.8%	3.8%	185
<b>Local Affairs</b>	2.6%	47.4%	31.4%	10.3%	8.3%	156
<b>Military &amp; Veterans Affairs</b>	20.9%	46.8%	21.6%	7.2%	3.6%	139
<b>Natural Resources</b>	3.0%	46.8%	27.8%	14.7%	7.7%	1,451
<b>Personnel &amp; Administration</b>	27.5%	30.6%	20.3%	13.2%	8.3%	385
<b>Public Health &amp; Environment</b>	2.7%	31.5%	37.4%	18.1%	10.3%	1,370
<b>Public Safety</b>	4.2%	28.1%	36.3%	21.9%	9.6%	1,771
<b>Regulatory Agencies</b>	3.3%	42.9%	31.0%	13.0%	9.7%	538
<b>Revenue</b>	30.7%	41.2%	17.8%	6.7%	3.6%	1,438
<b>State</b>	8.0%	31.0%	31.9%	18.6%	10.6%	113
<b>State Auditor's Office</b>	1.5%	37.9%	24.2%	25.8%	10.6%	66
<b>Transportation</b>	16.5%	46.3%	21.7%	9.2%	6.3%	2,931
<b>Treasury</b>	30.8%	26.9%	15.4%	11.5%	15.4%	26
<b>Statewide Total:</b>	<b>16.5%</b>	<b>50.3%</b>	<b>21.2%</b>	<b>8.1%</b>	<b>3.9%</b>	<b>29,180</b>

\*Based on 6/30/2017 data

## Overall Demographics

Table 6. FY 2016-17 Demographic Statistics by Occupational Group and Race/Ethnic Group

Occupational Group	White			Black or African American			Hispanic or Latino		
	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males
Administrative Support & Related	49.5	\$41,622	13.1%	47.9	\$40,370	21.1%	46.3	\$41,149	15.6%
Enforcement & Protective Services	43.1	\$51,561	72.4%	42.0	\$47,755	76.7%	40.4	\$48,048	74.1%
Health Care Services	46.5	\$58,563	23.4%	47.0	\$45,193	36.4%	42.8	\$48,504	23.0%
Information Technology Services	51.3	\$75,783	69.0%	50.8	\$73,495	73.0%	47.6	\$68,860	61.8%
Labor, Trades & Crafts	49.3	\$44,797	89.1%	47.4	\$35,479	77.5%	48.7	\$38,779	74.4%
Physical Science & Engineering	46.8	\$77,494	74.3%	46.5	\$74,597	64.9%	45.0	\$70,427	77.6%
Professional Services	47.5	\$63,525	42.5%	47.7	\$58,783	31.3%	45.5	\$57,378	32.1%
State Patrol Trooper	41.0	\$85,640	92.8%	42.7	\$78,691	88.9%	40.7	\$84,808	98.4%
<b>Statewide Total:</b>	<b>46.7</b>	<b>\$58,955</b>	<b>54.6%</b>	<b>46.0</b>	<b>\$50,692</b>	<b>49.7%</b>	<b>44.3</b>	<b>\$49,922</b>	<b>50.6%</b>
Occupational Group	American Indian or Alaska Native			Asian			Native Hawaiian or Other Pacific Islander		
	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males
Administrative Support & Related	50.6	\$40,566	28.6%	44.1	\$40,442	22.5%	46.9	\$36,530	28.6%
Enforcement & Protective Services	40.9	\$49,027	70.9%	40.3	\$49,343	69.2%	39.6	\$43,598	82.6%
Health Care Services	45.3	\$52,887	24.1%	43.4	\$55,377	28.1%	42.7	\$53,025	25.0%
Information Technology Services	47.4	\$69,891	37.5%	47.1	\$78,923	60.8%	36.0	\$67,000	100.0%
Labor Trades & Crafts	50.1	\$44,283	82.1%	49.3	\$31,034	54.5%	50.3	\$39,986	57.1%
Physical Science & Engineering	49.8	\$71,373	71.4%	46.1	\$80,063	60.0%	47.6	\$74,114	66.7%
Professional Services	45.5	\$61,778	49.4%	43.2	\$61,322	31.4%	43.8	\$61,501	50.0%
State Patrol Trooper	45.1	\$83,565	87.5%	45.2	\$83,643	84.6%	34.6	\$80,676	100.0%
<b>Statewide Total:</b>	<b>45.3</b>	<b>\$54,924</b>	<b>53.8%</b>	<b>44.2</b>	<b>\$58,865</b>	<b>42.9%</b>	<b>43.4</b>	<b>\$52,383</b>	<b>56.8%</b>
Occupational Group	Two or More			Not Indicated or Unknown			Statewide Total		
	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males
Administrative Support & Related	44.6	\$39,556	14.3%	45.7	\$39,834	20.1%	48.0	\$41,059	15.7%
Enforcement & Protective Services	34.8	\$45,993	61.8%	37.6	\$62,655	86.8%	42.2	\$50,511	73.2%
Health Care Services	39.5	\$49,658	17.0%	42.3	\$40,073	19.4%	45.3	\$53,917	24.3%
Information Technology Services	52.2	\$53,864	100.0%	50.1	\$73,019	81.9%	50.4	\$74,647	69.8%
Labor, Trades & Crafts	46.7	\$41,727	66.7%	46.6	\$37,280	71.1%	48.4	\$41,217	80.6%
Physical Science & Engineering	36.1	\$64,215	0.0%	48.3	\$64,702	85.0%	46.8	\$76,070	74.5%
Professional Services	41.2	\$53,269	33.3%	50.1	\$49,747	24.9%	47.2	\$61,279	39.0%
State Patrol Trooper	34.5	\$74,676	100.0%	NA	NA	NA	41.1	\$85,394	93.1%
<b>Statewide Total:</b>	<b>39.9</b>	<b>\$49,951</b>	<b>34.8%</b>	<b>46.9</b>	<b>\$44,091</b>	<b>48.4%</b>	<b>46.2</b>	<b>\$55,398</b>	<b>52.7%</b>

\*Based on 6/30/2017 data



# New Hires

## FY 2016-17 New Hires Key Findings



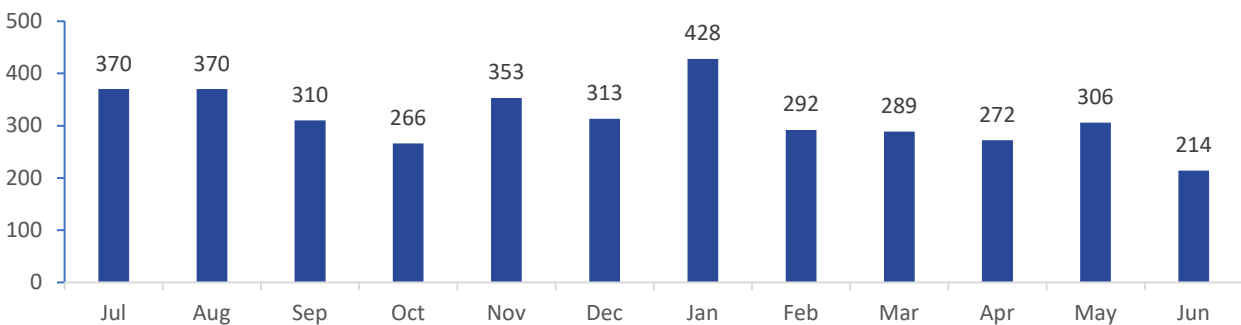
- 3,783 New Hires
  - Average Age 30.9
  - Average Salary \$44,369
  - January 2017 saw the most new hires in one month with 428 newly hired employees.

Table 7. FY 2016-17 Snapshot of Classified New Hires

Occupational Group	Avg. Age	Avg. Salary
Administrative Support and Related	31.9	\$36,005
Enforcement and Protective Services	37.1	\$41,958
Health Care Services	43.3	\$43,806
Information Technology Services	39.7	\$66,187
Labor, Trades and Crafts	35.8	\$32,542
Physical Science and Engineering	39.0	\$63,039
Professional Services	32.4	\$50,877
State Patrol Trooper	36.7	\$63,912
<b>Statewide Total:</b>	<b>31.9</b>	<b>\$44,369</b>

\*Based on data from 7/1/16 - 6/30/17

Figure 9. FY 2016-17 Classified New Hires by Month of Hire



\*Based on data from 7/1/2016 - 6/30/2017

## New Hires by Occupational Group and Race/Ethnic Group

Table 8. FY 2016-17 Classified Employees New Hire Demographic Statistics by Occupational Group and Race/Ethnic Group

Occupational Group	White			Black or African American			Hispanic or Latino		
	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males
Administrative Support & Related	38.7	\$36,184	15.3%	37.3	\$36,355	22.2%	37.6	\$35,870	15.3%
Enforcement & Protective Services	32.9	\$42,622	66.8%	31.9	\$40,831	74.3%	30.4	\$40,906	73.0%
Health Care Services	38.0	\$46,873	21.4%	39.7	\$38,246	40.4%	32.9	\$38,148	21.2%
Information Technology Services	45.4	\$67,772	77.8%	43.6	\$74,000	100.0%	37.2	\$60,293	83.3%
Labor, Trades & Crafts	41.0	\$35,429	87.6%	40.3	\$28,649	62.5%	42.5	\$31,329	72.5%
Physical Science & Engineering	35.4	\$63,516	58.3%	38.4	\$59,560	100.0%	38.5	\$59,638	66.7%
Professional Services	39.0	\$52,456	40.2%	40.2	\$46,056	43.9%	38.0	\$44,892	29.1%
State Patrol Trooper	32.3	\$63,912	85.2%	33.1	\$63,912	50.0%	32.8	\$63,912	100.0%
<b>Statewide Total:</b>	<b>37.4</b>	<b>\$47,073</b>	<b>48.4%</b>	<b>37.0</b>	<b>\$40,370</b>	<b>54.4%</b>	<b>34.8</b>	<b>\$40,034</b>	<b>49.1%</b>
Occupational Group	American Indian or Alaska Native			Asian			Native Hawaiian or Other Pacific Islander		
	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males
Administrative Support & Related	36.6	\$40,612	0.0%	34.6	\$38,492	20.0%	46.6	\$28,284	100.0%
Enforcement & Protective Services	29.1	\$41,666	63.0%	33.1	\$41,032	81.3%	26.4	\$40,488	77.8%
Health Care Services	43.3	\$44,570	29.4%	36.8	\$48,988	18.5%	39.9	\$46,432	33.3%
Information Technology Services	34.4	\$70,000	0.0%	39.5	\$57,236	66.7%	NA	NA	NA
Labor Trades & Crafts	44.0	\$44,448	100.0%	38.8	\$28,412	14.3%	52.4	\$25,168	0.0%
Physical Science & Engineering	NA	NA	NA	42.6	\$58,076	0.0%	NA	NA	NA
Professional Services	42.3	\$50,886	40.0%	36.9	\$50,311	40.0%	43.7	\$54,167	66.7%
State Patrol Trooper	NA	NA	NA	NA	NA	NA	NA	NA	NA
<b>Statewide Total:</b>	<b>37.1</b>	<b>\$45,445</b>	<b>45.7%</b>	<b>36.5</b>	<b>\$46,821</b>	<b>37.6%</b>	<b>37.0</b>	<b>\$45,419</b>	<b>65.2%</b>
Occupational Group	Two or More			Not Indicated or Unknown			Statewide Total		
	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males
Administrative Support & Related	32.6	\$34,524	0.0%	36.7	\$35,169	10.0%	37.9	\$36,005	14.8%
Enforcement & Protective Services	30.5	\$43,218	75.0%	31.5	\$47,808	100.0%	31.9	\$41,958	69.6%
Health Care Services	31.0	\$41,262	33.3%	32.1	\$33,374	9.5%	37.1	\$43,806	24.0%
Information Technology Services	NA	NA	NA	NA	NA	NA	43.3	\$66,187	76.9%
Labor, Trades & Crafts	29.9	\$31,023	66.7%	35.5	\$28,699	66.9%	39.7	\$32,542	77.2%
Physical Science & Engineering	23.8	\$57,540	100.0%	59.1	\$48,000	100.0%	35.8	\$63,039	58.8%
Professional Services	40.6	\$53,399	31.6%	37.9	\$44,290	12.5%	39.0	\$50,877	38.3%
State Patrol Trooper	NA	NA	NA	NA	NA	NA	32.4	\$63,912	84.8%
<b>Statewide Total:</b>	<b>34.0</b>	<b>\$44,813</b>	<b>41.4%</b>	<b>35.8</b>	<b>\$32,854</b>	<b>43.3%</b>	<b>36.7</b>	<b>\$44,369</b>	<b>48.3%</b>

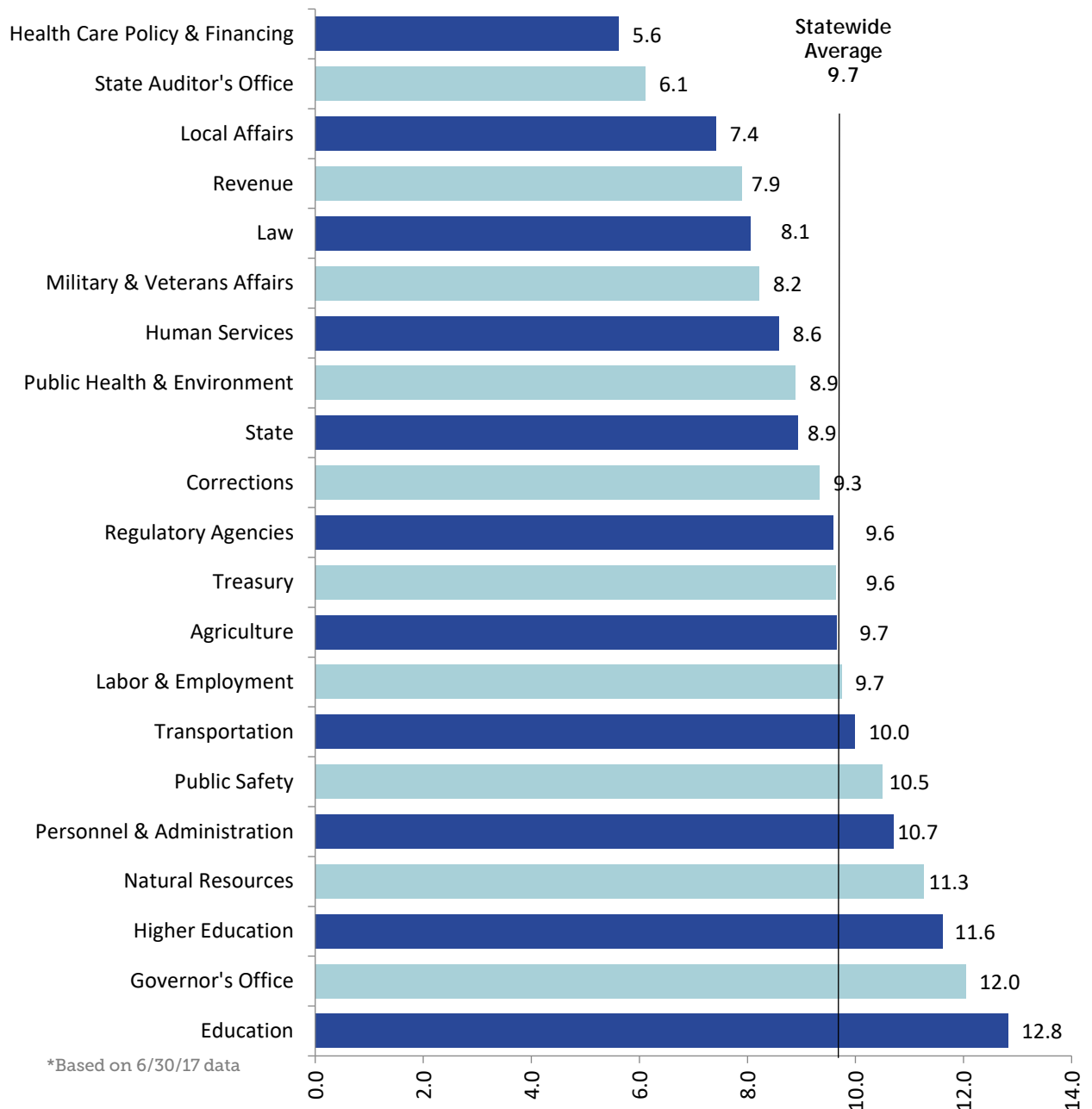
\*As of 6/30/2017

# Years of Service



The State of Colorado employees' average length of service is 9.7 years.

Figure 10. FY 2016-17 Classified Employees Average Years of Service by Department

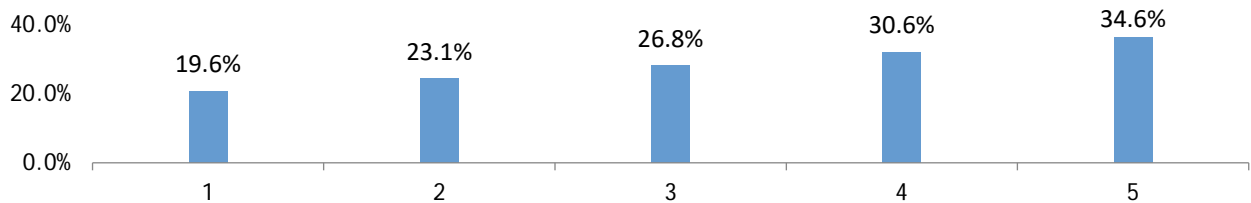


# Retirement Eligibility



34.6% of the State's workforce is eligible to retire within five years.

Figure 11. FY 2016-17 Retirement Eligibility of Classified Workforce by Year



\*Based on 6/30/2017 data

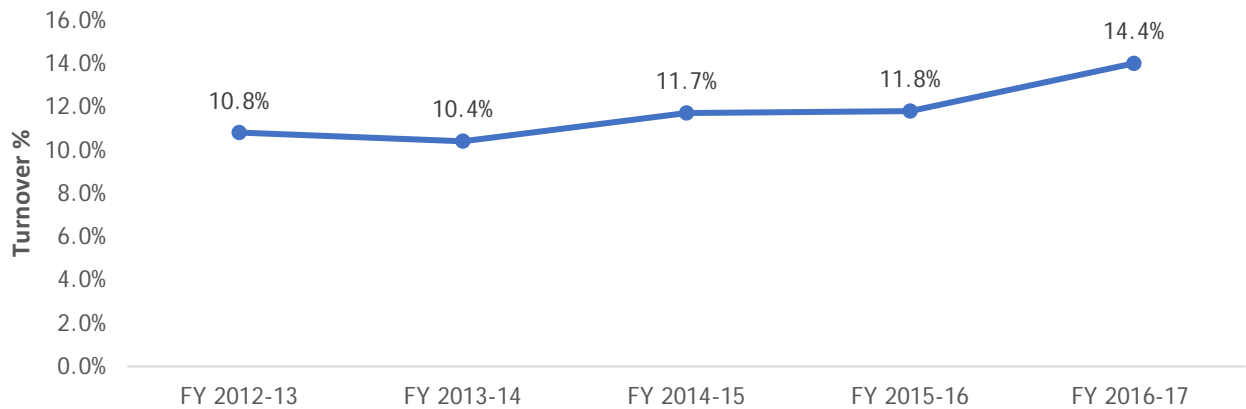
Table 9. FY 2016-17 Retirement Eligibility of Classified Workforce by Department and Year

Department	Total Employees	Eligible To Retire Within (Years)				
		1	2	3	4	5
<b>Agriculture</b>	295	74	84	91	102	114
<b>Corrections</b>	5,979	885	1,115	1,358	1,584	1,783
<b>Education</b>	115	33	40	49	51	53
<b>Governor's Office</b>	540	160	191	224	245	270
<b>Health Care Policy &amp; Financing</b>	520	46	52	66	77	89
<b>Higher Education</b>	4,897	1,413	1,604	1,800	1,982	2,185
<b>Human Services</b>	4,939	816	974	1,117	1,290	1,504
<b>Labor &amp; Employment</b>	1,326	339	379	422	476	530
<b>Law</b>	185	44	49	54	60	68
<b>Local Affairs</b>	156	21	26	30	43	48
<b>Military &amp; Veterans Affairs</b>	139	30	38	42	54	60
<b>Natural Resources</b>	1,451	292	352	398	442	490
<b>Personnel &amp; Administration</b>	385	88	103	119	134	149
<b>Public Health &amp; Environment</b>	1,370	252	286	332	370	406
<b>Public Safety</b>	1,771	205	254	314	391	474
<b>Regulatory Agencies</b>	538	145	165	181	207	231
<b>Revenue</b>	1,438	240	293	351	422	515
<b>State</b>	113	19	21	27	32	33
<b>State Auditor's Office</b>	66	0	0	3	4	6
<b>Transportation</b>	2,931	622	718	835	951	1,083
<b>Treasury</b>	26	6	7	10	12	13
<b>Statewide Total:</b>	<b>29,180</b>	<b>5,730</b>	<b>6,751</b>	<b>7,823</b>	<b>8,929</b>	<b>10,104</b>
<b>Statewide Percentage:</b>	<b>100.0%</b>	<b>19.6%</b>	<b>23.1%</b>	<b>26.8%</b>	<b>30.6%</b>	<b>34.6%</b>

\*Based on 6/30/2017 data

# Workforce Turnover

Figure 12. FY 2016-17 Classified Workforce Turnover Rate



The overall turnover rate in FY 2016-17 is 14.4%, which increased by 2.6 percentage points from FY 2015-16 at 11.8%. Total separations include voluntary, retirement and involuntary separations. Total separations are referred to as turnover.

Table 10. FY 2016-17 Classified Workforce Separation by Reason

Separation Reason	Total	Percent of Separations
<b>Involuntary Separations</b>		
Death	51	1.2%
Dismissal	374	8.9%
Layoff	19	0.5%
Leave Rights Expired	118	2.8%
<b>Total Involuntary Separations</b>	<b>562</b>	<b>13.3%</b>
<b>Voluntary Separations</b>		
Military	8	0.2%
Resigned Classified Employment	2,620	62.1%
<b>Total Voluntary Separations</b>	<b>2,628</b>	<b>62.3%</b>
<b>Retirement</b>		
Disability Retirement	26	0.6%
Retirement	1,000	23.7%
<b>Total Retirements</b>	<b>1,026</b>	<b>24.3%</b>

\*Based on data from 7/1/2016-6/30/2017

# Turnover Rate

Table 11. FY 2016-17 Classified Workforce Turnover Rate by Department

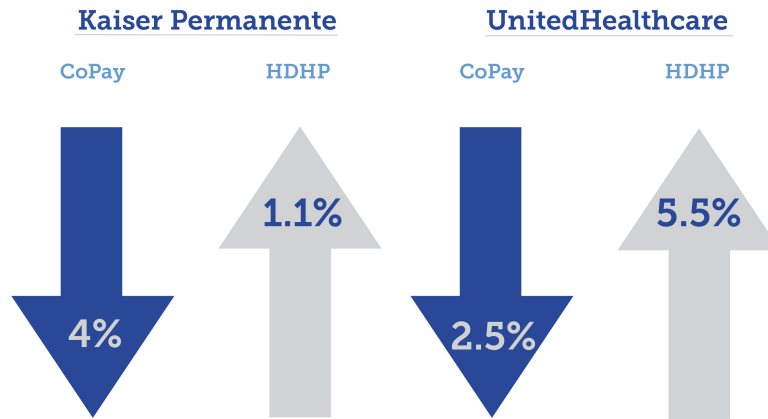
Department	Voluntary	Involuntary	Retire	Total	Turnover Rate
<b>Agriculture</b>	22	3	6	31	10.6%
<b>Corrections</b>	620	152	219	991	16.1%
<b>Education</b>	6	3	5	14	12.1%
<b>Governor's Office</b>	11	3	24	38	7.1%
<b>Health Care Policy &amp; Financing</b>	59	7	6	72	14.7%
<b>Higher Education</b>	303	58	232	593	11.9%
<b>Human Services</b>	826	188	173	1,187	24.2%
<b>Labor &amp; Employment</b>	90	19	43	152	11.4%
<b>Law</b>	20	3	6	29	16.2%
<b>Local Affairs</b>	19	0	10	29	18.2%
<b>Military &amp; Veterans Affairs</b>	10	4	2	16	11.3%
<b>Natural Resources</b>	71	9	37	117	8.1%
<b>Personnel &amp; Administration</b>	39	7	7	53	13.8%
<b>Public Health &amp; Environment</b>	111	12	44	167	12.2%
<b>Public Safety</b>	70	11	37	118	6.8%
<b>Regulatory Agencies</b>	21	4	22	47	8.8%
<b>Revenue</b>	152	34	38	224	16.0%
<b>State</b>	8	2	0	10	9.0%
<b>State Auditor's Office</b>	3	2	0	5	7.4%
<b>Transportation</b>	165	41	112	318	10.8%
<b>Treasury</b>	2	0	3	5	19.7%
<b>Statewide Total:</b>	<b>2,628</b>	<b>562</b>	<b>1,026</b>	<b>4,216</b>	<b>14.4%</b>

\*Based on data from 7/1/2016-6/30/2017

# Health Plan Membership

The State of Colorado Group Employee Medical Plan offers copayment and high deductible health plan (HDHP) medical insurance options through UnitedHealthcare and Kaiser Permanente. Enrollment numbers for each plan in FY 2016-17 changed. In total, the copayment plans continue to be the most popular plan designs. Of the two high deductible health plans (HDHP), UHC has more participation.

**Figure 13. Health Plan Membership Trend FY 2015-16 to FY 2016-17**

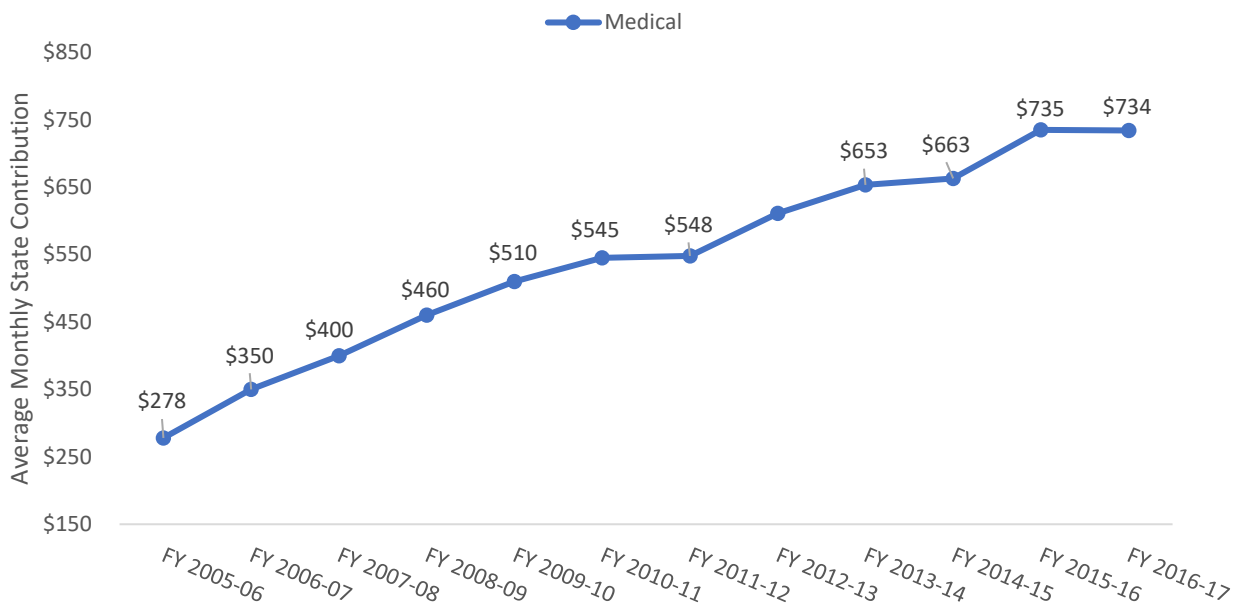


\*Based on 6/30/2017 data

The Kaiser Health Maintenance Organization (HMO) copayment plan is the most popular plan at the State of Colorado with 11,649 members. Both High Deductible Health Plans increased by a total of 6.6%.

The UHC Copay Plus Plan has 6,228 members in FY 2016-17, down 2.5% from FY 2015-16. The UHC HDHP plan increased membership by 5.5% to 9,895 employees compared to FY 2015-16.

**Figure 14. State of Colorado Average Medical Premium Contribution per Enrolled Employee**



\*Based on 6/30/2017 data



**Table 12. Medical Plan Participation by Department**

Department	# of Employees	Kaiser Copay	%	Kaiser HDHP	%	UHC Copay	%	UHC HDHP	%
<b>Agriculture</b>	353	161	45.6%	28	7.9%	45	12.7%	118	33.4%
<b>Corrections</b>	264	70	26.5%	18	6.8%	55	20.8%	121	45.8%
<b>Education</b>	5,371	2,533	47.2%	178	3.3%	1,174	21.9%	1,472	27.4%
<b>Governor's Office</b>	547	245	44.8%	42	7.7%	84	15.4%	172	31.4%
<b>Health Care Policy &amp; Financing</b>	986	378	38.3%	83	8.4%	204	20.7%	316	32.0%
<b>Higher Education</b>	1,210	492	40.7%	75	6.2%	209	17.3%	426	35.2%
<b>Human Services</b>	2,470	690	27.9%	101	4.1%	587	23.8%	1,089	44.1%
<b>Judicial Branch</b>	2,643	774	29.3%	137	5.2%	657	24.9%	1,067	40.4%
<b>Labor &amp; Employment</b>	4,203	2,240	53.3%	234	5.6%	731	17.4%	979	23.3%
<b>Law</b>	3,977	1,441	36.2%	169	4.2%	903	22.7%	1,443	36.3%
<b>Local Affairs</b>	1,188	521	43.9%	76	6.4%	242	20.4%	344	29.0%
<b>Military &amp; Veterans Affairs</b>	401	133	33.2%	30	7.5%	78	19.5%	156	38.9%
<b>Natural Resources</b>	299	72	24.1%	31	10.4%	73	24.4%	119	39.8%
<b>Personnel &amp; Administration</b>	161	64	39.8%	13	8.1%	28	17.4%	56	34.8%
<b>Public Health &amp; Environment</b>	102	42	41.2%	7	6.9%	19	18.6%	34	33.3%
<b>Public Safety</b>	1,322	263	19.9%	53	4.0%	304	23.0%	699	52.9%
<b>Regulatory Agencies</b>	1,548	521	33.7%	74	4.8%	364	23.5%	582	37.6%
<b>Revenue</b>	494	221	44.7%	23	4.7%	116	23.5%	129	26.1%
<b>State</b>	1,224	570	46.6%	55	4.5%	232	19.0%	361	29.5%
<b>State Auditor's Office</b>	467	170	36.4%	39	8.4%	92	19.7%	164	35.1%
<b>Transportation</b>	113	39	34.5%	10	8.8%	23	20.4%	41	36.3%
<b>Treasury</b>	26	9	34.6%	1	3.8%	8	30.8%	7	26.9%
<b>Statewide Totals:</b>	<b>29,369</b>	<b>11,649</b>	<b>39.7%</b>	<b>1,477</b>	<b>5.0%</b>	<b>6,228</b>	<b>21.2%</b>	<b>9,895</b>	<b>33.7%</b>

\*Based on 6/30/2017 data

COBRA employees are included in the statewide Total but not included in Table 12. For FY 2016-17, 127 (0.4%) employees are in COBRA; 28 employees (0.1%) are in COBRA KP-HMO; 4 employees are in COBRA KP-HDHP (0.0%); and 54 (0.2%) employees are enrolled in COBRA UHC-PLUS and 35 (0.1%) are in COBRA UHC-HDHP.

## Dental Plan Membership

Table 13. FY 2016-17 State Of Colorado Employees Enrolled In Dental Insurance Plans by Department

Department	# Employees	Delta Basic	%	Delta Plus	%
<b>Agriculture</b>	350	154	44.0%	196	56.0%
<b>Corrections</b>	265	149	56.2%	116	43.8%
<b>Education</b>	5,517	2,165	39.2%	3,342	60.6%
<b>Governor's Office</b>	564	300	53.2%	261	46.3%
<b>Health Care Policy &amp; Financing</b>	1,019	459	45.0%	557	54.7%
<b>Higher Education</b>	1,268	662	52.2%	598	47.2%
<b>Human Services</b>	2,526	1,217	48.2%	1,301	51.5%
<b>Judicial Branch</b>	2,701	1,213	44.9%	1,480	54.8%
<b>Labor &amp; Employment</b>	4,269	1,805	42.3%	2,442	57.2%
<b>Law</b>	4,086	2,112	51.7%	1,954	47.8%
<b>Local Affairs</b>	1,214	548	45.1%	664	54.7%
<b>Military &amp; Veterans Affairs</b>	402	225	56.0%	173	43.0%
<b>Natural Resources</b>	297	193	65.0%	103	34.7%
<b>Personnel &amp; Administration</b>	160	90	56.3%	70	43.8%
<b>Public Health &amp; Environment</b>	119	58	48.7%	61	51.3%
<b>Public Safety</b>	1,337	749	56.0%	585	43.8%
<b>Regulatory Agencies</b>	1,627	783	48.1%	841	51.7%
<b>Revenue</b>	504	226	44.8%	275	54.6%
<b>State</b>	1,262	587	46.5%	668	52.9%
<b>State Auditor's Office</b>	474	256	54.0%	214	45.1%
<b>Transportation</b>	115	56	48.7%	59	51.3%
<b>Treasury</b>	29	14	48.3%	13	44.8%
<b>Statewide Totals:</b>	<b>30,105</b>	<b>14,021</b>	<b>46.6%</b>	<b>15,973</b>	<b>53.1%</b>

\*Based on 6/30/2017 data

COBRA employees are included in the statewide total but not included in Table 13. For FY 2016-17, 28 (0.2%) employees are in COBRA Delta Basic and 73 (0.2%) employees are enrolled in COBRA Dental Plus.

# Employee Health and Engagement

Table 14. FY 2016-17 Employee Health and Engagement

Health Focus Area	Measurement
<b>Employee Wellness Program Participation</b>	68.4% Employees Registered on CaféWell*
<b>Employee Wellness Program Engagement</b>	39% of Participating Employees Earning Incentives on CaféWell*
<b>Primary Care Provider Selection (i.e. designated family doctor)</b>	63% UnitedHealthcare Employees
	87% Kaiser Permanente Employees
<b>Cancer Screenings</b> (employees receiving appropriate screenings)	60% UnitedHealthcare Employees
	72% Kaiser Permanente Employees
<b>Overweight</b>	61% UnitedHealthcare Employees
	75% Kaiser Permanente Employees
<b>Flu Shot</b>	30% UnitedHealthcare Employees
	31% Kaiser Permanente Employees
<b>Not Getting Recommended Exercise</b>	52% UnitedHealthcare Employees
	61% Kaiser Permanente Employees
<b>Smoking</b>	8% UnitedHealthcare Employees
	13% Kaiser Permanente Employees

Data taken from UnitedHealthcare and Kaiser Permanente FY 2016-17 Annual Reports

\* Data reported by CaféWell for FY 2016-17. The State of Colorado Employee Wellness Program is powered by CaféWell.

# General Assumptions

## FY 2016-17 Workforce Report General Assumptions

- 1. Multiple Records:** For any employees with multiple records in a given month, we selected the last record in the table for that employee for that given month. The one exception is for determining Full-Time/Part-Time status. For this, the calculation was based on the sum of FTE (Full-Time Equivalent) for all records for a SSN for each month.
- 2. Employee Criteria:** The tables are based on permanent, classified employees. The one exception is Table 3, which includes all classified employees (both permanent and temporary).
- 3. Salary:** The salary amounts used in this analysis are unadjusted for FTE.
- 4. Table Types:** Most demographic tables are based on June 2017. For tables involving average employee counts, the entire fiscal year was used. Each table has a note indicating the time period of the data upon which the table is based.
- 5. Excluded Data:** The information provided to the Department of Personnel & Administration was not updated during the fiscal year for nine institutions of higher education. Due to this, data was excluded from the report for: Adams State University, Auraria Higher Education Center, Colorado Mesa University, Colorado School of Mines, Colorado State University-Pueblo, Fort Lewis College, Metropolitan State University, University of Northern Colorado, and Western State Colorado University.

### Workforce

For this report, the definition of an employee in the State Personnel System satisfies the following criteria:

- Classified within the State's Personnel System;
- Permanent full-time or part-time employee;
- Excludes higher education faculty and administrators; and
- Excludes temporary employees.

Due to the various types of metrics presented in this report, different definitions have been used to provide the necessary data. In some instances, the Department used a count of employees at a given point in time (June 30, 2017), and in other instances, the Department used the average count during the fiscal year to provide the necessary data. Each table will indicate the methodology utilized. A position is an individual distinct set of duties or assignments. A full-time employee 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.

The Colorado fiscal year runs from July 1 through June 30. FY 2016-17 data in this report are based on a CPPS extract of the state's workforce data for all months during the year (July 1, 2016 through June 30, 2017), with additional 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; and
- Deaths.

For purposes of turnover in this report, “Layoffs” and “Deaths” were combined into the involuntary turnover category. Turnover data excludes 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-classified employees who are not in higher education, specifically judicial and legislative employees, and executive directors.

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

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