

FY 2017–18 WORKFORCE REPORT

Workforce data for
the State of Colorado



COLORADO

It's our nature.™

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ABOUT THE REPORT

The Fiscal Year (FY) 2017-18 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, 2017, to June 30, 2018.

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.

State of Colorado Government

The State of Colorado government is comprised of three branches: the Executive Branch (consists of the governor, secretary of state, treasurer, attorney general, and institutions of higher education), the Legislative Branch (consists of the Colorado General Assembly) and the Judicial Branch (consists of the Colorado Supreme Court and lower courts).

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WORKFORCE OVERVIEW

This Workforce Report covers classified employees in the State Personnel System. 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.

Classified System

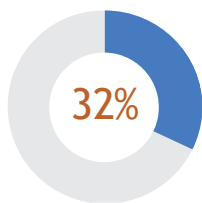
The Colorado Constitution (CO Const. art. XII, §13) established the State Personnel System as the classified civil service system for the State of Colorado. The system applies only to certain positions within the executive and legislative branches. Employees in the classified system may have retention rights and must adhere to the policies, procedures, and personnel rules established specifically for the State Personnel System.

Non-Classified System

Pursuant to Colorado exemption 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 2017-18 Workforce Classified and Non-Classified Employees

CLASSIFIED WORKFORCE



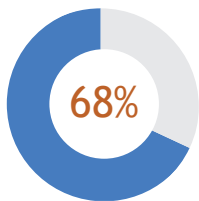
What it means:

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
- Office of the State Auditor

NON-CLASSIFIED WORKFORCE



What it means:

Exempt or non-classified positions are exempted 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 employees and most Legislative employees

NOTE: As of June 30, 2018, the state employed 101,808 employees. This includes both classified and non-classified, general government (Executive, Legislative, and Judicial Branches) 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 2017-18 Classified Workforce At A Glance



28,735 Number of Employees



45.9 Average Age



\$57,270 Average Annual Salary



9.7 Average Years of Service

Workforce Trend

Table 1. State of Colorado Classified Workforce Trends (FY 2014-15 to FY 2017-18)

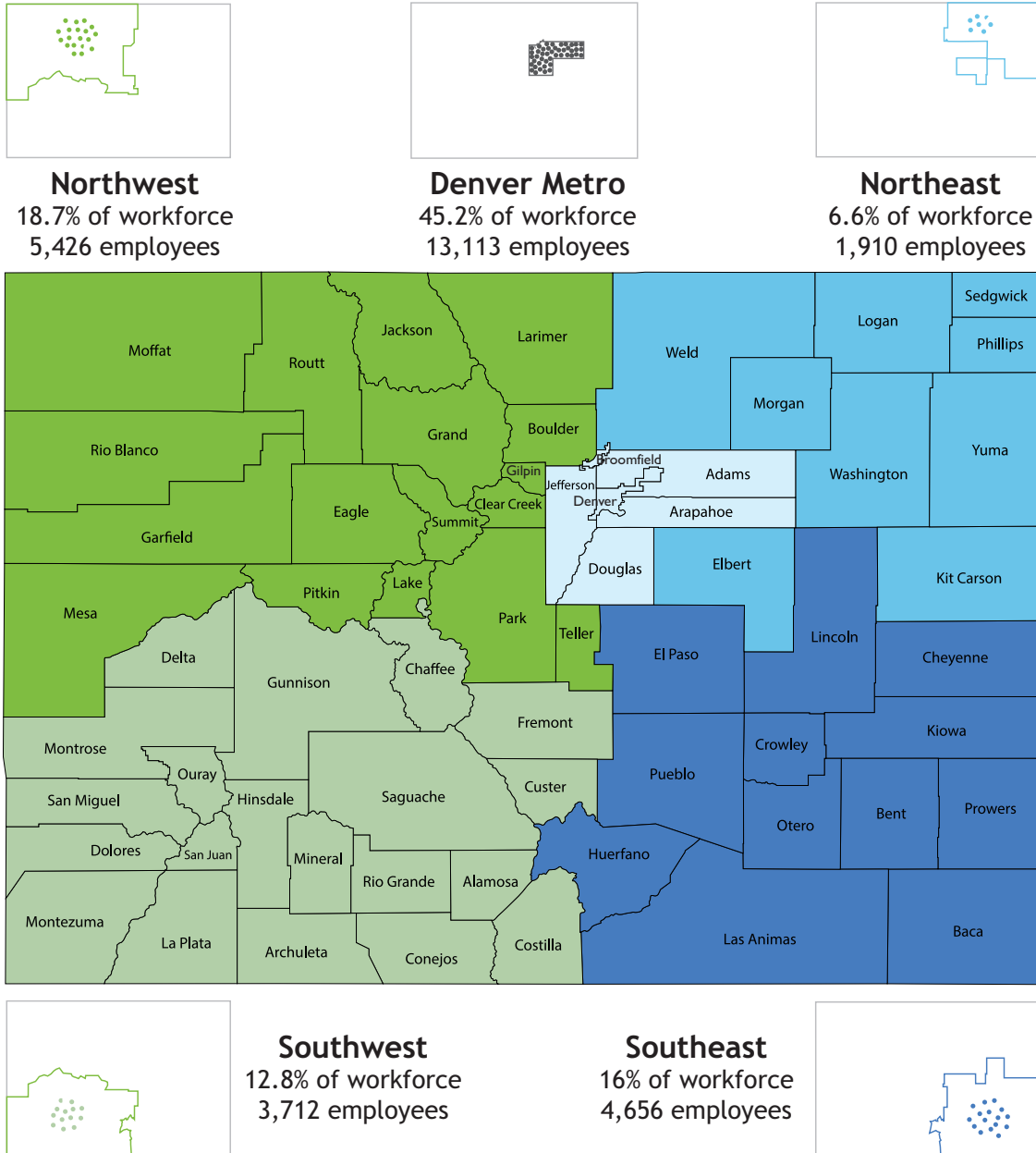
Measure	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	% Change FY16-17 to FY17-18
Permanent, Classified Employees	31,259	31,092	29,180	28,735	-1.53%
Average Age	46.8	46.7	46.2	45.9	-0.55%
Median Age	47.6	47.3	46.7	46.5	-0.54%
Average Length of Service	10.0	10.0	9.7	9.7	0.12%
Median Length of Service	8.1	8.3	7.8	7.5	-3.85%
Average Salary	\$53,322	\$54,122	\$55,398	\$57,270	3.38%
Median Salary	\$48,624	\$49,214	\$50,286	\$51,876	3.16%
Eligible to Retire Within One Year	20.7%	20.7%	19.6%	19.5%	-0.46%
Eligible to Retire Within Five Years	36.5%	36.4%	34.6%	34.3%	-0.85%
Turnover	11.7%	11.8%	14.4%	14.7%	2.08%

- All statistics based on June of stated fiscal year, except for “Turnover,” which is based on the fiscal year starting in July.
- FY 2017-18 statistics exclude some higher education institutions. Years prior to FY 2016-17 included data from these institutions.
- Comparisons to prior years should be viewed in this context.

REGIONAL DISTRIBUTION

Headquarters or primary locations for most of the state’s executive departments are located in the Denver metro region, making this the area with the highest concentration of employees. 13,113 employees, or 45.2% of the workforce, are in the Denver metro region. More than 15,700 employees work in Colorado’s other regions. The northwest region is home to 18.7% 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

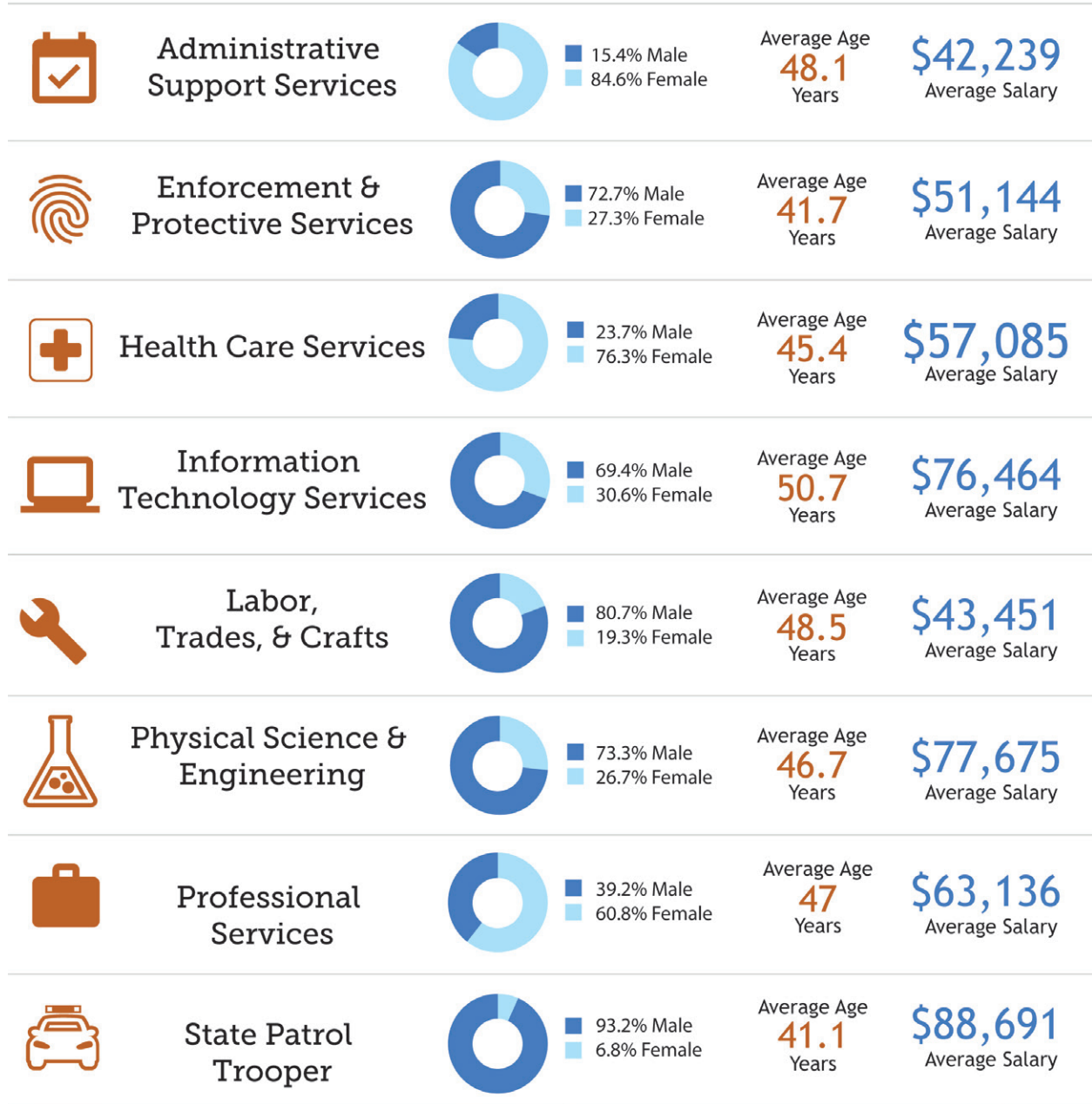


- 0.7% Other (216 employees)
- Based on data from FY 2017-18

OCCUPATIONAL GROUPS

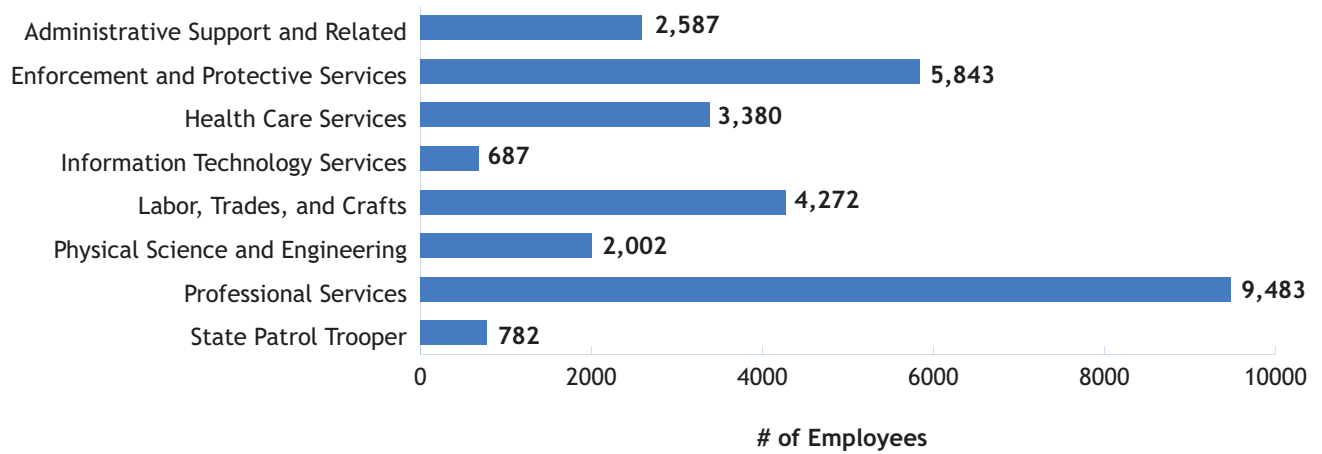
The State of Colorado offers more than 500 job classifications. Each of these classifications is categorized into one of eight occupational groups. Nearly 33% of the classified workforce is in the professional services occupational group.

Figure 3. FY 2017-18 State of Colorado Occupational Groups Overview



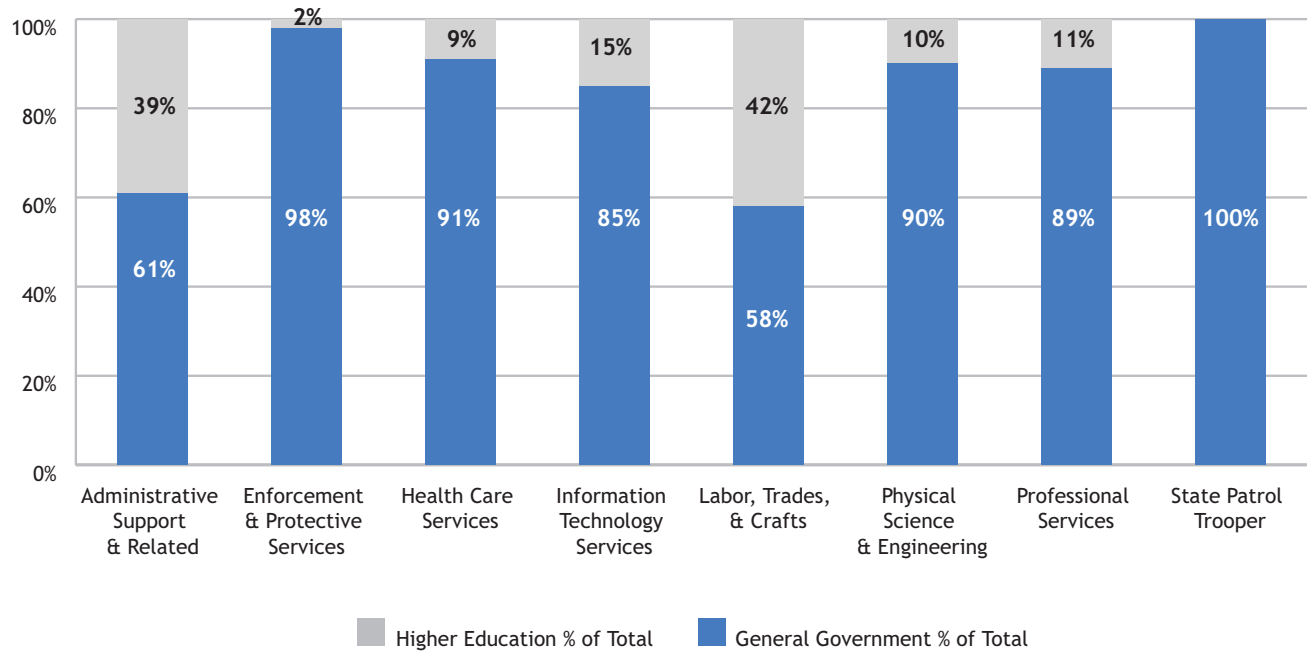
• Based on 06/30/18 data

Figure 4. FY 2017-18 Average Classified Employees by Occupational Group



• Based on 06/30/18 data

Figure 5. FY 2017-18 Occupational Groups by Classified General Government and Higher Education Employees



• Based on 06/30/18 data

• Specific to this table, 'General Government' includes employees from Executive and Legislative Branches, plus any classified employees from the Judicial Branch.

Employee Snapshot by Department

Table 2. FY 2017-18 Classified Employee Snapshot by Department

Department	# of Employees	% of Classified Workforce	Avg. Age	Avg. Monthly Salary	% Retirement Eligible within 1 year
Agriculture	289	1.0%	47.8	\$4,663	26.3%
Corrections	6,056	21.1%	43.6	\$4,403	14.6%
Education	140	0.5%	47.8	\$4,054	26.4%
General Assembly	69	0.2%	39.3	\$6,337	0.0%
Governor's Office	532	1.9%	50.4	\$6,157	31.4%
Health Care Policy & Financing	524	1.8%	41.6	\$5,509	7.3%
Higher Education	4,445	15.5%	48.6	\$3,769	29.3%
Human Services	4,865	16.9%	44.7	\$4,443	16.4%
Labor & Employment	1,254	4.4%	48.3	\$4,868	26.4%
Law	180	0.6%	48.2	\$5,583	21.1%
Local Affairs	171	0.6%	45.2	\$5,472	13.5%
Military & Veterans Affairs	140	0.5%	50.9	\$4,624	25.0%
Natural Resources	1,465	5.1%	45.4	\$5,658	19.7%
Personnel & Administration	375	1.3%	47.4	\$5,096	21.1%
Public Health & Environment	1,381	4.8%	45.2	\$6,074	18.2%
Public Safety	1,797	6.3%	43.4	\$6,102	12.1%
Regulatory Agencies	554	1.9%	49.7	\$5,701	26.9%
Revenue	1,456	5.1%	47.1	\$4,505	16.8%
State	115	0.4%	45.9	\$5,795	16.5%
Transportation	2,900	10.1%	48.1	\$5,112	21.2%
Treasury	27	0.1%	51.9	\$5,053	25.9%
Statewide Totals	28,735	100.0%	45.9	\$4,772	19.5%

• Based on data as of 06/30/2018

2017-18 Employee Status by Department

All State Departments, Agencies & Institutions of Higher Education

Table 3. Statewide FY 2017-18 Average Active Classified Employees by Employee Status

Department	Full-Time	Part-Time	Total	% Of Classified
Agriculture				
Department of Agriculture	271	18	289	0.99%
Corrections				
Canteen	28	0	28	0.10%
Correctional Industries	163	2	164	0.57%
Corrections Administration	5,822	23	5,845	20.13%
Education				
Department of Education	31	1	32	0.11%
School for the Deaf and Blind	96	1	97	0.33%
General Assembly				
General Assembly	65	5	69	0.24%
Governor's Office				
Office of Information Technology	534	4	538	1.85%
Health Care Policy & Financing				
Department of Health Care Policy & Financing	522	8	529	1.82%
Human Services				
Colorado Mental Health Institute—Fort Logan	272	71	343	1.18%
Colorado Mental Health Institute—Pueblo	912	172	1,084	3.73%
Department of Human Services	983	17	1,000	3.44%
Division of Youth Corrections	1,048	11	1,059	3.65%
Fitzsimons State Nursing Home	150	95	245	0.84%
Grand Junction Regional Center	244	20	264	0.91%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
Pueblo Regional Center	158	12	169	0.58%
Ridge Regional Center	368	19	386	1.33%
State Veterans Center at Homelake	79	4	83	0.29%
Veterans Nursing Home at Florence	135	10	145	0.50%
Veterans Nursing Home at Rifle	83	25	108	0.37%
Institutions of Higher Education *	4,193	480	4,673	16.09%
Arapahoe Community College	84	1	85	0.29%
Colorado Community College System	31	0	31	0.11%
Colorado State University	1,659	228	1,887	6.50%
Community College of Aurora	63	0	63	0.22%
Community College of Denver	28	0	28	0.10%
Front Range Community College	163	0	163	0.56%
Lamar Community College	14	0	14	0.05%
Morgan Community College	9	0	9	0.03%
Northeastern Junior College	31	0	31	0.11%
Northwestern Community College	16	0	16	0.06%
Otero Junior College	21	0	21	0.07%
Pikes Peak Community College	198	0	198	0.68%
Pueblo Community College	76	0	76	0.26%
Red Rocks Community College	85	0	85	0.29%
Trinidad State Junior College	15	0	15	0.05%
University of Colorado—Boulder	1,100	167	1,267	4.36%
University of Colorado—Colorado Springs	151	21	172	0.59%
University of Colorado—Denver	373	57	429	1.48%
University of Colorado—Denver (Downtown)	69	6	75	0.26%
University of Colorado—System Offices	8	0	8	0.03%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
Labor & Employment				
Department of Labor & Employment	1,277	18	1,294	4.46%
Law				
Department of Law	177	4	181	0.62%
Local Affairs				
Department of Local Affairs	164	4	167	0.58%
Military & Veterans Affairs				
Military Affairs	123	3	126	0.43%
Veterans Affairs	14	0	14	0.05%
Natural Resources				
Board of Land Commissioners	42	1	43	0.15%
Division of Reclamation, Mining, and Safety	55	2	56	0.19%
Division of Water Resources	249	15	264	0.91%
DNR—Executive Director	40	6	46	0.16%
Oil & Gas Conservation Commission	102	1	102	0.35%
Parks and Wildlife	892	7	899	3.10%
Water Conservation Board	43	1	43	0.15%
Personnel & Administration				
Department of Personnel & Administration	370	17	388	1.33%
Public Health & Environment				
Department of Public Health & Environment	1,270	100	1,371	4.72%
Public Safety				
Department of Public Safety	1,764	39	1,803	6.21%
Regulatory Agencies				
Accountancy Board	2	0	2	0.01%
Barbers & Cosmetologists Board	5	0	5	0.02%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
Civil Rights Division	25	0	25	0.09%
Complaints & Investigations	1	0	1	0.00%
Dental Board	4	0	4	0.01%
Director of Registrations	85	1	86	0.30%
Division of Banking	36	0	36	0.12%
Division of Financial Services	12	0	12	0.04%
Division of Insurance	78	5	83	0.28%
Division of Real Estate	53	4	57	0.20%
Division of Securities	26	0	26	0.09%
DORA—Executive Director	24	1	25	0.09%
Electrical Board	35	2	37	0.13%
Engineers & Land Surveyors Board	5	0	5	0.02%
Massage Therapists	4	0	4	0.01%
Medical Examiners Board	8	1	9	0.03%
Mental Health Boards	6	0	6	0.02%
Nursing Board	13	1	14	0.05%
Nursing Home Administrators Board	1	0	1	0.00%
Office of Consumer Counsel	7	0	7	0.02%
Optometric Board	2	0	2	0.01%
Outfitters Board	0	0	0	0.00%
Passenger Tramway Safety Board	2	0	2	0.01%
Pharmacy Board	6	0	6	0.02%
Physical Therapy Board	1	0	1	0.00%
Plumbers Board	10	1	11	0.04%
Public Utilities Commission	83	2	85	0.29%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
Revenue	1,408	48	1,456	5.01%
Administration	1,216	44	1,259	4.34%
Gaming Division	81	1	81	0.28%
State Lottery Division	112	4	115	0.40%
State				
Department of State	114	0	114	0.39%
State Historical Society				
State Historical Society	4	0	4	0.01%
Transportation				
Department of Transportation	2,940	0	2,940	10.13%
Treasury				
Department of Treasury	26	1	27	0.09%
Grand Total	27,762	1,276	29,038	100.00%

• Based on data from FY 2017-18

* Not all Institutions of Higher Education are included due to incomplete data

AGE DISTRIBUTION

Figure 6. FY 2017-18 Classified Employee Age Distribution by Generation

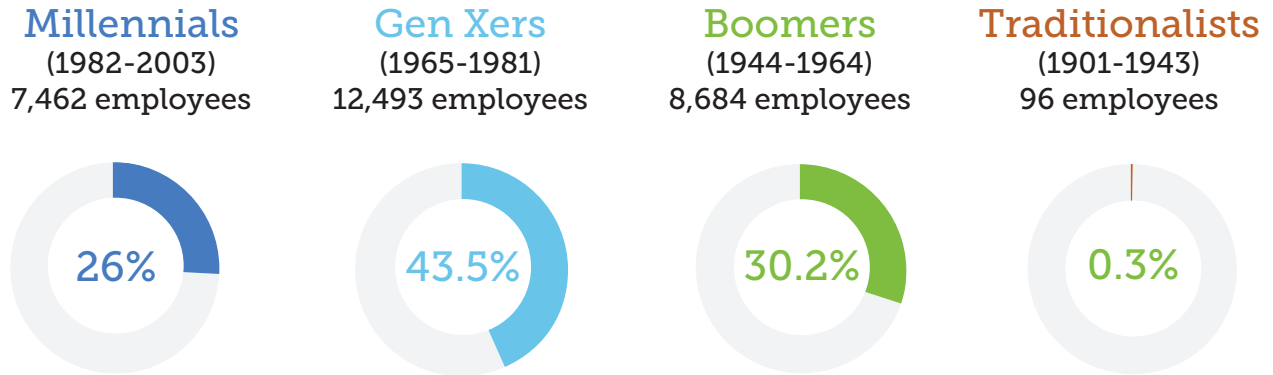
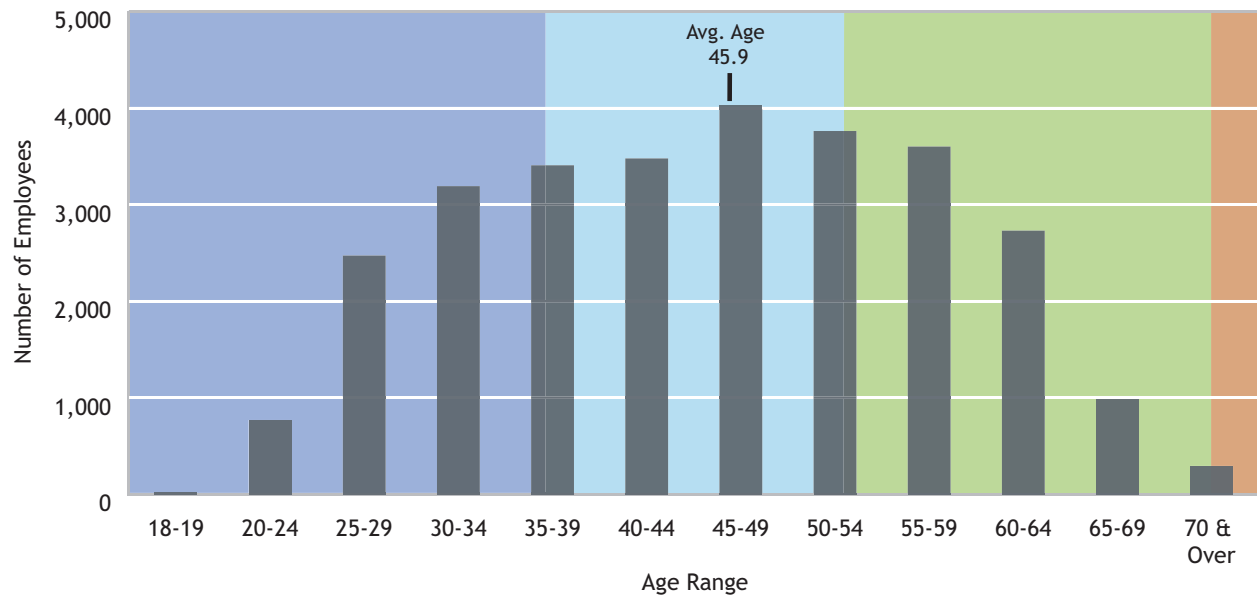


Figure 7. FY 2017-18 Classified Employee Distribution by Age



• Based on 6/30/2018 data

Age Distribution by Department

Table 4. Age Distribution For Active Classified Employees By Department FY 2017-18

Department	18-29	30-39	40-49	50-59	60-69	70+	Total	Average Age
Agriculture	26	59	70	80	48	6	289	47.8
Corrections	1,021	1,442	1,625	1,419	522	27	6,056	43.6
Education	11	31	29	51	18	0	140	47.8
General Assembly	13	24	22	9	1	0	69	39.3
Governor's Office	19	98	122	185	105	3	532	50.4
Health Care Policy & Financing	63	205	150	66	39	1	524	41.6
Higher Education	483	777	908	1,299	880	98	4,445	48.6
Human Services	689	1,147	1,272	1,187	528	41	4,864	44.7
Labor & Employment	96	283	292	322	232	29	1,254	48.3
Law	9	38	54	47	32	0	180	48.2
Local Affairs	20	36	56	36	21	2	171	45.2
Military & Veterans Affairs	6	18	35	46	32	3	140	50.9
Natural Resources	129	391	437	332	164	12	1,465	45.4
Personnel & Administration	20	97	98	105	48	7	375	47.4
Public Health & Environment	132	391	376	292	176	14	1,381	45.2
Public Safety	199	534	585	349	120	10	1,797	43.4
Regulatory Agencies	20	109	146	166	101	12	554	49.7
Revenue	124	317	374	422	211	8	1,456	47.1
State	10	28	33	31	13	0	115	45.9
Transportation	166	569	815	912	419	19	2,900	48.1
Treasury	1	4	7	7	7	1	27	51.9
Statewide Total:	3,257	6,598	7,506	7,363	3,717	293	28,734	45.9

• Based on 6/30/2018 data. The department and statewide average age calculations exclude one invalid data entry from the Department of Human Services.

SALARY

State of Colorado Total Compensation Package

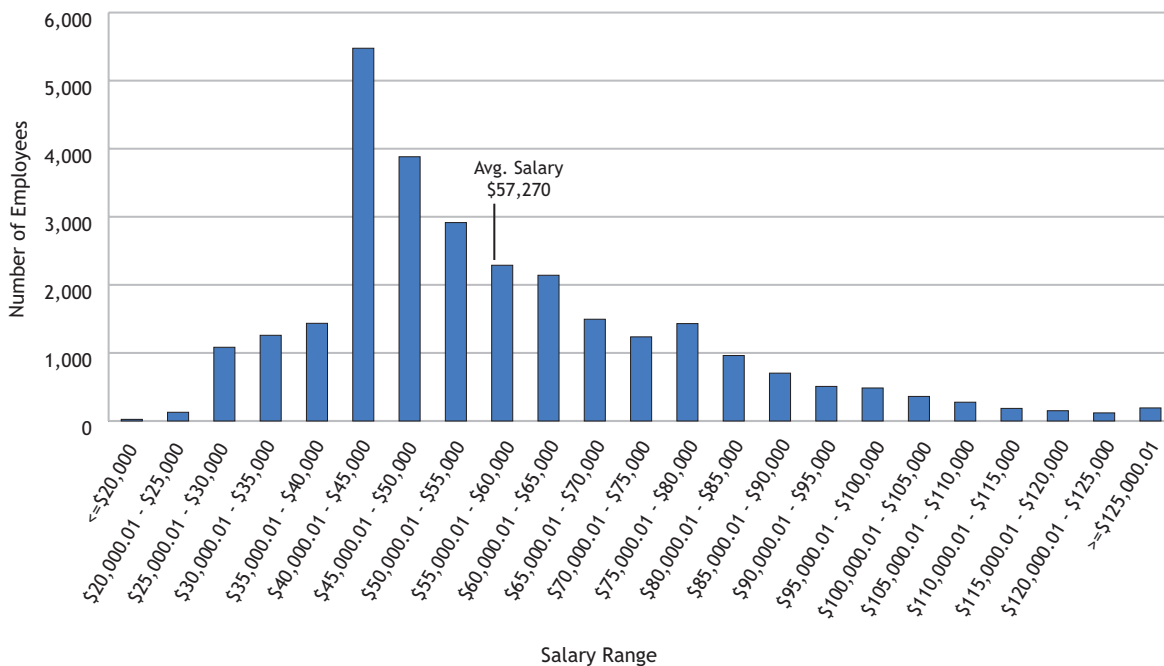
The total compensation package includes base salary and benefits (medical, dental, disability, life, wellness, and retirement). The FY 2018-19 Annual Compensation Report found the State’s total compensation package offered to employees in FY 2017-18 was competitive with the market. Findings show the State’s total compensation package was 5.5% below prevailing market.

- **Actual Base Salary:** Overall, actual base salary for State employees was approximately 6.3% below market median. Base Salary made up the majority of a State employee’s package at 76.1% of the total.
- **Benefits:** Benefits (medical, dental, life, disability, and retirement) account for 23.9% of the State’s total compensation, as compared to 22.6% for the prevailing market. State medical benefits were 3% below market median while dental benefits were 1% above market median. Overall, the State’s benefits were in line with prevailing provisions and contributions.
- **Retirement:** Overall, the State’s retirement plan was 9.9% higher than market retirement plans, including Social Security.
- Visit colorado.gov/DHR/compensationplans for more information.



\$57,270 State of Colorado Average Salary

Figure 8. FY 2017-18 Classified Employee Salary Distribution



• Based on 6/30/2018 data

Salary Range Distribution by Department

Table 5. Distribution of Salary Range for Active Classified Employees by Department FY 2017-18

Department	Less than \$40,000	\$40,000.01–\$60,000	\$60,000.01–\$80,000	\$80,000.01–\$100,000	Over \$100,000	Total Employees
Agriculture	12.5%	57.4%	19.4%	6.2%	4.5%	289
Corrections	2.0%	75.3%	18.0%	3.5%	1.2%	6,056
Education	42.9%	35.7%	12.1%	7.1%	2.1%	140
General Assembly	0.0%	24.6%	31.9%	24.6%	18.8%	69
Governor's Office	0.2%	26.9%	37.4%	28.4%	7.1%	532
Health Care Policy & Financing	4.6%	43.1%	30.0%	14.9%	7.4%	524
Higher Education	37.4%	48.8%	10.7%	2.2%	0.8%	4,445
Human Services	22.0%	46.5%	20.9%	7.8%	2.8%	4,865
Labor & Employment	6.6%	58.0%	23.2%	9.0%	3.2%	1,254
Law	7.8%	27.8%	38.9%	20.6%	5.0%	180
Local Affairs	1.8%	45.0%	31.6%	14.6%	7.0%	171
Military & Veterans Affairs	17.9%	47.1%	24.3%	5.7%	5.0%	140
Natural Resources	2.5%	42.0%	31.2%	15.0%	9.3%	1,465
Personnel & Administration	24.3%	32.5%	20.8%	10.9%	11.5%	375
Public Health & Environment	2.1%	29.2%	37.5%	18.8%	12.4%	1,381
Public Safety	3.7%	27.3%	31.5%	27.4%	10.1%	1,797
Regulatory Agencies	2.3%	39.9%	31.6%	14.8%	11.4%	554
Revenue	28.6%	41.0%	19.6%	7.1%	3.7%	1,456
State	5.2%	38.3%	29.6%	16.5%	10.4%	115
Transportation	5.4%	53.3%	24.2%	10.1%	6.9%	2,900
Treasury	33.3%	25.9%	18.5%	11.1%	11.1%	27
Statewide Total:	13.7%	50.7%	21.9%	9.3%	4.5%	28,735

• As of 6/30/2018

Overall Demographics

Table 6. FY 2017-18 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	49.4	\$42,796	13.7%	49.8	\$41,392	20.0%	46.1	\$42,117	15.2%
Enforcement & Protective Services	42.7	\$52,316	72.5%	41.3	\$48,000	76.6%	40.2	\$48,946	72.6%
Health Care Services	46.3	\$61,798	22.6%	47.9	\$47,693	35.0%	43.3	\$51,568	23.3%
Information Technology Services	50.8	\$77,091	71.5%	52.1	\$74,441	71.4%	48.1	\$69,242	52.6%
Labor, Trades, & Crafts	49.4	\$47,511	89.4%	47.6	\$37,595	77.9%	48.6	\$40,842	73.2%
Physical Science & Engineering	46.8	\$79,172	73.1%	46.5	\$74,037	71.4%	44.7	\$71,115	76.0%
Professional Services	47.2	\$65,485	42.7%	47.8	\$59,961	31.8%	45.5	\$58,902	32.3%
State Patrol Trooper	41.3	\$89,190	93.1%	40.7	\$80,262	93.3%	39.5	\$87,062	95.7%
Statewide Total:	46.5	\$60,969	54.5%	46.1	\$52,160	50.3%	44.1	\$51,528	49.9%
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	46.7	\$41,667	23.8%	42.3	\$40,474	20.0%	36.0	\$38,842	20.0%
Enforcement & Protective Services	36.0	\$45,527	63.5%	40.1	\$49,720	68.7%	40.2	\$44,747	83.3%
Health Care Services	44.6	\$52,358	25.5%	44.1	\$60,015	28.7%	43.3	\$45,111	27.3%
Information Technology Services	47.6	\$70,850	57.1%	47.8	\$81,647	58.7%	57.0	\$72,000	100.0%
Labor, Trades, & Crafts	51.2	\$44,943	81.3%	47.6	\$31,697	56.0%	46.8	\$39,358	55.6%
Physical Science & Engineering	48.8	\$75,004	55.6%	45.8	\$82,521	62.7%	45.5	\$74,330	57.1%
Professional Services	44.9	\$61,709	47.0%	43.1	\$61,320	32.6%	42.2	\$62,317	40.0%
State Patrol Trooper	49.1	\$90,662	100.0%	42.3	\$85,154	85.7%	35.6	\$82,704	100.0%
Statewide Total:	42.2	\$52,845	53.9%	43.8	\$60,063	42.6%	42.3	\$52,428	54.2%

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FY 2017-18 Workforce Report

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	45.7	\$41,601	14.3%	46.3	\$41,144	18.6%	48.1	\$42,239	15.4%
Enforcement & Protective Services	35.1	\$46,440	61.9%	38.7	\$69,683	88.1%	41.7	\$51,144	72.7%
Health Care Services	37.8	\$52,209	13.7%	41.9	\$41,988	20.0%	45.4	\$57,085	23.7%
Information Technology Services	37.1	\$55,694	50.0%	54.1	\$77,658	77.9%	50.7	\$76,464	69.4%
Labor, Trades, & Crafts	48.7	\$45,472	66.7%	46.9	\$38,964	71.8%	48.5	\$43,451	80.7%
Physical Science & Engineering	40.6	\$68,690	42.9%	47.6	\$66,056	82.0%	46.7	\$77,675	73.3%
Professional Services	39.9	\$54,372	33.3%	50.3	\$51,107	24.4%	47.0	\$63,136	39.2%
State Patrol Trooper	30.9	\$78,830	80.0%	NA	NA	NA	41.1	\$88,691	93.2%
Statewide Total:	39.1	\$51,984	36.5%	47.2	\$45,432	49.3%	45.9	\$57,270	52.7%

• Based on 6/30/2018 data

NEW HIRES

FY 2017-18 New Hires Key Findings

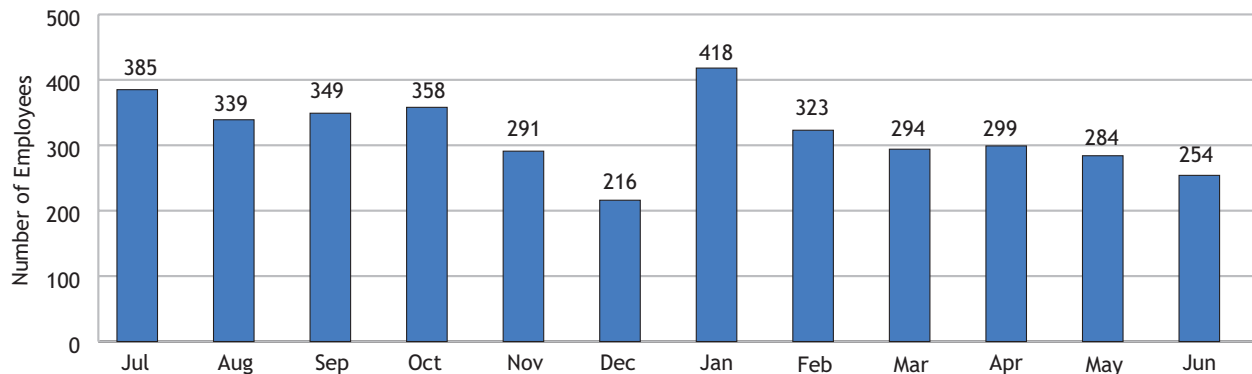
-  **3,810** Total new hires
-  **418** Most new hires in a month (January 2018)
-  **36.8** Statewide new hire average age
-  **\$46,391** Average salary

Table 7. FY 2017-18 Snapshot of Classified New Hires

Occupational Group	Avg. Age	Avg. Salary
Administrative Support & Related	39.3	\$37,819
Enforcement & Protective Services	32.7	\$42,406
Health Care Services	38.9	\$50,605
Information Technology Services	39.0	\$61,742
Labor, Trades, & Crafts	39.9	\$36,553
Physical Science & Engineering	37.5	\$64,206
Professional Services	38.1	\$51,743
State Patrol Trooper	32.1	\$72,520
Statewide Total:	36.8	\$46,391

• Based on data from FY 2017-18

Figure 9. FY 2017-18 Classified New Hires by Month of Hire



• Based on data from FY 2017-18

New Hires by Occupational Group and Race/Ethnic Group

Table 8. FY 2017-18 Classified Employees New Hires 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	40.7	\$38,323	18.2%	36.7	\$33,223	11.1%	38.5	\$36,732	16.1%
Enforcement & Protective Services	33.3	\$42,734	70.3%	32.8	\$41,786	69.7%	31.0	\$42,319	64.4%
Health Care Services	40.4	\$55,928	21.1%	39.5	\$42,872	32.6%	36.7	\$40,956	16.7%
Information Technology Services	39.5	\$62,495	82.1%	41.9	\$57,533	100.0%	34.6	\$49,417	66.7%
Labor, Trades, & Crafts	41.8	\$39,454	87.6%	39.0	\$28,874	59.1%	38.3	\$33,598	71.6%
Physical Science & Engineering	37.6	\$64,288	63.0%	40.2	\$51,984	100.0%	38.0	\$63,264	60.0%
Professional Services	38.1	\$53,732	39.8%	38.2	\$46,978	35.6%	37.1	\$46,375	25.4%
State Patrol Trooper	32.4	\$72,375	97.1%	34.0	\$70,445	100.0%	32.6	\$73,147	90.0%
Statewide Total:	37.7	\$49,048	51.4%	35.9	\$42,031	53.9%	35.1	\$41,713	46.3%
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	30.0	\$36,636	25.0%	32.6	\$36,026	22.2%	29.6	\$43,248	0.0%
Enforcement & Protective Services	32.6	\$41,725	59.8%	30.8	\$41,711	56.3%	34.7	\$41,376	77.8%
Health Care Services	34.4	\$40,808	23.1%	35.4	\$48,932	23.8%	46.7	\$39,238	0.0%
Information Technology Services	40.4	\$77,064	50.0%	31.6	\$76,000	50.0%	57.0	\$72,000	100.0%
Labor, Trades, & Crafts	46.3	\$36,992	83.3%	42.7	\$25,105	12.5%	34.1	\$26,596	0.0%
Physical Science & Engineering	42.3	\$75,521	20.0%	37.0	\$68,634	66.7%	26.6	\$54,696	0.0%
Professional Services	39.1	\$52,475	39.3%	38.1	\$47,288	39.5%	41.2	\$47,921	50.0%
State Patrol Trooper	NA	NA	NA	22.9	\$65,040	100.0%	NA	NA	NA
Statewide Total:	34.5	\$44,392	52.8%	36.1	\$46,206	38.1%	36.2	\$43,378	45.0%

Continued on next page

State of Colorado

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	30.4	\$37,997	0.0%	38.9	\$39,002	2.5%	39.3	\$37,819	15.5%
Enforcement & Protective Services	31.2	\$41,282	58.8%	NA	NA	NA	32.7	\$42,406	67.7%
Health Care Services	33.7	\$41,133	11.1%	30.1	\$34,372	31.6%	38.9	\$50,605	21.3%
Information Technology Services	24.7	\$55,000	0.0%	47.2	\$56,292	100.0%	39.0	\$61,742	78.2%
Labor, Trades, & Crafts	42.9	\$43,978	85.7%	36.2	\$34,407	77.7%	39.9	\$36,553	79.5%
Physical Science & Engineering	39.5	\$77,502	100.0%	33.5	\$55,746	87.5%	37.5	\$64,206	63.8%
Professional Services	33.2	\$47,653	16.7%	43.6	\$44,240	16.1%	38.1	\$51,743	36.6%
State Patrol Trooper	29.5	\$75,850	80.0%	NA	NA	NA	32.1	\$72,520	94.6%
Statewide Total:	33.5	\$46,475	38.0%	37.2	\$37,776	49.5%	36.8	\$46,391	50.1%

• Based on data from FY 2017-18

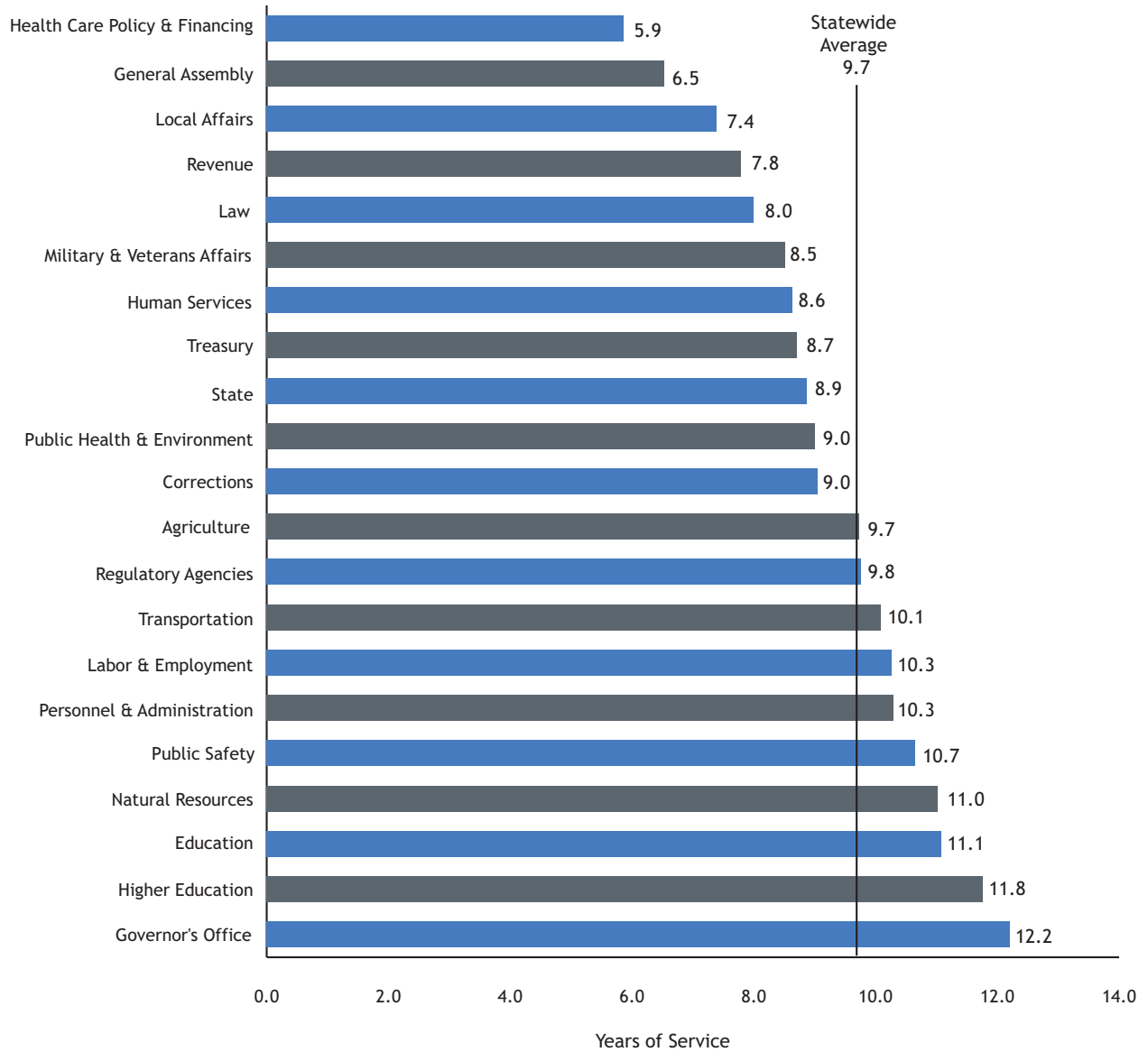
YEARS OF SERVICE



9.7

Statewide average years of service per employee

Figure 10. FY 2017-18 Classified Employees Average Years of Service by Department



• Based on data as of 6/30/2018

RETIREMENT ELIGIBILITY

Table 9. FY 2017-18 Retirement Eligibility of Classified Workforce by Department and Year

Department	Total Employees	Eligible To Retire Within (Years)				
		1	2	3	4	5
Agriculture	289	76	82	92	102	117
Corrections	6,056	887	1,114	1,325	1,515	1,757
Education	140	37	44	46	49	61
General Assembly	69	0	3	5	7	9
Governor's Office	532	167	197	217	243	268
Health Care Policy & Financing	524	38	52	60	69	78
Higher Education	4,445	1,304	1,487	1,647	1,830	1,985
Human Services	4,865	797	922	1,084	1,264	1,496
Labor & Employment	1,254	331	373	418	466	519
Law	180	38	42	47	54	62
Local Affairs	171	23	27	39	43	52
Military & Veterans Affairs	140	35	39	48	54	61
Natural Resources	1,465	289	335	378	427	469
Personnel & Administration	375	79	94	108	119	135
Public Health & Environment	1,381	252	294	325	358	416
Public Safety	1,797	218	272	345	424	495
Regulatory Agencies	554	149	166	192	215	235
Revenue	1,456	245	299	361	438	500
State	115	19	25	29	30	35
Transportation	2,900	615	727	836	958	1,094
Treasury	27	7	10	12	13	14
Statewide Total:	28,735	5,606	6,604	7,614	8,678	9,858
Statewide Percentage:	100.0%	19.5%	23.0%	26.5%	30.2%	34.3%

• As of 6/30/2018

Note: Retirement eligibility is cumulative.

WORKFORCE TURNOVER

The overall turnover rate in FY 2017-18 is 14.7%, which increased by 0.3 percentage points from FY 2016-17 at 14.4%. Total separations include voluntary, retirement, and involuntary separations. Total separations are referred to as *turnover*.

Figure 11. FY 2017-18 Classified Workforce Turnover Rate

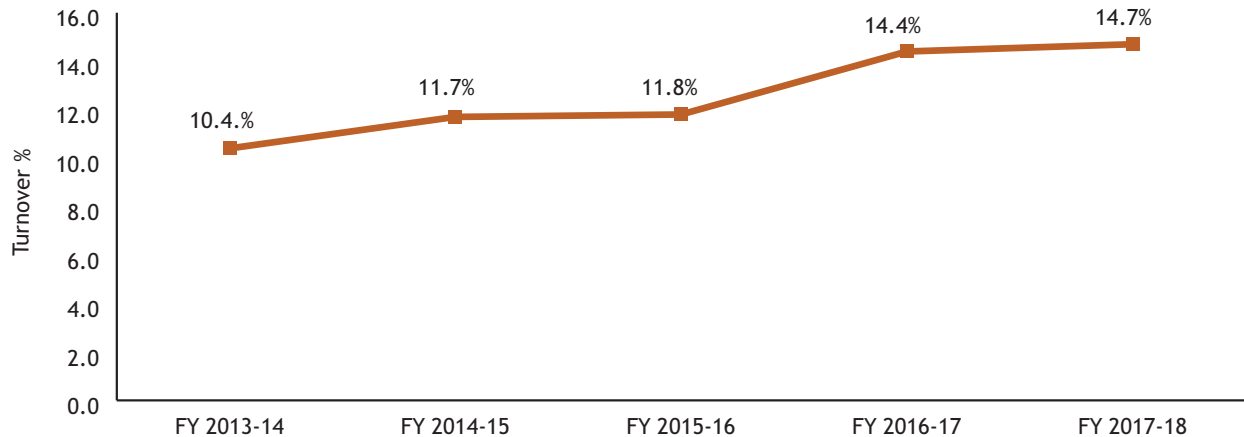


Table 10. FY 2017-18 Workforce Separation by Reason

Separation Reason	Total	% of Separations
INVOLUNTARY	490	11.5%
Death	46	1.1%
Dismissal	318	7.5%
Layoff	13	0.3%
Leave Rights Expired	113	2.6%
VOLUNTARY	2,787	65.3%
Military	7	0.2%
Resigned Classified Employment	2,780	65.1%
RETIRED	991	23.2%
Disability Retirement	12	0.3%
Retirement	979	22.9%
Grand Total	4,268	100.0%

- Based on data from FY 2017-18
- Permanent, Classified Employees

Turnover Rate

Table 11. FY 2017-18 Classified Workforce Turnover Rate by Department

Department	Total	Involuntary	Retire	Voluntary	Turnover Rate
Agriculture	34	1	7	26	11.8%
Corrections	1,089	127	232	730	18.0%
Education	5	1	2	2	3.9%
General Assembly	12	0	1	11	17.9%
Governor's Office	50	4	21	25	9.3%
Health Care Policy & Financing	84	8	13	63	15.9%
Higher Education	488	49	216	223	10.4%
Human Services	1,127	180	119	828	23.1%
Labor & Employment	162	21	40	101	12.5%
Law	29	4	10	15	16.0%
Local Affairs	32	1	5	26	19.1%
Military & Veterans Affairs	18	2	4	12	12.9%
Natural Resources	110	9	53	48	7.6%
Personnel & Administration	59	4	17	38	15.2%
Public Health & Environment	174	8	47	119	12.7%
Public Safety	155	14	47	94	8.6%
Regulatory Agencies	52	1	19	32	9.4%
Revenue	234	20	42	172	16.1%
State	12	1	2	9	10.5%
Transportation	334	35	92	207	11.4%
Treasury	8	0	2	6	29.9%
Statewide Total:	4,268	490	991	2,787	14.7%

• Based on data from FY 2017-18

HEALTH PLAN MEMBERSHIP

The State of Colorado Group Employee Medical Plan offers copayment and high deductible health plan (HDHP) medical insurance options through UnitedHealthcare (UHC) and Kaiser Permanente (KP). Each year, employees may elect a new insurance plan. Enrollment numbers for each plan in FY 2017-18 changed from the previous year. Of the two high deductible health plans, UHC has more participation, and of the two copayment plans, KP has more participation.

Two of the health plans have similar membership rates. The most popular plan is UHC HDHP, with 11,303 members: a 38.1% employee membership rate. The second most popular plan is KP Health Maintenance Organization (HMO) copayment plan, with 11,093 members: a 37.4% employee membership rate.

Figure 12. Health Plan Membership Trend FY 2016-17 to FY 2017-18

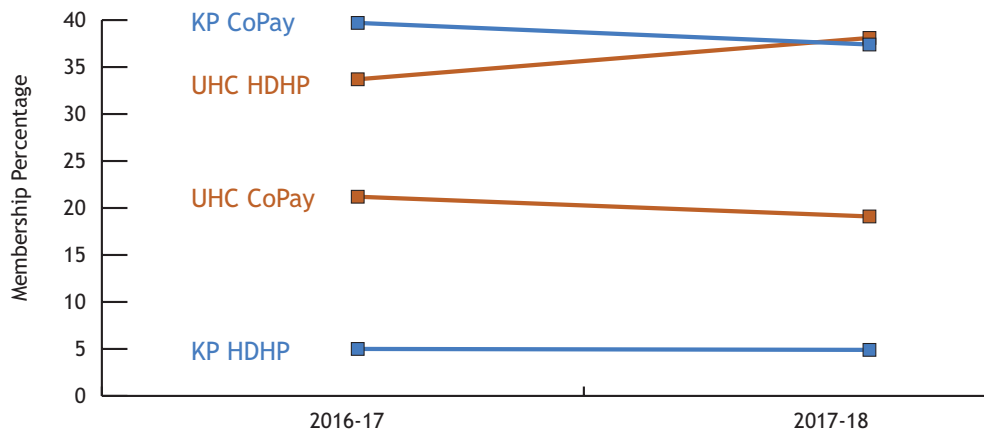
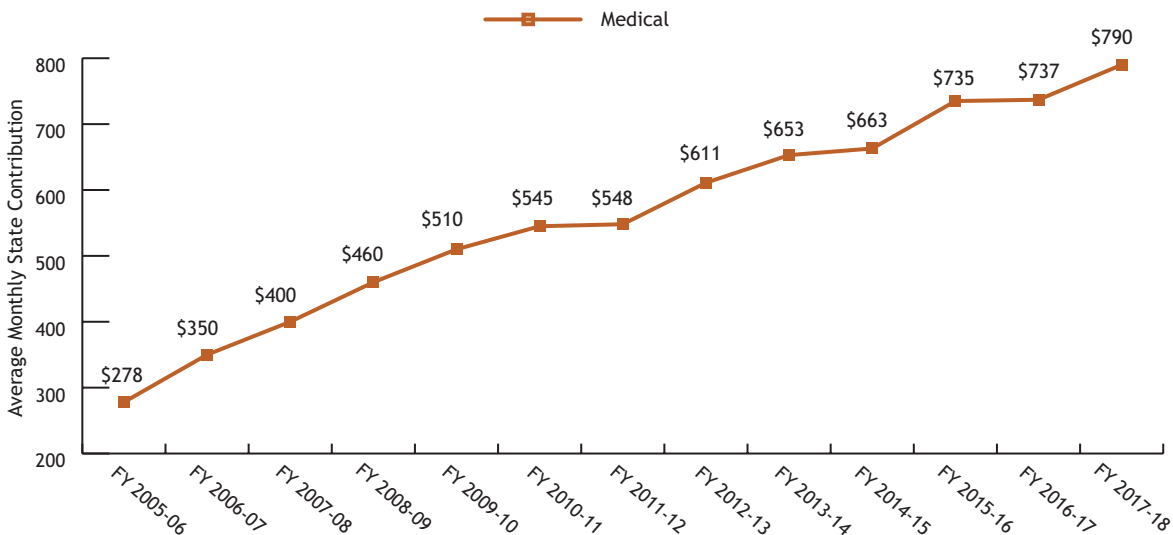


Figure 13. State of Colorado Average Medical Premium Contribution per Enrolled Employee



• Based on 6/30/2018 data

Table 12. Medical Plan Participation by Department

Department	# of Enrolled Employees	Kaiser Copay	%	Kaiser HDHP	%	UHC Copay	%	UHC HDHP	%
Agriculture	258	70	27.1%	15	5.8%	43	16.7%	130	50.4%
Corrections	5,369	2,367	44.1%	206	3.8%	1,080	20.1%	1,700	31.7%
Education	556	221	39.7%	44	7.9%	68	12.2%	219	39.4%
General Assembly	298	73	24.5%	29	9.7%	69	23.2%	125	41.9%
Governor's Office	1,000	350	35.0%	68	6.8%	169	16.9%	397	39.7%
Health Care Policy & Financing	481	182	37.8%	31	6.4%	83	17.3%	179	37.2%
Higher Education	2,504	653	26.1%	110	4.4%	518	20.7%	1,213	48.4%
Human Services	4,317	2,192	50.8%	227	5.3%	681	15.8%	1,207	28.0%
Judicial Branch	4,033	1,385	34.3%	166	4.1%	808	20.0%	1,649	40.9%
Labor & Employment	1,135	475	41.9%	66	5.8%	231	20.4%	355	31.3%
Law	416	120	28.8%	34	8.2%	70	16.8%	188	45.2%
Local Affairs	174	57	32.8%	11	6.3%	27	15.5%	72	41.4%
Military & Veterans Affairs	103	41	39.8%	10	9.7%	11	10.7%	41	39.8%
Natural Resources	1,337	255	19.1%	45	3.4%	258	19.3%	776	58.0%
Personnel & Administration	356	151	42.4%	27	7.6%	47	13.2%	127	35.7%
Public Health & Environment	1,216	446	36.7%	82	6.7%	195	16.0%	487	40.0%
Public Safety	1,585	505	31.9%	69	4.4%	336	21.2%	671	42.3%
Regulatory Agencies	516	227	44.0%	23	4.5%	104	20.2%	156	30.2%
Revenue	1,273	545	42.8%	64	5.0%	248	19.5%	410	32.2%
State	117	42	35.9%	9	7.7%	24	20.5%	42	35.9%
Transportation	2,625	728	27.7%	132	5.0%	606	23.1%	1,150	43.8%
Treasury	27	8	29.6%	1	3.7%	8	29.6%	9	33.3%
STATEWIDE TOTALS:	29,696	11,093	37.4%	1,469	4.9%	5,684	19.1%	11,303	38.1%

• As of 06/30/18. COBRA employees are included in the Statewide Total but not included in Table 12. For FY 2017-18, 147 (0.5%) employees are in COBRA. KP-HMO: 40 or (0.1%) employees; KP-HDHP: 3 or (0.01%) employees; UHC-PLUS: 46 or (0.2%) employees; UHC-HDHP: 58 or (0.2%) employees.

Dental Plan Membership

Table 13. Dental Plan Participation by Department

Department	# of Enrolled Employees	Delta Basic	%	Delta Plus	%
Agriculture	258	138	53.5%	119	46.1%
Corrections	5,546	2,188	39.5%	3,338	60.2%
Education	573	290	50.6%	279	48.7%
General Assembly	300	179	59.7%	120	40.0%
Governor's Office	1,030	474	46.0%	545	52.9%
Health Care Policy & Financing	495	255	51.5%	233	47.1%
Higher Education	2,541	1,242	48.9%	1,287	50.6%
Human Services	4,412	1,928	43.7%	2,469	56.0%
Judicial Branch	4,144	2,155	52.0%	1,968	47.5%
Labor & Employment	1,163	519	44.6%	640	55.0%
Law	419	235	56.1%	180	43.0%
Local Affairs	170	90	52.9%	75	44.1%
Military & Veterans Affairs	122	56	45.9%	66	54.1%
Natural Resources	1,351	746	55.2%	604	44.7%
Personnel & Administration	354	153	43.2%	197	55.6%
Public Health & Environment	1,271	660	51.9%	604	47.5%
Public Safety	1,666	785	47.1%	877	52.6%
Regulatory Agencies	521	230	44.1%	287	55.1%
Revenue	1,316	622	47.3%	687	52.2%
State	119	54	45.4%	65	54.6%
Transportation	2,672	1,181	44.2%	1,484	55.5%
Treasury	28	14	50.0%	14	50.0%
STATEWIDE TOTALS:	30,471	14,194	46.6%	16,138	53.0%

• As of 06/30/18. COBRA employees are included in the Statewide Total but not included in Table 13. For FY 2017-18, 139 (0.5%) employees are in COBRA. Dental Basic: 57 or (0.2%) employees; Dental Basic Plus: 82 or (0.3%) employees.

EMPLOYEE HEALTH AND ENGAGEMENT

The State of Colorado’s Employee Wellness Program, powered by CaféWell, inspires employees to be healthier, to engage with others, and get rewarded for their wellness efforts. If you’re covered by a State-sponsored health insurance plan, you are eligible to earn a discount of up to \$20 per month on your health insurance premium by your participation on CaféWell.

Visit colorado.gov/pacific/dhr/wellness for more information.

Table 14. FY 2017-18 Employee Health and Engagement

Health Focus Area	Measurement
Employee Wellness Program Participation	15,584 Employees registered on CaféWell* (50.1% of eligible)
Employee Wellness Program Engagement	25% (3,852) of participants earning incentives on CaféWell*
Primary Care Provider Selection (i.e. designated family doctor)	87% Kaiser Permanente Employees 65% UnitedHealthcare Employees
Cancer Screenings (Employees receiving appropriate screenings)	73% Kaiser Permanente Employees 60% UnitedHealthcare Employees
Overweight	75% Kaiser Permanente Employees 60% UnitedHealthcare Employees
Flu Shot	32% Kaiser Permanente Employees 31% UnitedHealthcare Employees
Not Getting Recommended Exercise	60% Kaiser Permanente Employees 54% UnitedHealthcare Employees
Smoking	13% Kaiser Permanente Employees 8% UnitedHealthcare Employees

Data taken from UnitedHealthcare and Kaiser Permanente FY 2017-18 Annual Reports

*Data reported by CaféWell for FY 2017-18.

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 2018. 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

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, 2018), and in other instances, the Department used the average count during the fiscal year to provide the necessary data.

For this report:

- 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 2017-18 data in this report are based on a CPPS extract of the state's workforce data for all months during the year (July 1, 2017, through June 30, 2018), 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%.

Retirement

Retirement eligibility is cumulative. If an employee is eligible to retire within one year, they are eligible to retire within all subsequent years.

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.

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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COLORADO



State of Colorado FY 2017–18 Annual Workforce Report