



COLORADO

FY 2018–19 WORKFORCE REPORT



Workforce data about State of Colorado Employees

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COLORADO
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ABOUT THE REPORT

The Fiscal Year (FY) 2018-19 State of Colorado Workforce Report is issued by the Department of Personnel & Administration, Division of Human Resources.

The report highlights workforce data about the State Personnel System, including demographics, new hire information, compensation, and benefits data from July 1, 2018, to June 30, 2019.

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, 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 in the State’s constitution, statutes, and personnel rules.

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. Consequently, they are exempted from the rules, procedures, and regulations that govern 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.

NOTE: As of June 30, 2019, the State employed 101,931 employees. This includes both classified and non-classified, permanent, temporary, part-time, and full-time employees in all branches of government (data is taken from the State Controller’s Pay Check report).

CLASSIFIED EMPLOYEES OVERVIEW

FY 2018-19 Classified Workforce at a Glance



28,611

Number of Employees



45.8

Average Age



\$59,104

Average Annual Salary



9.6

Average Years of Service

Workforce Trend

Table 1. State of Colorado Classified Workforce Trends (FY 2014-15 to FY 2018-19)

Measure	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	% Change
Permanent, Classified Employees	31,259	31,092	29,180	28,735	28,611	-0.43%
Average Age	46.8	46.7	46.2	45.9	45.8	-0.35%
Median Age	47.6	47.3	46.7	46.5	46.14	-0.67%
Average Length of Service	10.0	10.0	9.7	9.7	9.6	-0.96%
Median Length of Service	8.1	8.3	7.8	7.5	7.1	-5.73%
Average Salary	\$53,322	\$54,122	\$55,398	\$57,270	\$59,104	3.20%
Median Salary	\$48,624	\$49,214	\$50,286	\$51,876	\$53,436	3.01%
Eligible to Retire Within One Year	20.7%	20.7%	19.6%	19.5%	19.6%	0.33%
Eligible to Retire Within Five Years	36.5%	36.4%	34.6%	34.3%	34.0%	-0.83%
Turnover	11.7%	11.8%	14.4%	14.7%	15.5%	2.05%

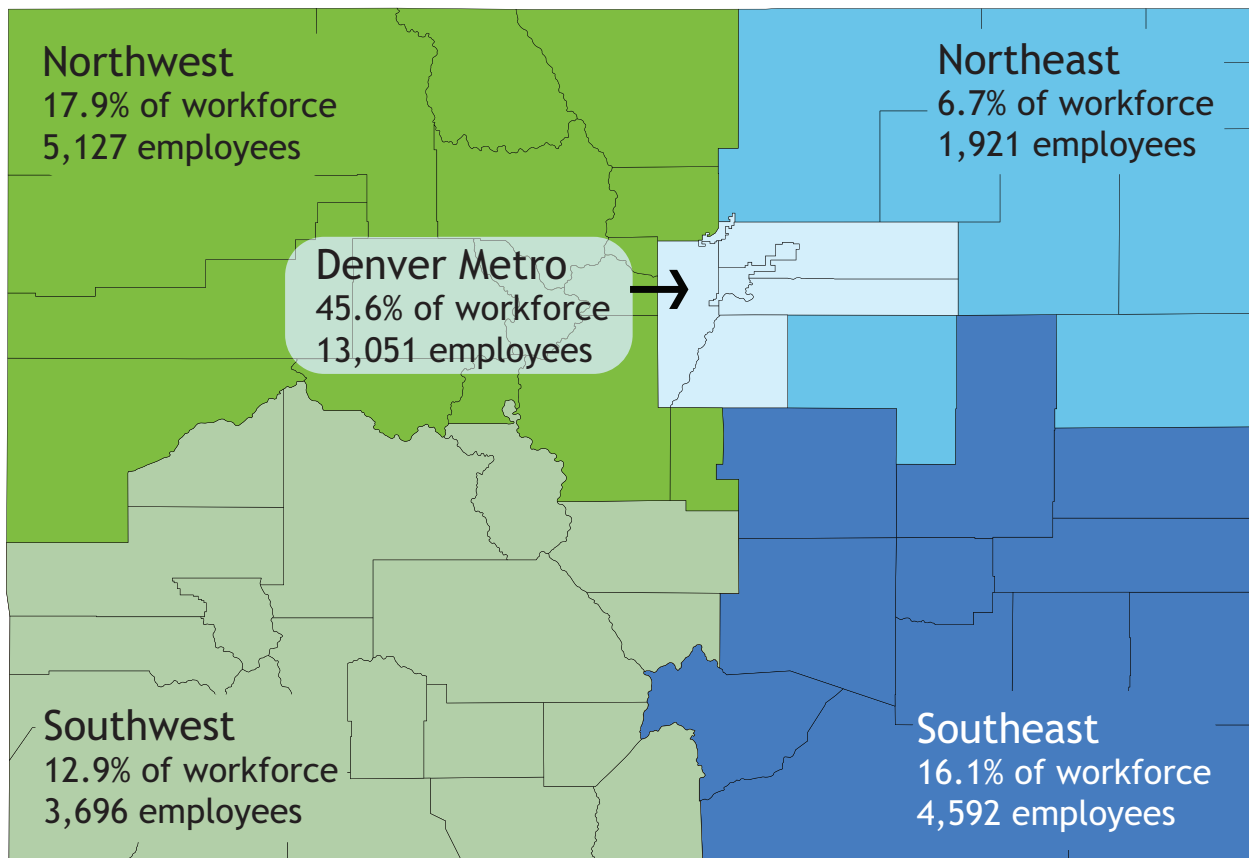
- All statistics based on June of stated fiscal year, except for *Turnover* which is based on the entire fiscal year.
- FY 2018-19 statistics exclude some higher education institutions. Years prior to FY 2016-17 included data from these institutions.

REGIONAL DISTRIBUTION

The majority of headquarters and primary locations for the State's departments are located in the Denver metro region, making this the area with the highest concentration of employees.

The Denver metro region has 13,051 employees, or 45.6% of the workforce. About 15,300 employees work in Colorado's other regions. The northwest region is home to 17.9% of the State's workforce, while 6.7% of state employees are located in the northeast region. The southern part of the state is home to a collective 29% of the workforce.

Figure 2. FY 2018-19 Average Classified Employee Distribution by Region

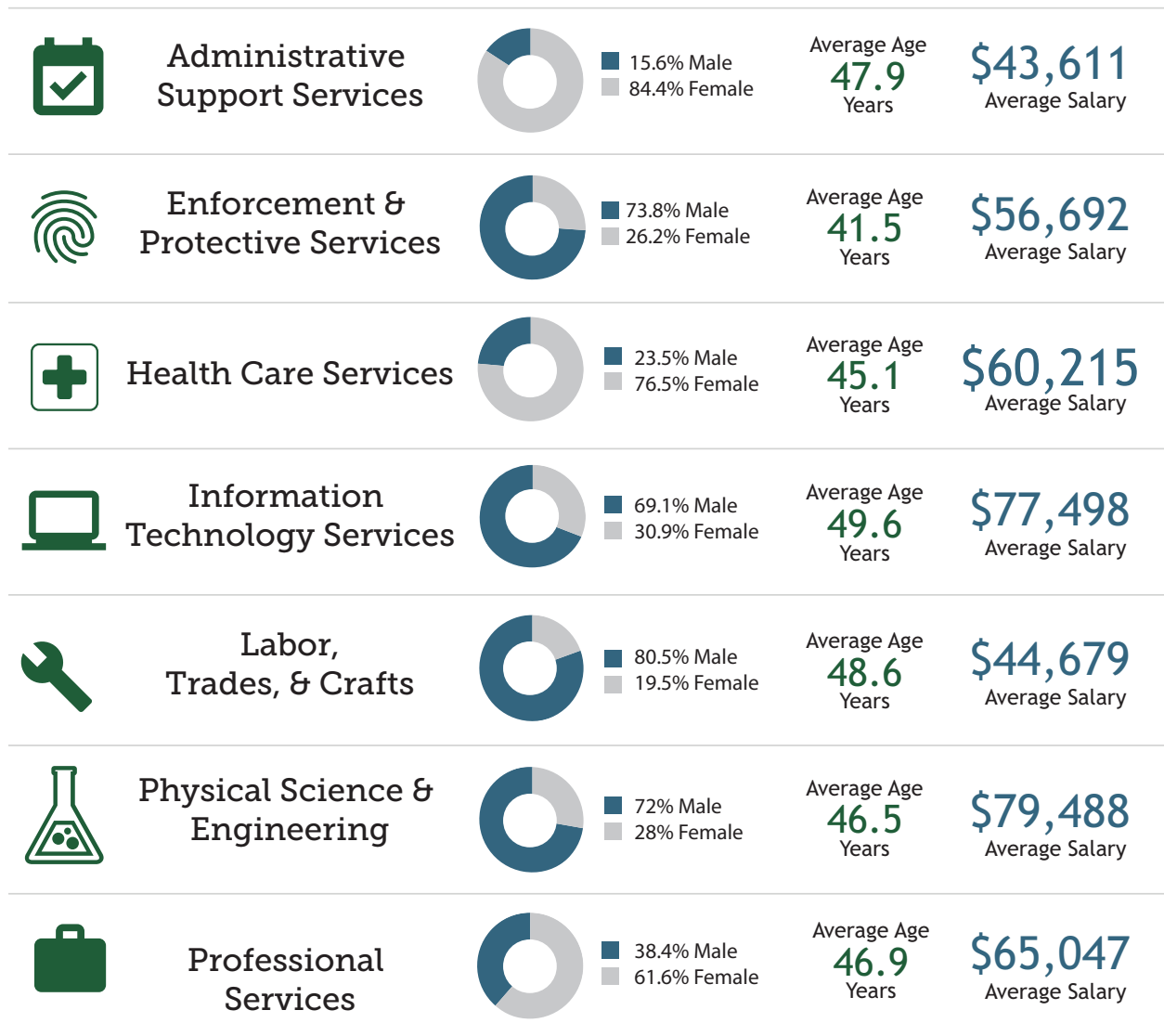


- 0.8% Other (220 employees)
- Based on data from 7/1/18 - 6/30/19

OCCUPATIONAL GROUPS

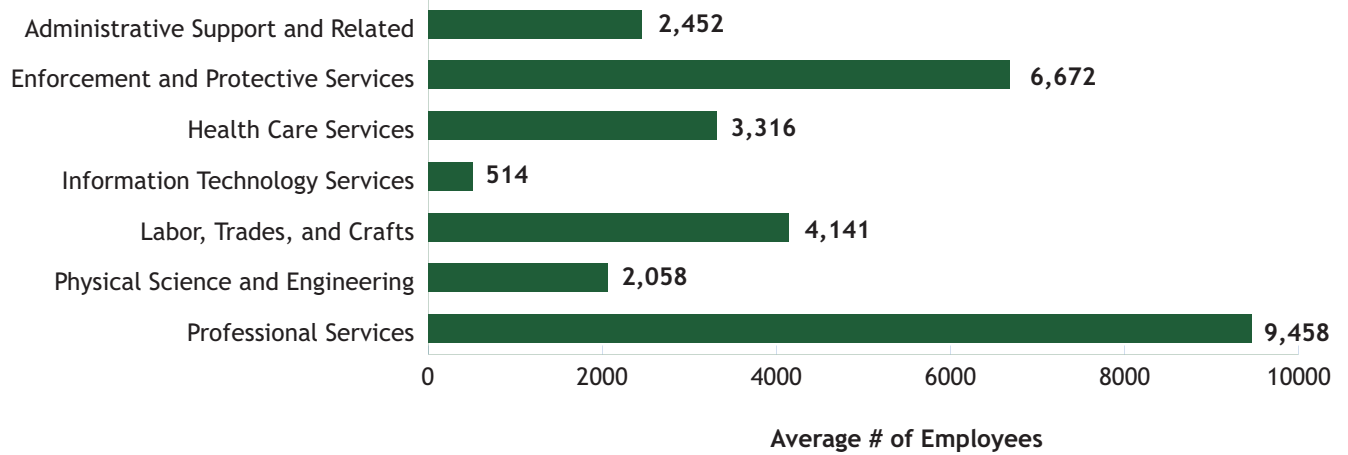
The State of Colorado offers more than 600 job classifications. Each of these classifications is categorized into one of seven occupational groups. State Patrol Troopers are part of the Enforcement and Protective Services occupational group. While listed separately in years past, they will be included in this occupational group going forward.

Figure 3. FY 2018-19 State of Colorado Occupational Groups Overview



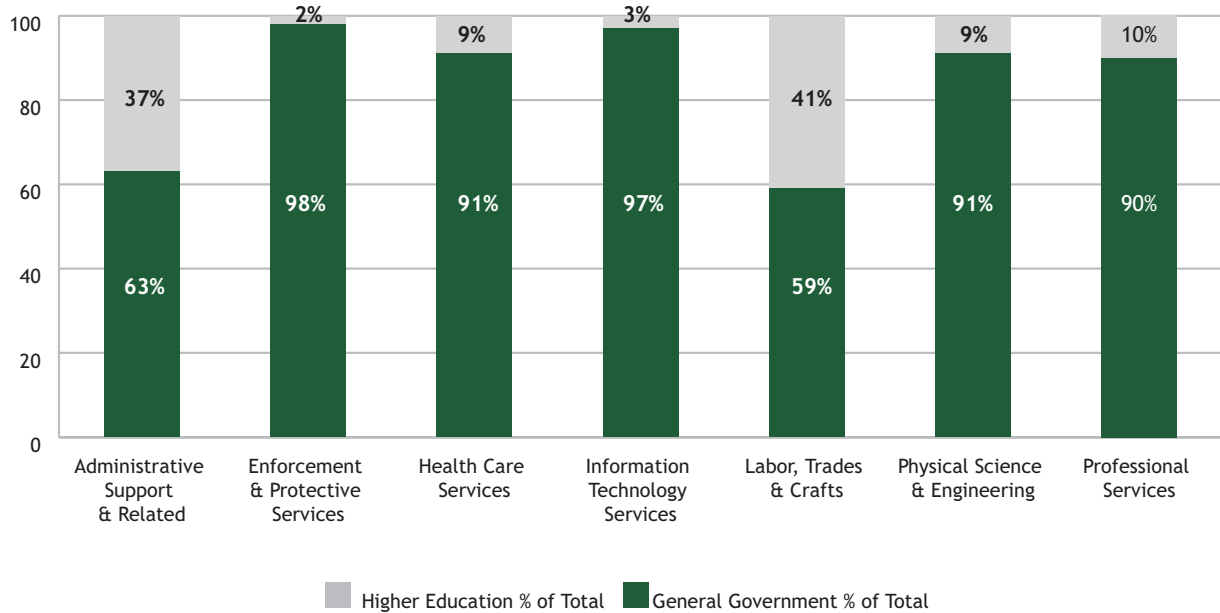
• Based on 06/30/19 data

Figure 4. FY 2018-19 Average Number of Classified Employees by Occupational Group



• Based on data from 7/1/18 - 6/30/19

Figure 5. FY 2018-19 Occupational Groups by Classified General Government and Higher Education Employees



• Based on 06/30/19 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 2018-19 Classified Employee June Snapshot by Department

Department	# of Employees	% of Classified Workforce	Avg. Age	Avg. Monthly Salary	% Retirement Eligible within 1 year
Agriculture	287	1.0%	47.6	\$4,762	25.1%
Corrections	6,127	21.4%	43.4	\$4,490	15.2%
Education	150	0.5%	46.7	\$4,175	24.0%
General Assembly	69	0.2%	39.9	\$6,676	4.3%
Governor's Office	514	1.8%	49.7	\$6,236	30.2%
Health Care Policy & Financing	559	2.0%	41.8	\$5,718	8.4%
Higher Education	4,086	14.3%	48.6	\$3,836	30.5%
Human Services	4,873	17.0%	44.5	\$4,652	15.7%
Labor & Employment	1,253	4.4%	48.1	\$5,022	26.5%
Law	187	0.7%	48.0	\$5,721	19.8%
Local Affairs	182	0.6%	45.1	\$5,581	14.8%
Military & Veterans Affairs	148	0.5%	51.2	\$4,844	23.6%
Natural Resources	1,472	5.1%	45.2	\$5,787	19.5%
Personnel & Administration	368	1.3%	47.4	\$5,314	22.0%
Public Health & Environment	1,393	4.9%	44.9	\$6,243	17.0%
Public Safety	1,835	6.4%	43.5	\$6,290	12.9%
Regulatory Agencies	547	1.9%	49.5	\$5,843	25.6%
Revenue	1,471	5.1%	47.3	\$4,707	18.3%
State	114	0.4%	46.4	\$5,911	20.2%
Transportation	2,949	10.3%	48.0	\$5,247	21.4%
Treasury	27	0.1%	50.4	\$5,155	25.9%
STATEWIDE TOTALS	28,611	100.0%	45.8	\$4,925	19.6%

• Based on 06/30/19 data

Employee Status by Department

All State Departments, Agencies & Institutions of Higher Education (Permanent and Temporary)

Table 3. Statewide FY 2018-19 Average Active Classified Employees by Employee Status

Department	Full-Time	Part-Time	Total	% Of Classified
Agriculture				
Department of Agriculture	272	18	290	1.01%
Corrections				
Canteen	28	0	28	0.10%
Correctional Industries	164	1	165	0.58%
Corrections Administration	5,829	20	5,849	20.44%
Education				
Department of Education	50	1	51	0.18%
School for the Deaf and Blind	96	2	98	0.34%
General Assembly				
General Assembly	61	6	67	0.23%
Governor's Office				
Office of Information Technology	509	8	516	1.80%
Health Care Policy & Financing				
Department of Health Care Policy & Financing	538	5	543	1.90%
Human Services				
Colorado Mental Health Institute—Fort Logan	254	68	322	1.13%
Colorado Mental Health Institute—Pueblo	948	153	1,100	3.85%
Department of Human Services	974	16	989	3.46%
Division of Youth Corrections	1,102	15	1,117	3.90%
Fitzsimons State Nursing Home	165	69	234	0.82%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
Grand Junction Regional Center	221	20	242	0.84%
Pueblo Regional Center	151	8	159	0.56%
Ridge Regional Center	332	23	355	1.24%
State Veterans Center at Homelake	73	4	77	0.27%
Veterans Nursing Home at Florence	129	8	137	0.48%
Veterans Nursing Home at Rifle	76	26	102	0.36%
Institutions of Higher Education *	3,826	404	4,230	14.78%
Arapahoe Community College	86	1	86	0.30%
Colorado Community College System	32	0	32	0.11%
Colorado State University	1,642	220	1,862	6.51%
Community College of Aurora	59	0	59	0.21%
Community College of Denver	24	0	24	0.08%
Front Range Community College	164	0	164	0.57%
Lamar Community College	13	0	13	0.05%
Morgan Community College	9	0	9	0.03%
Northeastern Junior College	32	0	32	0.11%
Northwestern Community College	15	0	15	0.05%
Otero Junior College	20	0	20	0.07%
Pikes Peak Community College	188	0	188	0.66%
Pueblo Community College	70	0	70	0.24%
Red Rocks Community College	78	0	78	0.27%
Trinidad State Junior College	13	0	13	0.05%
University of Colorado—Boulder	903	126	1,029	3.60%
University of Colorado—Colorado Springs	122	15	137	0.48%
University of Colorado—Denver	292	40	332	1.16%
University of Colorado—Denver (Downtown)	58	4	62	0.22%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
University of Colorado—System Offices	6	0	6	0.02%
Labor & Employment				
Department of Labor & Employment	1,204	52	1,256	4.39%
Law				
Department of Law	182	6	188	0.66%
Local Affairs				
Department of Local Affairs	173	4	177	0.62%
Military & Veterans Affairs				
Military Affairs	126	3	129	0.45%
Veterans Affairs	13	0	13	0.04%
Natural Resources				
Board of Land Commissioners	42	1	43	0.15%
Division of Reclamation, Mining, and Safety	54	1	55	0.19%
Division of Water Resources	241	21	263	0.92%
DNR—Executive Director	40	6	46	0.16%
Oil & Gas Conservation Commission	111	1	112	0.39%
Parks and Wildlife	901	9	909	3.18%
Water Conservation Board	42	1	43	0.15%
Personnel & Administration				
Department of Personnel & Administration	361	16	377	1.32%
Public Health & Environment				
Department of Public Health & Environment	1,291	96	1,387	4.85%
Public Safety				
Department of Public Safety	1,796	33	1,829	6.39%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
Regulatory Agencies	545	13	559	1.95%
Accountancy Board	3	0	3	0.01%
Barbers & Cosmetologists Board	3	0	3	0.01%
Civil Rights Division	25	0	25	0.09%
Complaints & Investigations	0	0	0	0.00%
Dental Board	4	0	4	0.02%
Director of Registrations	94	1	95	0.33%
Division of Banking	36	0	36	0.12%
Division of Conservation Easements	0	0	0	0.00%
Division of Financial Services	12	0	12	0.04%
Division of Insurance	77	4	81	0.28%
Division of Real Estate	52	3	55	0.19%
Division of Securities	25	0	25	0.09%
DORA - Executive Director	28	1	28	0.10%
Electrical Board	36	1	37	0.13%
Engineers & Land Surveyors Board	5	0	5	0.02%
Massage Therapists	4	0	4	0.01%
Medical Examiners Board	9	1	10	0.03%
Mental Health Boards	5	0	5	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	1	0	1	0.00%
Passenger Tramway Safety Board	2	0	2	0.01%
Pharmacy Board	7	0	7	0.02%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
Physical Therapy Board	1	0	1	0.00%
Plumbers Board	12	0	12	0.04%
Public Utilities Commission	83	2	85	0.30%
Revenue	1,423	49	1,473	5.15%
Administration	1,235	45	1,280	4.47%
Gaming Division	81	0	81	0.28%
State Lottery Division	108	5	112	0.39%
State				
Department of State	115	0	115	0.40%
State Historical Society				
State Historical Society	4	0	4	0.01%
Transportation				
Department of Transportation	2,939	0	2,939	10.27%
Treasury				
Department of Treasury	26	1	27	0.09%
Grand Total	27,423	1,190	28,612	100.00%

• Based on data from 7/1/18 - 6/30/19

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

AGE DISTRIBUTION

Figure 6. FY 2018-19 Classified Employee Age Distribution by Generation

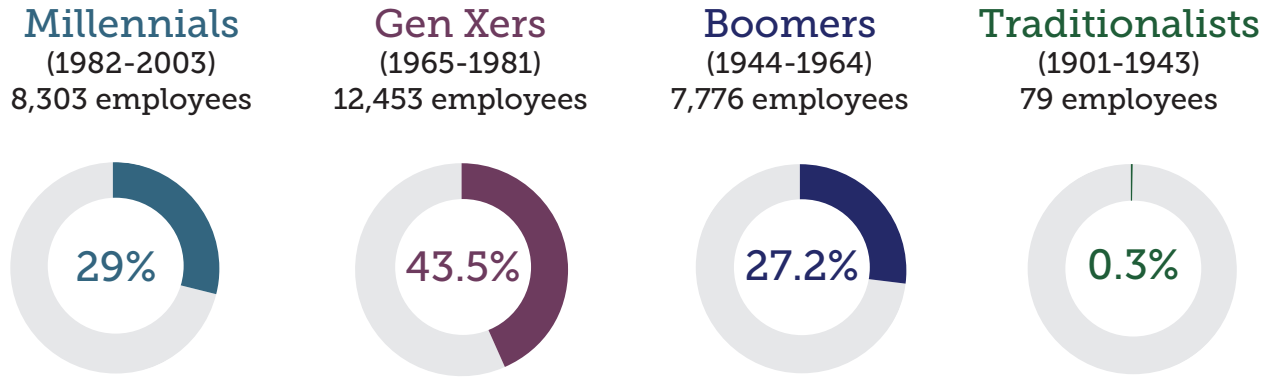
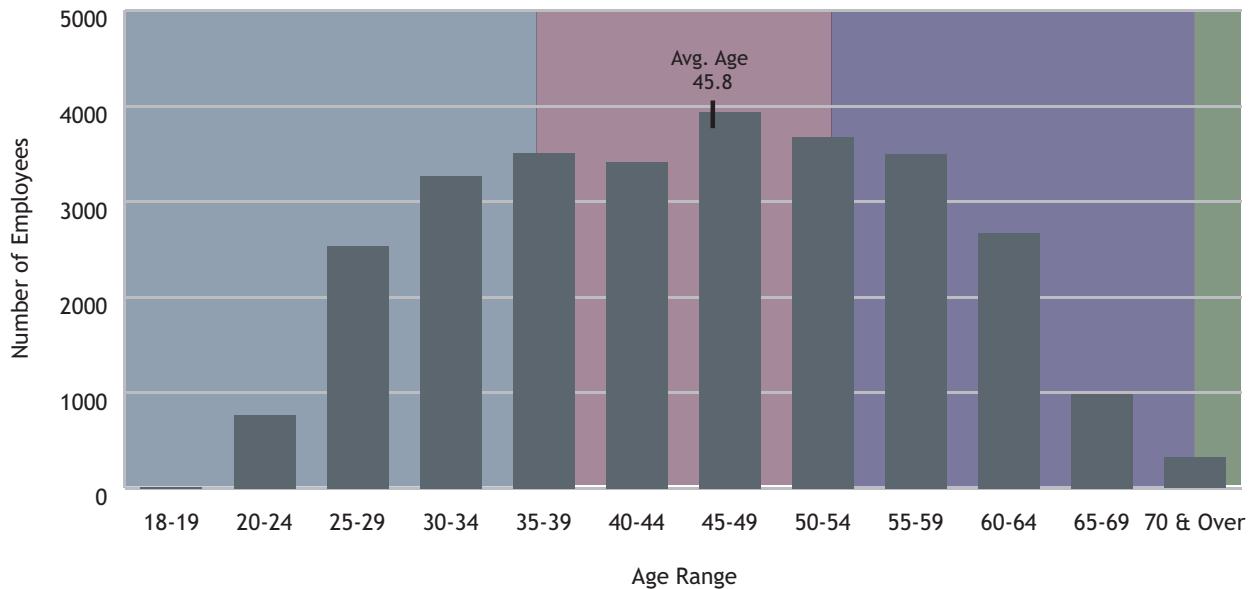


Figure 7. FY 2018-19 Classified Employee Distribution by Age



• Based on 6/30/2019 data

Age Distribution by Department

Table 4. Age Distribution for Active Classified Employees by Department FY 2018-19

Department	18-29	30-39	40-49	50-59	60-69	70+	Total	Average Age
Agriculture	30	60	68	74	50	5	287	47.6
Corrections	1,045	1,516	1,556	1,452	534	24	6,127	43.4
Education	15	33	32	46	24	0	150	46.7
General Assembly	9	29	21	9	1	0	69	39.9
Governor's Office	25	87	126	166	102	6	512	49.9
Health Care Policy & Financing	72	211	157	76	39	4	559	41.8
Higher Education	433	755	823	1,156	816	103	4,086	48.6
Human Services	695	1,203	1,268	1,157	510	39	4,872	44.5
Labor & Employment	101	291	278	318	232	33	1,253	48.1
Law	12	37	59	45	34	0	187	48.0
Local Affairs	17	51	49	39	24	2	182	45.1
Military & Veterans Affairs	8	19	34	47	36	4	148	51.2
Natural Resources	127	426	427	304	173	15	1,472	45.2
Personnel & Administration	20	92	98	103	47	8	368	47.4
Public Health & Environment	137	408	381	294	160	13	1,393	44.9
Public Safety	219	537	576	359	130	14	1,835	43.5
Regulatory Agencies	20	116	139	165	90	17	547	49.5
Revenue	118	321	397	407	217	11	1,471	47.3
State	10	25	34	30	15	0	114	46.4
Transportation	201	559	818	928	418	25	2,949	48.0
Treasury	2	4	8	6	6	1	27	50.4
Statewide Total:	3,316	6,780	7,349	7,181	3,658	324	28,611	45.8

• Based on 6/30/2019 data. Table 4 excludes three invalid data points from the Department of Human Services and the Governor's Office.

SALARY

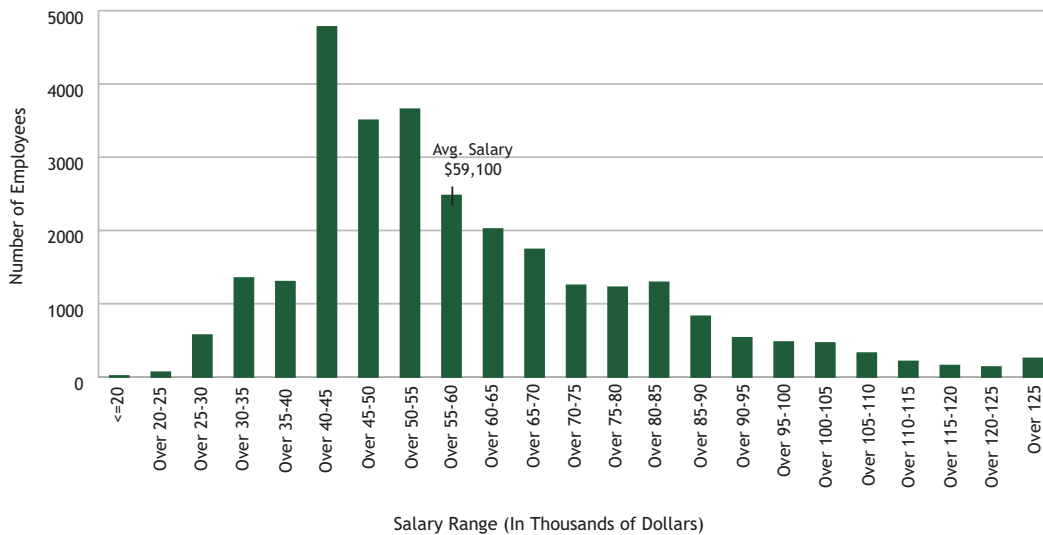
State of Colorado Total Compensation Package

The total compensation package includes base salary and benefits (medical, dental, disability, life, wellness, and retirement). The FY 2019-20 Annual Compensation Report found the State’s total compensation package offered to employees in FY 2018-19 was competitive with the market at 9.2% below prevailing market.

- **Actual Base Salary:** Overall, actual base salary for State employees was approximately 7.0% below market median. Base Salary made up the majority of a State employee’s package at 78.9% of the total.
- **Benefits:** Benefits (medical, dental, life, disability, and retirement) account for 21.1% of the State’s total compensation, as compared to 21.8% for the prevailing market. State medical benefits were equal to the market median while dental benefits were 3.1% above market average. Overall, the State’s benefits were in line with prevailing provisions and contributions.
- **Retirement:** Overall, the State’s retirement plan was 17% lower than market retirement plans, including Social Security. The passage of SB-200 lowered the State’s contribution to employee retirement plans as a percent of annual salary due to increased employee contributions to PERA, lowering the COLA cap and updating the FAS calculation.
- Visit colorado.gov/DHR/compensationplans for more information.

\$ **\$59,100** State of Colorado Average Salary

Figure 8. FY 2018-19 Classified Employee Annual Base Salary Distribution



• Based on 6/30/2019 data

Salary Range Distribution by Department

Table 5. Distribution of Salary Range for Active Classified Employees by Department

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	14.3%	55.1%	17.4%	7.0%	6.3%	287
Corrections	1.9%	73.8%	18.3%	4.5%	1.5%	6,127
Education	34.7%	42.0%	15.3%	6.7%	1.3%	150
General Assembly	0.0%	24.6%	34.8%	18.8%	21.7%	69
Governor's Office	0.8%	26.5%	35.0%	29.6%	8.2%	514
Health Care Policy & Financing	0.9%	43.1%	30.6%	14.8%	10.6%	559
Higher Education	35.7%	50.4%	11.6%	1.8%	0.4%	4,086
Human Services	17.2%	48.4%	22.0%	9.2%	3.2%	4,873
Labor & Employment	4.2%	57.2%	25.5%	9.5%	3.6%	1,253
Law	3.2%	29.4%	40.6%	19.8%	7.0%	187
Local Affairs	1.1%	48.4%	25.8%	15.9%	8.8%	182
Military & Veterans Affairs	16.2%	46.6%	25.7%	4.7%	6.8%	148
Natural Resources	1.8%	38.0%	33.0%	17.0%	10.1%	1,472
Personnel & Administration	22.0%	32.1%	20.4%	11.4%	14.1%	368
Public Health & Environment	1.7%	25.6%	39.9%	18.7%	14.1%	1,393
Public Safety	1.7%	28.6%	15.1%	39.0%	15.6%	1,835
Regulatory Agencies	2.6%	36.6%	32.7%	15.9%	12.2%	547
Revenue	22.0%	43.2%	22.8%	7.8%	4.2%	1,471
State	0.0%	43.0%	28.1%	17.5%	11.4%	114
Transportation	6.5%	50.0%	23.6%	12.2%	7.6%	2,949
Treasury	37.0%	22.2%	11.1%	14.8%	14.8%	27
Statewide Total:	11.5%	50.4%	21.8%	10.9%	5.4%	28,611

• Based on 06/30/19 data

Overall Demographics

Table 6. FY 2018-19 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	49.3	\$44,228	13.7%	48.7	\$43,040	20.9%	45.3	\$43,187	16.4%
Enforcement & Protective Services	42.5	\$59,209	74.7%	41.1	\$50,008	73.5%	40.0	\$51,895	72.6%
Health Care Services	46.0	\$65,114	22.4%	47.4	\$50,653	34.6%	43.0	\$55,059	23.6%
Information Technology Services	50.1	\$78,053	71.9%	52.3	\$75,653	75.8%	47.6	\$70,936	53.6%
Labor, Trades, & Crafts	49.4	\$48,360	89.1%	48.3	\$39,306	76.5%	49.1	\$42,452	74.0%
Physical Science & Engineering	46.7	\$81,046	71.8%	48.5	\$79,032	68.8%	44.0	\$71,616	76.5%
Professional Services	47.2	\$67,417	41.8%	47.8	\$62,532	33.3%	45.6	\$60,375	30.3%
Statewide Total:	46.3	\$62,867	54.2%	45.9	\$54,189	49.9%	44.0	\$53,279	49.1%
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	46.5	\$42,232	19.0%	41.3	\$41,580	20.0%	38.4	\$38,421	25.0%
Enforcement & Protective Services	36.2	\$47,916	63.9%	41.2	\$58,187	70.5%	40.9	\$51,200	81.0%
Health Care Services	44.2	\$58,143	23.3%	45.3	\$61,278	29.6%	44.3	\$47,344	30.0%
Information Technology Services	45.4	\$74,368	50.0%	47.1	\$83,382	64.6%	58.0	\$74,160	100.0%
Labor, Trades, & Crafts	50.7	\$43,289	75.0%	49.8	\$32,426	52.2%	50.9	\$41,297	70.0%
Physical Science & Engineering	50.8	\$76,825	58.8%	43.9	\$84,406	56.1%	49.6	\$79,928	66.7%
Professional Services	43.3	\$60,408	41.0%	42.4	\$63,644	32.1%	44.9	\$65,573	40.0%
Statewide Total:	41.5	\$53,267	50.9%	43.6	\$62,476	41.6%	44.7	\$55,953	55.8%

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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	\$44,392	16.7%	47.2	\$42,563	18.9%	47.9	\$43,611	15.6%
Enforcement & Protective Services	35.3	\$51,365	63.6%	38.0	\$69,880	84.7%	41.5	\$56,692	73.8%
Health Care Services	39.6	\$58,459	16.4%	41.6	\$43,595	17.9%	45.1	\$60,215	23.5%
Information Technology Services	40.3	\$62,961	33.3%	NA	NA	NA	49.6	\$77,498	69.1%
Labor, Trades, & Crafts	45.7	\$42,484	79.2%	46.9	\$40,442	70.8%	48.6	\$44,679	80.5%
Physical Science & Engineering	40.3	\$74,447	38.9%	47.3	\$66,519	85.3%	46.5	\$79,488	72.0%
Professional Services	41.3	\$59,380	34.2%	50.7	\$52,448	24.9%	46.9	\$65,047	38.4%
Statewide Total:	40.4	\$56,341	38.9%	47.2	\$45,786	48.7%	45.8	\$59,104	52.2%

• Based on 6/30/2019 data

NEW HIRES

FY 2018-19 New Hires Key Findings





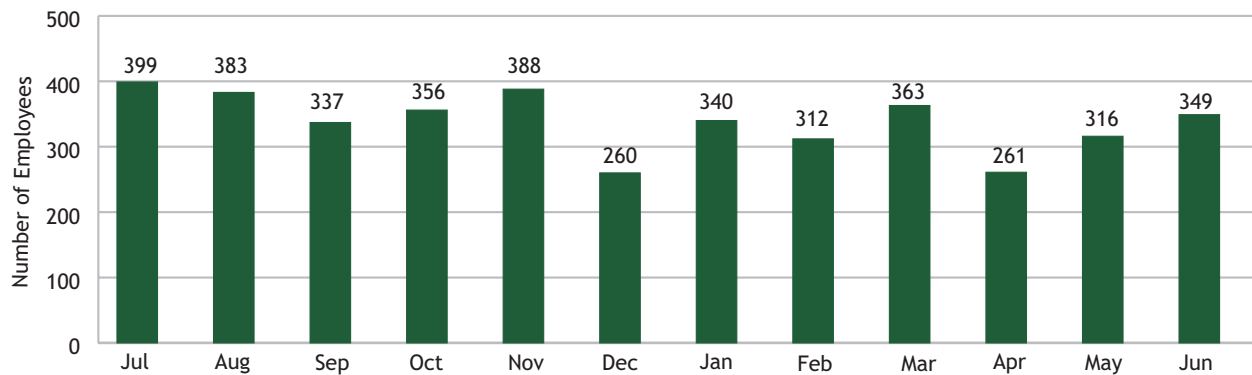
-  **4,064** Total new hires
-  **399** Most new hires in a month (July 2018)
-  **37.1** Statewide new hire average age
-  **\$48,176** Average salary

Table 7. FY 2018-19 Snapshot of Classified New Hires

Occupational Group	Avg. Age	Avg. Salary
Administrative Support & Related	38.5	\$39,272
Enforcement & Protective Services	32.7	\$44,520
Health Care Services	37.9	\$53,440
Information Technology Services	39.4	\$62,015
Labor, Trades, & Crafts	40.4	\$37,411
Physical Science & Engineering	37.0	\$65,642
Professional Services	39.4	\$53,933
Statewide Total:	37.1	\$48,176

• Based on data from 7/1/18 - 6/30/19

Figure 9. FY 2018-19 Classified New Hires by Month of Hire



• Based on data from 7/1/18 - 6/30/19

New Hires by Occupational Group and Race/Ethnic Group

Table 8. FY 2018-19 Classified 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	39.4	\$39,420	10.5%	39.2	\$39,804	30.0%	33.9	\$38,570	13.6%
Enforcement & Protective Services	33.2	\$45,182	66.3%	34.6	\$42,286	62.1%	30.6	\$43,953	59.3%
Health Care Services	39.2	\$58,965	17.5%	37.4	\$42,586	27.3%	34.2	\$48,357	24.3%
Information Technology Services	40.0	\$62,752	68.8%	40.9	\$57,600	0.0%	40.8	\$64,833	33.3%
Labor, Trades, & Crafts	40.8	\$38,511	83.2%	39.9	\$32,178	53.3%	41.2	\$36,807	73.7%
Physical Science & Engineering	37.4	\$66,041	58.9%	45.3	\$62,604	100.0%	32.9	\$58,229	60.0%
Professional Services	39.6	\$55,670	37.9%	40.7	\$53,451	38.5%	38.9	\$49,069	25.3%
Statewide Total:	37.7	\$50,607	48.7%	37.5	\$43,852	46.5%	34.8	\$44,767	43.9%

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	38.8	\$39,023	22.2%	31.7	\$36,672	30.0%	NA	NA	NA
Enforcement & Protective Services	32.2	\$44,146	63.0%	34.0	\$44,334	71.4%	28.0	\$42,204	66.7%
Health Care Services	41.8	\$53,750	23.1%	39.6	\$49,194	22.7%	40.3	\$46,815	0.0%
Information Technology Services	NA	NA	NA	29.4	\$51,808	100.0%	NA	NA	NA
Labor, Trades, & Crafts	47.8	\$35,227	75.0%	46.1	\$31,114	22.2%	53.8	\$35,850	100.0%
Physical Science & Engineering	38.3	\$55,794	50.0%	35.2	\$72,023	33.3%	NA	NA	NA
Professional Services	37.6	\$50,942	22.0%	35.2	\$52,677	27.3%	49.2	\$63,816	50.0%
Statewide Total:	35.7	\$46,506	47.9%	36.2	\$48,996	36.4%	41.0	\$46,655	45.5%

Continued on next page

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	36.0	\$42,470	0.0%	42.3	\$39,619	12.5%	38.5	\$39,272	13.3%
Enforcement & Protective Services	29.8	\$44,259	47.4%	42.0	\$46,902	50.0%	32.7	\$44,520	63.9%
Health Care Services	34.2	\$40,825	30.8%	34.1	\$38,524	13.8%	37.9	\$53,440	20.1%
Information Technology Services	44.7	\$65,000	0.0%	NA	NA	NA	39.4	\$62,015	65.0%
Labor, Trades, & Crafts	41.9	\$37,740	87.5%	36.3	\$36,768	60.0%	40.4	\$37,411	75.5%
Physical Science & Engineering	33.9	\$75,138	0.0%	43.0	\$59,712	100.0%	37.0	\$65,642	57.1%
Professional Services	38.0	\$50,829	29.2%	45.6	\$44,540	14.8%	39.4	\$53,933	34.4%
Statewide Total:	36.0	\$45,973	41.0%	39.0	\$39,290	34.7%	37.1	\$48,176	46.4%

• Based on data from 7/1/18 - 6/30/19

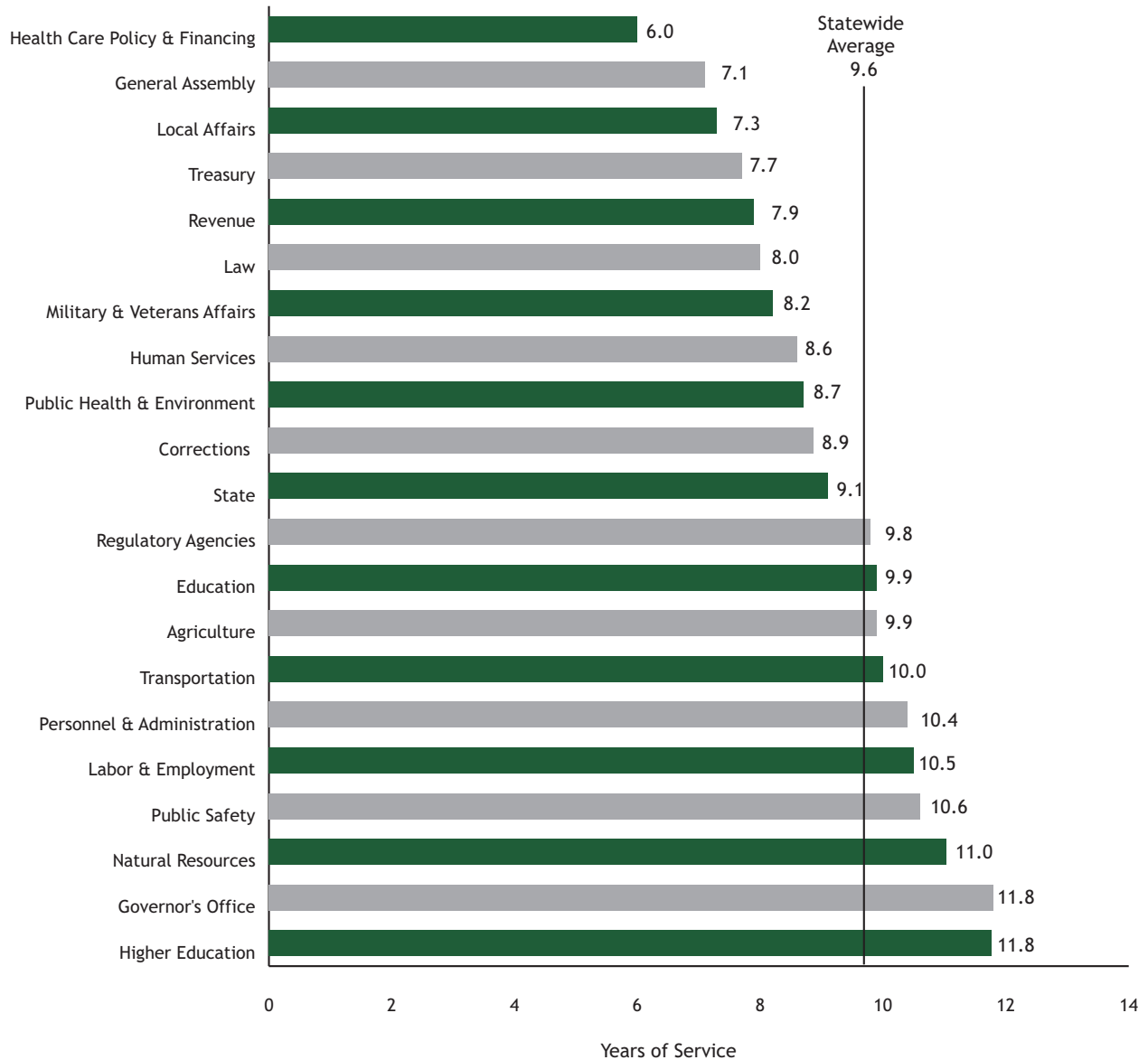
YEARS OF SERVICE



9.6

Statewide average years of service per employee

Figure 10. FY 2018-19 Classified Employees Average Years of Service by Department



• Based on 06/30/19 data

RETIREMENT ELIGIBILITY

Table 9. FY 2018-19 Retirement Eligibility of Classified Workforce by Department and Year

Department	Total Employees	Eligible To Retire Within (Years)				
		1	2	3	4	5
Agriculture	287	72	81	89	103	112
Corrections	6,127	933	1,137	1,313	1,539	1,792
Education	150	36	38	40	49	57
General Assembly	69	3	5	7	8	10
Governor's Office	514	155	174	199	223	251
Health Care Policy & Financing	559	47	55	61	68	88
Higher Education	4,086	1,246	1,385	1,537	1,683	1,826
Human Services	4,873	765	913	1,076	1,271	1,463
Labor & Employment	1,253	332	377	421	473	515
Law	187	37	42	49	55	61
Local Affairs	182	27	38	41	47	53
Military & Veterans Affairs	148	35	43	49	56	73
Natural Resources	1,472	287	324	370	410	464
Personnel & Administration	368	81	94	103	118	139
Public Health & Environment	1,393	237	268	294	349	392
Public Safety	1,835	236	305	378	447	520
Regulatory Agencies	547	140	163	186	204	229
Revenue	1,471	269	323	390	443	522
State	114	23	26	27	32	37
Transportation	2,949	632	734	848	971	1,117
Treasury	27	7	9	10	10	13
Statewide Total:	28,611	5,600	6,534	7,488	8,559	9,734
Statewide Percentage:	100.0%	19.6%	22.8%	26.2%	29.9%	34.0%

• Based on 06/30/19 data

Note: Retirement eligibility is cumulative.

WORKFORCE TURNOVER

The overall turnover rate in FY 2018-19 is 15.5%, which increased by 0.8 percentage points from FY 2017-18 at 14.7%. Total separations include voluntary, retirement, and involuntary separations. Total separations are referred to as *turnover*.

Figure 11. FY 2018-19 Classified Workforce Turnover Rate

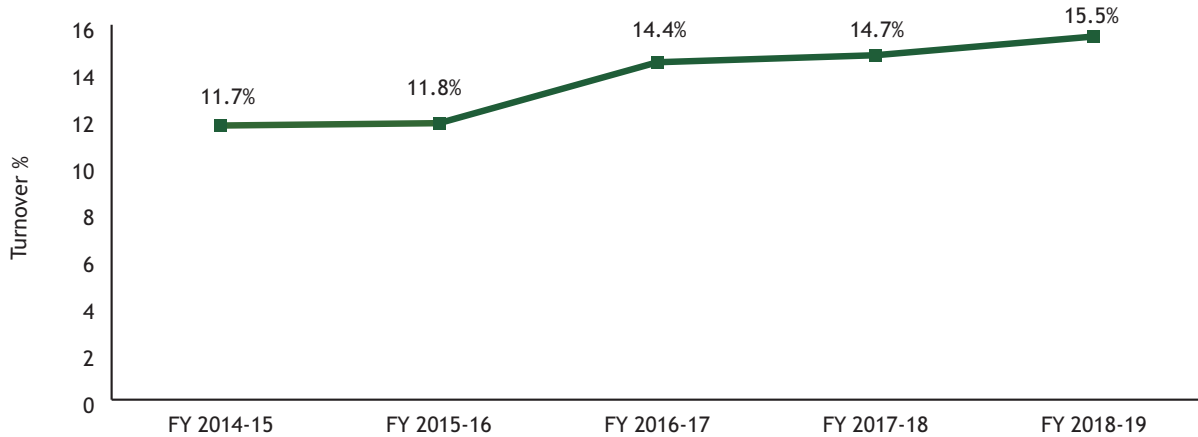


Table 10. FY 2018-19 Workforce Separation by Reason

Separation Reason	Total	% of Separations
INVOLUNTARY	647	14.6%
Death	56	1.3%
Dismissal	455	10.3%
Layoff	8	0.2%
Leave Rights Expired	128	2.9%
VOLUNTARY	2,969	67.1%
Military	12	0.3%
Resigned Classified Employment	2,957	66.8%
RETIRED	809	18.3%
Disability Retirement	10	0.2%
Retirement	799	18.1%
Grand Total	4,425	100.0%

- Based on data from 7/1/2018 - 6/30/2019
- Permanent, Classified Employees

Turnover Rate

Table 11. FY 2018-19 Classified Workforce Turnover Rate by Department

Department	Total	Involuntary	Retire	Voluntary	Turnover Rate
Agriculture	32	2	7	23	11.0%
Corrections	1,111	219	175	717	18.4%
Education	24	3	5	16	16.2%
General Assembly	6	0	0	6	9.0%
Governor's Office	12	2	5	5	2.3%
Health Care Policy & Financing	92	6	5	81	16.9%
Higher Education	350	24	127	199	8.3%
Human Services	1,368	227	131	1,010	28.3%
Labor & Employment	144	20	48	76	11.5%
Law	26	2	7	17	13.9%
Local Affairs	19	3	2	14	10.8%
Military & Veterans Affairs	18	2	2	14	12.7%
Natural Resources	118	16	41	61	8.0%
Personnel & Administration	67	9	13	45	17.8%
Public Health & Environment	187	8	46	133	13.5%
Public Safety	175	21	37	117	9.6%
Regulatory Agencies	73	3	26	44	13.1%
Revenue	228	25	32	171	15.5%
State	3	0	0	3	2.6%
Transportation	369	55	99	215	12.6%
Treasury	3	0	1	2	11.1%
Statewide Total:	4,425	647	809	2,969	15.5%

• Based on data from 7/1/18 - 6/30/19

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 2018-19 changed from the previous year, as shown in Figure 12. 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 11,969 members, a 39.9% employee membership rate. The second most popular plan is KP Health Maintenance Organization (HMO) copayment plan, with 10,856 members, a 36.2% employee membership rate.

Figure 12. Health Plan Membership Trend FY 2016-17 to FY 2018-19

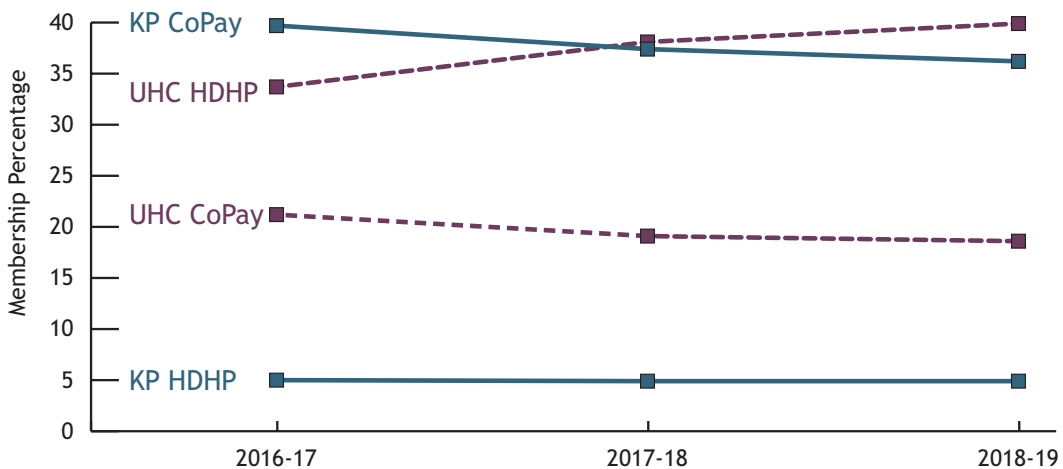
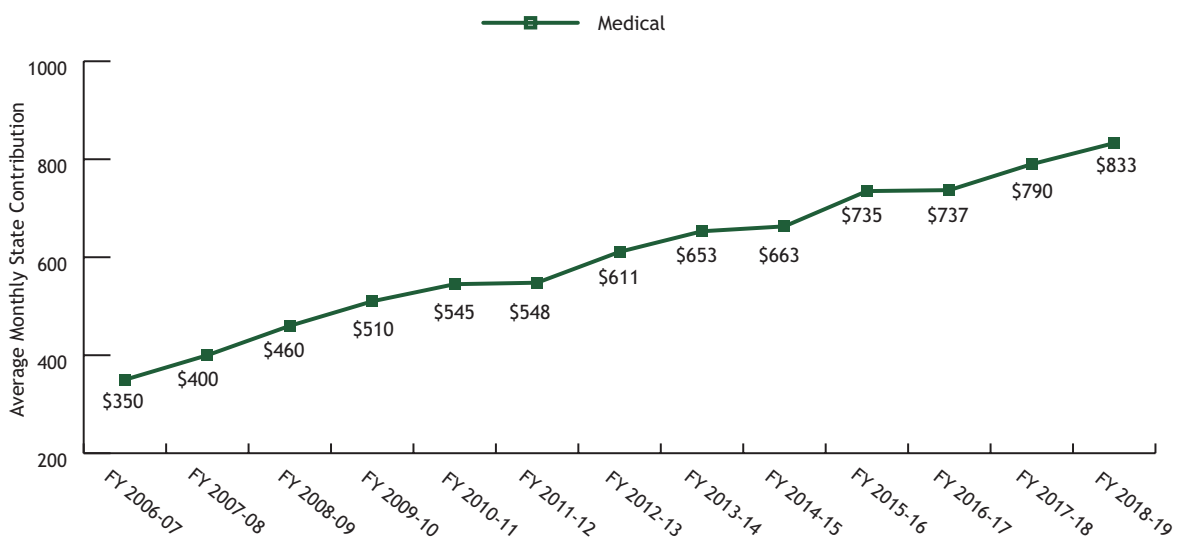


Figure 13. State of Colorado Average Medical Premium Contribution per Enrolled Employee



• Based on 6/30/2019 data

Table 12. Medical Plan Participation by Department

Department	# of Enrolled Employees	Kaiser Copay	%	Kaiser HDHP	%	UHC Copay	%	UHC HDHP	%
Agriculture	260	70	26.9%	11	4.2%	48	18.5%	129	49.6%
Corrections	5,422	2,331	43.0%	196	3.6%	1,087	20.0%	1,791	33.0%
Education	579	218	37.7%	50	8.6%	80	13.8%	228	39.4%
General Assembly	300	76	25.3%	27	9.0%	60	20.0%	135	45.0%
Governor's Office	986	345	35.0%	64	6.5%	161	16.3%	405	41.1%
Health Care Policy & Financing	515	183	35.5%	40	7.8%	79	15.3%	209	40.6%
Higher Education	2,522	638	25.3%	104	4.1%	497	19.7%	1,278	50.7%
Human Services	4,340	2,151	49.6%	218	5.0%	691	15.9%	1,271	29.3%
Judicial Branch	4,111	1,383	33.6%	184	4.5%	768	18.7%	1,753	42.6%
Labor & Employment	1,131	458	40.5%	59	5.2%	213	18.8%	395	34.9%
Law	426	112	26.3%	36	8.5%	63	14.8%	211	49.5%
Local Affairs	181	67	37.0%	13	7.2%	26	14.4%	73	40.3%
Military & Veterans Affairs	115	40	34.8%	12	10.4%	17	14.8%	46	40.0%
Natural Resources	1,363	246	18.0%	48	3.5%	246	18.0%	820	60.2%
Personnel & Administration	347	123	35.4%	31	8.9%	49	14.1%	142	40.9%
Public Health & Environment	1,246	434	34.8%	93	7.5%	186	14.9%	519	41.7%
Public Safety	1,617	497	30.7%	77	4.8%	326	20.2%	711	44.0%
Regulatory Agencies	506	215	42.5%	20	4.0%	108	21.3%	159	31.4%
Revenue	1,250	511	40.9%	67	5.4%	226	18.1%	438	35.0%
State	119	37	31.1%	6	5.0%	31	26.1%	44	37.0%
Transportation	2,652	715	27.0%	119	4.5%	609	23.0%	1,202	45.3%
Treasury	28	6	21.4%	2	7.1%	9	32.1%	10	35.7%
STATEWIDE TOTALS:	30,016	10,856	36.2%	1,477	4.9%	5,580	18.6%	11,969	39.9%

- As of 06/30/19. Table 12 includes all active, classified and non-classified eligible employees. COBRA employees are included in the Statewide Total but not included in Table 12. For FY 2018-19, 134 (0.45%) employees are in COBRA. KP-HMO: 39 or (0.1%) employees; KP-HDHP: 3 or (0.01%) employees; UHC-PLUS: 33 or (0.1%) employees; UHC-HDHP: 59 or (0.2%) employees.

Table 13. Dental Plan Participation by Department

Department	# of Enrolled Employees	Delta Basic	%	Delta Plus	%
Agriculture	260	137	52.7%	120	46.2%
Corrections	5,565	2,185	39.3%	3,365	60.5%
Education	595	308	51.8%	285	47.9%
General Assembly	1,027	465	45.3%	549	53.5%
Governor's Office	527	284	53.9%	238	45.2%
Health Care Policy & Financing	2,548	1,267	49.7%	1,278	50.2%
Higher Education	4,435	1,979	44.6%	2,441	55.0%
Human Services	4,207	2,217	52.7%	1,967	46.8%
Judicial Branch	1,151	538	46.7%	610	53.0%
Labor & Employment	436	268	61.5%	164	37.6%
Law	178	104	58.4%	72	40.4%
Local Affairs	135	66	48.9%	69	51.1%
Military & Veterans Affairs	1,386	791	57.1%	593	42.8%
Natural Resources	351	155	44.2%	193	55.0%
Personnel & Administration	1,299	703	54.1%	583	44.9%
Public Health & Environment	1,683	795	47.2%	881	52.3%
Public Safety	519	249	48.0%	266	51.3%
Regulatory Agencies	1,304	627	48.1%	667	51.2%
Revenue	121	54	44.6%	66	54.5%
State	301	175	58.1%	124	41.2%
Transportation	2,711	1,211	44.7%	1,493	55.1%
Treasury	29	17	58.6%	10	34.5%
STATEWIDE TOTALS:	30,768	14,595	47.4%	16,034	52.1%

- As of 06/30/19. Table 13 includes all active, classified and non-classified eligible employees. COBRA employees are included in the Statewide Total but not included in Table 13. For FY 2018-19, 139 (0.5%) employees are in COBRA. Dental Basic: 52 or (0.2%) employees; Dental Basic Plus: 87 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. Employees covered by a State-sponsored health insurance plan are eligible to earn a discount of up to \$20 per month on their health insurance premium by their participation on CaféWell.

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

Table 14. FY 2018-19 Employee Health and Engagement

Health Focus Area	Measurement
Employee Wellness Program Participation	19,017 Employees registered on CaféWell* (48% of eligible)
Employee Wellness Program Engagement	34% (6,394) of participants earning incentives on CaféWell*
Cancer Screenings (Employees receiving appropriate screenings)	73% Kaiser Permanente Employees 61% UnitedHealthcare Employees
Flu Shot	32% Kaiser Permanente Employees 16% UnitedHealthcare Employees

• Data taken from UnitedHealthcare and Kaiser Permanente FY 2018-19 claims received

* Data reported by CaféWell for FY 2018-19.

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 social security number for each month.
2. **Employee Criteria:** The tables are generally based on permanent, classified employees. The exceptions are Table 3, which includes all classified employees (both permanent and temporary), and Tables 12 & 13, which include permanent, classified and non-classified employees.
3. **Salary:** The salary amounts used in this analysis are unadjusted for FTE.
4. **Table Types:** Most demographic tables are based on June 2019. 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, 2019), and in other instances, the Department used the average count during the fiscal year to provide the necessary data.

For this report:

- Each table indicates 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 2018-19. This report is based on an extract of the State's workforce data from the Colorado Personnel and Payroll System for all months from July 1, 2018, through June 30, 2019, 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. Turnover rates were calculated as the total turnover count divided by the average number of positions in the fiscal year.

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 those positions covered by Amendment S.

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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State of COLORADO

State of Colorado FY 2018–19 Annual Workforce Report

