

# State of Colorado Workforce Report

FY 2019-2020

Issued by the Department of Personnel & Administration,  
Division of Human Resources



**COLORADO**  
Division of Human Resources  
Department of Personnel & Administration



**COLORADO**

**Department of Personnel  
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## ABOUT THE REPORT

*The Fiscal Year (FY) 2019-20 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, 2019, to June 30, 2020. 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 Personnel System;
- Permanent full-time or part-time employee;
- Excludes higher education faculty and administrators; and
- Excludes temporary employees.

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## 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, 2020, the State employed 101,575 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 2019-20 Classified Workforce at a Glance

	<b>29,112</b>	Number of Employees
	<b>45.7</b>	Average Age
	<b>\$61,640</b>	Average Annual Salary
	<b>9.5</b>	Average Years of Service

## Workforce Trend

Table 1. State of Colorado Classified Workforce Trends (FY 2014-15 to FY 2019-20)

Measure	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	% Change
Permanent, Classified Employees	31,259	31,092	29,180	28,735	28,611	29,112	1.75%
Average Age	46.8	46.7	46.2	45.9	45.8	45.7	-0.32%
Median Age	47.6	47.3	46.7	46.5	46.1	45.8	-0.56%
Average Length of Service	10.0	10.0	9.7	9.7	9.6	9.5	-1.04%
Median Length of Service	8.1	8.3	7.8	7.5	7.1	6.8	-3.87%
Average Salary	\$53,322	\$54,122	\$55,398	\$57,270	\$59,104	\$61,640	4.29%
Median Salary	\$48,624	\$49,214	\$50,286	\$51,876	\$53,436	\$56,388	5.52%
Eligible to Retire Within One Year	20.7%	20.7%	19.6%	19.5%	19.6%	19.2%	-2.04%
Eligible to Retire Within Five Years	36.5%	36.4%	34.6%	34.3%	34.0%	33.7%	-0.88%
Turnover	11.7%	11.8%	14.4%	14.7%	15.5%	13.9%	-10.32%

- All statistics based on June of stated fiscal year, except for “Turnover” which is based on entire fiscal year.
- FY 2017-18 through FY 2019-20 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.



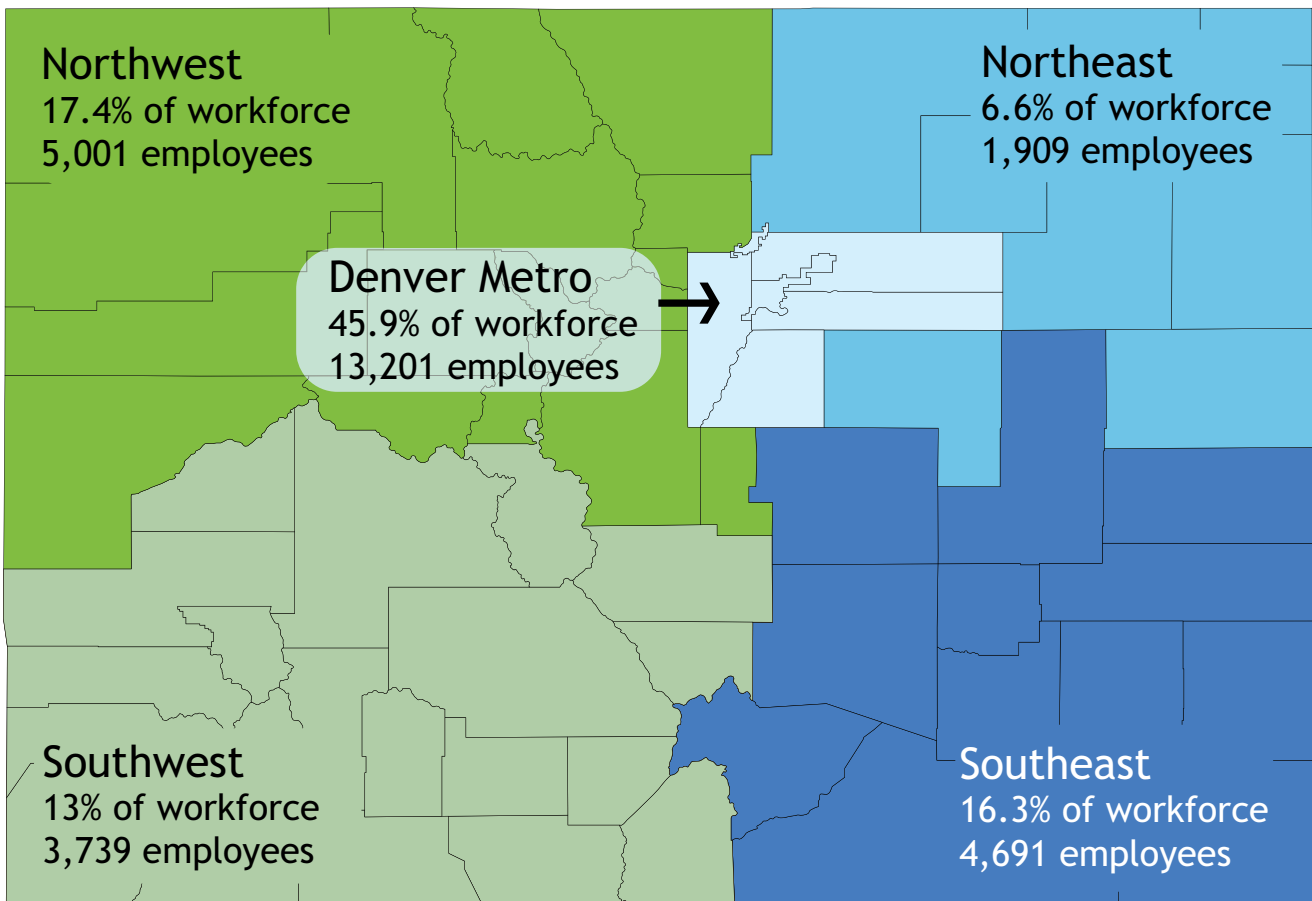
## REGIONAL DISTRIBUTION

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 13,201 employees, or 45.9% of the workforce. About 15,570 employees work in Colorado’s other regions. The northwest region is home to 17.4% of the State’s workforce, while 6.6% of State employees are located in the northeast region. The southern part of the State is home to a collective 29.3% of the workforce.



Figure 2. FY 2019-20 Average Classified Employee Distribution by Region

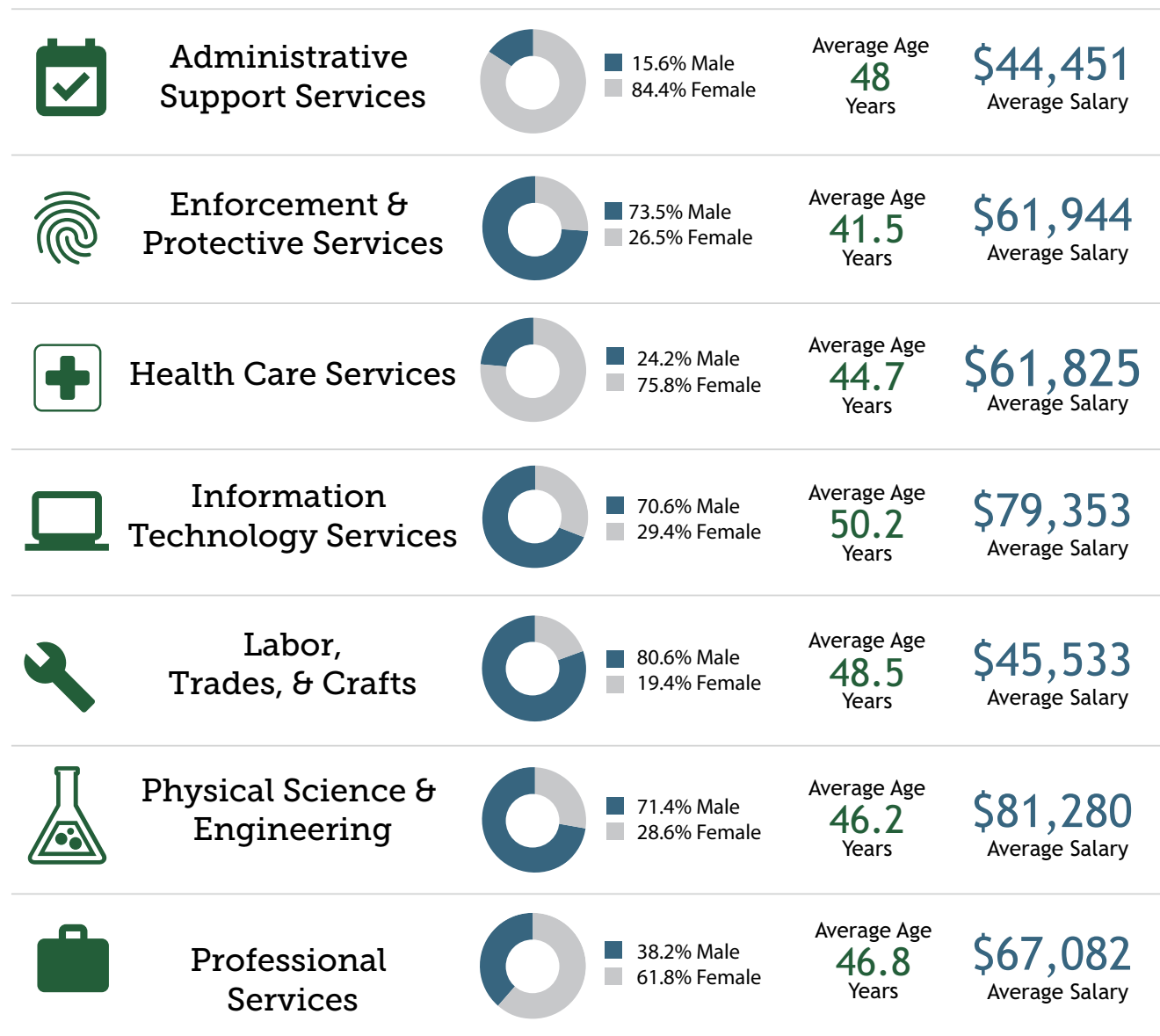


- 0.8% (230 employees) fall under Other.
- Based on data from 7/1/19 - 6/30/20
- Based on the physical work location in the workforce database

# 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.

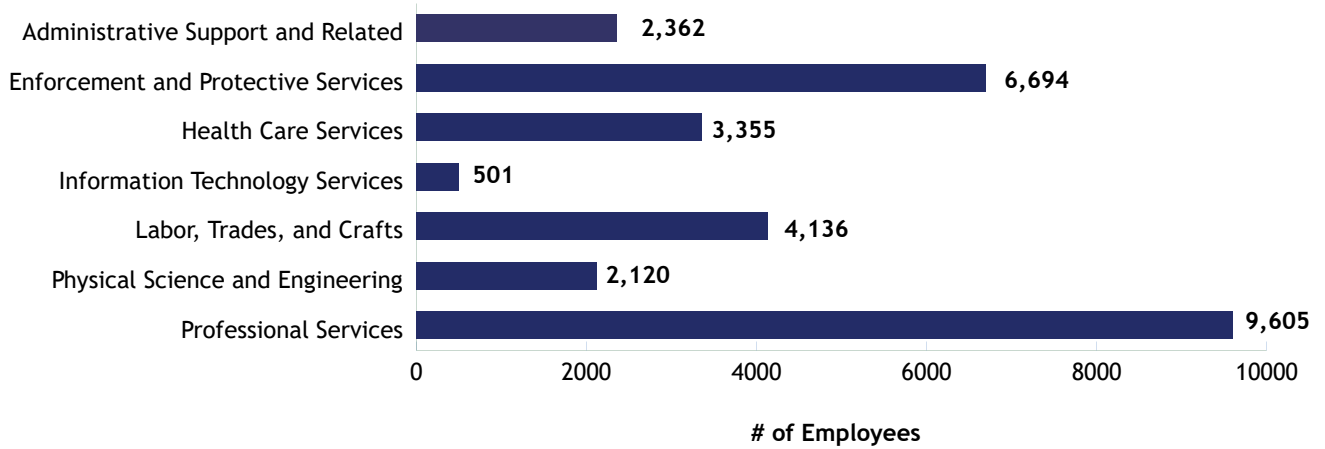
Figure 3. FY 2019-20 State of Colorado Occupational Groups Overview



• Based on 6/30/20 data

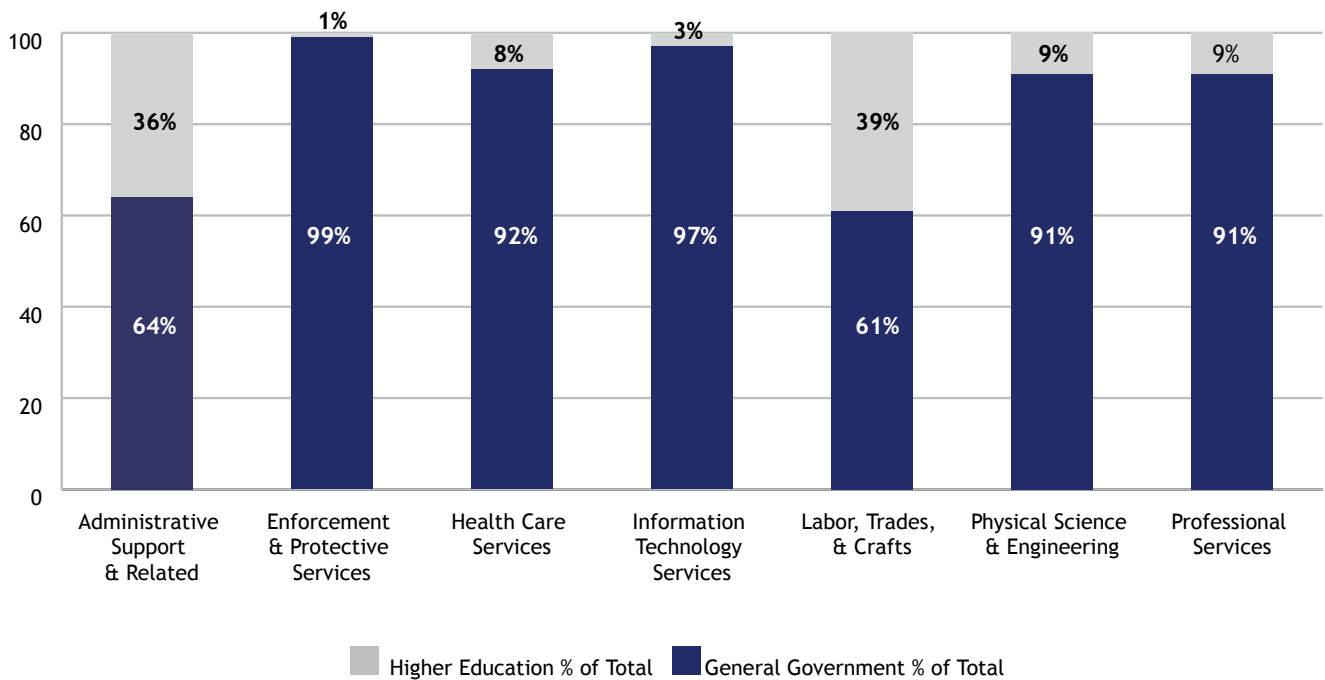


**Figure 4. FY 2019-20 Average Number of Classified Employees by Occupational Group**



• Based on data from 7/1/2019 - 6/30/2020

**Figure 5. FY 2019-20 Occupational Groups by Classified General Government and Higher Education Employees**



• Based on 6/30/20 data

• Specific to this table, 'General Government' includes employees from Executive and Legislative Branches. There are no classified employees from the Judicial Branch.

## Employee Snapshot by Department

Table 2. FY 2019-20 State of Colorado Average Age, Average Pay Rate, and Longevity Analysis by Department

Department	# of Employees	Average Tenure (Years)	Average Age	Avg. Monthly Salary	# of Employees Eligible for Retirement within 1 year	% of Department Eligible for Retirement within 1 year
Agriculture	293	9.7	47.5	\$4,890	69	23.5%
Corrections	6,229	8.7	43.2	\$4,934	941	15.1%
Education	159	9.0	45.9	\$4,380	32	20.1%
General Assembly	69	7.3	40.0	\$6,707	5	7.2%
Governor's Office (OIT)	494	11.9	50.6	\$6,379	155	31.4%
Health Care Policy & Financing	581	6.2	42.2	\$6,004	50	8.6%
Higher Education	3,833	12.1	48.9	\$3,864	1,207	31.5%
Human Services	5,191	8.4	44.3	\$4,851	785	15.1%
Labor & Employment	1,283	10.2	48.0	\$5,046	338	26.3%
Law	199	8.4	47.8	\$5,914	39	19.6%
Local Affairs	175	7.4	46.1	\$5,877	33	18.9%
Military & Veterans Affairs	168	7.2	50.3	\$4,759	34	20.2%
Natural Resources	1,486	11.0	45.2	\$5,963	274	18.4%
Personnel & Administration	365	10.0	47.3	\$5,477	76	20.8%
Public Health & Environment	1,431	8.7	44.6	\$6,404	231	16.1%
Public Safety	1,867	10.6	43.6	\$6,446	257	13.8%
Regulatory Agencies	555	9.8	49.9	\$6,080	149	26.8%
Revenue	1,536	7.76	47.2	\$4,841	274	17.8%
Secretary of State	125	8.9	46.4	\$6,235	25	20.0%
Transportation	3,045	9.6	47.6	\$5,354	604	19.8%
Treasury	28	7.5	50.4	\$5,275	9	32.1%
<b>Statewide Totals:</b>	<b>29,112</b>	<b>9.48</b>	<b>45.7</b>	<b>\$5,137</b>	<b>5,587</b>	<b>19.2%</b>

- Based on 6/30/20 data
- Note: The Governor's Office of Information Technology (OIT) is the only agency with classified employees within the Governor's Office.

## Employee Status by Department

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

**Table 3. Statewide FY 2019-20 Average Active Classified Employees by Employee Status**

Department	Full-Time	Part-Time	Total	% Of Classified
<b>Agriculture</b>	<b>276.9</b>	<b>18.1</b>	<b>295.0</b>	<b>1.03%</b>
Department of Agriculture	276.9	18.1	295.0	1.03%
<b>Corrections</b>	<b>6,070.3</b>	<b>20.8</b>	<b>6,091</b>	<b>21.17%</b>
Canteen	27.4	-	27.4	0.10%
Correctional Industries	164.3	0.9	165.3	0.57%
Corrections Administration	5,878.5	19.9	5,898.4	20.50%
<b>Education</b>	<b>156.5</b>	<b>3.0</b>	<b>159.5</b>	<b>0.55%</b>
Department of Education	62.0	1.0	63.0	0.22%
School for the Deaf and Blind	94.5	2.0	96.5	0.34%
<b>General Assembly</b>	<b>64.1</b>	<b>5.1</b>	<b>69.2</b>	<b>0.24%</b>
General Assembly	64.1	5.1	69.2	0.24%
<b>Governor's Office</b>	<b>499.4</b>	<b>7.1</b>	<b>506.5</b>	<b>1.76%</b>
Office of Information Technology	499.4	7.1	506.5	1.76%
<b>Health Care Policy &amp; Financing</b>	<b>556.3</b>	<b>5.8</b>	<b>562.0</b>	<b>1.95%</b>
Department of Health Care Policy & Financing	556.3	5.8	562.0	1.95%
<b>Human Services</b>	<b>4,661.6</b>	<b>399.4</b>	<b>5,061.0</b>	<b>17.59%</b>
Colorado Mental Health Institute—Fort Logan	275.8	71.2	346.9	1.21%
Colorado Mental Health Institute—Pueblo	1,036.8	125.3	1,162.2	4.04%
Department of Human Services	1,101.9	15.7	1,117.6	3.88%
Division of Youth Corrections	1,105.9	20.3	1,126.3	3.91%
Fitzsimons State Nursing Home	168.9	82.8	251.8	0.87%
Grand Junction Regional Center	220.0	16.5	236.5	0.82%



Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
Pueblo Regional Center	149.0	4.1	153.1	0.53%
Ridge Regional Center	316.8	19.9	336.8	1.17%
State Veterans Center at Homelake	79.2	3.8	82.9	0.29%
Veterans Nursing Home at Florence	127	9.3	136.3	0.47%
Veterans Nursing Home at Rifle	80.3	30.5	110.8	0.38%
<b>Institutions of Higher Education *</b>	<b>3,591.8</b>	<b>358.1</b>	<b>3949.8</b>	<b>13.73%</b>
Arapahoe Community College	86.8	0.2	86.9	0.30%
Colorado Community College System	32.6	0	32.6	0.11%
Colorado State University	1,663.5	217.2	1,880.7	6.54%
Community College of Aurora	55.0	-	55.0	0.19%
Community College of Denver	20.5	-	20.5	0.07%
Front Range Community College	155.0	-	155.0	0.54%
Lamar Community College	13.1	-	13.1	0.05%
Morgan Community College	9.4	-	9.4	0.03%
Northeastern Junior College	32.4	-	32.4	0.11%
Northwestern Community College	12.7	-	12.7	0.04%
Otero Junior College	18.2	-	18.2	0.06%
Pikes Peak Community College	175.8	0.1	175.9	0.61%
Pueblo Community College	65.2	-	65.2	0.23%
Red Rocks Community College	75.0	-	75.0	0.26%
Trinidad State Junior College	12.2	-	12.2	0.04%
University of Colorado—Boulder	757.5	92.3	849.8	2.95%
University of Colorado—Colorado Springs	103.4	12.7	116.1	0.40%
University of Colorado—Denver	246.6	32.8	279.3	0.97%
University of Colorado—Denver (Downtown)	52.0	3.0	55.0	0.19%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
University of Colorado—System Offices	5.0	0	5.0	0.02%
<b>Labor &amp; Employment</b>	<b>1,173.8</b>	<b>65.4</b>	<b>1,239.3</b>	<b>4.31%</b>
Department of Labor & Employment	1,173.8	65.4	1,239.3	4.31%
<b>Law</b>	<b>191.2</b>	<b>6.6</b>	<b>197.8</b>	<b>0.69%</b>
Department of Law	191.2	6.6	197.8	0.69%
<b>Local Affairs</b>	<b>172.7</b>	<b>2.7</b>	<b>175.3</b>	<b>0.61%</b>
Department of Local Affairs	172.7	2.7	175.3	0.61%
<b>Military &amp; Veterans Affairs</b>	<b>151.3</b>	<b>5.1</b>	<b>156.4</b>	<b>0.54%</b>
Military Affairs	135.7	5.1	140.8	0.49%
Veterans Affairs	15.7	-	15.7	0.05%
<b>Natural Resources</b>	<b>1,451.6</b>	<b>44.8</b>	<b>1,496.3</b>	<b>5.20%</b>
Board of Land Commissioners	41.9	1.8	43.7	0.15%
Division of Reclamation, Mining, and Safety	53.3	1.7	54.9	0.19%
Division of Water Resources	238.8	22.3	261.1	0.91%
Executive Director's Office	36.5	10.2	46.7	0.16%
Oil & Gas Conservation Commission	123.3	0.3	123.6	0.43%
Parks & Wildlife	913.9	8.2	922.1	3.20%
Water Conservation Board	43.9	0.4	44.3	0.15%
<b>Personnel &amp; Administration</b>	<b>346.8</b>	<b>15.4</b>	<b>362.2</b>	<b>1.26%</b>
Department of Personnel & Administration	346.8	15.4	362.2	1.26%
<b>Public Health &amp; Environment</b>	<b>1,352.8</b>	<b>74.8</b>	<b>1,427.7</b>	<b>4.96%</b>
Department of Public Health & Environment	1,352.8	74.8	1,427.7	4.96%
<b>Public Safety</b>	<b>1,813.1</b>	<b>29.9</b>	<b>1,843.0</b>	<b>6.40%</b>
Department of Public Safety	1,813.1	29.9	1,843.0	6.40%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
<b>Regulatory Agencies</b>	<b>529.3</b>	<b>11.2</b>	<b>540.5</b>	<b>1.88%</b>
Accountancy Board	2.2	-	2.2	0.01%
Barbers & Cosmetologists Board	3.0	-	3.0	0.01%
Civil Rights Division	29.8	-	29.8	0.10%
Complaints & Investigations	1.0	-	1.0	0.00%
Dental Board	3.0	-	3.0	0.01%
Director of Registrations	95.2	1.0	96.2	0.33%
Division of Banking	33.9	-	33.9	0.12%
Division of Financial Services	11.9	-	11.9	0.04%
Division of Insurance	82.0	2.7	84.7	0.29%
Division of Real Estate	47.3	2.9	50.2	0.17%
Division of Securities	25.0	-	25.0	0.09%
DORA - Executive Director	24.2	0.2	24.3	0.08%
Electrical Board	34.3	0.4	34.8	0.12%
Engineers & Land Surveyors Board	5.0	-	5.0	0.02%
Massage Therapists	5.0	-	5.0	0.02%
Medical Examiners Board	6.2	1.0	7.2	0.02%
Mental Health Boards	4.3	-	4.3	0.01%
Nursing Board	8.7	1.0	9.7	0.03%
Nursing Home Administrators Board	1.0	-	1.0	0.00%
Office of Consumer Counsel	6.7	-	6.7	0.02%
Optometric Board	1.0	-	1.0	0.00%
Outfitters Board	1.0	-	1.0	0.00%
Passenger Tramway Safety Board	1.1	-	1.1	0.00%
Pharmacy Board	8.0	-	8.0	0.03%



Table 3, cont.

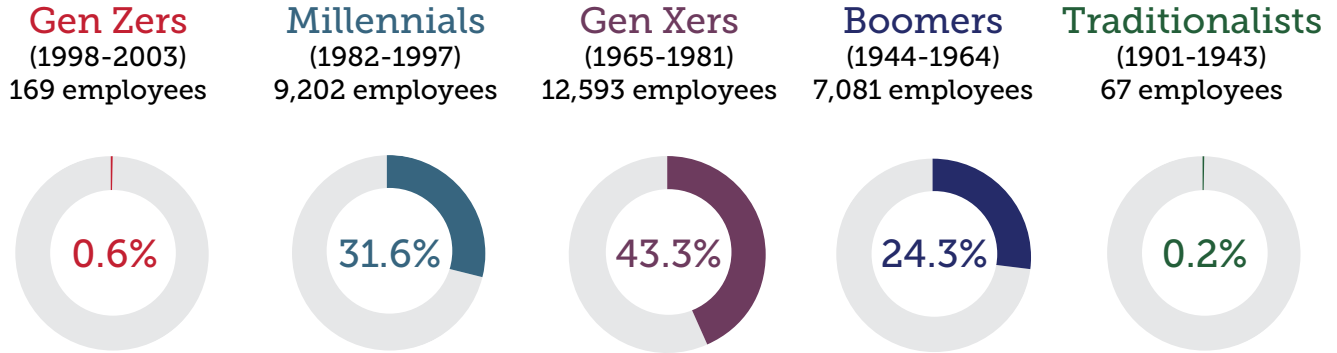
Department	Full-Time	Part-Time	Total	% Of Classified
Physical Therapy Board	1.0	-	1.0	0.00%
Plumbers Board	12.0	-	12.0	0.04%
Public Utilities Commission	75.2	2.0	77.2	0.27%
Division of Conservation Easements	0.6	-	0.6	0.00%
<b>Revenue</b>	<b>1,466.1</b>	<b>47.3</b>	<b>1,513.3</b>	<b>5.26%</b>
Administration	1,287.4	42.5	1,329.9	4.62%
Gaming Division	84.6	-	84.6	0.29%
State Lottery Division	94.1	4.8	98.8	0.34%
<b>Secretary of State</b>	<b>117.8</b>	<b>-</b>	<b>117.8</b>	<b>0.41%</b>
Department of State	117.8	-	117.8	0.41%
<b>State Historical Society</b>	<b>5.0</b>	<b>0</b>	<b>5.0</b>	<b>0.02%</b>
State Historical Society	5.0	-	5.0	0.02%
<b>Transportation</b>	<b>2,979.4</b>	<b>-</b>	<b>2,979.4</b>	<b>10.35%</b>
Department of Transportation	2,979.4	-	2,979.4	10.35%
<b>Treasury</b>	<b>26.3</b>	<b>0.1</b>	<b>26.4</b>	<b>0.09%</b>
Department of Treasury	26.3	0.1	26.4	0.09%
<b>Grand Total</b>	<b>27,654</b>	<b>1,120.5</b>	<b>28,774.5</b>	<b>100.00%</b>

- Based on data from 7/1/19 - 6/30/20
- Table 3 represents percentage of total classified workforce. For example, the Department of Treasury is 0.09% of the total classified workforce.
- \* Not all Institutions of Higher Education are included due to incomplete data.



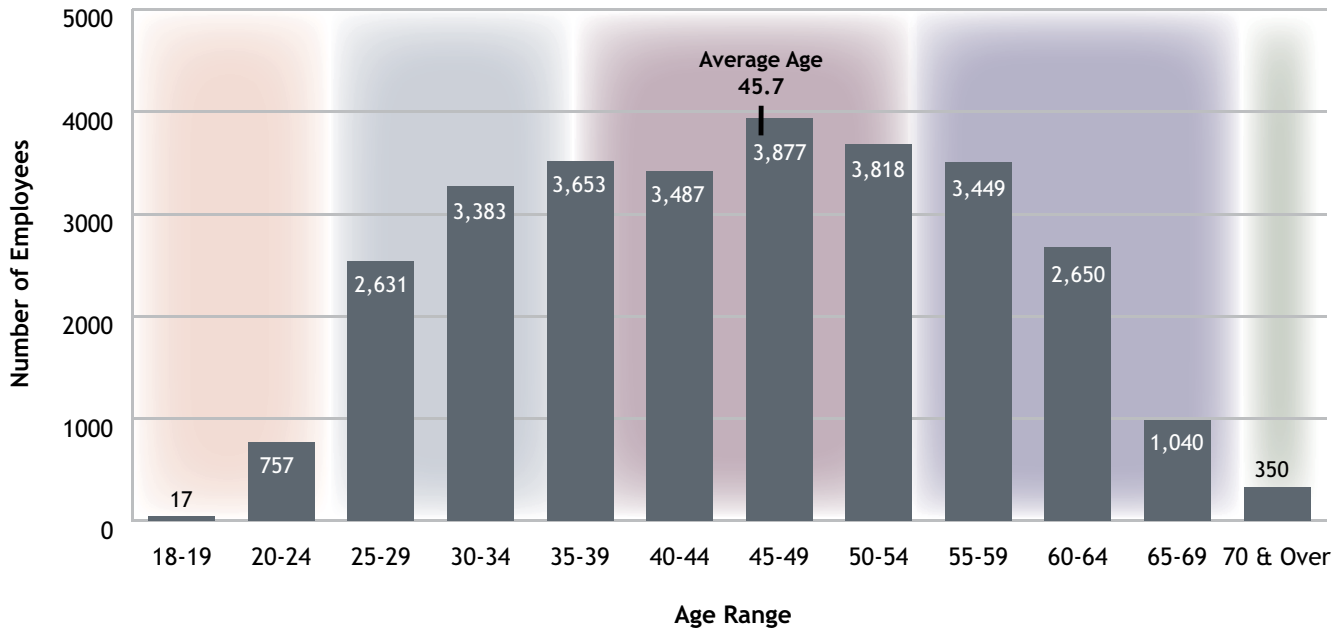
# AGE DISTRIBUTION

Figure 6. FY 2019-20 Classified Employee Age Distribution by Generation



- Based on 6/30/2020 data
- In FY 2018-19, the years that comprised the Millennial generation was 1982-2003. FY 2019-20 is the first year presenting Gen Z.

Figure 7. FY 2019-20 Classified Employee Distribution by Age



- Based on 6/30/2020 data

## Age Distribution by Department

Table 4. Age Distribution for Active Classified Employees by Department FY 2019-20

Department	18–29	30–39	40–49	50–59	60–69	70+	Total	Average Age
Agriculture	30	65	67	79	45	7	293	47.5
Corrections	1,091	1,601	1,526	1,426	554	31	6,229	43.2
Education	18	37	37	45	22	0	159	45.9
General Assembly	13	24	22	8	2	0	69	40.0
Governor's Office	22	77	118	159	110	8	494	50.6
Health Care Policy & Financing	70	213	154	93	46	5	581	42.2
Higher Education	387	731	744	1,051	806	114	3,833	48.9
Human Services	725	1,309	1,344	1,249	530	34	5,191	44.3
Labor & Employment	102	307	285	316	238	35	1,283	48.0
Law	18	36	59	54	32	0	199	47.8
Local Affairs	13	47	47	43	24	1	175	46.1
Military & Veterans Affairs	9	27	38	56	33	5	168	50.3
Natural Resources	133	407	437	328	166	15	1,486	45.2
Personnel & Administration	15	94	105	102	42	7	365	47.3
Public Health & Environment	137	431	400	291	156	16	1,431	44.6
Public Safety	213	553	567	392	130	12	1,867	43.6
Regulatory Agencies	19	108	145	170	94	19	555	49.9
Revenue	135	335	399	426	227	14	1,536	47.2
Secretary of State	12	27	35	31	19	1	125	46.4
Transportation	241	602	830	939	408	25	3,045	47.6
Treasury	2	5	5	9	6	1	28	50.4
<b>Statewide Total:</b>	<b>3,405</b>	<b>7,036</b>	<b>7,364</b>	<b>7,267</b>	<b>3,690</b>	<b>350</b>	<b>29,112</b>	<b>45.7</b>

• Based on 6/30/2020 data



# SALARY

## State of Colorado Total Compensation Package

The total compensation package includes base salary and benefits (medical, dental, vision, disability, life, and retirement). The FY 2020-21 Annual Compensation Report found the State’s total compensation package offered to employees in FY 2019-20 was potentially misaligned with the market at 11.5% below prevailing market.

■ **Actual Base Salary:** Overall, actual base salary for State employees was approximately 4.8% below market median. Base salary made up the majority of a State employee’s package at 78.6% of the total.

■ **Benefits:** Benefits (medical, dental, life, disability, and vision) account for 12.6% of the State’s total compensation, as compared to 13.6% for the prevailing market. While the combined medical plan value of the State’s plan is 17% below the median of all survey respondents, the State offers a wide variety of plan offerings from which employees may choose.

■ **Retirement:** Overall, the State’s retirement plan was 20.6% lower than market retirement plans, including Social Security. The passage of SB-200 in 2018 lowered the value of the retirement plan as a percent of annual salary due to increased employee

contributions to PERA, lowering the COLA cap, and updating the FAS calculation. Retirement accounts for 8.8% of total compensation for State employees, as compared to 10.3% for the prevailing market.

■ **Leave:** The State of Colorado currently offers employees a leave program that includes, but is not limited to annual, sick, holiday, family medical, short-term disability, and military. Employees earn personal and sick leave at varying accrual rates, based on years of service. Full-time employees begin earning annual leave at an accrual rate of 8 hours per month and sick leave at a fixed rate of 6.66 hours per month. Leave for a part-time employees is earned on a prorated basis.

► Visit [dhr.colorado.gov/dhr-resources/annual-compensation-reports](https://dhr.colorado.gov/dhr-resources/annual-compensation-reports) for more information.


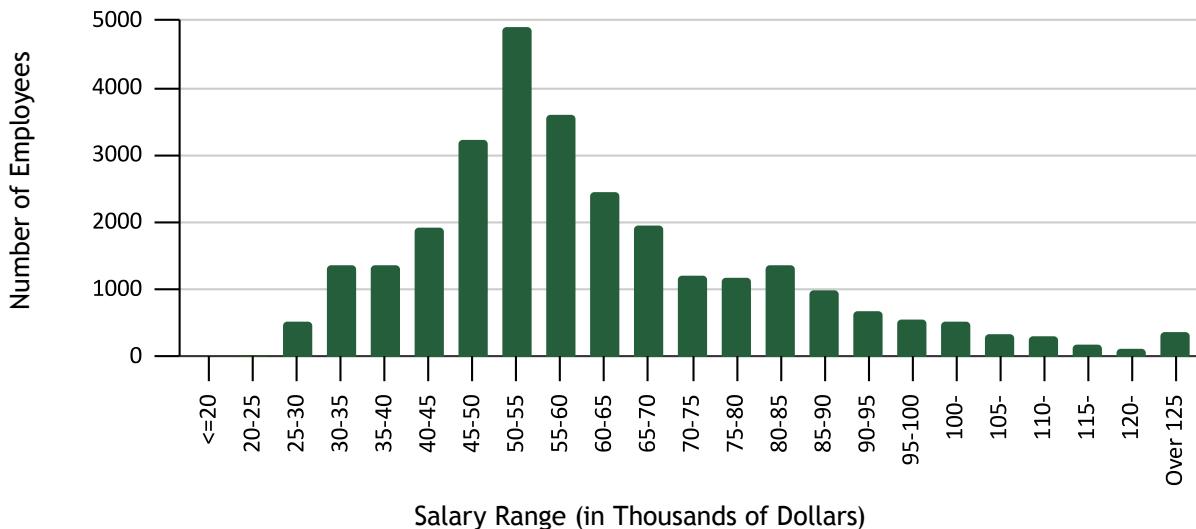
 **\$61,640** State of Colorado Average Salary

Figure 8. FY 2019-20 Distribution of Salary Range for Active Classified Employees



• Based on 6/30/2020 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	13.3%	54.3%	17.1%	8.9%	6.5%	293
Corrections	1.7%	66.0%	24.9%	5.7%	1.7%	6,229
Education	28.9%	43.4%	19.5%	6.3%	1.9%	159
General Assembly	0.0%	23.2%	36.2%	14.5%	26.1%	69
Governor's Office	0.2%	20.9%	37.4%	32.6%	8.9%	494
Health Care Policy & Financing	0.5%	36.5%	33.7%	18.1%	11.2%	581
Higher Education	34.8%	51.1%	11.9%	1.7%	0.5%	3,833
Human Services	17.7%	45.5%	19.5%	13.5%	3.8%	5,191
Labor & Employment	3.6%	59.2%	23.4%	10.4%	3.5%	1,283
Law	0.5%	29.6%	40.7%	21.1%	8.0%	199
Local Affairs	1.7%	40.6%	27.4%	21.1%	9.1%	175
Military & Veterans Affairs	17.3%	51.2%	22.6%	3.6%	5.4%	168
Natural Resources	1.8%	33.8%	34.7%	18.4%	11.3%	1,486
Personnel & Administration	20.0%	31.0%	19.2%	14.0%	15.9%	365
Public Health & Environment	1.3%	19.4%	42.6%	21.0%	15.7%	1,431
Public Safety	1.5%	27.7%	15.6%	36.9%	18.3%	1,867
Regulatory Agencies	1.3%	33.7%	33.7%	16.6%	14.8%	555
Revenue	21.5%	39.0%	25.2%	8.9%	5.5%	1,536
Secretary of State	0.0%	35.2%	28.0%	22.4%	14.4%	125
Transportation	7.7%	46.9%	24.6%	11.9%	8.9%	3,045
Treasury	21.4%	35.7%	14.3%	14.3%	14.3%	28
<b>Statewide Total:</b>	<b>11.2%</b>	<b>46.9%</b>	<b>23.4%</b>	<b>12.3%</b>	<b>6.2%</b>	<b>29,112</b>

- Based on 6/30/20 data
- Table 5 was calculated using total head count. See assumption 3 on page 31 for salary explanation.

## Overall Demographics

Table 6. FY 2019-20 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	49.2	\$45,180	14.0%	49.2	\$44,324	17.2%	46.7	\$44,470	15.4%
Enforcement & Protective Services	42.3	\$64,316	74.8%	40.8	\$55,767	72.1%	40.0	\$57,811	71.6%
Health Care Services	45.7	\$67,409	22.6%	47.2	\$54,168	36.7%	42.7	\$55,386	24.7%
Information Technology Services	50.9	\$79,911	73.3%	52.1	\$78,123	75.0%	47.3	\$69,863	54.5%
Labor, Trades, & Crafts	49.2	\$49,355	89.3%	49.1	\$40,479	74.5%	48.8	\$43,226	73.9%
Physical Science & Engineering	46.4	\$83,000	70.8%	47.2	\$79,838	62.9%	43.7	\$72,817	79.2%
Professional Services	47.1	\$69,614	41.8%	47.3	\$64,181	34.2%	45.3	\$61,917	30.2%
<b>Statewide Total:</b>	<b>46.2</b>	<b>\$65,597</b>	<b>54.3%</b>	<b>45.6</b>	<b>\$57,358</b>	<b>49.9%</b>	<b>43.9</b>	<b>\$55,902</b>	<b>49.1%</b>

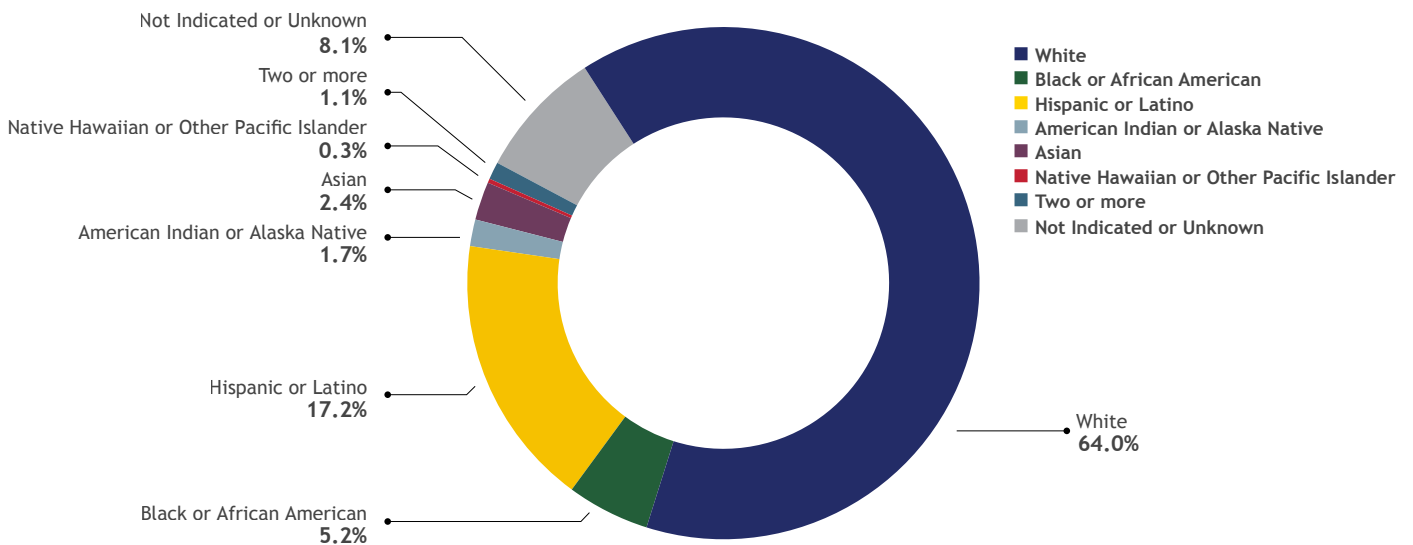
Occupational Group	American Indian or Alaska Native			Asian			Native Hawaiian or Other Pacific Islander		
	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males
Administrative Support & Related	44.3	\$43,622	16.0%	41.7	\$42,810	23.9%	38.5	\$43,896	50.0%
Enforcement & Protective Services	36.5	\$55,340	62.9%	41.1	\$62,652	71.4%	40.6	\$56,144	77.8%
Health Care Services	42.7	\$56,455	25.7%	44.3	\$60,913	26.4%	43.5	\$50,186	50.0%
Information Technology Services	43.8	\$78,428	71.4%	48.5	\$86,648	64.6%	59.0	\$76,380	100.0%
Labor, Trades, & Crafts	51.8	\$43,115	73.2%	48.7	\$34,084	55.1%	53.8	\$43,069	70.0%
Physical Science & Engineering	48.4	\$74,746	56.5%	44.2	\$86,080	61.0%	48.3	\$83,834	50.0%
Professional Services	43.0	\$62,340	38.1%	42.7	\$66,037	29.6%	46.9	\$72,128	30.0%
<b>Statewide Total:</b>	<b>41.7</b>	<b>\$57,215</b>	<b>48.5%</b>	<b>43.6</b>	<b>\$64,169</b>	<b>41.0%</b>	<b>44.9</b>	<b>\$59,402</b>	<b>57.7%</b>

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	44.1	\$45,158	20.0%	46.3	\$42,525	18.9%	48.0	\$44,451	15.6%
Enforcement & Protective Services	35.4	\$55,642	64.3%	41.5	\$67,781	87.0%	41.5	\$61,944	73.5%
Health Care Services	38.8	\$60,902	17.2%	41.0	\$43,826	17.8%	44.7	\$61,825	24.2%
Information Technology Services	42.5	\$91,500	100.0%	NA	NA	NA	50.2	\$79,353	70.6%
Labor, Trades, & Crafts	43.1	\$44,663	78.1%	47.0	\$40,991	70.9%	48.5	\$45,533	80.6%
Physical Science & Engineering	38.8	\$76,577	33.3%	48.0	\$67,926	88.4%	46.2	\$81,280	71.4%
Professional Services	41.0	\$62,217	30.6%	51.3	\$53,615	25.0%	46.8	\$67,082	38.2%
<b>Statewide Total:</b>	<b>40.0</b>	<b>\$59,662</b>	<b>37.2%</b>	<b>47.2</b>	<b>\$45,903</b>	<b>48.1%</b>	<b>45.7</b>	<b>\$61,640</b>	<b>52.1%</b>

- Based on 6/30/20 data
- Table 6 shows data points where each ethnic group and occupational group intersect. For example, of white employees who work in Administrative Support, the average age is 49.2 and the average salary is \$45,180, etc.

Figure 9. FY 2019-20 Classified Employees Distribution by Race/Ethnic Group



# NEW HIRES

## FY 2019-20 New Hires Key Findings





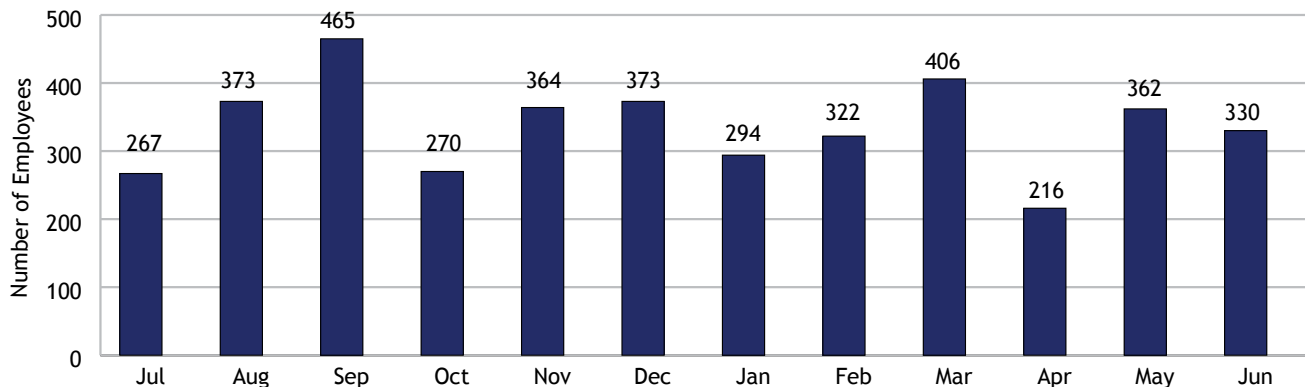
-  **4,042** Total new hires
-  **465** Most new hires in a month (September 2019)
-  **37.7** Statewide new hire average age
-  **\$51,746** Average salary

Table 7. FY 2019-20 Snapshot of Classified New Hires

Occupational Group	Avg. Age	Avg. Salary
Administrative Support & Related	39.1	\$39,746
Enforcement & Protective Services	33.1	\$51,401
Health Care Services	38.0	\$53,853
Information Technology Services	42.3	\$69,663
Labor, Trades, & Crafts	41.1	\$38,786
Physical Science & Engineering	37.3	\$68,080
Professional Services	39.7	\$56,999
<b>Statewide Total:</b>	<b>37.7</b>	<b>\$51,746</b>

• Based on data from 7/1/19 - 6/30/20

Figure 10. FY 2019-20 Classified New Hires by Month of Hire



• Based on data from 7/1/19 - 6/30/20



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

Table 8. FY 2019-20 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	40.2	\$40,357	18.1%	40.3	\$39,989	6.3%	42.0	\$38,370	8.5%
Enforcement & Protective Services	33.6	\$52,341	69.1%	33.6	\$50,081	64.6%	32.0	\$50,529	62.9%
Health Care Services	38.5	\$59,155	22.5%	42.0	\$53,960	44.6%	36.9	\$44,602	27.4%
Information Technology Services	43.6	\$67,953	75.0%	34.0	\$60,000	100.0%	38.4	\$57,562	75.0%
Labor, Trades, & Crafts	42.0	\$40,968	88.2%	41.6	\$37,109	69.2%	40.3	\$36,452	69.0%
Physical Science & Engineering	37.6	\$70,129	62.9%	38.3	\$63,150	75.0%	34.4	\$61,449	77.8%
Professional Services	40.4	\$59,465	38.0%	40.6	\$52,998	41.2%	37.7	\$50,506	29.7%
<b>Statewide Total:</b>	<b>38.4</b>	<b>\$54,561</b>	<b>50.1%</b>	<b>37.7</b>	<b>\$50,309</b>	<b>53.6%</b>	<b>36.3</b>	<b>\$46,935</b>	<b>46.8%</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	32.5	\$42,358	16.7%	32.0	\$40,272	30.8%	33.0	\$44,253	50.0%
Enforcement & Protective Services	30.4	\$48,989	48.7%	34.8	\$50,826	73.3%	35.4	\$49,848	66.7%
Health Care Services	35.2	\$42,326	25.9%	37.3	\$48,283	14.3%	30.1	\$61,937	33.3%
Information Technology Services	40.4	\$80,667	100.0%	47.9	\$90,990	33.3%	NA	NA	NA
Labor, Trades, & Crafts	47.5	\$35,090	53.8%	41.9	\$31,851	33.3%	61.1	\$31,716	0.0%
Physical Science & Engineering	42.1	\$59,615	25.0%	28.2	\$60,886	80.0%	36.3	\$73,404	0.0%
Professional Services	37.6	\$54,473	36.8%	38.2	\$56,222	23.9%	45.1	\$60,488	33.3%
<b>Statewide Total:</b>	<b>35.8</b>	<b>\$48,720</b>	<b>40.3%</b>	<b>37.1</b>	<b>\$51,486</b>	<b>32.8%</b>	<b>37.1</b>	<b>\$52,694</b>	<b>44.4%</b>

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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	32.0	\$40,138	33.3%	35.5	\$38,203	13.0%	39.1	\$39,746	16.2%
Enforcement & Protective Services	33.0	\$47,064	45.0%	31.4	\$56,932	66.7%	33.1	\$51,401	66.0%
Health Care Services	34.1	\$50,680	31.3%	31.6	\$37,062	16.7%	38.0	\$53,853	25.4%
Information Technology Services	42.5	\$91,500	100.0%	NA	NA	NA	42.3	\$69,663	75.7%
Labor, Trades, & Crafts	39.4	\$38,657	57.1%	37.1	\$35,538	72.7%	41.1	\$38,786	78.6%
Physical Science & Engineering	32.5	\$61,243	40.0%	45.4	\$53,762	60.0%	37.3	\$68,080	63.2%
Professional Services	38.4	\$58,345	22.0%	40.5	\$44,085	22.7%	39.7	\$56,999	35.4%
<b>Statewide Total:</b>	<b>36.3</b>	<b>\$52,159</b>	<b>35.0%</b>	<b>36.4</b>	<b>\$38,549</b>	<b>39.7%</b>	<b>37.7</b>	<b>\$51,746</b>	<b>48.1%</b>

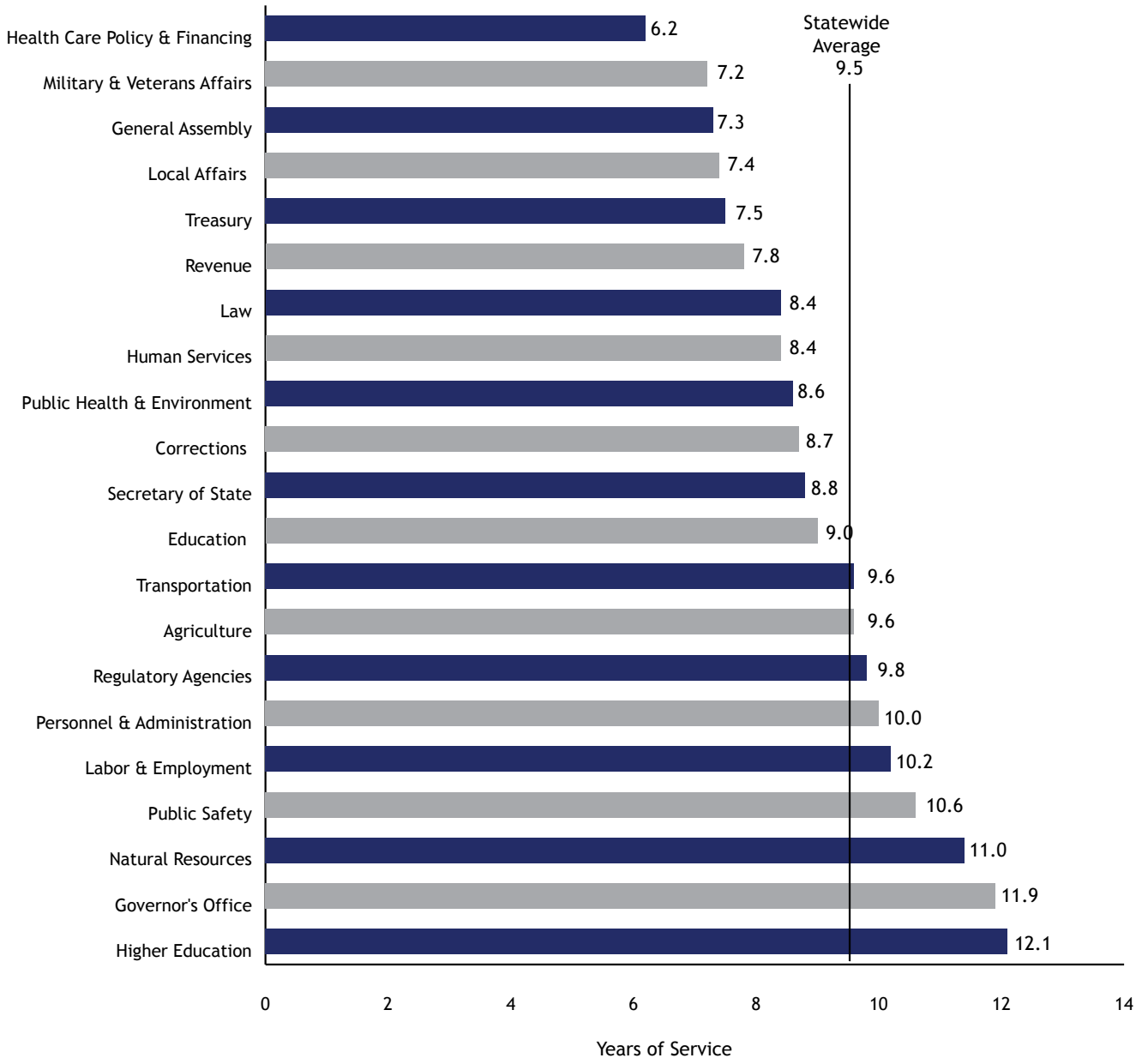
- Based on data from 7/1/2019 - 6/30/2020
- Table 8 shows data points where each ethnic group and occupational group intersect. For example, within the Professional Services occupational group where Two or More ethnic groups are identified, the average age is 38.4, the average salary is \$58,345, and is 22% male.



# YEARS OF SERVICE

**9.5** Statewide average years of service per employee

Figure 11. FY 2019-20 Classified Employees Average Years of Service by Department



• Based on 6/30/20 data

# RETIREMENT ELIGIBILITY

Table 9. FY 2019-20 Retirement Eligibility of Classified Workforce by Department and Year

Department	Total Employees	Eligible To Retire Within (Years)				
		1	2	3	4	5
Agriculture	293	69	76	90	98	116
Corrections	6,229	941	1,106	1,317	1,554	1,787
Education	159	32	34	43	50	57
General Assembly	69	5	6	7	8	10
Governor's Office	494	155	180	202	228	246
Health Care Policy & Financing	581	50	56	62	82	101
Higher Education	3,833	1,207	1,349	1,479	1,607	1,747
Human Services	5,191	785	942	1,134	1,305	1,520
Labor & Employment	1,283	338	381	425	462	523
Law	199	39	46	51	57	70
Local Affairs	175	33	36	41	46	54
Military & Veterans Affairs	168	34	40	46	62	72
Natural Resources	1,486	274	318	357	409	461
Personnel & Administration	365	76	83	95	114	131
Public Health & Environment	1,431	231	255	309	347	390
Public Safety	1,867	257	323	387	457	545
Regulatory Agencies	555	149	171	183	208	231
Revenue	1,536	274	336	387	460	545
Secretary of State	125	25	26	31	36	42
Transportation	3,045	604	709	831	968	1,138
Treasury	28	9	10	11	12	13
<b>Statewide Total:</b>	<b>29,112</b>	<b>5,587</b>	<b>6,483</b>	<b>7,488</b>	<b>8,570</b>	<b>9,799</b>
<b>Statewide Percentage:</b>	<b>100.0%</b>	<b>19.2%</b>	<b>22.3%</b>	<b>25.7%</b>	<b>29.4%</b>	<b>33.7%</b>

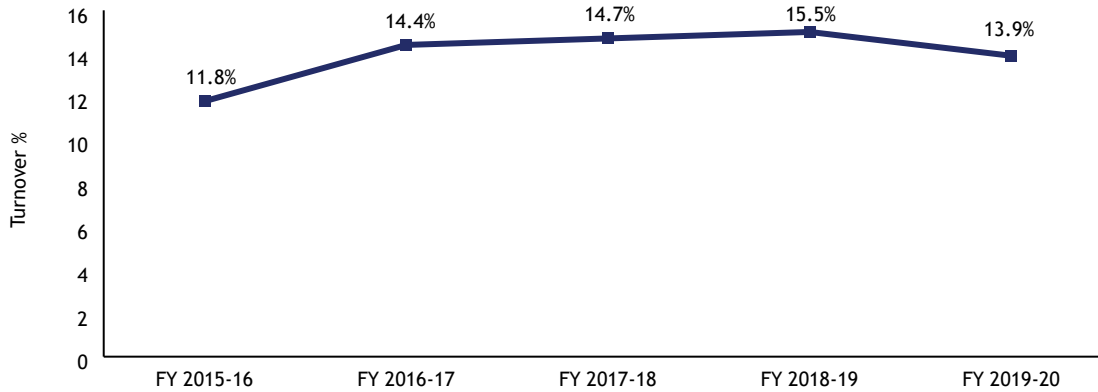
- Based on 6/30/20 data
- Retirement eligibility is based on age and years of service.

Note: Retirement eligibility is cumulative.

# WORKFORCE TURNOVER

The overall turnover rate in FY 2019-20 is 13.9%, which decreased by 1.6 percentage points from FY 2018-19 at 15.5%. Total separations include voluntary, retirement, and involuntary separations. Total separations are referred to as *turnover*.

**Figure 12. FY 2019-20 Classified Workforce Turnover Rate**



**Table 10. FY 2018-19 Workforce Separation by Reason**

Separation Reason	Total	% of Separations
<b>INVOLUNTARY</b>	<b>690</b>	<b>17.2%</b>
Death	53	1.3%
Dismissal	481	12%
Layoff	7	0.2%
Leave Rights Expired	149	3.7%
<b>VOLUNTARY</b>	<b>2,517</b>	<b>62.8%</b>
Military	5	0.1%
Resigned Classified Employment	2,432	60.6%
Not Reported	80	2.0%
<b>RETIRED</b>	<b>803</b>	<b>20.0%</b>
Disability Retirement	7	0.2%
Retirement	796	19.9%
<b>Grand Total</b>	<b>4,010</b>	<b>100.0%</b>

- Based on data from 7/1/2019 - 6/30/2020
- Table 10 represents Permanent, Classified employees.



## Turnover Rate

Table 11. FY 2019-20 Classified Workforce Turnover Rate by Department

Department	Total	Involuntary	Voluntary	Retire	Turnover Rate
Agriculture	28	1	15	12	9.5%
Corrections	951	234	535	182	15.6%
Education	28	4	16	8	17.6%
General Assembly	5		5		7.2%
Governor's Office	13	3	6	4	2.6%
Health Care Policy & Financing	125	14	102	9	22.2%
Higher Education	353	29	223	101	8.9%
Human Services	1,184	262	798	124	23.4%
Labor & Employment	148	10	99	39	11.9%
Law	23	3	15	5	11.6%
Local Affairs	25	1	20	4	14.3%
Military & Veterans Affairs	28	2	15	11	17.9%
Natural Resources	100	13	38	49	6.7%
Personnel & Administration	68	5	50	13	18.8%
Public Health & Environment	148	4	116	28	10.4%
Public Safety	167	19	99	49	9.1%
Regulatory Agencies	63	8	37	18	11.7%
Revenue	215	42	135	38	14.2%
Secretary of State	9	2	7		7.7%
Transportation	322	34	180	108	10.8%
Treasury	7		6	1	26.5%
<b>Statewide Total:</b>	<b>4,010</b>	<b>690</b>	<b>2,517</b>	<b>803</b>	<b>13.9%</b>

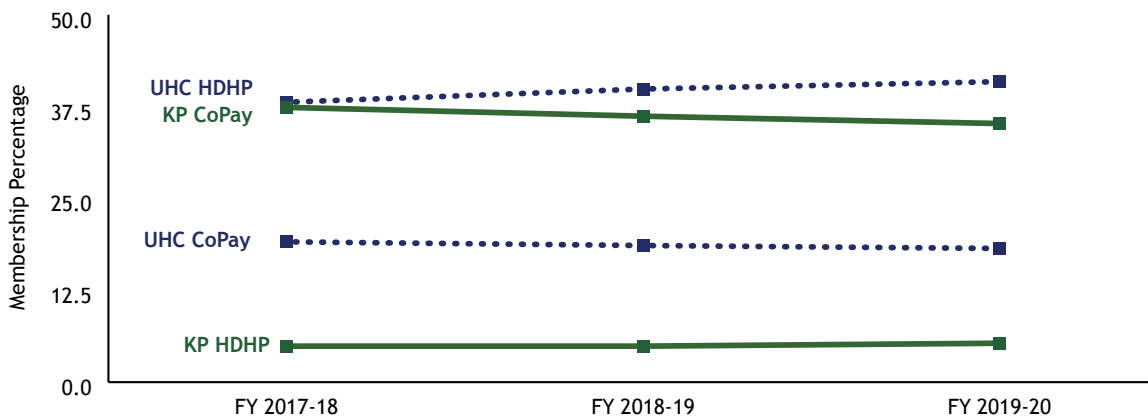
• Based on data from 7/1/19 - 6/30/20

# 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 2019-20 changed from the previous two years, as shown in Figure 13. Of the two high deductible health plans, UHC has more participation, and of the two copayment plans, KP has more participation.

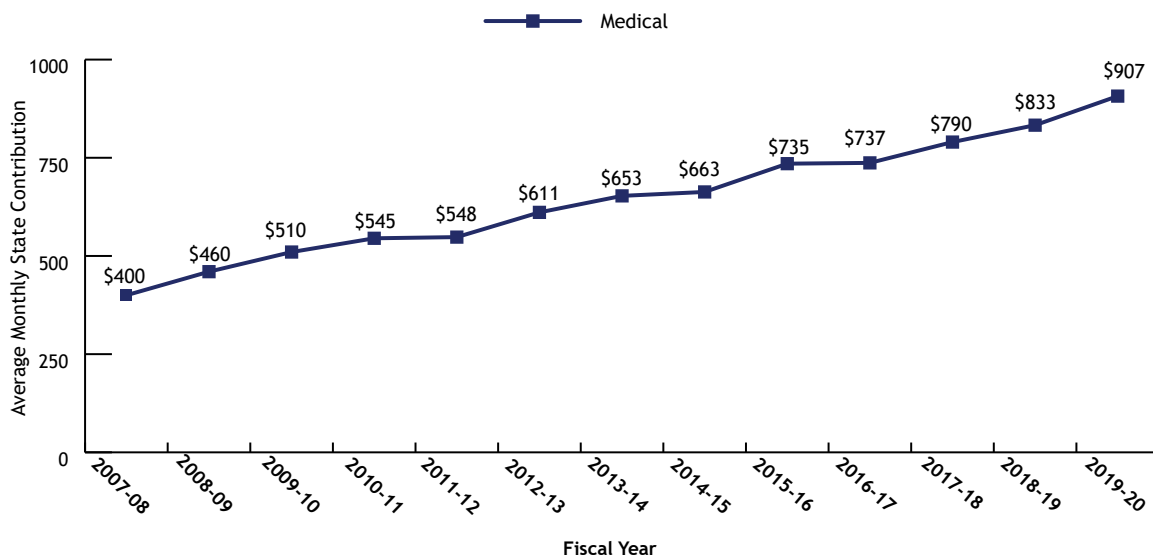
The most popular plan is UHC HDHP, with 12,970 members, a 40.9% employee membership rate. The second most popular plan is KP Health Maintenance Organization (HMO) copayment plan, with 11,139 members, a 35.2% employee membership rate.

**Figure 13. Health Plan Membership Trend FY 2017-18 to FY 2019-20**



- Percentages do not equal 100% due to the exclusion of COBRA

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



- Based on 6/30/20 data

Table 12. Medical Plan Participation by Department

Department	# of Enrolled Employees	Kaiser Copay	%	Kaiser HDHP	%	UHC Copay	%	UHC HDHP	%
Agriculture	267	69	25.8%	15	5.6%	50	18.7%	132	49.4%
Corrections	5,402	2,269	42.0%	218	4.0%	1,067	19.8%	1,835	34.0%
Education	583	230	39.5%	51	8.7%	82	14.1%	216	37.0%
General Assembly	314	75	23.9%	28	8.9%	61	19.4%	149	47.5%
Governor's Office	1,028	346	33.7%	69	6.7%	166	16.1%	434	42.2%
Health Care Policy & Financing	528	189	35.8%	40	7.6%	81	15.3%	215	40.7%
Higher Education	3,728	1,035	27.8%	176	4.7%	699	18.8%	1,804	48.4%
Human Services	4,441	2,116	47.6%	242	5.4%	690	15.5%	1,376	31.0%
Judicial Branch	4,217	1,393	33.0%	197	4.7%	762	18.1%	1,847	43.8%
Labor & Employment	1,100	440	40.0%	62	5.6%	205	18.6%	389	35.4%
Law	443	117	26.4%	39	8.8%	68	15.3%	216	48.8%
Local Affairs	165	54	32.7%	14	8.5%	25	15.2%	72	43.6%
Military & Veterans Affairs	122	47	38.5%	16	13.1%	17	13.9%	42	34.4%
Natural Resources	1,385	239	17.3%	50	3.6%	240	17.3%	852	61.5%
Personnel & Administration	336	120	35.7%	32	9.5%	50	14.9%	131	39.0%
Public Health & Environment	1,291	437	33.8%	107	8.3%	189	14.6%	548	42.4%
Public Safety	1,628	480	29.5%	79	4.9%	320	19.7%	746	45.8%
Regulatory Agencies	501	202	40.3%	21	4.2%	103	20.6%	173	34.5%
Revenue	1,306	521	39.9%	67	5.1%	244	18.7%	467	35.8%
Secretary of State	124	42	33.9%	7	5.6%	27	21.8%	47	37.9%
Transportation	2,741	712	26.0%	132	4.8%	620	22.6%	1,267	46.2%
Treasury	28	6	21.4%	2	7.1%	8	28.6%	12	42.9%
<b>Statewide Totals:</b>	<b>31,678</b>	<b>11,139</b>	<b>35.2%</b>	<b>1,664</b>	<b>5.3%</b>	<b>5,774</b>	<b>18.2%</b>	<b>12,970</b>	<b>40.9%</b>

- As of 6/30/20. 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 2019-20, 131 (0.41%) employees are in COBRA. KP-HMO: 36 or (0.1%) employees; KP-HDHP: 7 or (0.02%) employees; UHC-PLUS: 35 or (0.1%) employees; UHC-HDHP: 53 or (0.2%) employees.

**Table 13. Dental Plan Participation by Department**

The State of Colorado offers two comprehensive, high-quality dental plan options from Delta Dental. Both the Delta Basic and Delta Plus plans pay 100% for preventive care when state employees use in-network dental providers.

Department	# of Enrolled Employees	Delta Basic	%	Delta Plus	%
Agriculture	269	154	57.2%	114	42.4%
Corrections	5,544	2,218	40.0%	3,311	59.7%
Education	591	306	51.8%	282	47.7%
General Assembly	318	190	59.7%	125	39.3%
Governor's Office	1,063	496	46.7%	559	52.6%
Health Care Policy & Financing	545	302	55.4%	241	44.2%
Higher Education	3,776	1,900	50.3%	1,861	49.3%
Human Services	4,561	2,091	45.8%	2,453	53.8%
Judicial Branch	4,292	2,344	54.6%	1,928	44.9%
Labor & Employment	1,132	532	47.0%	596	52.7%
Law	450	281	62.4%	165	36.7%
Local Affairs	164	100	61.0%	63	38.4%
Military & Veterans Affairs	142	75	52.8%	67	47.2%
Natural Resources	1,390	816	58.7%	573	41.2%
Personnel & Administration	333	156	46.8%	175	52.6%
Public Health & Environment	1,314	730	55.6%	576	43.8%
Public Safety	1,660	811	48.9%	845	50.9%
Regulatory Agencies	503	251	49.9%	250	49.7%
Revenue	1,374	704	51.2%	664	48.3%
Secretary of State	127	60	47.2%	66	52.0%
Transportation	2,772	1,280	46.2%	1,485	53.6%
Treasury	30	15	50.0%	15	50.0%
<b>Statewide Totals:</b>	<b>32,350</b>	<b>15,812</b>	<b>48.9%</b>	<b>16,414</b>	<b>50.7%</b>

• As of 6/30/20. 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 2019-20, 124 (0.4%) employees are in COBRA. Dental Basic: 43 or (0.1%) employees; Dental Basic Plus: 81 or (0.3%) employees.

# EMPLOYEE HEALTH AND ENGAGEMENT

The State of Colorado values employee health and wellbeing. In FY 2019-20, the State prioritized preventative care for employees. There was an increase in utilization of preventative services, including flu shots and cancer screenings. In the FY 2019-20 plan year the State of Colorado partnered with Grand Rounds, a free health benefit for UnitedHealthcare members that offers second opinion services and works with world-class medical experts to treat complex medical conditions.

► Visit [dhr.colorado.gov/state-employees/state-of-colorado-employee-benefits](https://dhr.colorado.gov/state-employees/state-of-colorado-employee-benefits) for more information.

**Table 14. FY 2019-20 Employee Health and Engagement**

Health Focus Area	Measurement
Cancer Screenings (Employees receiving appropriate screenings)	<ul style="list-style-type: none"> <li>• 76% of Kaiser Permanente Employees</li> <li>• 61% Of UnitedHealthcare Employees</li> </ul>
Flu Shot	<ul style="list-style-type: none"> <li>• 38.1% of Kaiser Permanente Employees</li> <li>• 75.5% Of UnitedHealthcare Employees</li> </ul>
Grand Rounds Program	<ul style="list-style-type: none"> <li>• 1,867 activated accounts</li> <li>• 124 total completed cases in year one including Expert Opinions, Concierge Referrals and Treatment Decision Support</li> </ul>
Paladina	<ul style="list-style-type: none"> <li>• 7,283 UnitedHealthcare Employees enrolled</li> </ul>

• Data taken from UnitedHealthcare and Kaiser Permanente FY 2019-20 claims received, Grand Rounds Program Results Summary, and Paladina enrollment numbers as of 6/30/2020.





## 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 and 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 2020. 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 2019-20. 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, 2019, through June 30, 2020, 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.

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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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# State of Colorado Workforce Report

FY 2019-2020

Issued by the Department of Personnel & Administration,  
Division of Human Resources



**COLORADO**  
Division of Human Resources  
Department of Personnel & Administration