

State of Colorado Workforce Report

FY 2020-2021

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





COLORADO
Department of Personnel
& Administration

Tobin Follenweider

Interim State Personnel Director & Executive Director
Department of Personnel & Administration

Lynne Steketee

State Chief Human Resources Officer
Department of Personnel & Administration



ABOUT THE REPORT

The Fiscal Year (FY) 2020-21 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, 2020, to June 30, 2021. 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, and the Judicial Branch.



TABLE OF CONTENTS

- **Workforce Overview** 3
 - Classified & Non-Classified System 3
- **Classified Employees Overview** 4
 - Workforce Trend 4
 - Regional Distribution 5
 - Occupational Groups 6
 - Employee Snapshot by Department 8
 - Employee Status by Department 9
 - Age Distribution 14
 - Age Distribution by Department 15
 - Salary 16
 - Salary Range Distribution by Department 17
 - Overall Demographics 18
 - New Hires 20
 - New Hires by Occupational Group & Race/Ethnic Group 21
 - Years of Service 23
 - Retirement Eligibility 24
 - Workforce Turnover 25
 - Turnover Rate 26
 - Health Plan Membership 27
 - Employee Health and Engagement 31
- **General Assumptions** 32



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, 2021, the State employed 99,222 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 2020-21 Classified Workforce at a Glance

	28,491	Number of Employees
	45.6	Average Age
	\$61,882	Average Annual Salary
	9.5	Average Years of Service

Workforce Trend

Table 1. State of Colorado Classified Workforce Trends (FY 2017-18 through FY 2020-21)

Measure	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	% Change
Permanent, Classified Employees	31,092	29,180	28,735	28,611	29,112	28,491	-2.13%
Average Age	46.7	46.2	45.9	45.8	45.7	45.6	-0.05%
Median Age	47.3	46.7	46.5	46.1	45.8	45.7	-0.26%
Average Length of Service	10.0	9.7	9.7	9.6	9.5	9.5	-0.15%
Median Length of Service	8.3	7.8	7.5	7.1	6.8	6.8	-0.22%
Average Salary	\$54,122	\$55,398	\$57,270	\$59,104	\$61,640	\$61,882	0.39%
Median Salary	\$49,214	\$50,286	\$51,876	\$53,436	\$56,388	\$56,544	0.28%
Eligible to Retire Within One Year	20.7%	19.6%	19.5%	19.6%	19.2%	18.9%	-1.73%
Eligible to Retire Within Five Years	36.4%	34.6%	34.3%	34.0%	33.7%	33.2%	-1.33%
Turnover	11.8%	14.4%	14.7%	15.5%	13.9%	15.1%	8.29%

- All statistics based on June of stated fiscal year, except for “Turnover” which is based on entire fiscal year.
- FY 2017-18 through FY 2020-21 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.

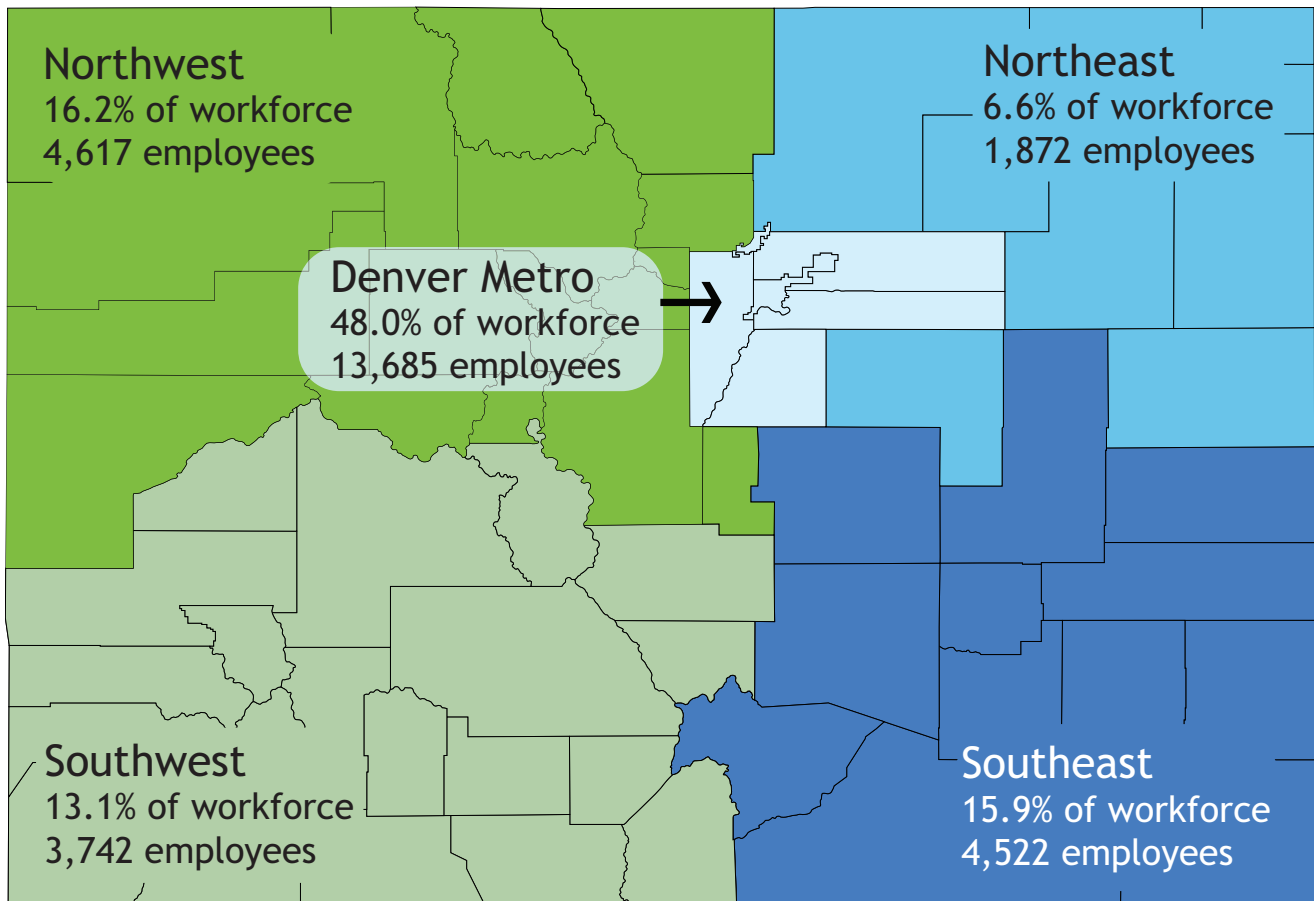
REGIONAL DISTRIBUTION

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 13,685 employees, or 48.0% of the workforce. About 14,806 employees work in Colorado’s other regions. The northwest region is home to 16.2% 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 29.0% of the workforce.



Figure 2. FY 2020-21 Classified Employee Distribution by Region

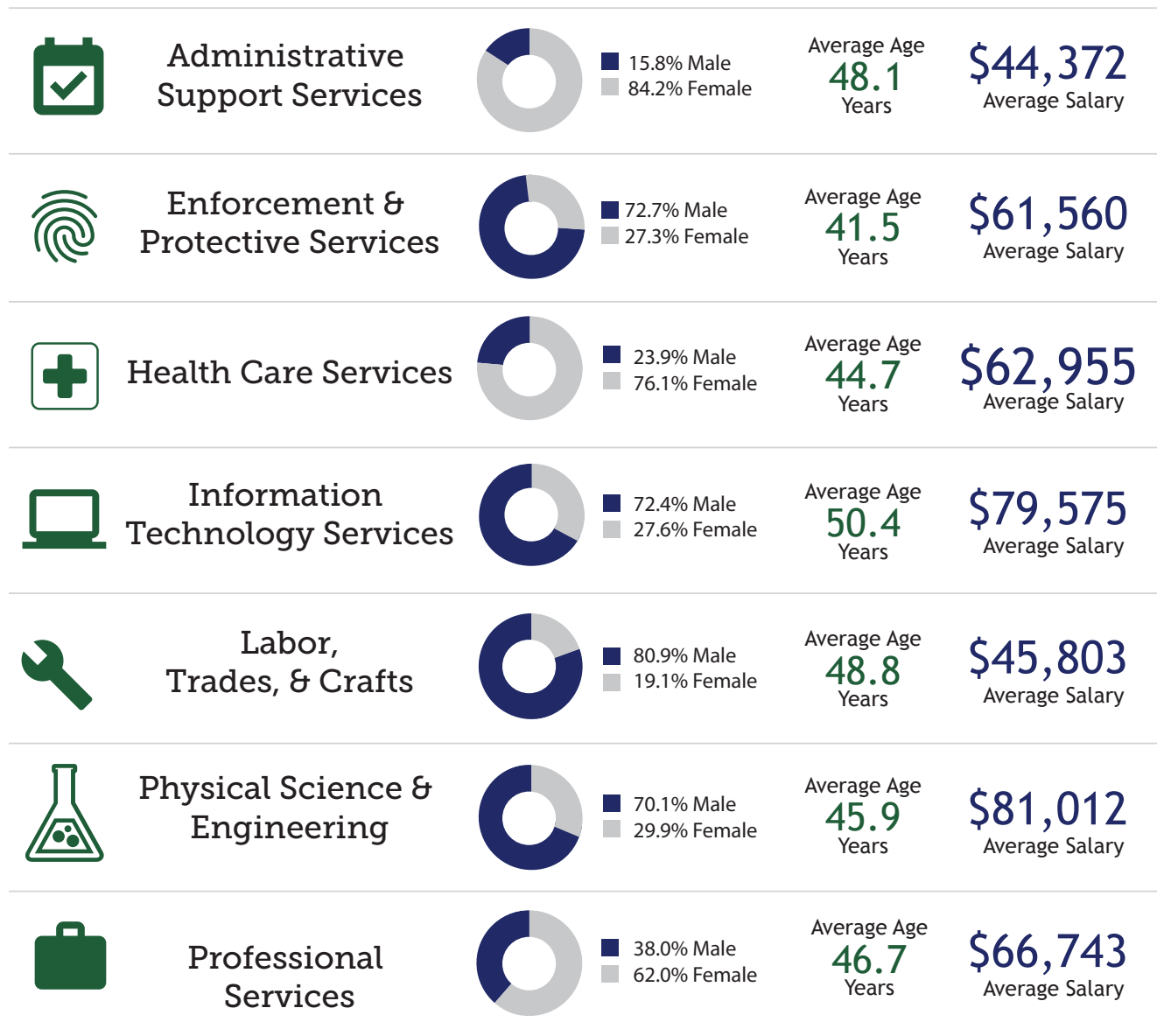


- Figure 2 includes 53 employees in regions other than those noted above, for approximately 0.2% of the workforce.
- Based on data from 6/30/2021
- Based on the physical work location in the workforce database

OCCUPATIONAL GROUPS

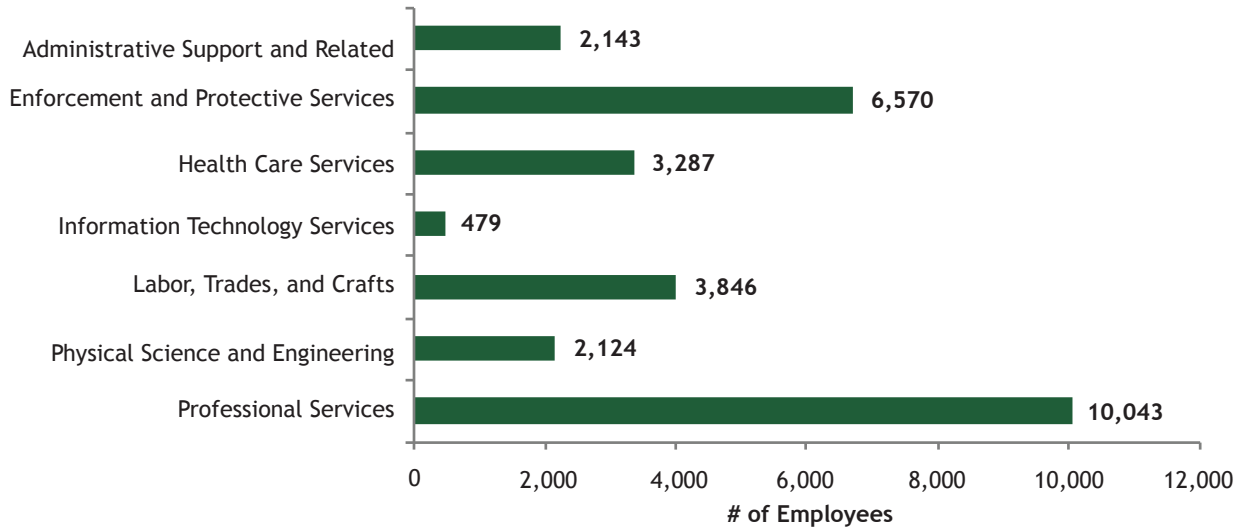
The State of Colorado offers more than 600 job classifications. Each of these classifications is categorized into one of seven occupational groups. State Patrol Troopers are part of the Enforcement and Protective Services occupational group.

Figure 3. FY 2020-21 State of Colorado Occupational Groups Overview



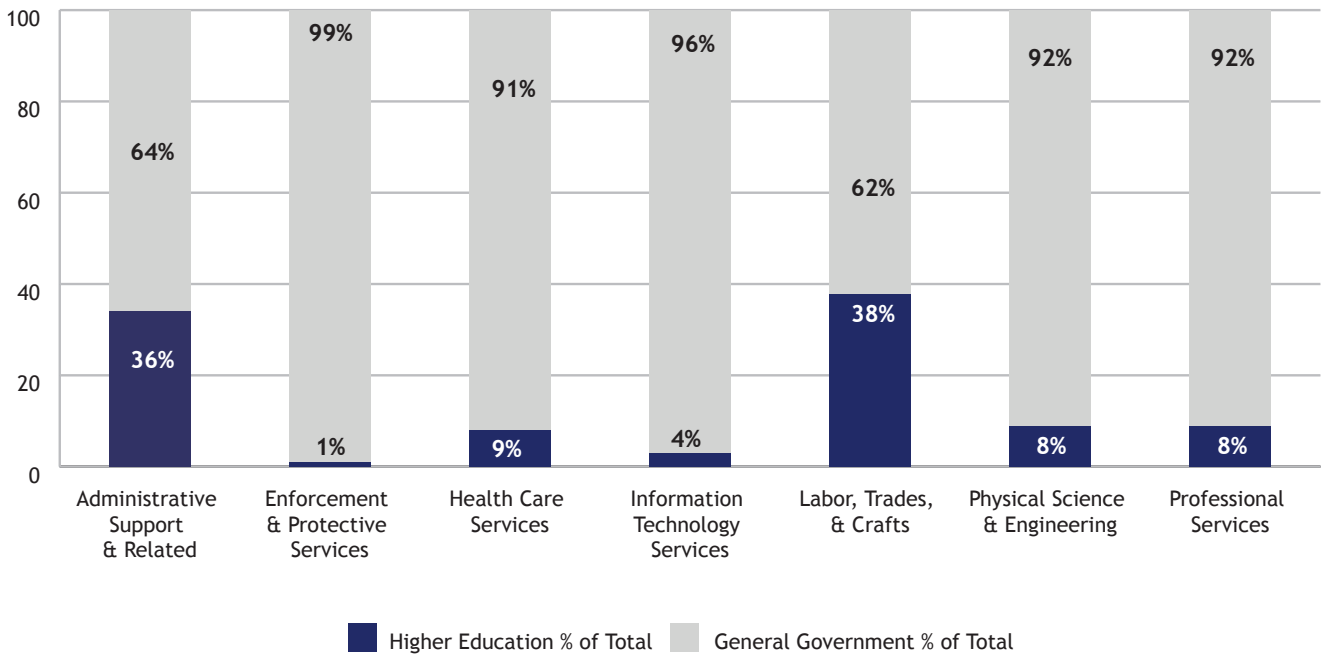
• Based on 6/30/21 data

Figure 4. FY 2020-21 Number of Classified Employees by Occupational Group



- Based on data from 6/30/2021
- Figure 4 includes one employee working within two occupational groups in June 2021.

Figure 5. FY 2020-21 Occupational Groups by Classified General Government and Higher Education Employees



- Based on 6/30/21 data
- Specific to this table, 'General Government' includes only classified employees from Executive and Legislative Branches.

Employee Snapshot by Department

Table 2. FY 2020-21 Classified Employee June Snapshot 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	292	9.8	47.7	\$4,930	70	24.0%
Corrections	6,001	8.9	43.2	\$4,937	877	14.6%
Education	145	8.7	46.3	\$4,421	26	17.9%
General Assembly	68	7.8	40.1	\$6,689	6	8.8%
Governor's Office (OIT)	471	11.9	50.5	\$6,416	150	31.8%
Health Care Policy & Financing	594	6.6	42.8	\$6,020	50	8.4%
Higher Education	3,514	12.3	48.9	\$3,912	1,116	31.8%
Human Services	4,956	8.7	44.6	\$4,922	791	16.0%
Labor & Employment	1,493	9.0	46.9	\$4,867	333	22.3%
Law	201	8.3	47.5	\$5,911	38	18.9%
Local Affairs	192	6.8	45.9	\$5,731	29	15.1%
Military & Veterans Affairs	172	7.9	51.3	\$4,754	37	21.5%
Natural Resources	1,461	11.3	45.4	\$5,974	272	18.6%
Personnel & Administration	349	10.5	47.7	\$5,578	70	20.1%
Public Health & Environment	1,638	7.7	43.4	\$6,205	220	13.4%
Public Safety	1,768	10.5	43.4	\$6,364	242	13.7%
Regulatory Agencies	561	9.6	49.9	\$6,048	148	26.4%
Revenue	1,497	8.1	47.7	\$4,853	282	18.8%
Secretary of State	131	9.3	46.6	\$6,314	25	19.1%
Transportation	2,957	9.7	47.5	\$5,382	581	19.6%
Treasury	30	8.0	50.7	\$5,421	10	33.3%
Statewide Totals:	28,491	9.5	45.6	\$5,157	5,373	18.9%

- Based on 6/30/21 data
- Note: The Governor's Office of Information Technology (OIT) is the only agency with permanent classified employees within the Governor's Office.

Employee Status by Department

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

Table 3. Statewide FY 2020-21 Average Active Classified Employees by Employee Status

Department	Full-Time	Part-Time	Total	% Of Classified
Agriculture	273.8	20.1	293.8	1.02%
Department of Agriculture	273.8	20.1	293.8	1.02%
Corrections	6,086.6	22.2	6,108.8	21.18%
Canteen	32.6	-	32.6	0.11%
Correctional Industries	120.0	0.5	120.5	0.42%
Corrections Administration	5,934.0	21.7	5,955.7	20.65%
Education	146.2	3.7	149.8	0.52%
Department of Education	62.9	2.6	65.5	0.23%
School for the Deaf and Blind	83.3	1.1	84.3	0.29%
General Assembly	64.6	4.3	68.8	0.24%
General Assembly	64.6	4.3	68.8	0.24%
Governor’s Office (OIT)	475.5	6.2	481.7	1.67%
Office of Information Technology	475.5	6.2	481.7	1.67%
Health Care Policy & Financing	586.1	5.9	592.0	2.05%
Department of Health Care Policy & Financing	586.1	5.9	592.0	2.05%
Human Services	4,712.7	372.6	5,085.3	17.63%
Colorado Mental Health Institute—Fort Logan	277.1	61.7	338.8	1.17%
Colorado Mental Health Institute—Pueblo	1,051.7	111.3	1,163.0	4.03%
Department of Human Services	1,117.3	15.9	1,133.2	3.93%
Division of Youth Corrections	1,172.7	28.9	1,201.6	4.17%
Fitzsimons State Nursing Home	164.6	77.7	242.3	0.84%
Grand Junction Regional Center	206.2	11.8	218.0	0.76%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
Pueblo Regional Center	149.9	1.6	151.5	0.53%
Ridge Regional Center	317.1	10.8	327.9	1.14%
State Veterans Center at Homelake	75.8	2.6	78.3	0.27%
Veterans Nursing Home at Florence	116.2	8.2	124.3	0.43%
Veterans Nursing Home at Rifle	64.3	42.1	106.4	0.37%
Institutions of Higher Education *	3,331.1	322.4	3,653.7	12.67%
Arapahoe Community College	81.0	-	81.0	0.28%
Colorado Community College System	31.4	-	31.4	0.11%
Colorado State University	1,580.8	205.8	1,786.7	6.19%
Community College of Aurora	52.8	-	52.8	0.18%
Community College of Denver	21.7	-	21.7	0.08%
Front Range Community College	138.9	-	138.9	0.48%
Lamar Community College	11.5	-	11.5	0.04%
Morgan Community College	9.0	-	9.0	0.03%
Northeastern Junior College	28.7	0.5	29.2	0.10%
Northwestern Community College	11.8	-	11.8	0.04%
Otero Junior College	20.0	-	20.0	0.07%
Pikes Peak Community College	157.6	-	157.6	0.55%
Pueblo Community College	63.3	-	63.3	0.22%
Red Rocks Community College	68.7	-	68.7	0.24%
Trinidad State Junior College	12.1	-	12.1	0.04%
University of Colorado—Boulder	677.3	76.1	753.4	2.61%
University of Colorado—Colorado Springs	91.9	11.5	103.4	0.36%
University of Colorado—Denver	220.7	25.7	246.3	0.85%
University of Colorado—Denver (Downtown)	47.3	2.8	50.1	0.17%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
University of Colorado—System Offices	5.0	-	5.0	0.02%
Labor & Employment	1,190.8	221.2	1,412.0	4.90%
Department of Labor & Employment	1,190.8	221.2	1,412.0	4.90%
Law	190.5	7.7	198.2	0.69%
Department of Law	190.5	7.7	198.2	0.69%
Local Affairs	184.4	2.3	186.7	0.65%
Department of Local Affairs	184.4	2.3	186.7	0.65%
Military & Veterans Affairs	171.3	5.3	176.5	0.61%
Military Affairs	156.8	5.3	162.0	0.56%
Veterans Affairs	14.5	-	14.5	0.05%
Natural Resources	1,417.6	55.6	1,473.2	5.11%
Board of Land Commissioners	41.8	1.3	43.2	0.15%
Division of Reclamation, Mining, and Safety	52.4	1.0	53.4	0.19%
Division of Water Resources	209.2	39.7	248.8	0.86%
Executive Director’s Office	42.9	5.1	48.0	0.17%
Oil & Gas Conservation Commission	122.7	0.8	123.4	0.43%
Parks & Wildlife	902.7	7.8	910.4	3.16%
Water Conservation Board	45.9	-	45.9	0.16%
Personnel & Administration	343.8	13.4	357.2	1.24%
Department of Personnel & Administration	343.8	13.4	357.2	1.24%
Public Health & Environment	1,468.9	56.0	1,524.9	5.29%
Department of Public Health & Environment	1,468.9	56.0	1,524.9	5.29%
Public Safety	1,795.2	30.7	1,825.8	6.33%
Department of Public Safety	1,795.2	30.7	1,825.8	6.33%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
Regulatory Agencies	551.0	8.3	559.3	1.94%
Accountancy Board	2.0	-	2.0	0.01%
Barbers & Cosmetologists Board	3.6	-	3.6	0.01%
Civil Rights Division	32.5	-	32.5	0.11%
Complaints & Investigations	0.6	-	0.6	0.00%
Dental Board	2.8	-	2.8	0.01%
Director of Registrations	95.5	0.3	95.8	0.33%
Division of Banking	35.3	-	35.3	0.12%
Division of Financial Services	12.6	-	12.6	0.04%
Division of Insurance	84.5	0.9	85.4	0.30%
Division of Real Estate	46.7	2.3	48.9	0.17%
Division of Securities	26.1	-	26.1	0.09%
DORA - Executive Director	26.7	1.0	27.7	0.10%
Electrical Board	36.4	-	36.4	0.13%
Engineers & Land Surveyors Board	4.1	-	4.1	0.01%
Massage Therapists	3.3	-	3.3	0.01%
Medical Examiners Board	5.6	1.0	6.6	0.02%
Mental Health Boards	5.3	-	5.3	0.02%
Nursing Board	9.8	1.0	10.8	0.04%
Nursing Home Administrators Board	1.0	-	1.0	0.00%
Office of Consumer Counsel	7.0	-	7.0	0.02%
Optometric Board	1.0	-	1.0	0.00%
Outfitters Board	0.7	-	0.7	0.00%
Passenger Tramway Safety Board	1.0	-	1.0	0.00%
Pharmacy Board	7.6	-	7.6	0.03%

Table 3, cont.

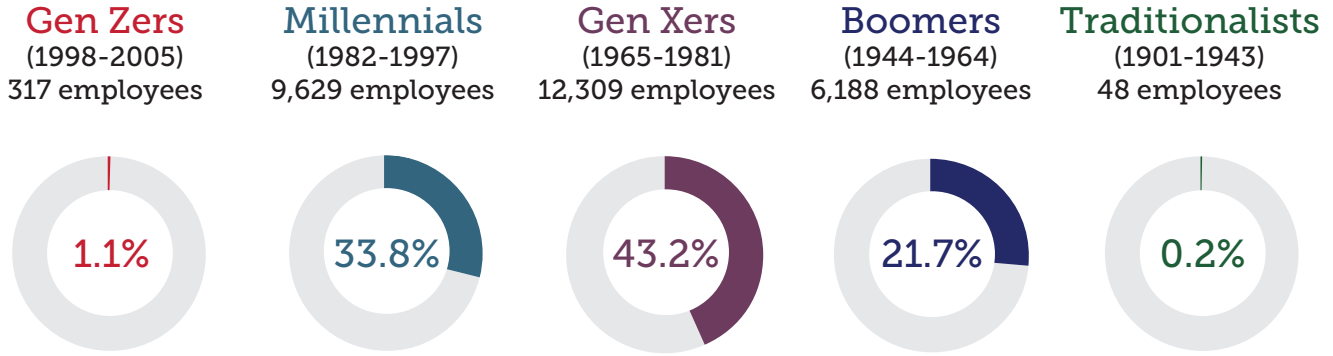
Department	Full-Time	Part-Time	Total	% Of Classified
Physical Therapy Board	1.0	-	1.0	0.00%
Plumbers Board	12.8	-	12.8	0.04%
Public Utilities Commission	85.0	1.8	86.8	0.30%
Division of Conservation Easements	0.7	-	0.7	0.00%
Revenue	1,461.3	43.5	1,504.8	5.22%
Administration	1,283.5	38.7	1,322.2	4.58%
Gaming Division	85.8	0.8	86.5	0.30%
State Lottery Division	92.0	4.1	96.1	0.33%
Secretary of State	132.5	-	132.5	0.46%
Department of State	132.5	-	132.5	0.46%
State Historical Society	4.9	-	4.9	0.02%
State Historical Society	4.9	-	4.9	0.02%
Transportation	3,024.6	-	3,024.6	10.49%
Department of Transportation	3,024.6	-	3,024.6	10.49%
Treasury	28.1	0.2	28.3	0.10%
Department of Treasury	28.1	0.2	28.3	0.10%
Grand Total	27,641.3	1,201.2	28,842.5	100.00%

- Based on data from 7/1/20 - 6/30/21
- Table 3 represents percentage of total classified workforce. For example, the Department of Treasury is 0.10% of the total classified workforce.
- * Not all Institutions of Higher Education are included due to incomplete data.



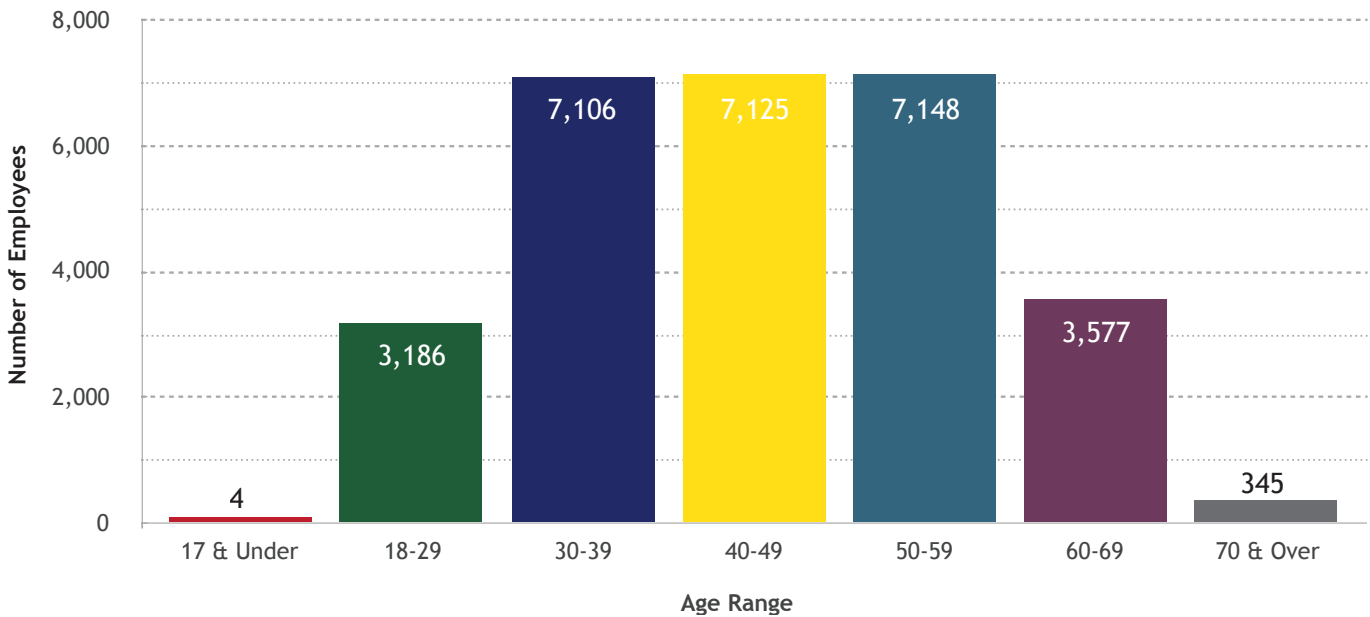
AGE DISTRIBUTION

Figure 6. FY 2020-21 Classified Employee Age Distribution by Generation



• Based on 6/30/2021 data

Figure 7. FY 2020-21 Classified Employee Distribution by Age



• Based on 6/30/2021 data

Age Distribution by Department

Table 4. Age Distribution for Active Classified Employees by Department FY 2020-21

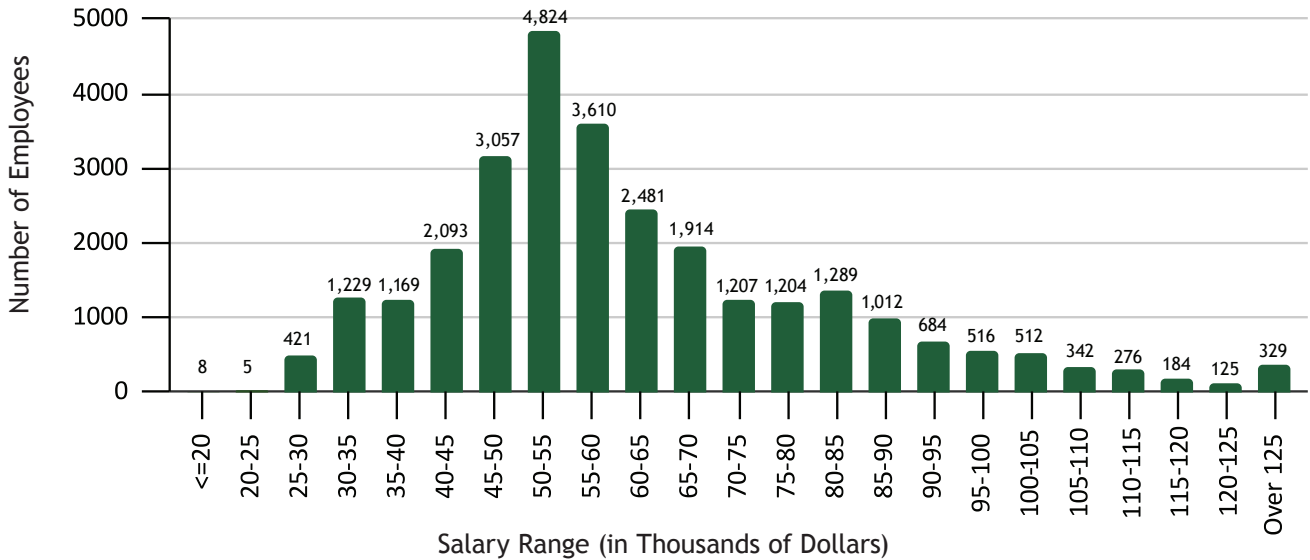
Department	17 & Under	18–29	30–39	40–49	50–59	60–69	70+	Total	Average Age
Agriculture	0	24	70	68	75	48	7	292	47.7
Corrections	0	981	1,626	1,436	1,396	530	32	6,001	43.2
Education	0	13	38	31	40	22	1	145	46.3
General Assembly	0	12	24	21	5	6	0	68	40.1
Governor’s Office (OIT)	0	23	75	107	155	103	8	471	50.5
Health Care Policy & Financing	0	62	216	167	94	49	6	594	42.8
Higher Education	0	328	690	696	976	727	97	3,514	48.9
Human Services	2	611	1,323	1,258	1,211	511	40	4,956	44.6
Labor & Employment	2	135	385	336	359	240	36	1,493	46.9
Law	0	17	40	57	52	35	0	201	47.5
Local Affairs	0	14	55	51	43	28	1	192	45.9
Military & Veterans Affairs	0	5	24	43	60	35	5	172	51.3
Natural Resources	0	123	390	422	351	163	12	1,461	45.4
Personnel & Administration	0	16	78	108	99	45	3	349	47.7
Public Health & Environment	0	221	507	422	301	171	16	1,638	43.4
Public Safety	0	214	520	525	376	122	11	1,768	43.4
Regulatory Agencies	0	17	115	142	168	99	20	561	49.9
Revenue	0	109	330	380	441	218	19	1,497	47.7
Secretary of State	0	13	27	33	37	20	1	131	46.6
Transportation	0	248	565	815	902	399	28	2,957	47.5
Treasury	0	0	8	7	7	6	2	30	50.7
Statewide Total:	4	3,186	7,106	7,125	7,148	3,577	345	28,491	45.6

• Based on 6/30/2021 data

SALARY

\$ **\$61,882** State of Colorado Average Salary

Figure 8. FY 2020-21 Distribution of Salary Range for Active Classified Employees



• Based on 6/30/2021 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	10.6%	55.5%	19.2%	8.6%	6.2%	292
Corrections	1.7%	66.3%	24.9%	5.3%	1.8%	6,001
Education	26.2%	45.5%	19.3%	7.6%	1.4%	145
General Assembly	0.0%	30.9%	27.9%	14.7%	26.5%	68
Governor's Office (OIT)	0.0%	22.5%	32.5%	33.5%	11.5%	471
Health Care Policy & Financing	0.5%	37.2%	31.3%	19.9%	11.1%	594
Higher Education	33.8%	51.8%	12.0%	1.7%	0.7%	3,514
Human Services	16.0%	45.6%	20.5%	13.7%	4.2%	4,956
Labor & Employment	3.5%	62.4%	22.7%	8.4%	2.9%	1,493
Law	0.0%	26.9%	43.8%	22.9%	6.5%	201
Local Affairs	0.5%	43.2%	31.8%	16.7%	7.8%	192
Military & Veterans Affairs	18.6%	50.0%	21.5%	4.7%	5.2%	172
Natural Resources	1.3%	34.3%	34.5%	18.8%	11.2%	1,461
Personnel & Administration	16.9%	30.9%	21.2%	15.8%	15.2%	349
Public Health & Environment	1.7%	23.4%	42.8%	18.6%	13.6%	1,638
Public Safety	1.8%	28.5%	16.3%	36.4%	17.1%	1,768
Regulatory Agencies	1.2%	34.9%	31.7%	18.0%	14.1%	561
Revenue	20.4%	40.1%	25.4%	8.6%	5.5%	1,497
Secretary of State	0.0%	33.6%	29.0%	22.1%	15.3%	131
Transportation	4.7%	48.8%	25.0%	12.4%	9.1%	2,957
Treasury	16.7%	36.7%	13.3%	20.0%	13.3%	30
Statewide Total:	9.9%	47.7%	23.9%	12.3%	6.2%	28,491

- Based on 6/30/21 data
- Table 5 was calculated using total head count. See assumption 3 on page 32 for salary explanation.

Overall Demographics

Table 6. FY 2020-21 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	\$45,047	15.0%	49.5	\$43,887	19.5%	47.0	\$43,866	12.1%
Enforcement & Protective Services	42.5	\$64,017	73.9%	40.6	\$55,423	70.9%	39.8	\$57,565	70.6%
Health Care Services	45.8	\$68,163	22.2%	47.8	\$55,232	34.4%	42.7	\$57,454	25.3%
Information Technology Services	51.1	\$80,240	75.4%	51.7	\$76,171	74.3%	47.2	\$69,361	55.8%
Labor, Trades, & Crafts	49.2	\$49,623	90.0%	50.8	\$39,580	73.5%	48.5	\$43,247	74.9%
Physical Science & Engineering	46.1	\$82,677	69.6%	45.3	\$77,692	57.9%	43.2	\$73,417	76.4%
Professional Services	47.1	\$69,191	41.5%	46.9	\$64,063	33.5%	45.2	\$61,412	29.9%
Statewide Total:	46.2	\$65,743	53.6%	45.6	\$57,505	49.0%	43.8	\$56,138	48.6%

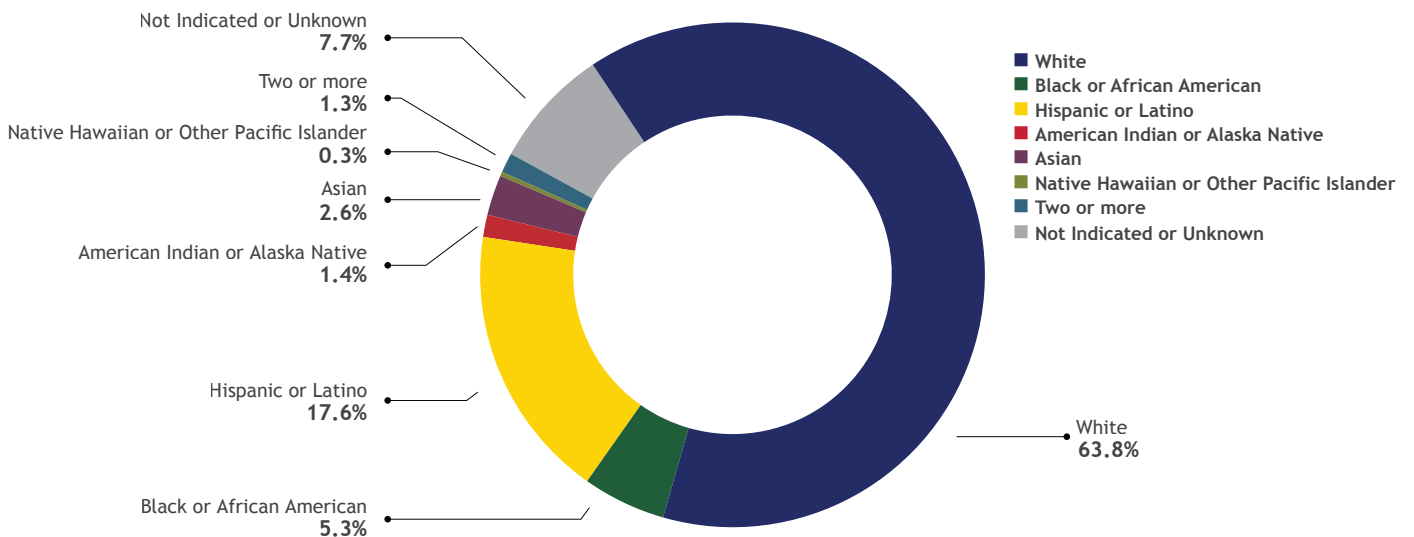
Occupational Group	American Indian or Alaska Native			Asian			Native Hawaiian or Other Pacific Islander		
	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males
Administrative Support & Related	44.5	\$42,814	12.5%	44.4	\$43,144	25.0%	39.5	\$42,466	42.9%
Enforcement & Protective Services	37.3	\$55,942	69.6%	40.8	\$60,629	69.9%	41.6	\$57,738	73.9%
Health Care Services	46.2	\$63,305	35.7%	43.0	\$64,612	25.4%	38.9	\$44,707	40.0%
Information Technology Services	44.8	\$80,151	71.4%	49.1	\$89,295	65.1%	60.0	\$76,380	100.0%
Labor, Trades, & Crafts	50.1	\$45,616	72.4%	49.9	\$33,493	50.0%	50.5	\$42,578	62.5%
Physical Science & Engineering	48.3	\$70,970	63.2%	43.4	\$84,446	56.1%	49.3	\$83,834	50.0%
Professional Services	42.5	\$60,248	41.3%	42.3	\$65,839	29.2%	45.8	\$68,734	32.0%
Statewide Total:	41.8	\$57,651	53.8%	43.3	\$64,643	39.3%	44.1	\$58,883	51.3%

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	42.4	\$42,546	29.4%	46.1	\$43,343	19.1%	48.1	\$44,372	15.8%
Enforcement & Protective Services	35.3	\$55,302	63.8%	38.3	\$65,984	78.3%	41.5	\$61,560	72.7%
Health Care Services	39.4	\$60,356	20.3%	40.1	\$44,501	16.9%	44.7	\$62,955	23.9%
Information Technology Services	41.0	\$81,803	100.0%	NA	NA	NA	50.4	\$79,575	72.4%
Labor, Trades, & Crafts	42.4	\$44,536	86.7%	47.9	\$41,570	70.4%	48.8	\$45,803	80.9%
Physical Science & Engineering	38.7	\$74,777	41.7%	48.4	\$68,258	88.9%	45.9	\$81,012	70.1%
Professional Services	41.8	\$61,596	31.1%	51.0	\$54,303	24.7%	46.7	\$66,743	38.0%
Statewide Total:	40.5	\$59,297	39.4%	47.4	\$46,504	47.3%	45.6	\$61,882	51.5%

- Based on 6/30/21 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 49.4 and the average salary is \$45,047, etc.

Figure 9. FY 2020-21 Classified Employees Distribution by Race/Ethnic Group



NEW HIRES

FY 2020-21 New Hires Key Findings





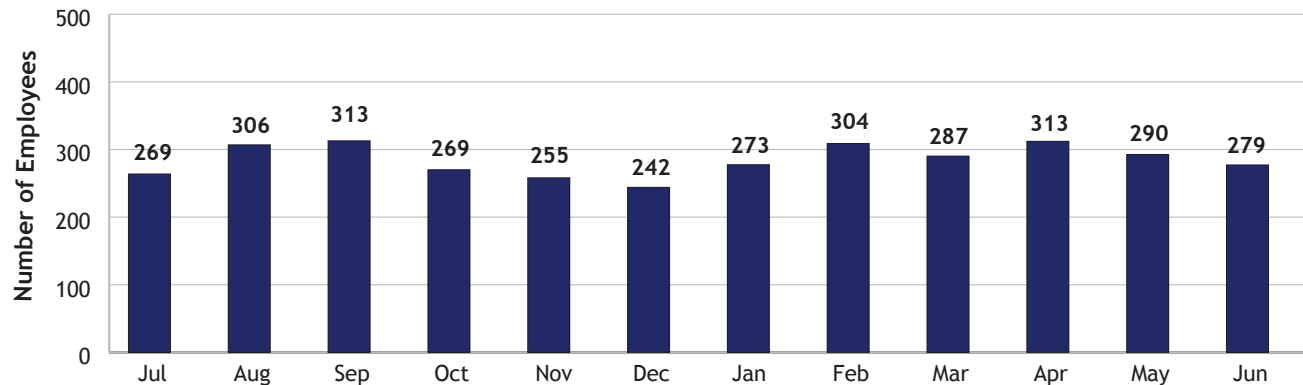
-  **3,400** Total new hires
-  **313** Most new hires in a month (September 2020)
-  **37.1** Statewide new hire average age
-  **\$52,422** Average salary

Table 7. FY 2020-21 Average Classified New Hires

Occupational Group	Avg. Age	Avg. Salary
Administrative Support & Related	39.4	\$39,727
Enforcement & Protective Services	32.7	\$51,133
Health Care Services	36.6	\$59,003
Information Technology Services	41.9	\$63,536
Labor, Trades, & Crafts	39.9	\$38,527
Physical Science & Engineering	34.4	\$67,940
Professional Services	39.5	\$55,471
Statewide Total:	37.1	\$52,422

• Based on data from 7/1/20 - 6/30/21

Figure 10. FY 2020-21 Classified New Hires by Month of Hire



• Based on data from 7/1/20 - 6/30/21

New Hires by Occupational Group and Race/Ethnic Group

Table 8. FY 2020-21 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	42.0	\$40,003	14.2%	33.9	\$36,710	16.7%	35.0	\$39,364	9.5%
Enforcement & Protective Services	33.5	\$51,704	65.9%	32.9	\$49,659	66.7%	30.9	\$50,842	65.1%
Health Care Services	37.8	\$62,138	21.5%	39.1	\$57,158	22.7%	33.8	\$52,780	24.0%
Information Technology Services	43.7	\$66,297	69.6%	43.3	\$55,575	75.0%	35.4	\$56,555	66.7%
Labor, Trades, & Crafts	40.6	\$40,332	86.9%	41.3	\$34,279	61.9%	37.4	\$35,757	76.8%
Physical Science & Engineering	35.0	\$68,954	52.5%	30.6	\$63,966	33.3%	31.9	\$62,894	53.8%
Professional Services	40.1	\$56,863	39.4%	38.2	\$52,215	29.0%	38.7	\$51,410	32.5%
Statewide Total:	38.2	\$54,456	47.8%	35.9	\$50,272	47.3%	34.6	\$48,475	48.4%
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	34.2	\$38,790	14.3%	40.6	\$38,970	16.7%	39.0	\$34,752	0.0%
Enforcement & Protective Services	31.9	\$51,402	73.2%	32.5	\$50,910	73.9%	24.2	\$48,276	100.0%
Health Care Services	35.7	\$54,654	38.5%	36.5	\$73,555	23.1%	27.7	\$32,354	50.0%
Information Technology Services	NA	NA	NA	24.3	\$56,326	100.0%	NA	NA	NA
Labor, Trades, & Crafts	38.9	\$34,376	58.3%	55.4	\$38,059	50.0%	42.9	\$37,440	0.0%
Physical Science & Engineering	NA	NA	NA	33.4	\$68,314	28.6%	NA	NA	NA
Professional Services	38.0	\$58,307	46.2%	37.2	\$55,993	27.7%	34.8	\$51,934	40.0%
Statewide Total:	35.0	\$50,821	55.7%	36.6	\$58,207	36.8%	34.0	\$43,600	36.4%

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	38.3	\$41,035	20.0%	38.5	\$40,511	9.5%	39.4	\$39,727	12.7%
Enforcement & Protective Services	32.1	\$49,320	61.9%	38.7	\$56,139	50.0%	32.7	\$51,133	66.2%
Health Care Services	36.6	\$56,192	8.3%	30.0	\$37,509	20.0%	36.6	\$59,003	22.3%
Information Technology Services	32.4	\$60,008	100.0%	NA	NA	NA	41.9	\$63,536	71.9%
Labor, Trades, & Crafts	35.3	\$33,554	77.8%	41.1	\$39,257	76.9%	39.9	\$38,527	81.1%
Physical Science & Engineering	31.9	\$60,550	80.0%	NA	NA	NA	34.4	\$67,940	51.6%
Professional Services	39.1	\$52,262	28.6%	38.9	\$45,631	0.0%	39.5	\$55,471	36.6%
Statewide Total:	36.7	\$50,527	40.2%	37.2	\$40,614	28.7%	37.1	\$52,422	46.9%

- Based on data from 7/1/2020 - 6/30/2021
- 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 39.1, the average salary is \$52,262, and is 28.6% male.

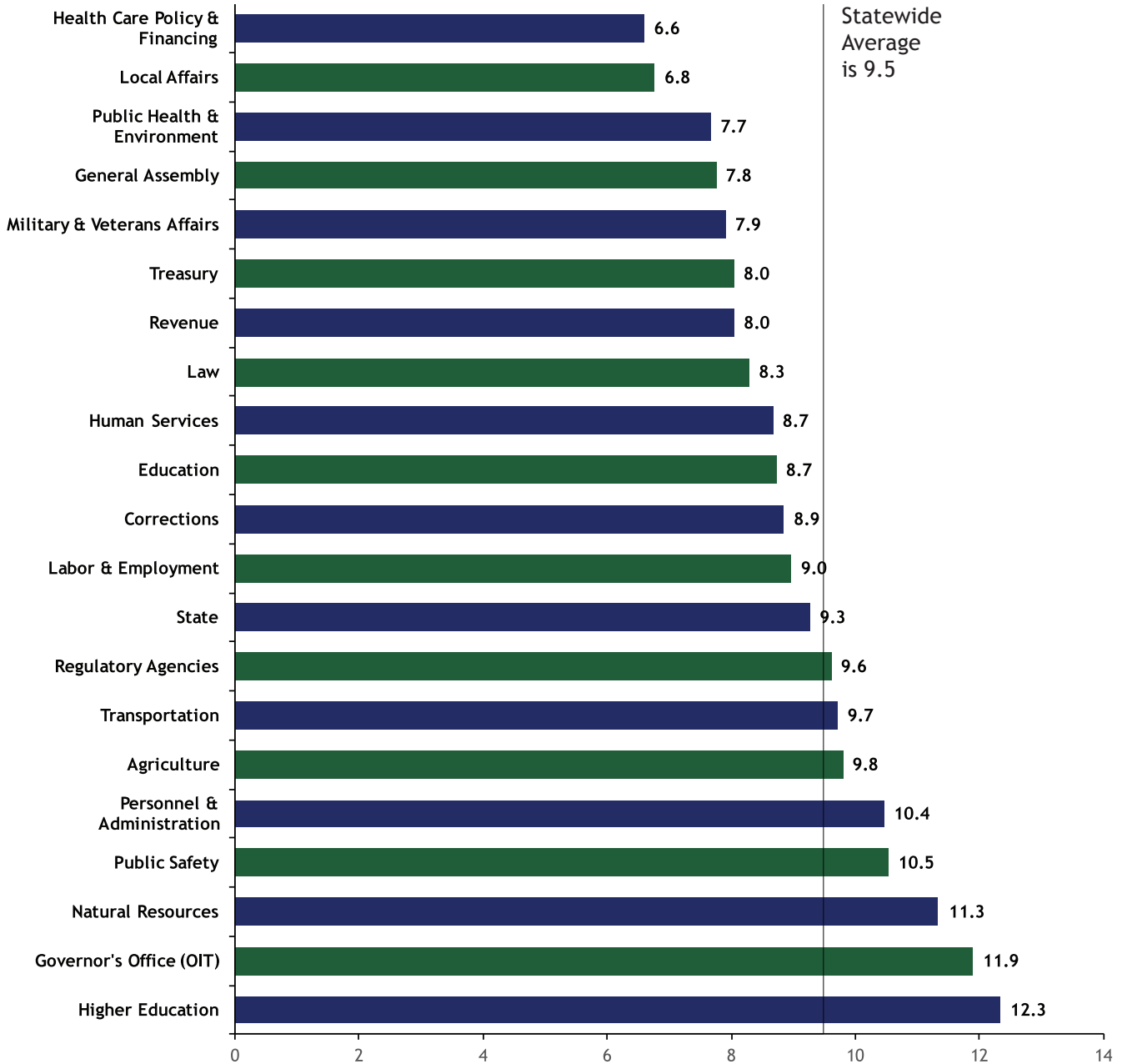


YEARS OF SERVICE



9.5 Statewide average years of service per employee

Figure 11. FY 2020-21 Classified Employees Average Years of Service by Department



- Based on 6/30/21 data
- Statewide average of 9.5 is calculated by taking an average of each employee's years of service, without weighting by department.

RETIREMENT ELIGIBILITY

Table 9. FY 2020-21 Retirement Eligibility of Classified Workforce by Department and Year

Department	Total Employees	Eligible To Retire Within (Years)				
		1	2	3	4	5
Agriculture	292	70	84	92	108	115
Corrections	6,001	877	1,078	1,300	1,516	1,707
Education	145	26	34	41	48	52
General Assembly	68	6	7	8	9	10
Governor's Office (OIT)	471	150	169	193	211	239
Health Care Policy & Financing	594	50	56	74	93	100
Higher Education	3,514	1,116	1,236	1,353	1,485	1,599
Human Services	4,956	791	964	1,118	1,309	1,486
Labor & Employment	1,493	333	372	410	464	527
Law	201	38	43	49	61	71
Local Affairs	192	29	34	39	48	58
Military & Veterans Affairs	172	37	43	58	68	78
Natural Resources	1,461	272	311	360	411	476
Personnel & Administration	349	70	80	99	115	126
Public Health & Environment	1,638	220	271	305	344	400
Public Safety	1,768	242	298	356	437	491
Regulatory Agencies	561	148	159	178	198	230
Revenue	1,497	282	328	399	475	533
Secretary of State	131	25	30	35	40	47
Transportation	2,957	581	692	811	970	1,105
Treasury	30	10	11	12	12	12
Statewide Total:	28,491	5,373	6,300	7,290	8,422	9,462
Statewide Percentage:	100.0%	18.9%	22.1%	25.6%	29.6%	33.2%

- Based on 6/30/21 data
- Retirement eligibility is cumulative.

WORKFORCE TURNOVER

The overall turnover rate in FY 2020-21 is 15.1%, which increased by 1.2 percentage points from FY 2019-20 at 13.9%. Total separations include voluntary, retirement, and involuntary separations. Total separations are referred to as *turnover*.

Figure 12. FY 2020-21 Classified Workforce Turnover Rate

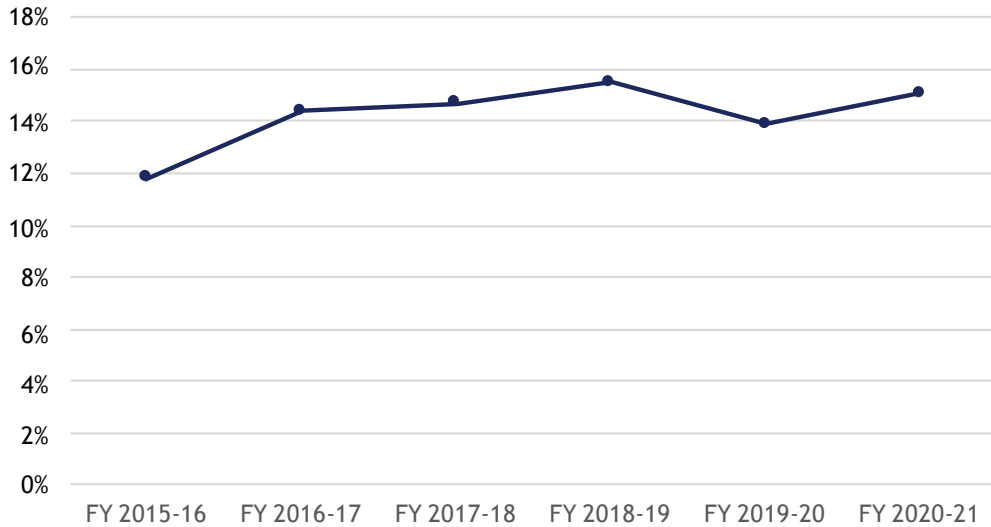


Table 10. FY 2020-21 Workforce Separation by Reason

Separation Reason	Total	% of Separations
INVOLUNTARY	611	14.0%
Death	49	1.1%
Dismissal	391	9.0%
Layoff	23	0.5%
Leave Rights Expired	148	3.4%
VOLUNTARY	2,804	64.4%
Military	4	0.1%
Resigned Classified Employment	2,711	62.3%
Not Reported	89	2.0%
RETIRED	938	21.5%
Disability Retirement	4	0.1%
Retirement	934	21.5%
Grand Total	4,353	100.0%

- Based on data from 7/1/2020 - 6/30/2021
- Table 10 represents Permanent, Classified employees.

Turnover Rate

Table 11. FY 2020-21 Classified Workforce Turnover Rate by Department

Department	Total	Involuntary	Retire	Voluntary	Turnover Rate
Agriculture	22		4	18	7.5%
Corrections	1,033	194	207	632	16.9%
Education	16	2	1	13	10.7%
General Assembly	9			9	13.1%
Governor's Office (OIT)	10		5	5	2.1%
Health Care Policy & Financing	61	8	5	48	10.3%
Higher Education	446	31	198	217	12.2%
Human Services	1,285	220	104	961	25.3%
Labor & Employment	193	32	48	113	13.7%
Law	24	1	6	17	12.1%
Local Affairs	18	1	8	9	9.6%
Military & Veterans Affairs	16	1	3	12	9.1%
Natural Resources	104	7	53	44	7.1%
Personnel & Administration	49	3	10	36	13.7%
Public Health & Environment	165	6	30	129	10.8%
Public Safety	241	28	86	127	13.2%
Regulatory Agencies	55	8	13	34	9.8%
Revenue	191	16	43	132	12.7%
Secretary of State	8	2		6	6.0%
Transportation	406	51	114	241	13.4%
Treasury	1			1	3.5%
Statewide Total:	4,353	611	938	2,804	15.1%

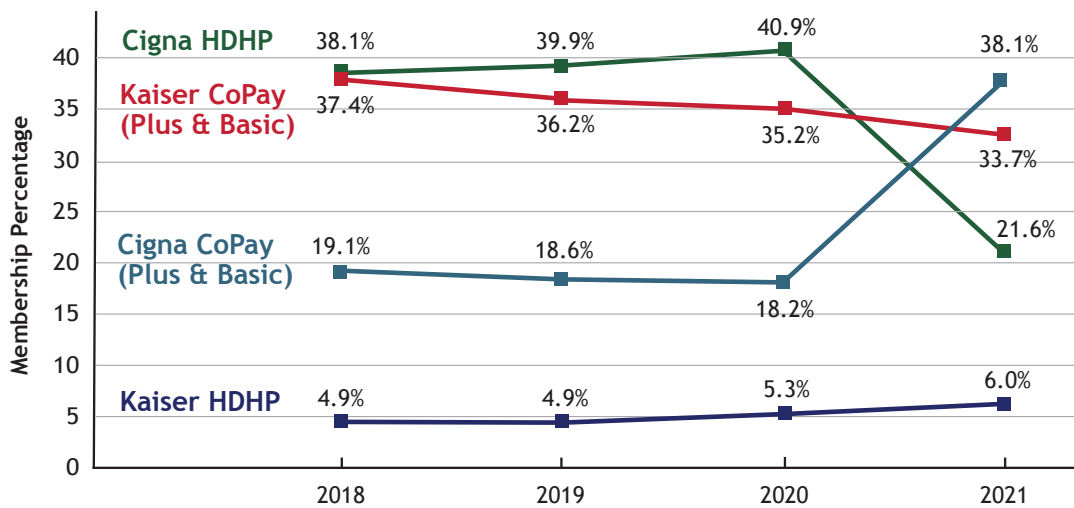
• Based on data from 7/1/20 - 6/30/21

HEALTH PLAN MEMBERSHIP

The State offers employees the choice between two Preferred Provider Organization (PPO) plans, two Health Maintenance Organization (HMO) plans, or two High Deductible Plans (HDHP) through Cigna and Kaiser Permanente. Each year, employees may elect a new insurance plan. Enrollment numbers for each plan in FY 2020-21 changed from the previous year, as shown in Figure 13. Of the two high deductible health plans, Cigna has more participation, and of the two copayment plans, KP has more participation.

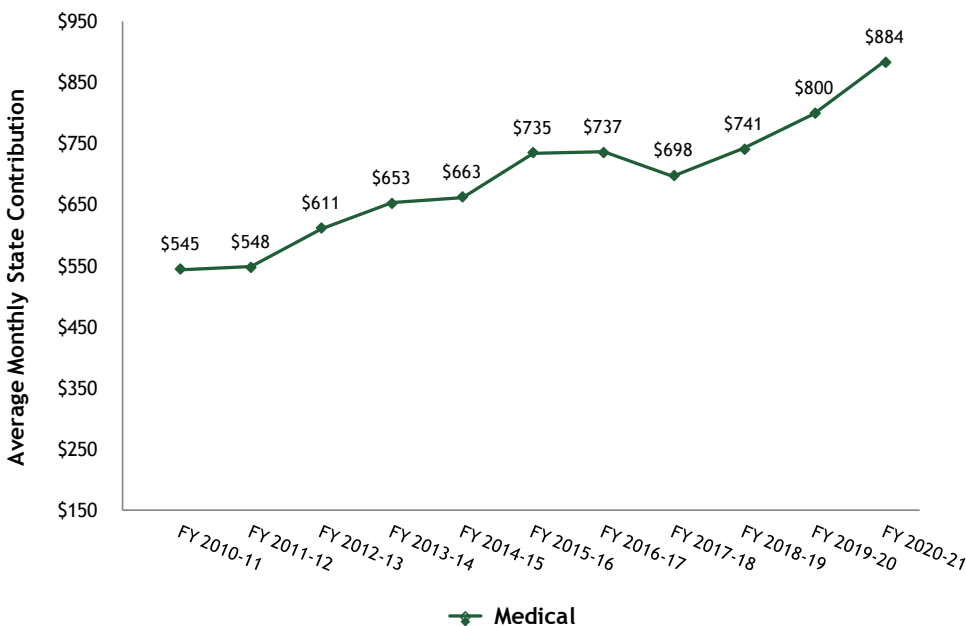
The most popular plan is the Kaiser Permanente Copay Plus Plan, with 8,885 members, a 29.0% employee membership rate. The second most popular plan is the Cigna Copay Plus Plan, with 6,480 members, a 21.2% employee membership rate.

Figure 13. Health Plan Membership Trend FY 2018-19 to FY 2020-21



- 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 6/30/21 data

Table 12. Medical Plan Participation by Department

Department	# of Enrolled Employees	Kaiser Copay Basic	%	Kaiser Copay Plus	%	Kaiser-HDHP	%
Agriculture	267	8	3.0%	51	19.1%	15	5.6%
Corrections	5,409	227	4.2%	1,993	36.8%	254	4.7%
Education	560	33	5.9%	168	30.0%	61	10.9%
General Assembly	306	17	5.6%	63	20.6%	27	8.8%
Governor's Office (OIT)	1,049	41	3.9%	289	27.6%	85	8.1%
Health Care Policy & Financing	550	33	6.0%	143	26.0%	62	11.3%
Higher Education	2,334	90	3.9%	521	22.3%	130	5.6%
Human Services	4,499	287	6.4%	1,747	38.8%	275	6.1%
Judicial Branch	4,075	224	5.5%	1,033	25.3%	221	5.4%
Labor & Employment	1,337	74	5.5%	399	29.8%	70	5.2%
Law	471	23	4.9%	93	19.7%	45	9.6%
Local Affairs	178	10	5.6%	50	28.1%	16	9.0%
Military & Veterans Affairs	131	7	5.3%	45	34.4%	9	6.9%
Natural Resources	1,359	42	3.1%	186	13.7%	66	4.9%
Personnel & Administration	332	24	7.2%	106	31.9%	17	5.1%
Public Health & Environment	1,434	71	5.0%	385	26.8%	122	8.5%
Public Safety	1,594	59	3.7%	398	25.0%	92	5.8%
Regulatory Agencies	517	14	2.7%	168	32.5%	27	5.2%
Revenue	1,317	66	5.0%	415	31.5%	91	6.9%
Secretary of State	132	12	9.1%	31	23.5%	8	6.1%
Transportation	2,740	84	3.1%	596	21.8%	149	5.4%
Treasury	28	1	3.6%	5	17.9%	2	7.1%
Statewide Totals:	30,619	1,447	4.7%	8,885	29.0%	1,844	6.0%

Continued on next page

Department	# of Enrolled Employees	Cigna Copay Basic	%	Cigna Copay Plus	%	CIGNA-HDHP	%
Agriculture	267	47	17.6%	61	22.8%	84	31.5%
Corrections	5,409	792	14.6%	1308	24.2%	814	15.0%
Education	560	74	13.2%	93	16.6%	129	23.0%
General Assembly	306	55	18.0%	64	20.9%	79	25.8%
Governor's Office (OIT)	1,049	153	14.6%	222	21.2%	250	23.8%
Health Care Policy & Financing	550	98	17.8%	87	15.8%	125	22.7%
Higher Education	2,334	448	19.2%	481	20.6%	647	27.7%
Human Services	4,499	640	14.2%	851	18.9%	676	15.0%
Judicial Branch	4,075	803	19.7%	805	19.8%	956	23.5%
Labor & Employment	1,337	252	18.8%	285	21.3%	252	18.8%
Law	471	90	19.1%	85	18.0%	132	28.0%
Local Affairs	178	29	16.3%	35	19.7%	36	20.2%
Military & Veterans Affairs	131	21	16.0%	18	13.7%	30	22.9%
Natural Resources	1,359	313	23.0%	273	20.1%	476	35.0%
Personnel & Administration	332	55	16.6%	58	17.5%	70	21.1%
Public Health & Environment	1,434	230	16.0%	252	17.6%	365	25.5%
Public Safety	1,594	303	19.0%	364	22.8%	368	23.1%
Regulatory Agencies	517	75	14.5%	119	23.0%	112	21.7%
Revenue	1,317	197	15.0%	290	22.0%	250	19.0%
Secretary of State	132	21	15.9%	31	23.5%	29	22.0%
Transportation	2,740	482	17.6%	689	25.1%	727	26.5%
Treasury	28	5	17.9%	9	32.1%	6	21.4%
Statewide Totals:	30,619	5,183	16.9%	6,480	21.2%	6,613	21.6%

- As of 6/30/21. 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 2020-21, 167 (0.55%) employees are in COBRA. KP-BASIC: 11 or (0.04%) employees; KP-PLUS: 45 or (0.1%) employees; KP-HDHP: 6 or (0.02%) employees; CIGNA-BASIC: 22 or (0.07%) employees; CIGNA-PLUS: 46 or (0.2%) employees; CIGNA-HDHP: 37 or (0.1%) 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	274	166	60.6%	106	38.7%
Corrections	5,522	2,217	40.1%	3,284	59.5%
Education	576	336	58.3%	237	41.1%
General Assembly	321	203	63.2%	116	36.1%
Governor's Office (OIT)	1071	533	49.8%	532	49.7%
Health Care Policy & Financing	571	314	55.0%	255	44.7%
Higher Education	2344	1253	53.5%	1074	45.8%
Human Services	4574	2088	45.6%	2459	53.8%
Judicial Branch	4203	2380	56.6%	1784	42.4%
Labor & Employment	1365	673	49.3%	684	50.1%
Law	480	301	62.7%	174	36.3%
Local Affairs	177	110	62.1%	65	36.7%
Military & Veterans Affairs	152	75	49.3%	76	50.0%
Natural Resources	1376	878	63.8%	494	35.9%
Personnel & Administration	333	171	51.4%	160	48.0%
Public Health & Environment	1479	881	59.6%	592	40.0%
Public Safety	1615	835	51.7%	773	47.9%
Regulatory Agencies	525	265	50.5%	258	49.1%
Revenue	1343	674	50.2%	661	49.2%
Secretary of State	131	64	48.9%	67	51.1%
Transportation	2,768	1,403	50.7%	1,352	48.8%
Treasury	29	15	51.7%	14	48.3%
Statewide Totals:	31,229	15,835	50.7%	15,217	48.7%

- As of 6/30/21. 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 2020-21, 177 (0.6%) employees are in COBRA. Dental Basic: 71 or (0.2%) employees; Dental Basic Plus: 106 or (0.3%) employees.

EMPLOYEE HEALTH AND ENGAGEMENT

In FY 2020-21, the State focused on the implementation of our new health insurance options and vendors, enhancing employees’ understanding of the new benefits implemented on July 1, 2020, and refocusing our wellness program to more effectively improve employees’ health.

The State solicited health insurance benefits and awarded the self-funded contract to Cigna, switching one of our primary insurance carriers from United Healthcare. By adding two new plan tiers for a total of three tier options for Cigna and three for Kaiser Permanente, employee choice was increased. During the FY 2020-21 Active Benefits Open Enrollment period, 95% of State employees elected benefits.

EMPLOYEE WELLNESS

MotivateMe, the wellness program for all employees, was improved to focus on higher priority wellness activities like routine preventive care (mammograms & colonoscopies), annual physicals, and utilization of the Colorado State Employee Assistance Program (CSEAP). Additional services provided by CSEAP (and not reflected in cases above) include webinars/presentations, financial assistance, professional coaching, employee mediation, group facilitation, case management, leader consultation, and critical incident response.

The State also deployed the STATE OF HEALTH pilot program, focusing on long-term positive change in chronic health conditions such as diabetes, high blood pressure, obesity, high cholesterol, depression, or tobacco dependence. Over 200 employees suffering from two or more of these chronic conditions have been enrolled in the program which coordinates the efforts of primary care physicians, health coaches and CSEAP counselors to achieve lasting results. The STATE OF HEALTH program will be available to all State employees in 2022.

Table 14. FY 2020-21 Employee Health and Engagement

Health Focus Area	Measurement
MotivateMe	• 15,287 Employees Enrolled
CSEAP	• 1,497 New Counseling Cases in FY 2020-21

• Enrollment numbers as of 6/30/2021.

► Visit dhr.colorado.gov/state-employees/state-of-colorado-employee-benefits and cseap.colorado.gov for more information.



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 2021. 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 ten 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-Global Campus, 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, 2021), 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. 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, 2020, through June 30, 2021, 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.

Data prepared by:

Anthony Berenguel, Analyst
Helina Zemedede, Analyst
Erin Brodeur, Analytics Manager

Report prepared by:

Nicole Brinn, IDS Graphic Design Lead & Brand Compliance Manager
Annabel Asp, Marketing & Communications Manager



State of Colorado Workforce Report

FY 2020-2021

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



COLORADO
Division of Human Resources
Department of Personnel & Administration

