

State of Colorado Workforce Report

FY 2021-2022

*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) 2021-22 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, 2021, to June 30, 2022. 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.



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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 the 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, 2022, the State employed 103,332 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 2021-22 Classified Workforce at a Glance

	26,975	Number of Employees
	45.7	Average Age
	\$65,000	Average Annual Salary
	9.5	Average Years of Service

Workforce Trend

Table 1. State of Colorado Classified Workforce Trends (FY 2017-18 - FY 2021-22)

Measure	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	% Change
Permanent, Classified Employees	28,735	28,611	29,112	28,491	26,975	-5.32%
Average Age	45.9	45.8	45.7	45.6	45.7	0.12%
Median Age	46.5	46.1	45.84	45.72	45.63	-0.20%
Average Length of Service	9.7	9.6	9.5	9.5	9.5	0.33%
Median Length of Service	7.5	7.1	6.8	6.8	6.9	1.47%
Average Salary	\$57,270	\$59,104	\$61,640	\$61,882	\$65,000	5.04%
Median Salary	\$51,876	\$53,436	\$56,388	\$56,544	\$59,496	5.22%
Eligible to Retire Within One Year	19.5%	19.6%	19.2%	18.9%	19.0%	0.88%
Eligible to Retire Within Five Years	34.3%	34.0%	33.7%	33.2%	33.2%	0.02%
Turnover	14.7%	15.5%	13.9%	15.1%	21.4%	41.79%

- All statistics based on June of stated fiscal year, except for “Turnover,” which is based on entire fiscal year
- FY 2018-19 - FY 2021-22 statistics exclude some higher education institutions
- Comparisons to prior years should be viewed in this context

REGIONAL DISTRIBUTION

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

The Denver metro region has 17,439 employees, or 64.6% of the workforce. About 9,536 employees work in Colorado’s other regions. The northwest region is home to 11.8% of the State’s workforce, while 4.2% of State employees are located in the northeast region. The southern part of the state is home to a collective 19.3% of the workforce.

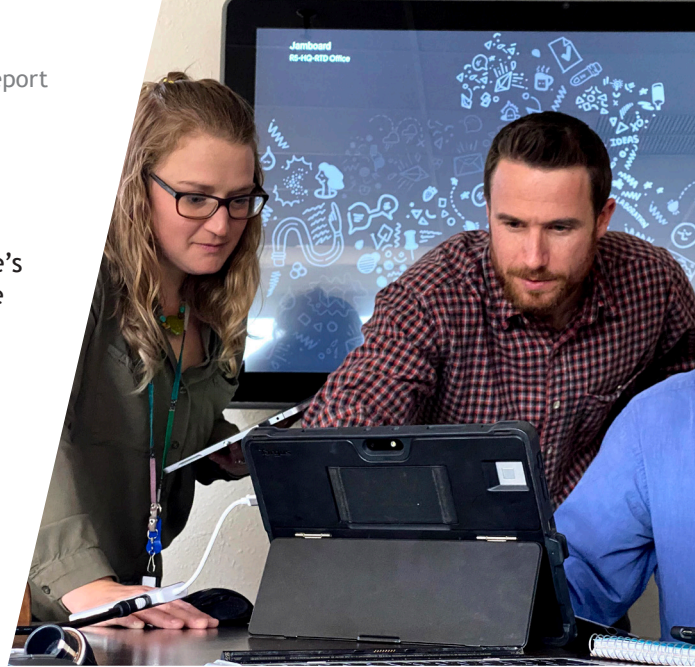
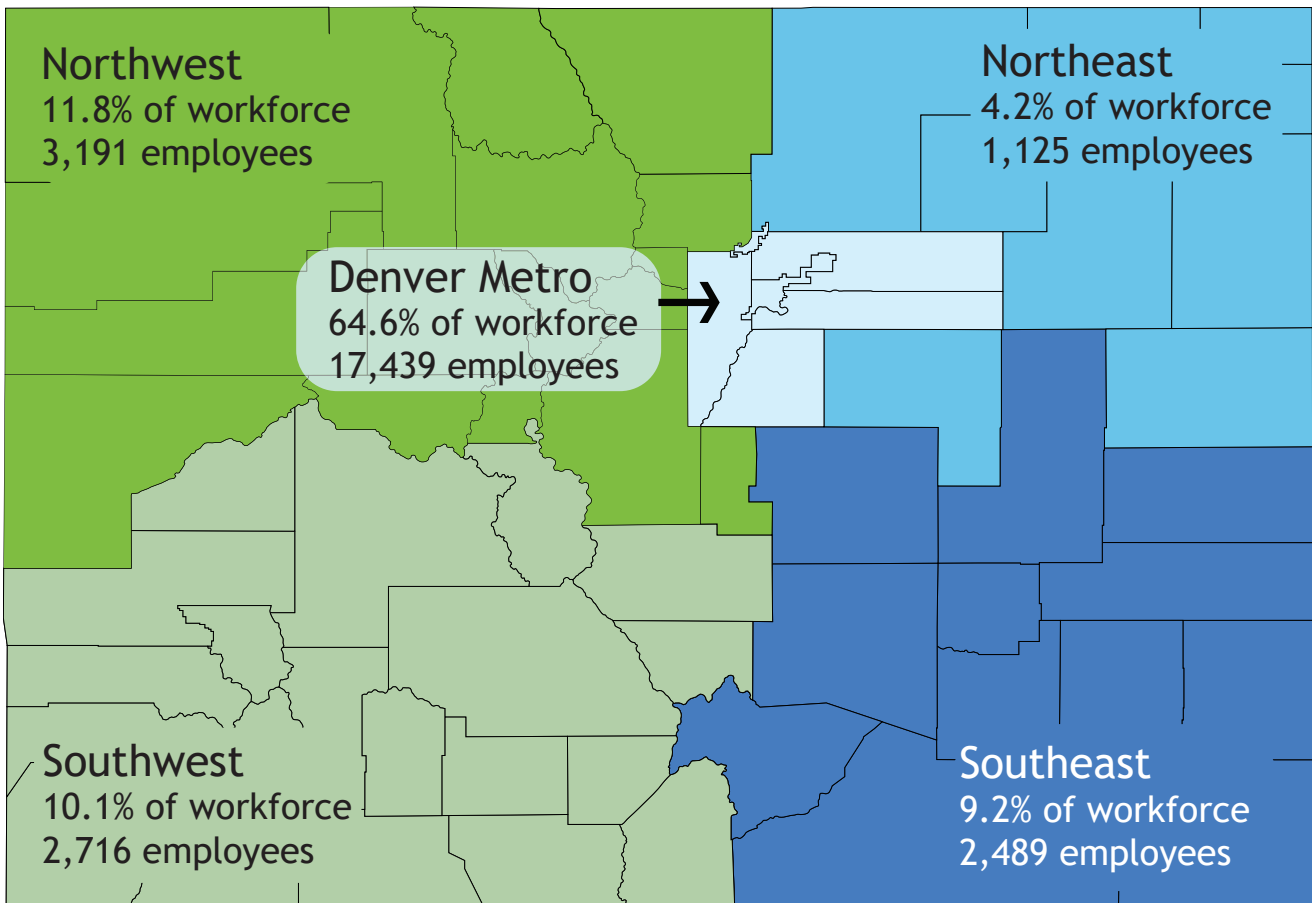


Figure 2. FY 2021-22 Average Classified Employee

Distribution by Region

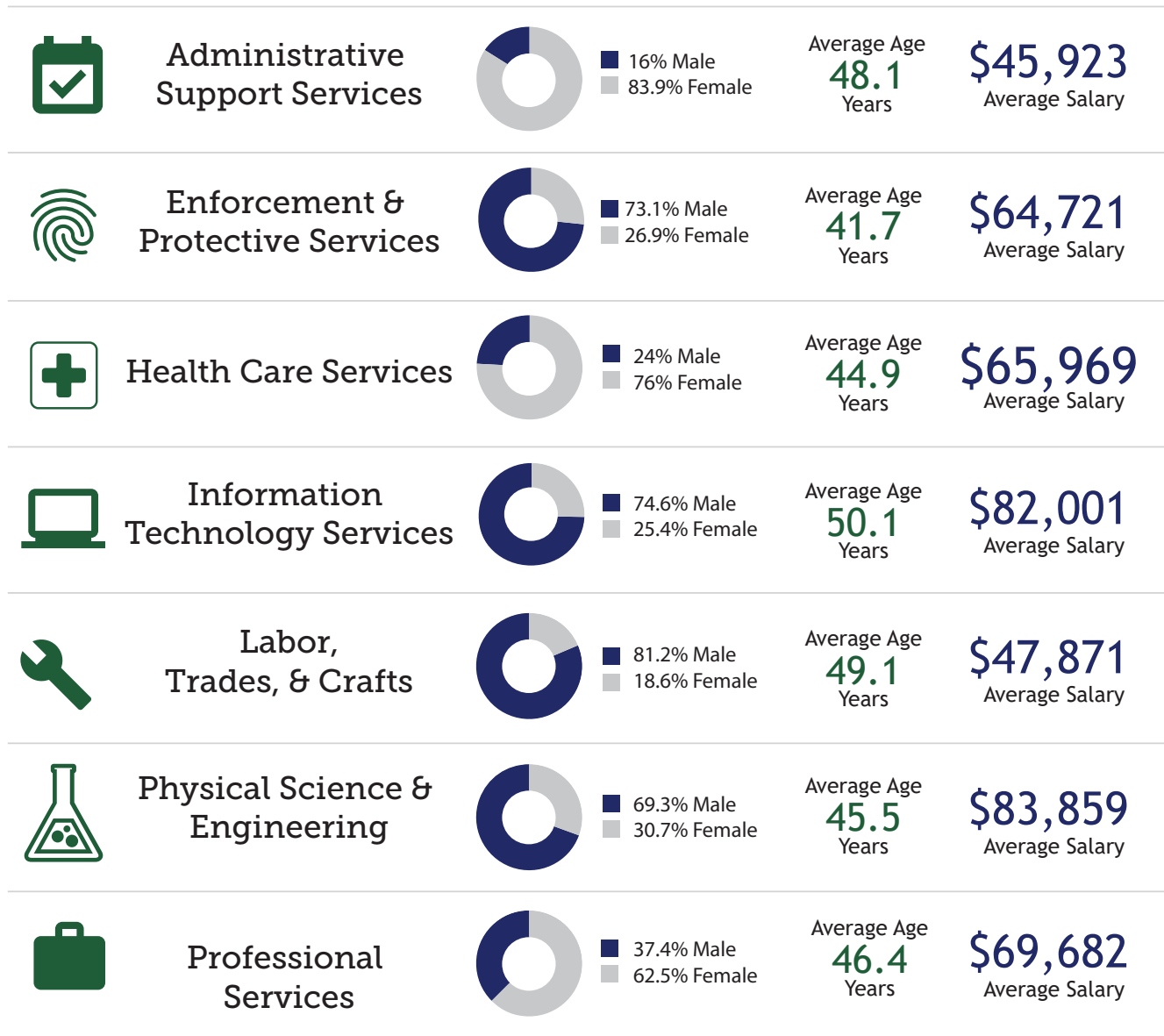


- Figure 2 includes 15 employees in regions other than those noted above, for approximately 0.1% of the workforce
- Based on data from 6/30/2022
- Based on the physical work location in the workforce database

OCCUPATIONAL GROUPS

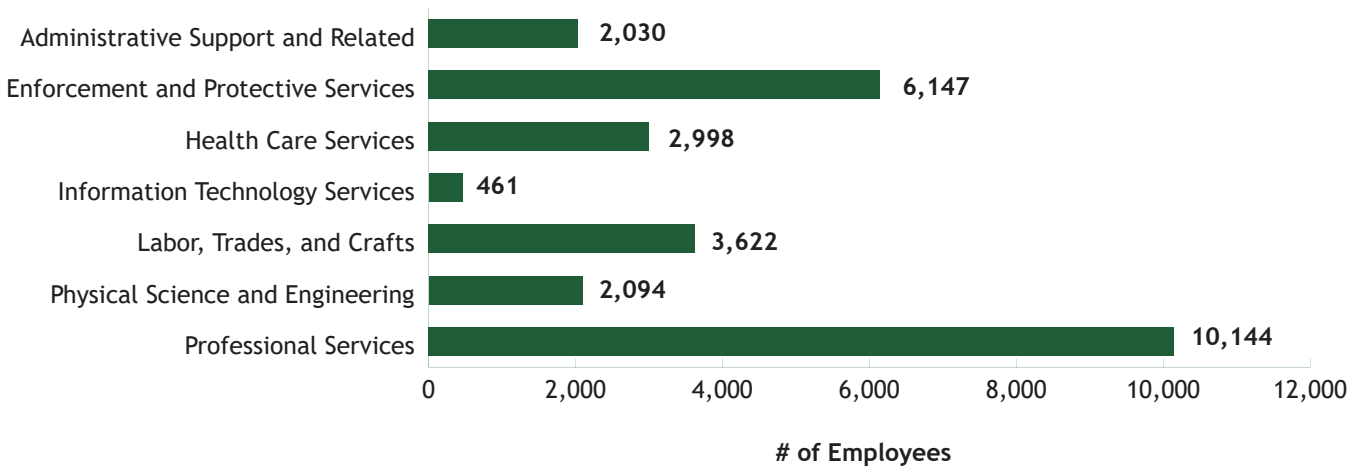
The State of Colorado offers more than 600 job classifications. Each of these classifications is categorized into one of seven occupational groups. State Patrol Troopers are part of the Enforcement and Protective Services occupational group.

Figure 3. FY 2021-22 State of Colorado Occupational Groups Overview



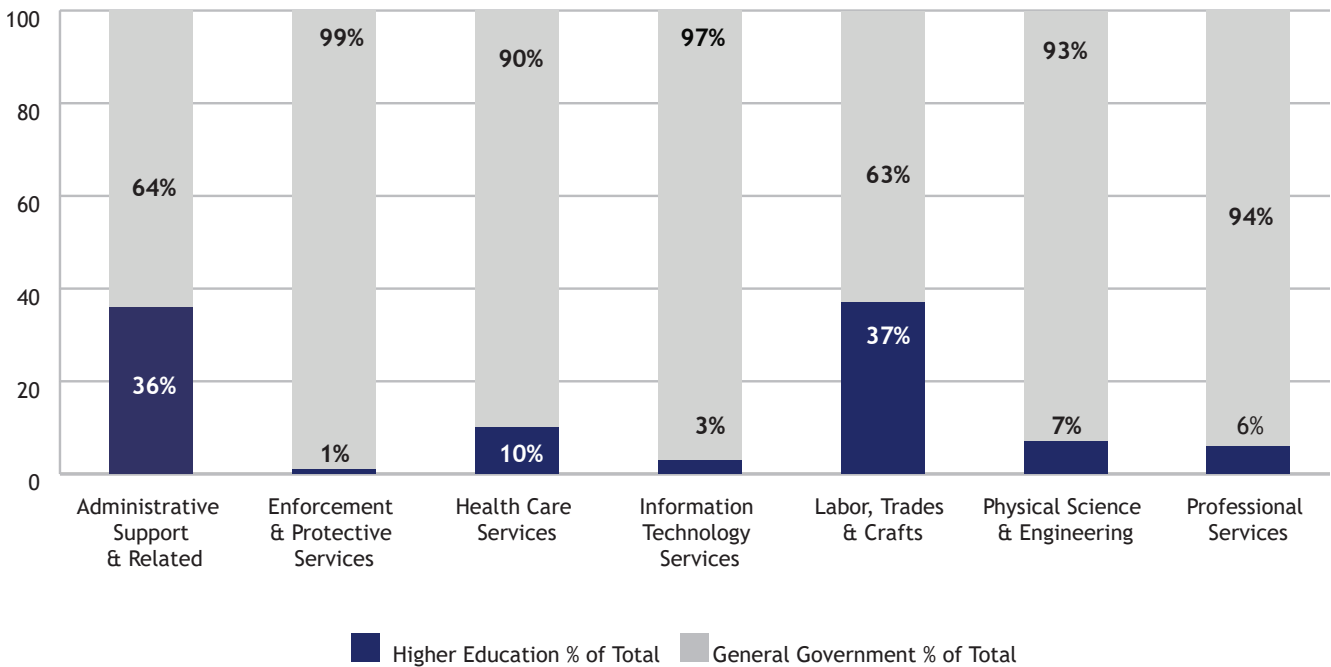
- Based on 6/30/2022 data
- Note: In instances where the occ group sum of male and female percentages are less than 100%, it's because the occ group has observations of gender "X"

Figure 4. FY 2021-22 Average Number of Classified Employees by Occupational Group



• Based on data from 7/1/2021 - 6/30/2022

Figure 5. FY 2021-22 Occupational Groups by Classified General Government and Classified Higher Education Employees



• Based on 6/30/2022 data

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

Employee Snapshot by Department

Table 2. 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	296	9.2	47.3	\$5,050	69	23.3%
Corrections	5,243	9.3	43.5	\$5,160	820	15.6%
Education	149	8.3	45.8	\$4,820	28	18.8%
General Assembly	61	8.7	40.1	\$7,025	8	13.1%
Governor's Office (OIT)	430	11.7	50.8	\$6,621	139	32.3%
Health Care Policy & Financing	662	6.5	42.7	\$6,379	49	7.4%
Higher Education	3,165	12.6	49.1	\$4,057	1,045	33.0%
Human Services	4,439	8.8	44.9	\$5,224	750	16.9%
Labor & Employment	1,454	9.2	47.3	\$5,127	320	22.0%
Law	218	7.6	45.7	\$6,057	35	16.1%
Local Affairs	224	6.0	44.6	\$5,884	26	11.6%
Military & Veterans Affairs	155	8.0	51.4	\$4,963	34	21.9%
Natural Resources	1,463	11.2	45.3	\$6,180	264	18.0%
Personnel & Administration	368	10.0	48.1	\$5,762	72	19.6%
Public Health & Environment	1,776	7.2	43.1	\$6,441	228	12.8%
Public Safety	1,782	10.5	43.3	\$6,581	260	14.6%
Regulatory Agencies	551	9.7	49.9	\$6,307	137	24.9%
Revenue	1,551	7.9	47.2	\$5,033	273	17.6%
Secretary of State	123	9.8	47.3	\$6,400	26	21.1%
Transportation	2,832	9.5	47.3	\$5,600	538	19.0%
Treasury	33	7.7	50.2	\$6,059	11	33.3%
Statewide Totals:	26,975	9.5	45.7	\$5,417	5,132	19.0%

- Based on 6/30/2022 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 Institutions of Higher Education (Permanent and Temporary)

Table 3. FY 2021-22 Statewide Average Active Classified Employees by Employee Status

Department	Full-Time	Part-Time	Total	% Of Classified
Agriculture	276.4	19.8	296.3	1.08%
Department of Agriculture	276.4	19.8	296.3	1.08%
Corrections	5,502.0	17.3	5,519.3	20.07%
Canteen	30.8	-	30.8	0.11%
Correctional Industries	105.1	-	105.1	0.38%
Corrections Administration	5,366.1	17.3	5,383.4	19.58%
Education	142.3	2.4	144.7	0.53%
Department of Education	64.8	1.4	66.3	0.24%
School for the Deaf and Blind	77.4	1.0	78.4	0.29%
General Assembly	60.2	5.0	65.2	0.24%
General Assembly	60.2	5.0	65.2	0.24%
Governor’s Office (OIT)	445.3	5.1	450.4	1.64%
Office of Information Technology	445.3	5.1	450.4	1.64%
Health Care Policy & Financing	613.0	5.3	618.3	2.25%
Department of Health Care Policy & Financing	613.0	5.3	618.3	2.25%
Human Services	4,277.1	328.6	4,605.7	16.75%
Colorado Mental Health Institute—Fort Logan	248.7	46.6	295.3	1.07%
Colorado Mental Health Institute—Pueblo	915.4	87.2	1,002.6	3.65%
Department of Human Services	1,134.4	13.2	1,147.6	4.17%
Division of Youth Corrections	1,065.8	21.9	1,087.8	3.96%
Fitzsimons State Nursing Home	135.5	86.3	221.8	0.81%
Grand Junction Regional Center	161.0	8.8	169.8	0.62%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
Pueblo Regional Center	133.8	1.0	134.8	0.49%
Ridge Regional Center	279.2	9.7	288.8	1.05%
State Veterans Center at Homelake	68.4	1.5	69.9	0.25%
Veterans Nursing Home at Florence	88.9	10.0	98.9	0.36%
Veterans Nursing Home at Rifle	46.0	42.6	88.6	0.32%
Institutions of Higher Education *	3,008.7	287.8	3,296.5	11.99%
Arapahoe Community College	78.2	-	78.2	0.28%
Colorado Community College System	30.2	-	30.2	0.11%
Colorado State University	1,458.4	195.2	1,653.6	6.01%
Community College of Aurora	42.0	-	42.0	0.15%
Community College of Denver	16.8	-	16.8	0.06%
Front Range Community College	126.9	0.4	127.3	0.46%
Lamar Community College	10.5	-	10.5	0.04%
Morgan Community College	8.8	-	8.8	0.03%
Northeastern Junior College	30.5	-	30.5	0.11%
Northwestern Community College	7.8	-	7.8	0.03%
Otero Junior College	19.9	-	19.9	0.07%
Pikes Peak Community College	145.0	-	145.0	0.53%
Pueblo Community College	59.1	-	59.1	0.21%
Red Rocks Community College	64.4	-	64.4	0.23%
Trinidad State Junior College	11.3	-	11.3	0.04%
University of Colorado—Boulder	587.6	59.3	646.9	2.35%
University of Colorado—Colorado Springs	81.1	7.5	88.6	0.32%
University of Colorado—Denver	182.6	23.4	206.0	0.75%
University of Colorado—Denver (Downtown)	43.7	2.0	45.7	0.17%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
University of Colorado—System Offices	4.0	-	4.0	0.01%
Labor & Employment	1,151.2	330.7	1,481.8	5.39%
Department of Labor & Employment	1,151.2	330.7	1,481.8	5.39%
Law	197.2	8.1	205.3	0.75%
Department of Law	197.2	8.1	205.3	0.75%
Local Affairs	209.6	-	209.6	0.76%
Department of Local Affairs	209.6	-	209.6	0.76%
Military & Veterans Affairs	160.2	3.4	163.6	0.59%
Military Affairs	148.6	3.4	152.0	0.55%
Veterans Affairs	11.6	-	11.6	0.04%
Natural Resources	1,406.1	57.4	1,463.5	5.32%
Board of Land Commissioners	39.8	1.8	41.5	0.15%
Division of Reclamation, Mining, and Safety	49.6	0.8	50.4	0.18%
Division of Water Resources	200.8	43.1	243.8	0.89%
Executive Director’s Office	51.4	5.1	56.5	0.21%
Oil & Gas Conservation Commission	120.1	-	120.1	0.44%
Parks & Wildlife	899.0	6.5	905.5	3.29%
Water Conservation Board	45.5	0.2	45.7	0.17%
Personnel & Administration	356.2	12.6	368.8	1.34%
Department of Personnel & Administration	356.2	12.6	368.8	1.34%
Public Health & Environment	1,650.0	53.1	1,703.1	6.19%
Department of Public Health & Environment	1,650.0	53.1	1,703.1	6.19%
Public Safety	1,772.2	28.3	1,800.4	6.55%
Department of Public Safety	1,772.2	28.3	1,800.4	6.55%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
Regulatory Agencies	546.2	6.0	552.2	2.01%
Accountancy Board	1.5	-	1.5	0.01%
Barbers & Cosmetologists Board	3.8	-	3.8	0.01%
Civil Rights Division	32.3	-	32.3	0.12%
Dental Board	4.0	-	4.0	0.01%
Director of Registrations	96.1	-	96.1	0.35%
Division of Banking	35.5	-	35.5	0.13%
Division of Financial Services	12.4	-	12.4	0.05%
Division of Insurance	88.9	-	88.9	0.32%
Division of Real Estate	43.7	3.0	46.7	0.17%
Division of Securities	23.1	-	23.1	0.08%
DORA - Executive Director	23.8	0.3	24.2	0.09%
Electrical Board	31.7	-	31.7	0.12%
Engineers & Land Surveyors Board	3.2	-	3.2	0.01%
Massage Therapists	4.7	-	4.7	0.02%
Medical Examiners Board	5.2	0.7	5.8	0.02%
Mental Health Boards	5.5	-	5.5	0.02%
Nursing Board	9.7	1.0	10.7	0.04%
Nursing Home Administrators Board	1.0	-	1.0	0.00%
Office of Consumer Counsel	7.0	-	7.0	0.03%
Optometric Board	1.0	-	1.0	0.00%
Outfitters Board	0.8	-	0.8	0.00%
Passenger Tramway Safety Board	1.6	-	1.6	0.01%
Pharmacy Board	7.1	-	7.1	0.03%
Physical Therapy Board	1.0	-	1.0	0.00%

Table 3, cont.

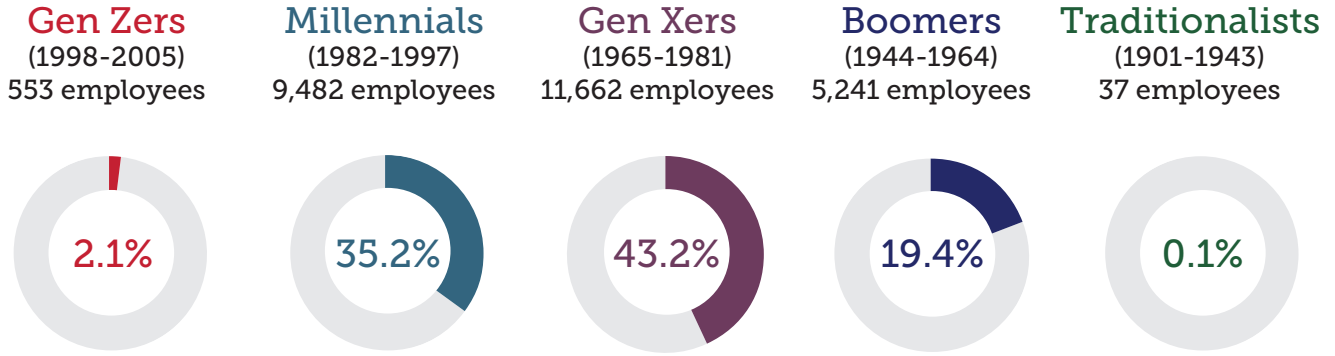
Department	Full-Time	Part-Time	Total	% Of Classified
Plumbers Board	12.7	-	12.7	0.05%
Public Utilities Commission	88.8	1.0	89.8	0.33%
Division of Conservation Easements	0.3	-	0.3	0.00%
Revenue	1,468.8	33.9	1,502.7	5.46%
Administration	1,287.7	29.7	1,317.3	4.79%
Gaming Division	88.8	-	88.8	0.32%
State Lottery Division	92.3	4.3	96.6	0.35%
Secretary of State	126.2	0.8	127.0	0.46%
Department of State	126.2	0.8	127.0	0.46%
State Historical Society	4.7	-	4.7	0.02%
State Historical Society	4.7	-	4.7	0.02%
Transportation	2,887.9	0.1	2,888.0	10.50%
Department of Transportation	2,887.9	0.1	2,888.0	10.50%
Treasury	30.8	1.0	31.8	0.12%
Department of Treasury	30.8	1.0	31.8	0.12%
Grand Total	26,291.8	1,206.8	27,498.6	100.00%

- Based on data from 7/1/2021 - 6/30/2022
- Table 3 represents the percentage of the total classified workforce - for example, the Department of Treasury is 0.12% of the total classified workforce
- * Not all Institutions of Higher Education are included due to incomplete data



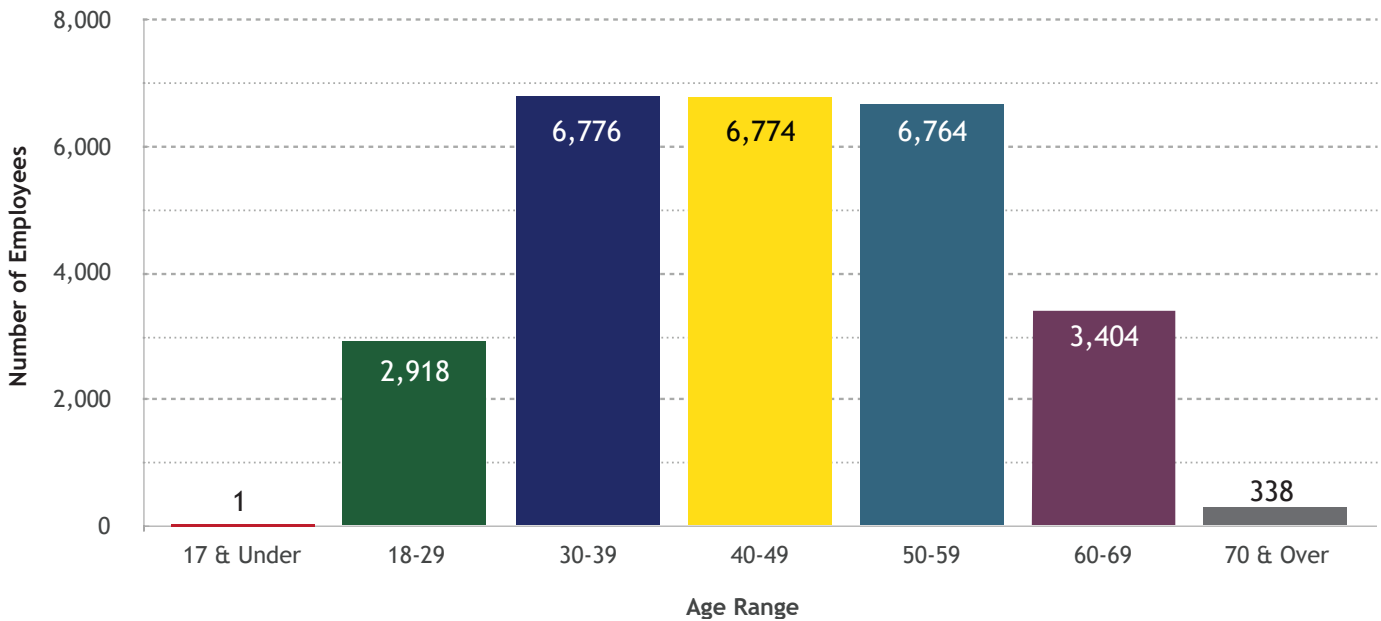
AGE DISTRIBUTION

Figure 6. FY 2021-22 Classified Employee Age Distribution by Generation



• Based on 6/30/2022 data

Figure 7. FY 2021-22 Classified Employee Distribution by Age



• Based on 6/30/2022 data

Age Distribution by Department

Table 4. FY 2021-22 Age Distribution for Active Classified Employees by Department

Department	17 & Under	18–29	30–39	40–49	50–59	60–69	70+	Total	Average Age
Agriculture	0	25	66	81	69	48	7	296	47.3
Corrections	0	780	1,445	1,295	1,229	467	27	5,243	43.5
Education	0	15	39	33	38	23	1	149	45.8
General Assembly	0	15	17	16	6	7	0	61	40.1
Governor’s Office (OIT)	0	11	78	98	134	101	8	430	50.8
Health Care Policy & Financing	0	64	236	197	111	48	6	662	42.7
Higher Education	0	332	597	590	856	686	104	3,165	49.1
Human Services	0	493	1,204	1,131	1,113	460	38	4,439	44.9
Labor & Employment	1	102	383	337	367	230	34	1,454	47.3
Law	0	18	57	62	47	34	0	218	45.7
Local Affairs	0	21	70	57	50	26	0	224	44.6
Military & Veterans Affairs	0	6	19	38	59	29	4	155	51.4
Natural Resources	0	129	387	432	347	156	12	1,463	45.3
Personnel & Administration	0	25	72	99	112	56	4	368	48.1
Public Health & Environment	0	257	550	461	317	174	17	1,776	43.1
Public Safety	0	231	516	501	383	140	11	1,782	43.3
Regulatory Agencies	0	21	104	142	165	100	19	551	49.9
Revenue	0	112	360	395	443	227	14	1,551	47.2
Secretary of State	0	11	27	25	40	19	1	123	47.3
Transportation	0	248	540	777	872	367	28	2,832	47.3
Treasury	0	2	9	7	6	6	3	33	50.2
Statewide Total:	1	2,918	6,776	6,774	6,764	3,404	338	26,975	45.7

• Based on 6/30/2022 data

STATE OF COLORADO TOTAL COMPENSATION PACKAGE

The total compensation package includes base salary and benefits (medical, dental, disability, life, wellness, leave, and retirement). The FY 2022-23 Annual Compensation Report found the State’s total compensation package offered to employees in FY 2021-22 was 2.8% below prevailing market.

■ **Actual Base Salary:** Overall, actual average base salary for State employees was approximately 6.5% below market median. Base Salary made up the majority of a State employee’s package at 69.0% of the total.

■ **Benefits:** Benefits (medical, dental, life, short-term disability, long-term disability and life, and AD&D insurance) account for 31% of the State’s total compensation, as compared to 28% for the prevailing market. The combined medical plan value of the State’s plan is equal to the median of all survey respondents.

■ **Retirement:** Employees are provided a choice in retirement plan type - Defined Benefit (DB) or Defined Contribution (DC) - This provides flexibility to employees. Offering a DB plan is consistent with market practice for the public sector but not the private sector. Providing a DC plan with employer contributions is consistent with market practice for the private

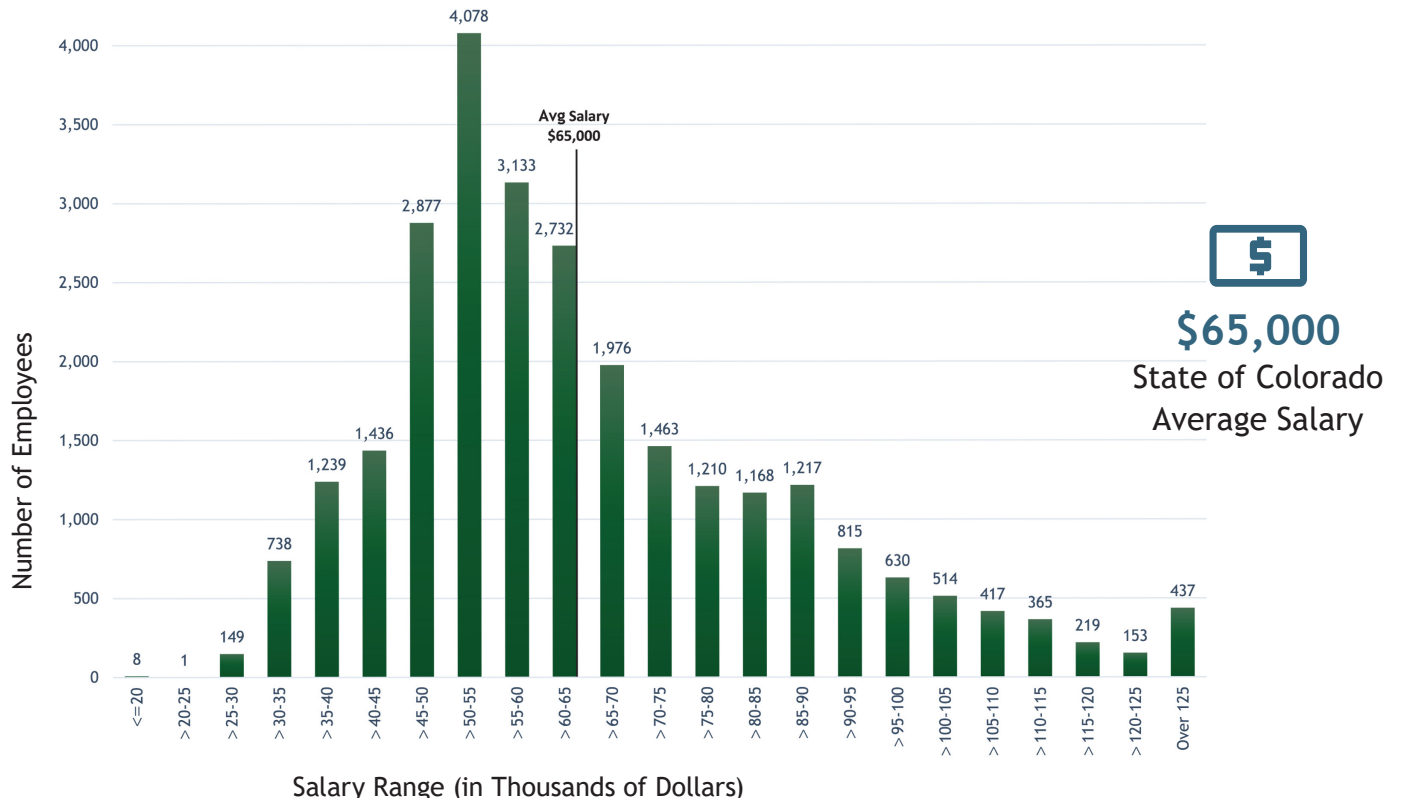
sector; similar to the State of Colorado, employer contributions are typically in lieu of participation in the DB plan in the public sector. The total annualized employer-paid DB benefit of 18% of pay is below the public sector median (20% of pay) but above the private sector median (14% of pay).

■ **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. In FY 2021-22, 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 employee is earned on a prorated basis.

► Visit dhr.colorado.gov/dhr-resources/annual-compensation-reports for more information.

Salary

Figure 8. FY 2021-22 Classified Employee Annual Base Salary Distribution



• Based on 6/30/2022 data

Salary Range Distribution by Department

Table 5. FY 2021-22 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	11.5%	48.6%	24.7%	9.1%	6.1%	296
Corrections	0.9%	57.0%	32.9%	6.5%	2.6%	5,243
Education	18.8%	49.0%	16.8%	10.7%	4.7%	149
General Assembly	0.0%	23.0%	31.1%	14.8%	31.1%	61
Governor's Office (OIT)	0.0%	15.6%	35.8%	35.1%	13.5%	430
Health Care Policy & Financing	0.2%	26.0%	39.4%	19.5%	15.0%	662
Higher Education	30.0%	52.9%	13.8%	2.6%	0.8%	3,165
Human Services	12.8%	43.1%	21.9%	16.1%	6.2%	4,439
Labor & Employment	2.5%	57.3%	24.9%	11.1%	4.2%	1,454
Law	0.0%	26.1%	41.3%	26.6%	6.0%	218
Local Affairs	0.0%	34.8%	37.9%	17.9%	9.4%	224
Military & Veterans Affairs	16.1%	47.7%	23.2%	8.4%	4.5%	155
Natural Resources	1.4%	29.3%	37.0%	19.2%	13.1%	1,463
Personnel & Administration	15.5%	28.5%	23.9%	16.0%	16.0%	368
Public Health & Environment	0.7%	19.3%	41.6%	22.6%	15.8%	1,776
Public Safety	1.8%	24.7%	21.0%	35.0%	17.6%	1,782
Regulatory Agencies	1.3%	27.2%	34.1%	19.8%	17.6%	551
Revenue	18.4%	39.5%	24.4%	11.6%	6.1%	1,551
Secretary of State	0.0%	33.3%	27.6%	23.6%	15.4%	123
Transportation	1.0%	46.1%	28.0%	14.2%	10.8%	2,832
Treasury	9.1%	33.3%	15.2%	24.2%	18.2%	33
Statewide Total:	7.9%	42.7%	27.4%	14.2%	7.8%	26,975

- Based on 6/30/2022 data
- Table 5 was calculated using total head count - see assumption 3 on page 32 for salary explanation

Overall Demographics

Table 6. FY 2021-22 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	49.6	\$46,775	15.3%	49.3	\$44,112	22.5%	46.5	\$45,433	12.1%
Enforcement & Protective Services	42.7	\$67,531	74.5%	42.0	\$58,550	72.4%	39.9	\$60,076	70.2%
Health Care Services	46.0	\$71,590	22.3%	48.7	\$58,932	34.7%	43.1	\$60,573	25.7%
Information Technology Services	51.0	\$82,876	77.3%	52.3	\$78,698	81.8%	46.9	\$71,994	58.9%
Labor, Trades, & Crafts	49.4	\$51,405	90.1%	50.7	\$41,966	75.9%	49.0	\$45,534	75.5%
Physical Science & Engineering	45.9	\$85,659	68.9%	43.6	\$79,795	55.8%	41.4	\$75,193	72.6%
Professional Services	46.8	\$72,133	40.8%	46.7	\$67,636	34.5%	45.1	\$64,457	29.9%
Statewide Total:	46.3	\$68,956	53.3%	46.0	\$61,199	49.5%	43.9	\$59,101	47.8%

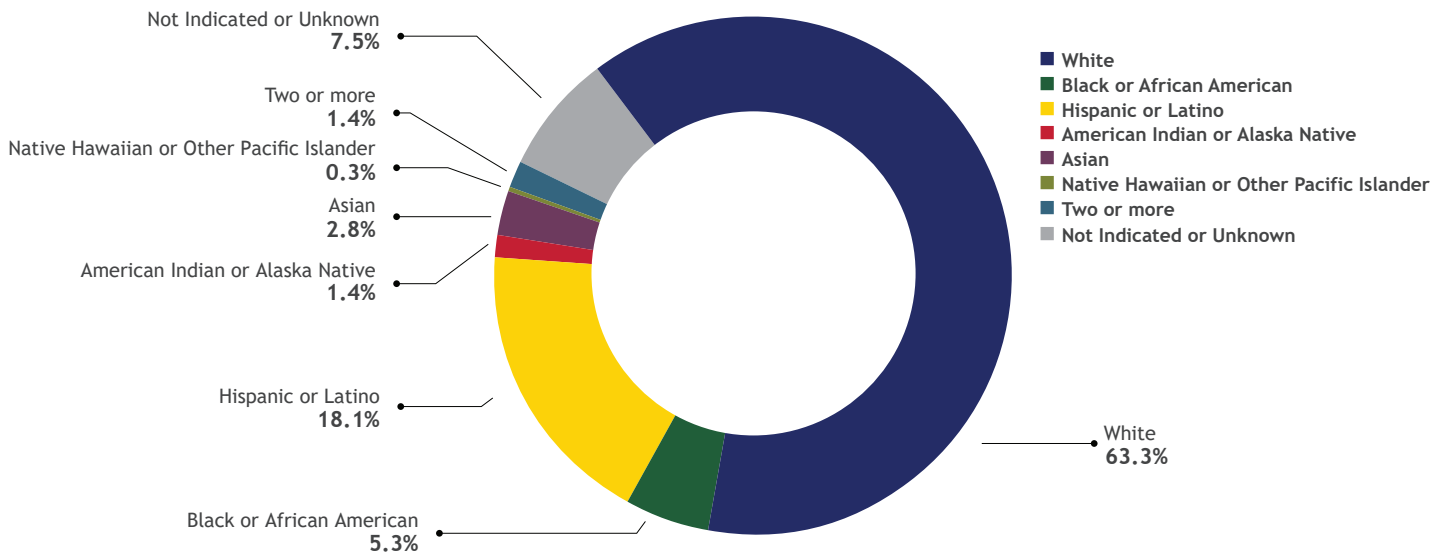
Occupational Group	American Indian or Alaska Native			Asian			Native Hawaiian or Other Pacific Islander		
	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males
Administrative Support & Related	45.6	\$43,947	8.3%	46.1	\$45,009	31.6%	38.5	\$39,216	20.0%
Enforcement & Protective Services	38.4	\$59,214	69.7%	40.8	\$63,246	75.3%	41.4	\$59,471	70.6%
Health Care Services	44.7	\$64,917	36.8%	43.1	\$67,080	28.3%	45.4	\$54,339	42.9%
Information Technology Services	44.7	\$85,273	83.3%	47.4	\$91,208	65.9%	61.0	\$91,524	100.0%
Labor, Trades, & Crafts	52.2	\$47,932	81.8%	51.2	\$36,426	45.7%	50.4	\$48,206	57.1%
Physical Science & Engineering	48.4	\$73,693	70.6%	42.8	\$85,846	57.6%	52.7	\$88,500	60.0%
Professional Services	42.9	\$62,755	42.5%	42.6	\$68,822	27.1%	44.3	\$68,747	27.3%
Statewide Total:	42.4	\$60,413	54.4%	43.4	\$68,033	38.6%	44.7	\$63,034	44.0%

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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	41.5	\$41,716	28.6%	45.9	\$44,913	18.9%	48.1	\$45,923	16.0%
Enforcement & Protective Services	34.5	\$59,795	66.7%	33.1	\$68,381	73.9%	41.7	\$64,721	73.1%
Health Care Services	39.8	\$64,685	16.7%	39.0	\$46,476	16.1%	44.9	\$65,969	24.0%
Information Technology Services	38.9	\$75,835	100.0%	NA	NA	NA	50.1	\$82,001	74.6%
Labor, Trades, & Crafts	45.4	\$45,644	87.5%	48.4	\$43,781	70.1%	49.1	\$47,871	81.2%
Physical Science & Engineering	38.8	\$77,738	42.3%	48.7	\$70,651	89.6%	45.5	\$83,859	69.3%
Professional Services	41.7	\$65,802	30.1%	51.6	\$56,204	25.7%	46.4	\$69,682	37.4%
Statewide Total:	40.7	\$63,371	39.1%	47.4	\$48,522	46.7%	45.7	\$65,000	51.0%

- Based on 6/30/2022 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 49.6 and the average salary is \$46,775, etc.

Figure 9. FY 2021-22 Classified Employees Distribution by Race/Ethnic Group



NEW HIRES

FY 2021-22 New Hires Key Findings





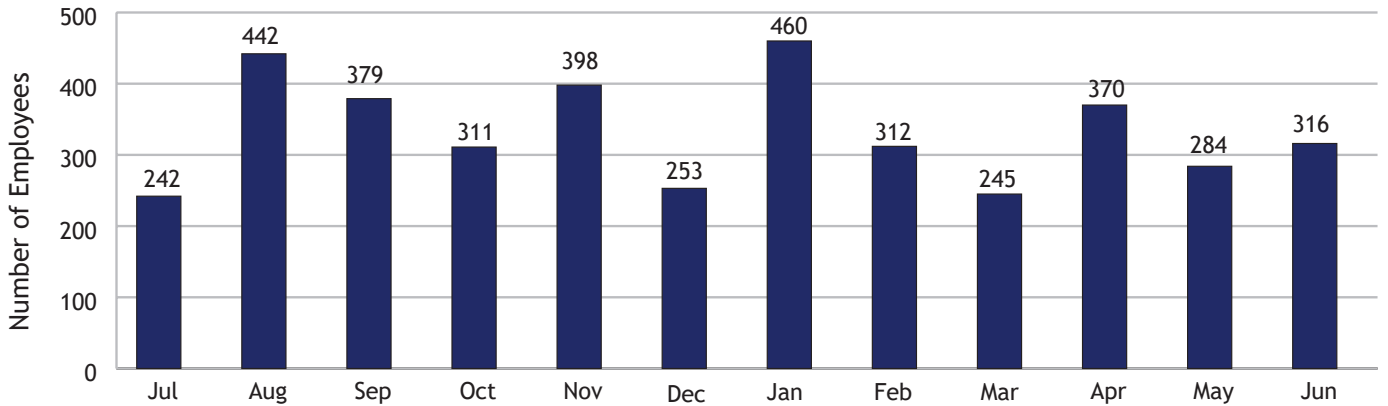
-  **4,012** Total new hires
-  **460** Most new hires in a month (January 2022)
-  **37.4** Statewide new hire average age
-  **\$54,485** Average salary

Table 7. FY 2021-22 Snapshot of Classified New Hires

Occupational Group	Avg. Age	Avg. Salary
Administrative Support & Related	38.5	\$41,609
Enforcement & Protective Services	33.0	\$53,477
Health Care Services	36.7	\$56,625
Information Technology Services	38.4	\$64,631
Labor, Trades, & Crafts	41.4	\$40,877
Physical Science & Engineering	35.2	\$71,055
Professional Services	38.8	\$59,425
Statewide Total:	37.4	\$54,485

• Based on data from 7/1/2021 - 6/30/2022

Figure 10. FY 2021-22 Classified New Hires by Month of Hire



• Based on data from 7/1/2021 - 6/30/2022

New Hires by Occupational Group and Race/Ethnic Group

Table 8. FY 2021-22 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	40.1	\$42,371	16.4%	37.8	\$40,559	23.8%	37.7	\$42,021	17.3%
Enforcement & Protective Services	33.2	\$54,916	68.8%	36.6	\$51,398	70.5%	31.4	\$51,925	59.6%
Health Care Services	38.6	\$60,910	21.2%	38.0	\$57,749	23.3%	33.8	\$49,911	21.2%
Information Technology Services	38.3	\$66,050	83.3%	42.0	\$64,583	87.5%	33.3	\$60,793	100.0%
Labor, Trades, & Crafts	43.3	\$42,301	85.2%	41.1	\$40,543	80.0%	39.6	\$38,664	77.1%
Physical Science & Engineering	35.8	\$72,644	54.3%	30.2	\$62,586	50.0%	30.3	\$64,810	38.9%
Professional Services	39.0	\$60,388	36.1%	38.3	\$59,506	38.6%	38.3	\$55,693	27.2%
Statewide Total:	38.2	\$56,569	47.9%	37.7	\$53,964	52.9%	35.4	\$50,873	42.9%
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	41.6	\$39,706	0.0%	35.0	\$40,492	33.3%	34.9	\$39,751	0.0%
Enforcement & Protective Services	32.9	\$52,678	55.0%	35.7	\$53,392	78.6%	30.0	\$55,647	100.0%
Health Care Services	35.9	\$48,705	30.8%	36.8	\$60,085	42.4%	NA	NA	NA
Information Technology Services	NA	NA	NA	38.0	\$66,253	88.9%	NA	NA	NA
Labor, Trades, & Crafts	36.8	\$35,023	57.1%	32.6	\$35,789	0.0%	44.1	\$46,571	0.0%
Physical Science & Engineering	45.0	\$69,910	100.0%	29.8	\$67,655	66.7%	NA	NA	NA
Professional Services	41.7	\$59,522	50.0%	38.1	\$60,261	28.8%	35.4	\$53,736	14.3%
Statewide Total:	38.6	\$53,091	46.6%	36.9	\$58,873	41.0%	34.4	\$51,772	35.7%

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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	38.7	\$36,025	40.0%	35.8	\$40,857	21.2%	38.5	\$41,609	18.5%
Enforcement & Protective Services	28.7	\$50,016	64.7%	29.0	\$57,583	80.0%	33.0	\$53,477	66.2%
Health Care Services	34.6	\$56,146	16.7%	30.0	\$42,150	18.5%	36.7	\$56,625	22.8%
Information Technology Services	34.3	\$54,766	100.0%	NA	NA	NA	38.4	\$64,631	88.2%
Labor, Trades, & Crafts	49.5	\$38,876	78.6%	35.0	\$39,310	70.1%	41.4	\$40,877	80.2%
Physical Science & Engineering	43.9	\$69,651	50.0%	37.7	\$62,067	75.0%	35.2	\$71,055	54.6%
Professional Services	37.2	\$62,034	31.7%	39.6	\$50,265	23.1%	38.8	\$59,425	34.3%
Statewide Total:	37.4	\$55,166	42.1%	34.8	\$42,033	42.0%	37.4	\$54,485	46.4%

- Based on data from 7/1/2021 - 6/30/2022
- 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 37.2, the average salary is \$62,034, and is 31.7% male

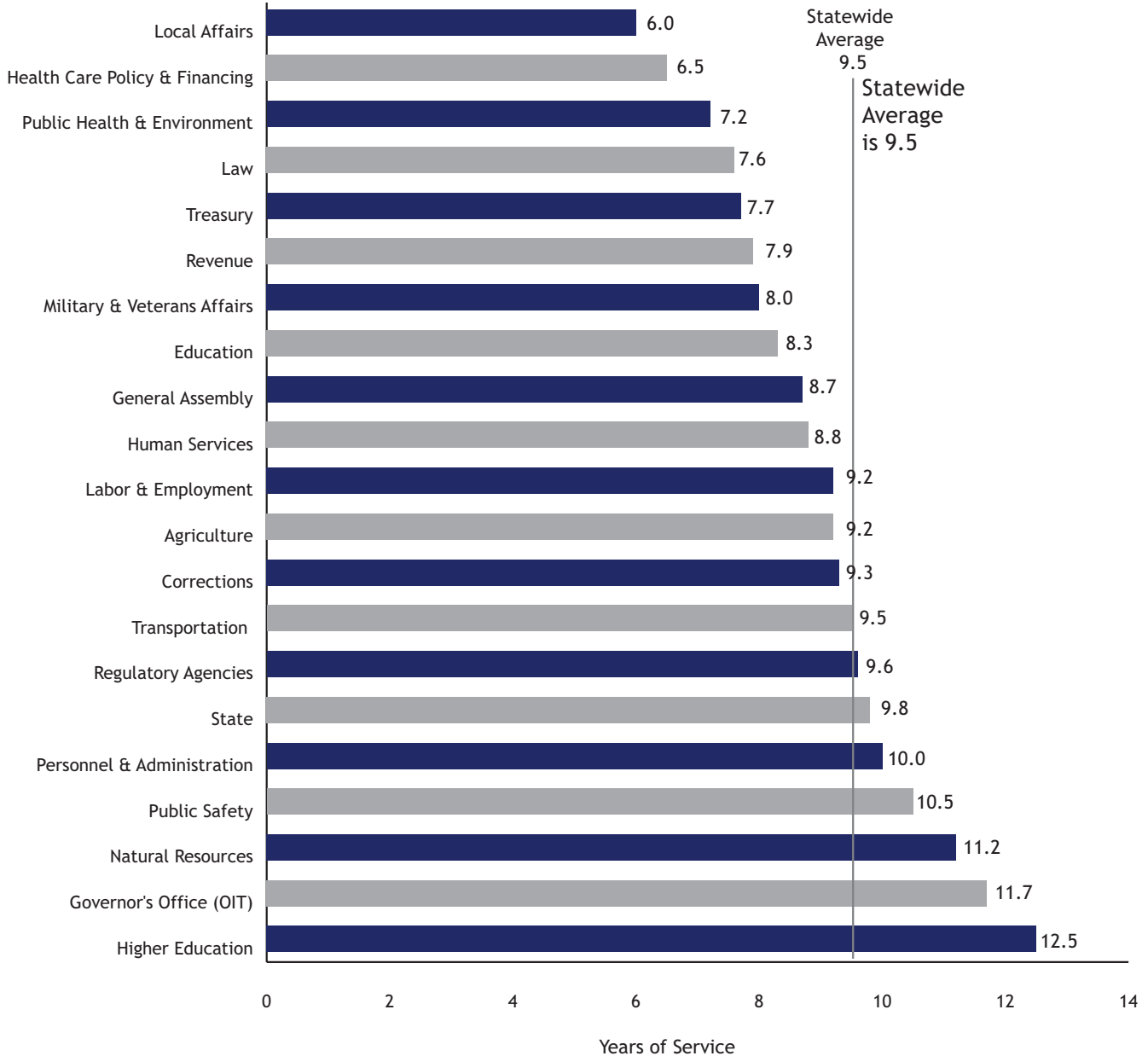


YEARS OF SERVICE



9.5 Statewide average years of service per employee

Figure 11. FY 2021-22 Classified Employees Average Years of Service by Department



- Based on 6/30/2022 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 2021-22 Retirement Eligibility of Classified Workforce by Department and Year

Department	Total Employees	Eligible To Retire Within (Years)				
		1	2	3	4	5
Agriculture	296	69	76	89	97	111
Corrections	5,243	820	1,012	1,198	1,356	1,530
Education	149	28	34	39	41	50
Governor's Office	430	139	160	176	203	219
Health Care Policy & Financing	662	49	64	81	86	99
Higher Education	3,165	1,045	1,150	1,264	1,367	1,493
Human Services	4,439	750	882	1,044	1,181	1,347
Labor & Employment	1,454	320	355	407	463	524
Law	218	35	40	50	58	60
Local Affairs	224	26	31	39	47	55
Military & Veterans Affairs	155	34	47	56	64	72
Natural Resources	1,463	264	310	358	421	484
Personnel & Administration	368	72	90	105	118	140
Public Health & Environment	1,776	228	263	299	344	413
Public Safety	1,782	260	313	386	435	499
Regulatory Agencies	551	137	154	174	201	228
Revenue	1,551	273	340	401	450	523
State	123	26	31	37	44	44
General Assembly	61	8	9	10	11	12
Transportation	2,832	538	642	778	896	1,043
Treasury	33	11	12	12	12	14
Statewide Total:	26,975	5,132	6,015	7,003	7,895	8,960
Statewide Percentage:	100.0%	19.0%	22.3%	26.0%	29.3%	33.2%

- Based on 6/30/2022 data
- Retirement eligibility is cumulative

WORKFORCE TURNOVER

The overall turnover rate in FY 2021-22 is 21.4%, which increased by 6.3 percentage points from FY 2020-21 at 15.1%. Total separations include voluntary, retirement, and involuntary separations. Total separations are referred to as turnover.

Figure 12. FY 2021-22 Classified Workforce Turnover Rate

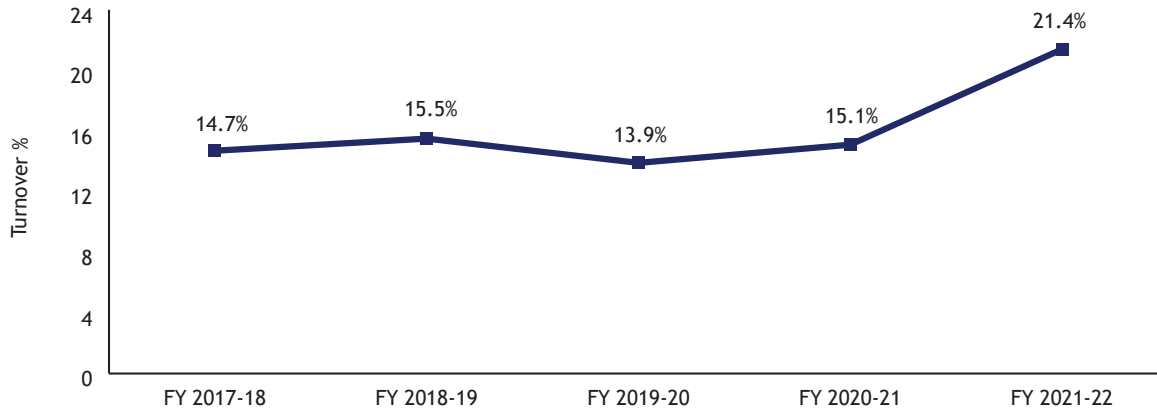


Table 10. FY 2021-22 Workforce Separation by Reason

Separation Reason	Total	% of Separations
INVOLUNTARY	639	10.9%
Death	73	1.2%
Dismissal	412	7.0%
Layoff	5	0.1%
Leave Rights Expired	149	2.5%
VOLUNTARY	4,295	73.0%
Military	2	0.0%
Resigned Classified Employment	4,172	70.9%
Not Reported	121	2.1%
RETIRED	950	16.1%
Disability Retirement	15	0.3%
Retirement	935	15.9%
Grand Total	5,884	100.0%

- Based on data from 7/1/2021 - 6/30/2022
- Permanent, Classified employees

Turnover Rate

Table 11. FY 2021-22 Classified Workforce Turnover Rate by Department

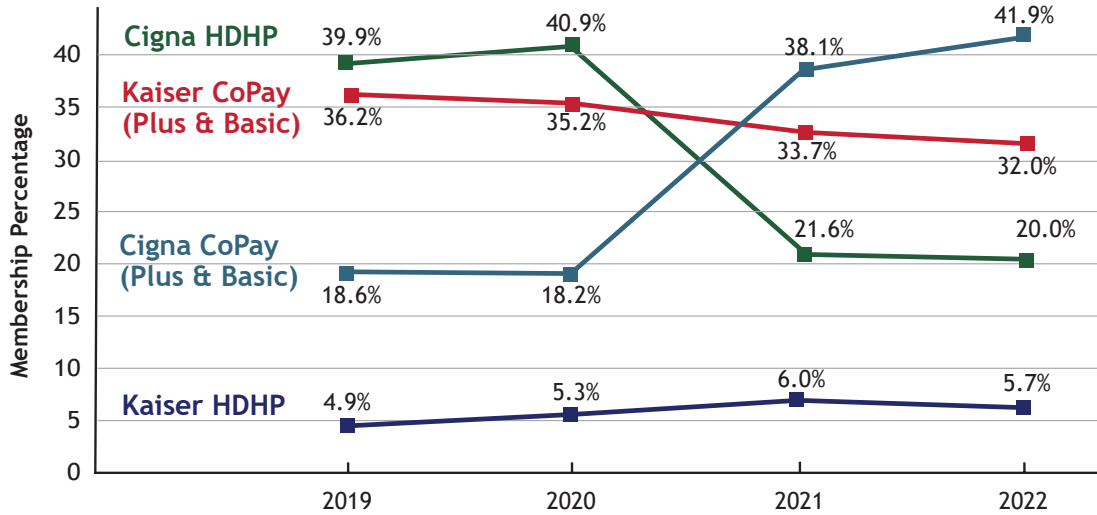
Department	Total	Involuntary	Retire	Voluntary	Turnover Rate
Agriculture	57	4	14	39	19.2%
Corrections	1,503	191	256	1,056	27.2%
Education	31	2	5	24	21.4%
General Assembly	14			14	21.5%
Governor's Office (OIT)	12		4	8	2.7%
Health Care Policy & Financing	91	7	8	76	14.7%
Higher Education	444	16	109	319	13.4%
Human Services	1,673	221	158	1,294	36.3%
Labor & Employment	247	24	39	184	16.7%
Law	31	5	6	20	15.1%
Local Affairs	31	5	5	21	14.8%
Military & Veterans Affairs	38	4	6	28	23.6%
Natural Resources	124	27	38	59	8.5%
Personnel & Administration	58	4	10	44	15.7%
Public Health & Environment	304	13	46	245	17.8%
Public Safety	272	27	47	198	15.1%
Regulatory Agencies	69	5	18	46	12.5%
Revenue	264	20	55	189	17.6%
Secretary of State	13	1	2	10	10.2%
Transportation	602	62	124	416	20.8%
Treasury	6	1		5	18.9%
Statewide Total:	5,884	639	950	4,295	21.4%

• Based on data from 7/1/2021 - 6/30/2022

HEALTH PLAN MEMBERSHIP

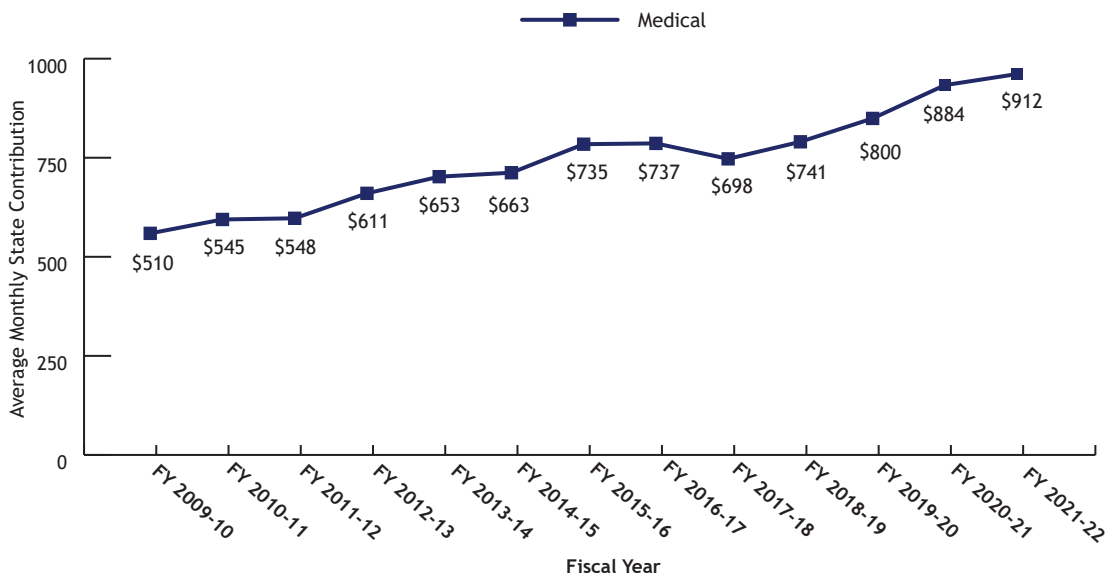
State of Colorado Group Employee Medical Plan offers copayment and high deductible health plan (HDHP) medical insurance options through Cigna and Kaiser Permanente (KP). Each year, employees may elect a new insurance plan. Enrollment numbers for each plan in FY 2021-22 changed from the previous year, as shown in Figure 13.

Figure 13. Health Plan Membership Trend FY 2018-19 to FY 2021-22



- 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 6/30/2022 data

Table 12. Medical Plan Participation by Department

Department	# of Enrolled Employees	Kaiser Copay Basic	%	Kaiser Copay Plus	%	Kaiser-HDHP	%
Agriculture	277	8	2.9%	49	17.7%	20	7.2%
Corrections	4,744	214	4.5%	1,691	35.6%	207	4.4%
Education	583	41	7.0%	149	25.6%	65	11.1%
Governor's Office	1,102	53	4.8%	271	24.6%	74	6.7%
Health Care Policy & Financing	604	35	5.8%	150	24.8%	57	9.4%
Higher Education	2,159	79	3.7%	451	20.9%	112	5.2%
Human Services	4,132	294	7.1%	1,492	36.1%	225	5.4%
Judicial Branch	4,202	258	6.1%	972	23.1%	194	4.6%
Labor & Employment	1,305	70	5.4%	375	28.7%	70	5.4%
Law	508	26	5.1%	93	18.3%	44	8.7%
Local Affairs	213	15	7.0%	57	26.8%	20	9.4%
Military & Veterans Affairs	125	9	7.2%	36	28.8%	8	6.4%
Natural Resources	1,382	44	3.2%	167	12.1%	61	4.4%
Personnel & Administration	348	28	8.0%	104	29.9%	19	5.5%
Public Health & Environment	1,542	99	6.4%	362	23.5%	132	8.6%
Public Safety	1,590	60	3.8%	368	23.1%	82	5.2%
Regulatory Agencies	505	19	3.8%	158	31.3%	27	5.3%
Revenue	1,355	73	5.4%	415	30.6%	89	6.6%
State	124	9	7.3%	30	24.2%	8	6.5%
General Assembly	341	18	5.3%	67	19.6%	26	7.6%
Transportation	2,613	93	3.6%	535	20.5%	146	5.6%
Treasury	29	0	0.0%	5	17.2%	2	6.9%
Statewide Totals:	29,783	1,545	5.2%	7,997	26.9%	1,688	5.7%

Continued on next page

Department	# of Enrolled Employees	Cigna Copay Basic	%	Cigna Copay Plus	%	CIGNA-HDHP	%
Agriculture	277	59	21.3%	65	23.5%	76	27.4%
Corrections	4,744	746	15.7%	1,241	26.2%	632	13.3%
Education	583	90	15.4%	115	19.7%	120	20.6%
Governor's Office	1,102	187	17.0%	264	24.0%	247	22.4%
Health Care Policy & Financing	604	120	19.9%	117	19.4%	123	20.4%
Higher Education	2,159	450	20.8%	487	22.6%	569	26.4%
Human Services	4,132	693	16.8%	852	20.6%	562	13.6%
Judicial Branch	4,202	929	22.1%	923	22.0%	908	21.6%
Labor & Employment	1,305	261	20.0%	303	23.2%	220	16.9%
Law	508	107	21.1%	112	22.0%	124	24.4%
Local Affairs	213	43	20.2%	37	17.4%	40	18.8%
Military & Veterans Affairs	125	21	16.8%	23	18.4%	27	21.6%
Natural Resources	1,382	345	25.0%	299	21.6%	462	33.4%
Personnel & Administration	348	56	16.1%	69	19.8%	70	20.1%
Public Health & Environment	1,542	270	17.5%	318	20.6%	354	23.0%
Public Safety	1,590	348	21.9%	381	24.0%	347	21.8%
Regulatory Agencies	505	83	16.4%	113	22.4%	102	20.2%
Revenue	1,355	222	16.4%	318	23.5%	232	17.1%
State	124	21	16.9%	34	27.4%	22	17.7%
General Assembly	341	82	24.0%	69	20.2%	78	22.9%
Transportation	2,613	528	20.2%	669	25.6%	632	24.2%
Treasury	29	5	17.2%	12	41.4%	5	17.2%
Statewide Totals:	29,783	5,666	19.0%	6,821	22.9%	5,952	20.0%

- As of 6/30/2022 - COBRA employees are included in the Statewide Total but not included in Table 11
- For FY 2021-22 - 114 (0.38%) employees are in COBRA - KP- BASIC 7 or (0%) employees; KP-PLUS 27 or (0.1%) employees; KP-HDHP: 5 or (0%) employees; CIGNA-BASIC: 17 or (0.06%) employees; CIGNA-PLUS: 39 or (0.1%) employees; CIGNA-HDHP: 19 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	280	167	59.6%	113	40.4%
Corrections	4,818	1,855	38.5%	2,947	61.2%
Education	606	341	56.3%	262	43.2%
General Assembly	338	213	63.0%	122	36.1%
Governor's Office (OIT)	1,131	559	49.4%	566	50.0%
Health Care Policy & Financing	617	338	54.8%	277	44.9%
Higher Education	2,151	1,127	52.4%	1,015	47.2%
Human Services	4,174	1,902	45.6%	2,254	54.0%
Judicial Branch	4,265	2,403	56.3%	1,844	43.2%
Labor & Employment	1,321	619	46.9%	694	52.5%
Law	515	320	62.1%	193	37.5%
Local Affairs	213	128	60.1%	84	39.4%
Military & Veterans Affairs	143	68	47.6%	73	51.0%
Natural Resources	1,404	877	62.5%	520	37.0%
Personnel & Administration	349	167	47.9%	178	51.0%
Public Health & Environment	1,586	929	58.6%	647	40.8%
Public Safety	1,618	808	49.9%	807	49.9%
Regulatory Agencies	514	248	48.2%	265	51.6%
Revenue	1,385	684	49.4%	692	50.0%
Secretary of State	126	55	43.7%	70	55.6%
Transportation	2,637	1,336	50.7%	1,290	48.9%
Treasury	28	16	57.1%	12	42.9%
Statewide Totals:	30,219	15,160	50.2%	14,925	49.4%

- As of 06/30/2022 - 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 2021-22 - 134 (0.4%) employees are in COBRA - Dental Basic: 57 or (0.2%) employees; Dental Basic Plus: 77 or (0.3%) employees

EMPLOYEE HEALTH AND ENGAGEMENT

In FY 2021-22, the State continued its focus on enhancing employees’ understanding of their benefits package and rolling out the first two phases of our STATE OF HEALTH wellness program to more effectively improve employee health.

The State made only a few changes for FY 2021-22 after coming off the major redesign of the medical plan and replacement of United Healthcare with Cigna. Employee premiums did not increase for any benefits and long-term disability rates decreased by 16%. The two changes made included: adding the Right Start 4 Kids program in the Delta Dental plan and expanding long-term disability eligibility. The Right Start 4 Kids program pays claims at 100% for children under age 13 and long-term disability eligibility was expanded to part-time employees working 12 or more hours per week. During the FY 2021-22 active benefits open enrollment period, 88% of State employees elected healthcare benefits.

STATE OF HEALTH AND MOTIVATEME

The State expanded the STATE OF HEALTH program, focusing on long-term positive change in chronic health conditions such as diabetes, high blood pressure, obesity, high cholesterol, depression, and tobacco dependence. Over 600 employees struggling with these chronic conditions were enrolled in the program, which coordinates the efforts of primary care physicians, health coaches, and CSEAP counselors to achieve lasting results.

Results from the pilot group of STATE OF HEALTH participants showed across-the-board improvements in biometric measures (A1c, cholesterol, blood pressure, and body mass index) and similar across-the-board gains in health engagement (nutrition tracking, strength training, physical activity, and sleep). Based on these early results, the pilot program was expanded to all employees for FY 2022-23.

MotivateMe, the wellness program for all employees, was improved to focus on higher-priority wellness activities like routine preventive care (mammograms & colonoscopies) and annual physicals. These changes and increased promotional efforts increased MotivateMe participation by 31% over FY 2020-21.

Table 14. FY 2021-22 State of Health and MotivateMe

Health Focus Area	Measurement
STATE OF HEALTH	3,000 employees applied, 600 enrolled, 100 completed the one-year program
MotivateMe	15,231 enrolled, 6,989 earned the incentive

• Enrollment numbers as of 6/30/2022

COLORADO STATE EMPLOYEE ASSISTANCE PROGRAM (CSEAP)

CSEAP provides employee assistance services to State employees and their employing organizations. Services include individual, couple, and family counseling and professional and health coaching. In FY 2021-22, CSEAP served 1,554 counseling cases addressing excessive stress, phase of life concerns, and symptoms of depression and or anxiety. Over 113 employees were served through professional coaching addressing soft skills development for the workplace.

In addition, CSEAP provided responses to 239 employees impacted by critical incidents including urban fires, deaths impacting the workplace, and community violence. CSEAP critical incident response includes a

consultation with leaders of impacted organizations and urgent response to groups and individual employees uniquely impacted by tragic events. CSEAP also continues its partnership with STATE OF HEALTH to provide health coaching to State employees.

Table 15. FY 2021-22 Employee CSEAP Engagement

CSEAP Services	Measurement (FY 2021-22)
Counseling Cases	1,554
Professional Coaching	113
Critical Incident Response	239
Wellbeing Webinars	328 webinars served 5,193 attendees
Financial Assistance	22 grants per month; \$330 per grant (averages provided)
24/7 Crisis Response to Employees & Leaders	59 calls per month (average provided)

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

GENERAL ASSUMPTIONS

- Multiple Records:** For any employees with multiple records in a given month, the last record in the table was selected 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.
- Employee Criteria:** The tables are generally based on permanent, classified employees.
- Salary:** The salary amounts used in this analysis are unadjusted for FTE.
- Table Types:** Most demographic tables are based on June 2022. 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.
- 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, 2022), 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; and
- 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 2021-22. 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, 2021, through June 30, 2022, 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 and SES.

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 2021-2022

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