



State of Colorado Workforce Report

FY 2022-2023

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



COLORADO

Division of Human Resources

Department of Personnel & Administration



COLORADO
Department of Personnel
& Administration

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ABOUT THE REPORT

The Fiscal Year (FY) 2022-23 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, 2022 to June 30, 2023. State of Colorado classified employees are the focus of this report. Unless otherwise noted, data in this report represents classified, permanent, full-time, or part-time employees and excludes non-classified and temporary employees.

State of Colorado Government

The State of Colorado government is comprised of three branches: the Executive Branch (consists of the Governor, Secretary of State, Treasurer, Attorney General, and Institutions of Higher Education), the Legislative Branch (consists of the Colorado General Assembly) and the Judicial Branch (consists of the Colorado Supreme Court and lower courts).

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WORKFORCE OVERVIEW

This Workforce Report covers classified employees in the State Personnel System. For this report, an employee in the State Personnel System satisfies the following criteria:

- Classified within the State's Personnel System;
- Permanent full-time or part-time employee;
- Excludes higher education faculty and administrators; and
- Excludes temporary employees.

Classified System

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

Non-Classified System





Pursuant to Colorado exemption statute (C.R.S. 24-50-135) employees in non-classified positions are exempt from the State Personnel System. Consequently, they are exempted from the rules, procedures, and regulations that govern the State Personnel System. The non-classified system includes employees in Amendment 5 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 December 31, 2022, the State employed 117,680 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 2022-23 Classified Workforce at a Glance

 28,208	Number of Employees
 45.1	Average Age
 \$67,399	Average Annual Salary
 9.3	Average Years of Service

Workforce Trend

Table 1. State of Colorado Classified Workforce Trends (FY 2017-18 - FY 2022-23)

Measure	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	% Change
Permanent, Classified Employees	28,735	28,611	29,112	28,491	26,975	28,208	4.57%
Average Age	45.9	45.8	45.7	45.6	45.7	45.1	-1.23%
Median Age	46.5	46.1	45.84	45.72	45.63	44.92	-1.56%
Average Length of Service	9.7	9.6	9.5	9.5	9.5	9.3	-2.76%
Median Length of Service	7.5	7.1	6.8	6.8	6.9	6.6	-4.78%
Average Salary	\$57,270	\$59,104	\$61,640	\$61,882	\$65,000	\$67,399	3.69%
Median Salary	\$51,876	\$53,436	\$56,388	\$56,544	\$59,496	\$61,800	3.87%
Eligible to Retire Within One Year	19.5%	19.6%	19.2%	18.9%	19.0%	18.4%	-3.10%
Eligible to Retire Within Five Years	34.3%	34.0%	33.7%	33.2%	33.2%	32.1%	-3.46%
Turnover	14.7%	15.5%	13.9%	15.1%	21.4%	16.1%	-24.97%

- All statistics are based on June of the stated fiscal year except for “Turnover”, which is based on the entire fiscal year.
- FY 2018-19 through FY 2021-22 statistics exclude some higher education institutions.
- Comparisons to prior years should be viewed in this context.
- Percent change represents the change from FY 2021-22 to FY 2022-23.

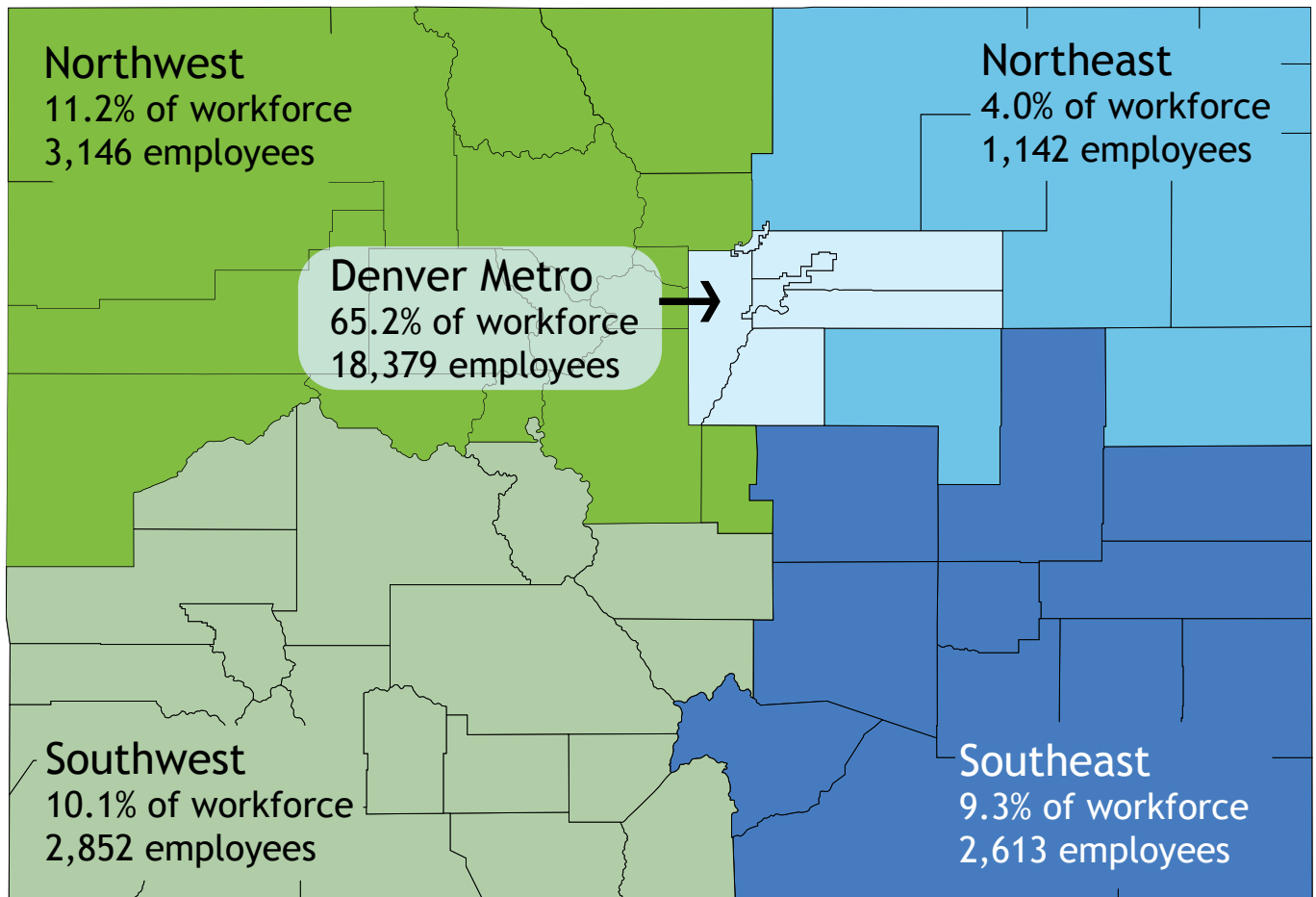
REGIONAL DISTRIBUTION

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

The Denver metro region has 18,379 employees, or 65.2% of the workforce. About 9,829 employees work in Colorado's other regions. The northwest region is home to 11.2% of the State's workforce, while 4.0% of State employees are located in the northeast region. The southern part of the State is home to a collective 19.4% of the workforce.



Figure 2. FY 2022-23 Average Classified Employee Distribution by Region Distribution by Region

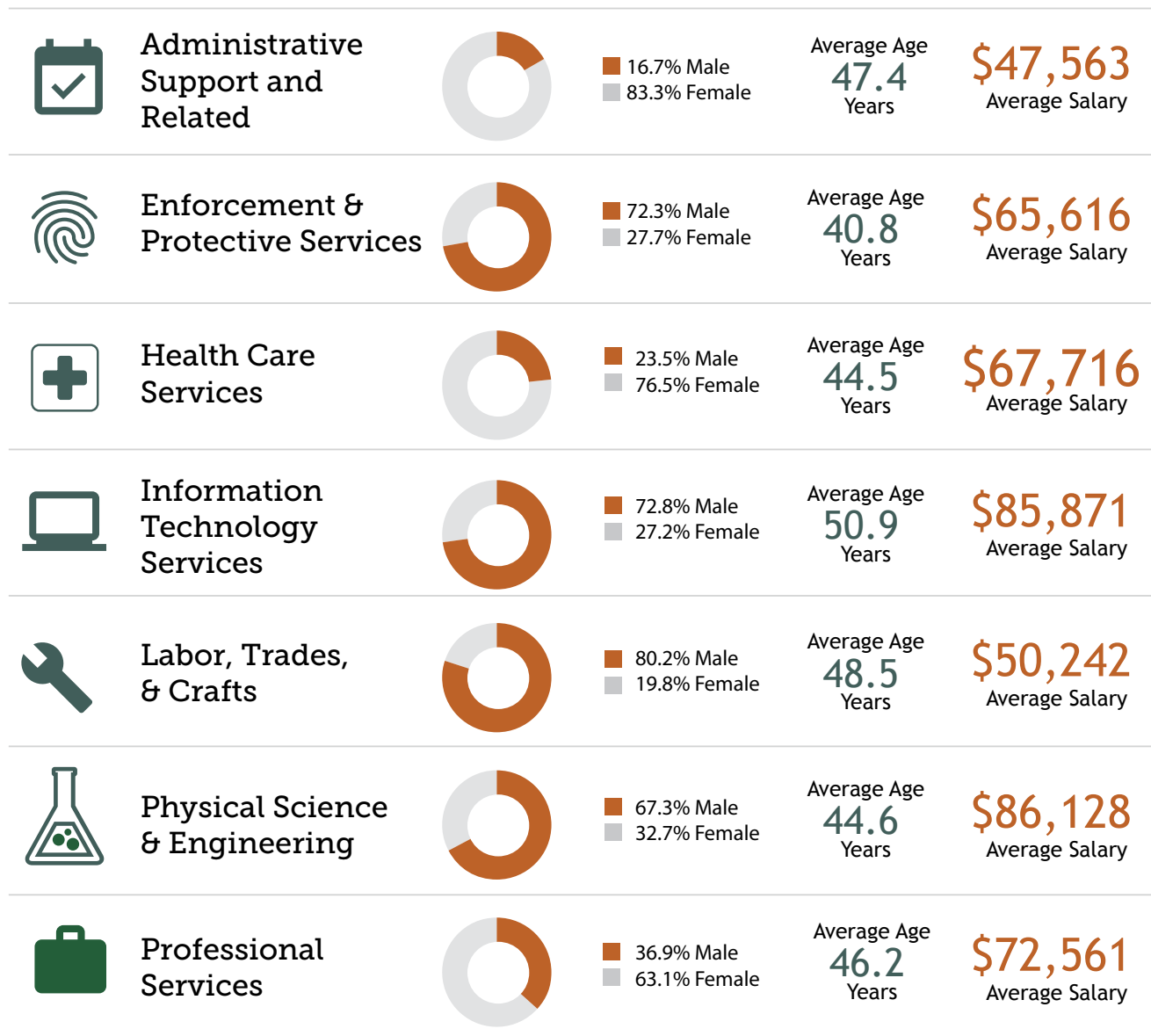


- 0.3% Other (76 employees)
- Based on data from 7/1/22 - 6/30/23

OCCUPATIONAL GROUPS

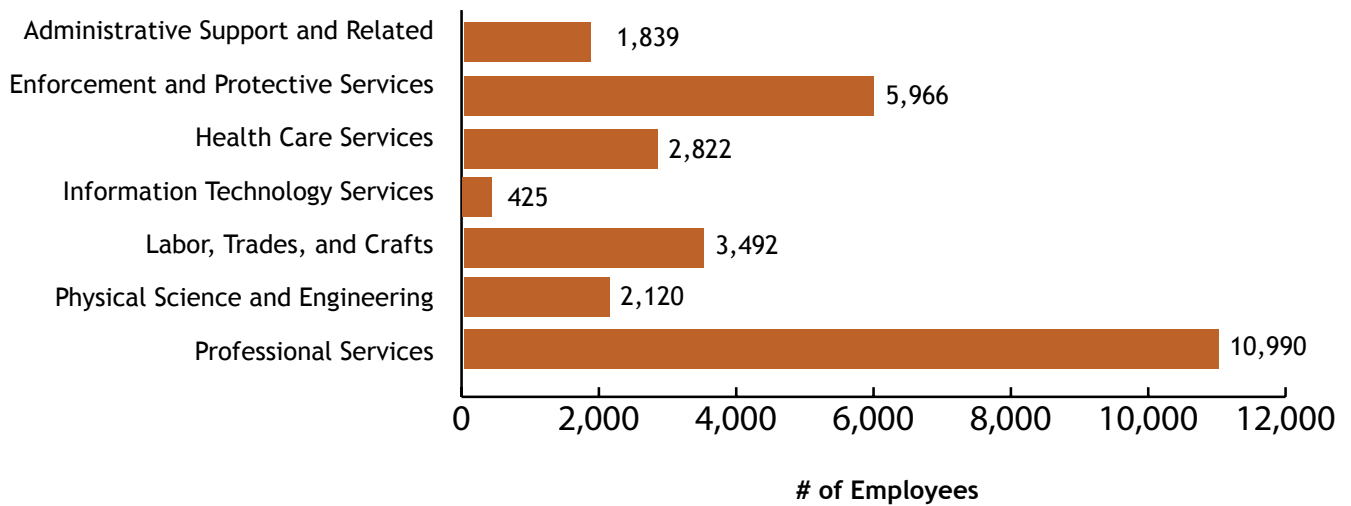
The State of Colorado offers more than 600 job classifications. Each of these classifications is categorized into one of seven occupational groups. State Patrol Troopers are part of the Enforcement and Protective Services occupational group.

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



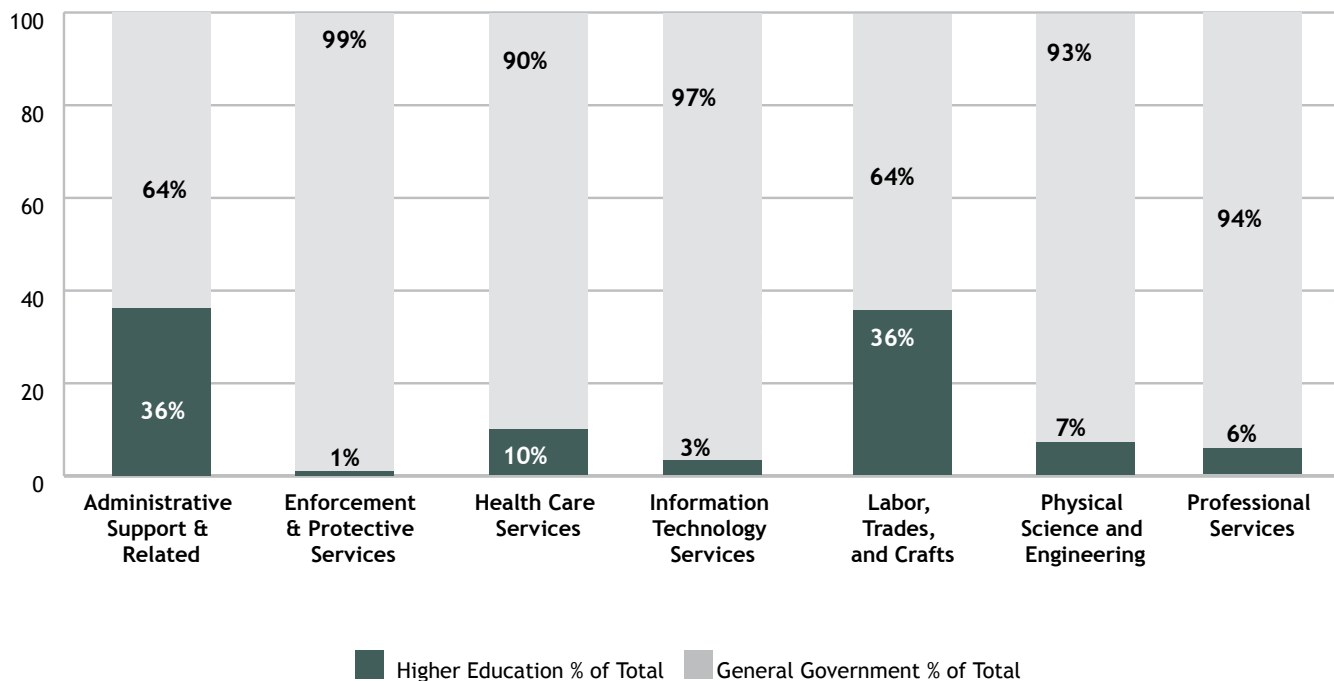
• Based on 6/30/2023 data

Figure 4. FY 2022-23 Average Number of Classified Employees by Occupational Group



- Based on data from 7/1/22 - 6/30/23

Figure 5. FY 2022-23 Occupational Groups by Classified General Government and Higher Education Employees



- Based on 6/30/2023 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. FY 2022-23 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	316	8.7	47.0	\$5,274	66	20.9%
Corrections	5,501	9.5	42.3	\$5,210	876	15.9%
Education	160	7.8	45.9	\$5,034	30	18.8%
General Assembly	66	8.7	40.2	\$7,378	8	12.1%
Governor's Office (OIT)	333	13.0	52.1	\$6,941	122	36.6%
Health Care Policy & Financing	805	6.4	43.0	\$6,795	65	8.1%
Higher Education	3,036	12.1	48.3	\$4,294	963	31.7%
Human Services	4,635	8.7	44.7	\$5,402	785	16.9%
Labor & Employment	1,589	8.7	47.1	\$5,366	317	19.9%
Law	238	7.2	45.0	\$6,493	32	13.4%
Local Affairs	275	5.6	44.9	\$6,003	30	10.9%
Military & Veterans Affairs	165	6.9	50.0	\$5,142	35	21.2%
Natural Resources	1,554	10.9	44.8	\$6,343	268	17.2%
Personnel & Administration	412	9.6	47.7	\$5,924	86	20.9%
Public Health & Environment	1,903	6.8	42.5	\$6,661	220	11.6%
Public Safety	1,927	9.9	42.7	\$6,737	265	13.8%
Regulatory Agencies	600	9.3	49.5	\$6,554	140	23.3%
Revenue	1,581	7.9	47.4	\$5,278	307	19.4%
State	127	9.5	47.5	\$6,575	27	21.3%
Transportation	2,942	9.1	47.0	\$5,793	549	18.7%
Treasury	43	7.5	49.7	\$6,392	10	23.3%
Statewide Totals:	28,208	9.26	45.13	\$5,617	5,201	18.4%

- Based on 6/30/2023 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 Agencies, and Institutions of Higher Education (Permanent and Temporary)

Table 3. FY 2022-23 Average Active Classified Employees by Employee Status

Department	Full-Time	Part-Time	Total	% Of Classified
Agriculture	282.5	20.7	303.2	1.10%
Department of Agriculture	282.5	20.7	303.2	1.10%
Corrections	5,251.1	19.8	5,270.9	19.06%
Canteen	23.3	-	23.3	0.08%
Correctional Industries	73.8	-	73.8	0.27%
Corrections Administration	5,153.9	19.8	5,173.8	18.71%
Education	154.3	3.8	158.1	0.57%
Department of Education	77.4	2.9	80.3	0.29%
School for the Deaf and Blind	76.8	0.9	77.8	0.28%
General Assembly	58.6	5.8	64.3	0.23%
General Assembly	58.6	5.8	64.3	0.23%
Governor's Office (OIT)	391.5	4.8	396.3	1.43%
Office of Information Technology	391.5	4.8	396.3	1.43%
Health Care Policy & Financing	730.6	8.3	738.8	2.67%
Department of Health Care Policy & Financing	730.6	8.3	738.8	2.67%
Higher Education	2,794.8	279.2	3,074.0	11.12%
Arapahoe Community College	70.7	-	70.7	0.26%
Colorado Community College System	27.7	-	27.7	0.10%
Colorado State University	1,435.0	203.7	1,638.7	5.93%
Community College of Aurora	34.8	-	34.8	0.13%
Community College of Denver	10.0	-	10.0	0.04%
CU - Boulder	513.8	44.7	558.5	2.02%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
CU - Colorado Springs	72.3	6.3	78.7	0.28%
CU - Denver	143.1	22.5	165.6	0.60%
CU - Denver (Downtown)	39.3	2.0	41.3	0.15%
CU - System Offices	4.0	-	4.0	0.01%
Front Range Community College	122.8	-	122.8	0.44%
Lamar Community College	11.5	-	11.5	0.04%
Morgan Community College	7.7	-	7.7	0.03%
Northeastern Junior College	28.4	-	28.4	0.10%
Northwestern Community College	9.6	-	9.6	0.03%
Otero Junior College	19.3	-	19.3	0.07%
Pikes Peak Community College	121.7	-	121.7	0.44%
Pueblo Community College	54.3	-	54.3	0.20%
Red Rocks Community College	55.7	-	55.7	0.20%
State Historical Society	4.4	-	4.4	0.02%
Trinidad State Junior College	8.9	-	8.9	0.03%
Human Services	4,335.3	321.3	4,656.7	16.84%
Behavioral Health Admin	80.2	1.4	81.6	0.29%
Colorado Mental Health Institute - Fort Logan	211.6	44.4	256.0	0.93%
Colorado Mental Health Institute - Pueblo	824.8	80.5	905.3	3.27%
Department of Human Services	1,300.3	15.5	1,315.8	4.76%
Division of Youth Corrections	1,063.0	24.8	1,087.8	3.93%
Fitzsimons State Nursing Home	110.8	88.1	198.8	0.72%
Grand Junction Regional Center	160.7	8.4	169.1	0.61%
Pueblo Regional Center	138.3	0.6	138.9	0.50%
Ridge Regional Center	250.4	9.8	260.3	0.94%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
State Veterans Center at Homelake	67.25	0.25	67.5	0.24%
Veterans Nursing Home at Florence	83.8	9.9	93.7	0.34%
Veterans Nursing Home at Rifle	44.3	37.7	82.0	0.30%
Labor & Employment	1,308.5	210.4	1,518.9	5.49%
Department of Labor & Employment	1,308.5	210.4	1,518.9	5.49%
Law	219.3	10.2	229.5	0.83%
Department of Law	219.3	10.2	229.5	0.83%
Local Affairs	252.6	1.1	253.7	0.92%
Department of Local Affairs	252.6	1.1	253.7	0.92%
Military & Veterans Affairs	154.4	2.6	157.0	0.57%
Military Affairs	143.8	2.6	146.3	0.53%
Veterans Affairs	10.7	-	10.7	0.04%
Natural Resources	1,456.8	51.3	1,508.1	5.45%
Board of Land Commissioners	41.3	1.0	42.3	0.15%
Division of Reclamation, Mining, and Safety	49.2	1.3	50.5	0.18%
Division of Water Resources	209.8	39.3	249.0	0.90%
Executive Director's Office	53.6	4.8	58.3	0.21%
Oil & Gas Conservation Commission	131.8	-	131.8	0.48%
Parks & Wildlife	919.4	5.0	924.4	3.34%
Water Conservation Board	51.8	-	51.8	0.19%
Personnel & Administration	373.2	10.8	384.0	1.39%
Department of Personnel & Administration	373.2	10.8	384.0	1.39%
Public Health & Environment	1,803.4	58.3	1,861.7	6.73%
Department of Public Health & Environment	1,803.4	58.3	1,861.7	6.73%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
Public Safety	1,843.3	33.3	1,876.6	6.79%
Department of Public Safety	1,843.3	33.3	1,876.6	6.79%
Regulatory Agencies	566.3	5.7	571.9	2.07%
Accountancy Board	1.1	-	1.1	0.00%
Barbers & Cosmetologists Board	3.0	-	3.0	0.01%
Civil Rights Division	36.1	-	36.1	0.13%
Dental Board	4.0	-	4.0	0.01%
Director of Registrations	96.9	-	96.9	0.35%
Division of Banking	35.6	-	35.6	0.13%
Division of Conservation Easements	1.0	-	1.0	0.00%
Division of Financial Services	11.5	-	11.5	0.04%
Division of Insurance	92.0	-	92.0	0.33%
Division of Real Estate	41.9	3.0	44.9	0.16%
Division of Securities	21.9	-	21.9	0.08%
DORA - Executive Director	24.9	0.7	25.6	0.09%
Electrical Board	38.3	-	38.3	0.14%
Engineers & Land Surveyors Board	3.9	-	3.9	0.01%
Massage Therapists	3.9	-	3.9	0.01%
Medical Examiners Board	4.7	-	4.7	0.02%
Mental Health Boards	4.3	-	4.3	0.02%
Nursing Board	9.2	1.0	10.2	0.04%
Nursing Home Administrators Board	0.3	-	0.3	0.00%
Office of Consumer Counsel	7.3	-	7.3	0.03%
Optometric Board	1.9	-	1.9	0.01%
Outfitters Board	0.7	-	0.7	0.00%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
Passenger Tramway Safety Board	2.2	-	2.2	0.01%
Pharmacy Board	6.3	-	6.3	0.02%
Physical Therapy Board	1.0	-	1.0	0.00%
Plumbers Board	13.2	-	13.2	0.05%
Public Utilities Commission	99.4	1.0	100.4	0.36%
Revenue	1,549.3	28.8	1,578.1	5.71%
Administration	1,362.8	24.8	1,387.6	5.02%
Gaming Division	93.8	-	93.8	0.34%
State Lottery Division	92.7	4.0	96.7	0.35%
State	121.7	1.0	122.7	0.44%
Department of State	121.7	1.0	122.7	0.44%
Transportation	2,894.1	0.2	2,894.3	10.47%
Department of Transportation	2,894.1	0.2	2,894.3	10.47%
Treasury	36.7	0.8	37.4	0.14%
Department of Treasury	36.7	0.8	37.4	0.14%
Grand Total	26,578.1	1,078.0	27,656.1	100.00%

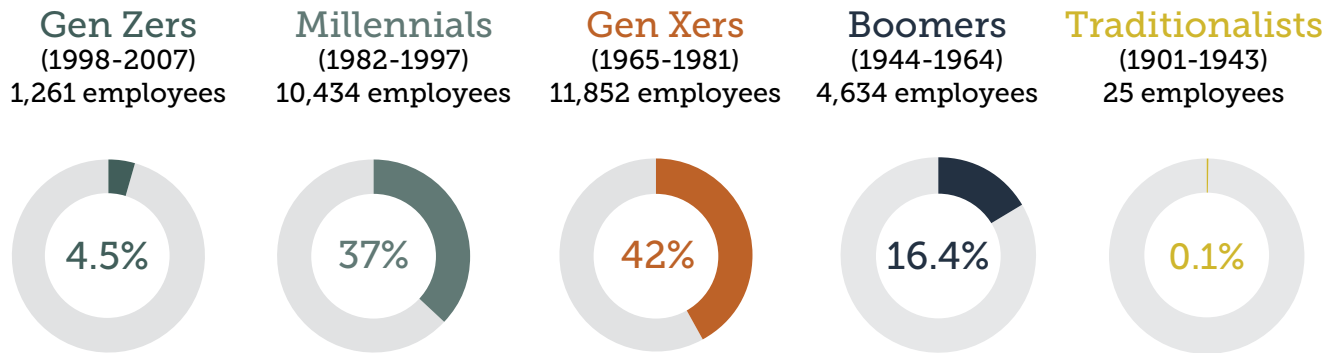
• Based on data from 7/1/22 - 6/30/23

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



AGE DISTRIBUTION

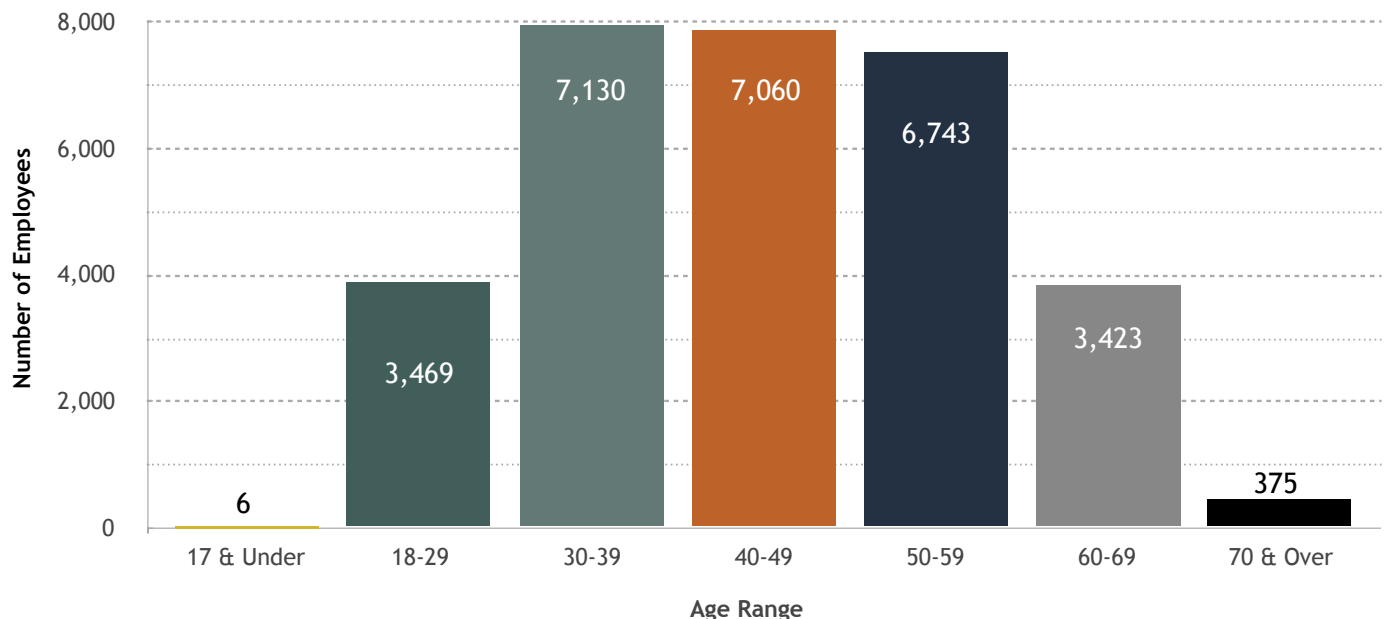
Figure 6. FY 2022-23 Classified Employee Age Distribution by Generation



• Based on 6/30/2022 data

*Note: as of 6/30/2023 there are 2 invalid birthdays that are not represented in the table above and the following figure.

Figure 7. FY 2022-23 Classified Employee Distribution by Age



• Based on 6/30/2023 data

Age Distribution by Department

Table 4. Age Distribution for Active Classified Employees by Department FY 2022-23

Department	17 & Under	18–29	30–39	40–49	50–59	60–69	70+	Total	Average Age
Agriculture	0	29	76	83	65	54	9	316	47.0
Corrections	0	988	1,548	1,314	1,171	445	33	5,501	42.3
Education	0	16	46	30	43	24	1	160	45.9
General Assembly	0	16	20	17	7	6	0	66	40.2
Governor's Office	0	4	51	76	109	86	7	333	52.1
Health Care Policy & Financing	0	77	281	251	137	48	11	805	43.0
Higher Education	1	391	565	557	782	643	97	3,036	48.3
Human Services	5	548	1,236	1,166	1,137	502	41	4,635	44.7
Labor & Employment	0	109	415	405	382	231	47	1,589	47.1
Law	0	26	60	70	54	27	1	238	45.0
Local Affairs	0	23	86	72	64	27	3	275	44.9
Military & Veterans Affairs	0	11	23	42	56	31	2	165	50.0
Natural Resources	0	149	428	454	353	159	11	1,554	44.8
Personnel & Administration	0	25	85	121	113	62	6	412	47.7
Public Health & Environment	0	316	572	498	320	179	18	1,903	42.5
Public Safety	0	305	532	533	404	142	11	1,927	42.7
Regulatory Agencies	0	29	113	154	177	105	22	600	49.5
Revenue	0	118	364	394	449	236	20	1,581	47.4
State	0	9	29	29	39	20	1	127	47.5
Transportation	0	277	593	781	872	388	31	2,942	47.0
Treasury	0	3	7	13	9	8	3	43	49.7
Statewide Total:	6	3,469	7,130	7,060	6,743	3,423	375	28,208	45.1

- Based on 6/30/2023 data
- The total count of employees in the Department of Corrections includes two employees with invalid age data that are not displayed in the age band columns above.

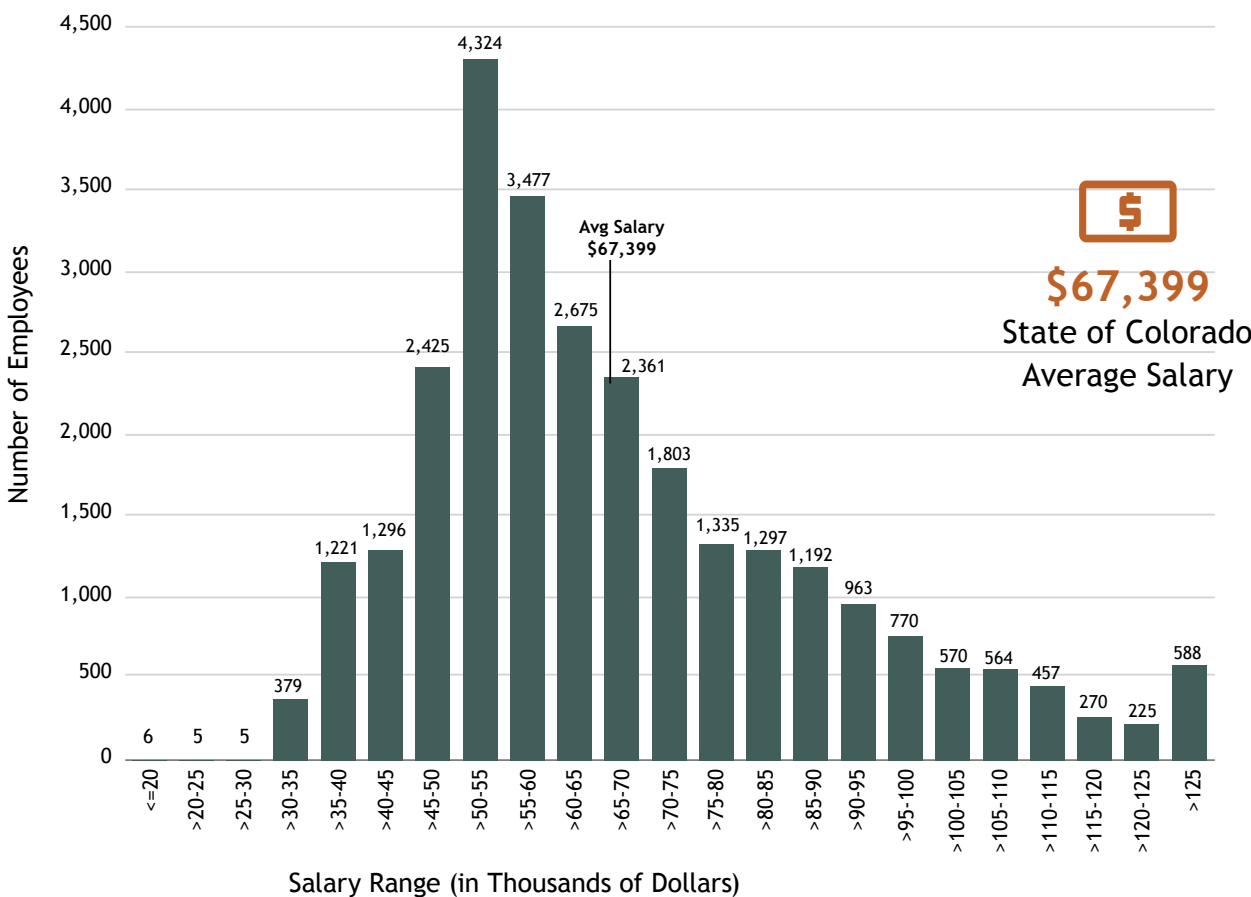
STATE OF COLORADO COMPENSATION

The total compensation package includes base salary and benefits (medical, dental, disability, life, wellness, and retirement). The FY 2023-24 Annual Compensation Report found the State’s average base salary in FY 2022-23 was 5.2% below the market median.

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

Salary

Figure 8. FY 2022-23 Classified Employee Annual Base Salary Distribution



• Based on 6/30/2023 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	6.6%	51.3%	23.1%	12.0%	7.0%	316
Corrections	0.4%	55.1%	34.6%	6.9%	3.0%	5,501
Education	15.6%	45.6%	24.4%	10.0%	4.4%	160
General Assembly	0.0%	19.7%	31.8%	16.7%	31.8%	66
Governor's Office (OIT)	0.0%	7.5%	38.4%	35.1%	18.9%	333
Health Care Policy & Financing	0.0%	14.0%	44.7%	21.4%	19.9%	805
Higher Education	21.0%	57.9%	16.6%	3.4%	1.0%	3,036
Human Services	13.6%	39.6%	22.9%	15.6%	8.3%	4,635
Labor & Employment	2.1%	51.3%	28.3%	13.0%	5.3%	1,589
Law	0.0%	19.7%	41.6%	20.2%	18.5%	238
Local Affairs	0.0%	26.9%	46.9%	16.7%	9.5%	275
Military & Veterans Affairs	13.9%	41.2%	29.7%	10.9%	4.2%	165
Natural Resources	1.4%	25.9%	37.1%	20.8%	14.9%	1,554
Personnel & Administration	11.9%	28.2%	24.8%	18.7%	16.5%	412
Public Health & Environment	0.3%	15.3%	40.2%	26.3%	17.9%	1,903
Public Safety	0.2%	24.9%	22.0%	34.2%	18.8%	1,927
Regulatory Agencies	1.2%	21.7%	37.3%	20.3%	19.5%	600
Revenue	7.1%	49.7%	24.0%	11.3%	7.8%	1,581
State	0.0%	27.6%	31.5%	18.9%	22.0%	127
Transportation	0.7%	42.7%	28.3%	15.3%	12.9%	2,942
Treasury	2.3%	32.6%	23.3%	23.3%	18.6%	43
Statewide Total:	5.7%	40.8%	29.0%	15.0%	9.5%	28,208

- Based on 6/30/2023 data

Overall Demographics

Table 6. FY 2022-23 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	48.6	\$48,227	16.7%	47.8	\$45,346	18.3%	46.7	\$47,226	15.3%
Enforcement & Protective Services	42.0	\$68,815	73.8%	40.0	\$58,346	71.1%	38.8	\$60,808	69.9%
Health Care Services	45.8	\$73,435	21.6%	49.3	\$62,233	34.4%	42.8	\$62,159	25.3%
Information Technology Services	51.8	\$87,028	77.1%	49.9	\$80,501	78.1%	50.1	\$77,061	51.0%
Labor, Trades, & Crafts	49.2	\$53,575	89.0%	47.6	\$44,677	78.0%	48.5	\$47,772	73.3%
Physical Science & Engineering	45.1	\$88,028	66.8%	45.3	\$84,222	55.6%	40.5	\$76,989	69.6%
Professional Services	46.6	\$74,917	40.3%	47.2	\$70,555	35.8%	44.8	\$67,752	29.2%
Statewide Total:	45.8	\$71,441	52.6%	45.3	\$62,784	50.2%	43.3	\$61,454	47.5%

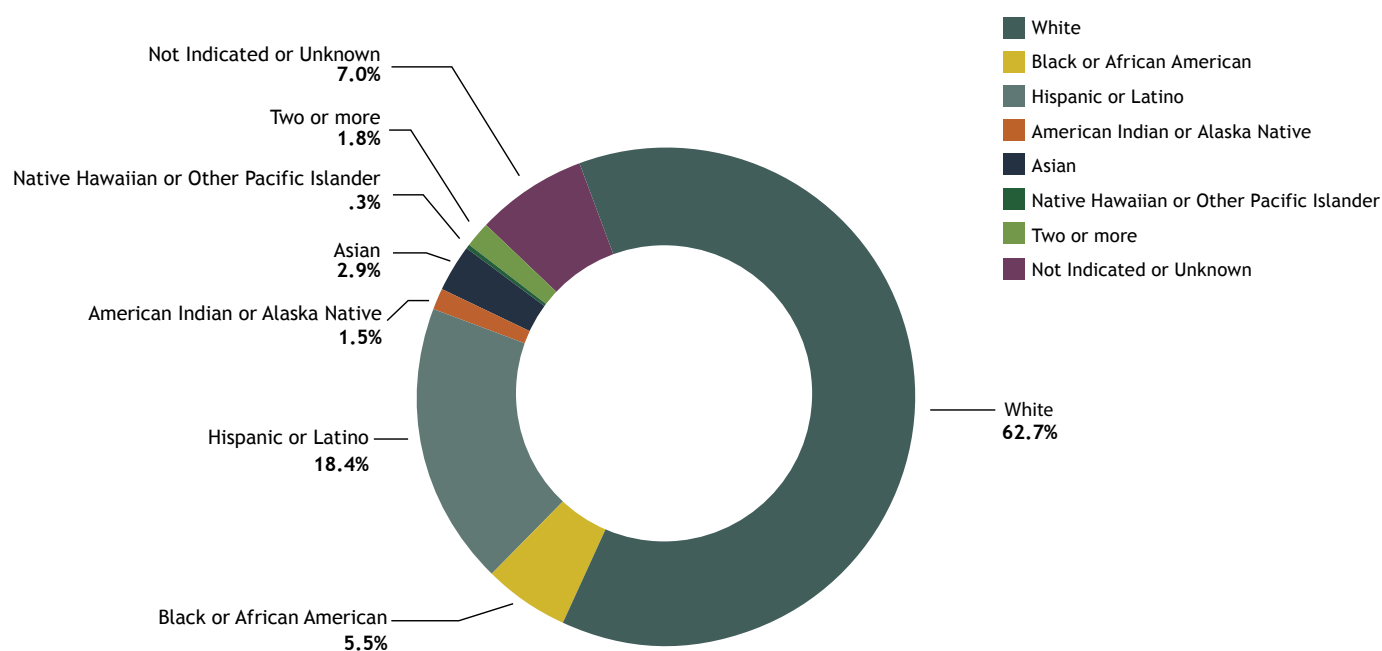
Occupational Group	American Indian or Alaska Native			Asian			Native Hawaiian or Other Pacific Islander		
	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males
Administrative Support & Related	45.1	\$45,169	4.8%	44.5	\$46,818	30.3%	43.4	\$46,339	0.0%
Enforcement & Protective Services	37.6	\$60,093	67.7%	40.4	\$63,572	70.4%	40.4	\$60,697	66.7%
Health Care Services	43.7	\$66,809	38.8%	43.5	\$63,826	32.6%	49.3	\$70,635	37.5%
Information Technology Services	42.8	\$83,328	50.0%	49.3	\$95,551	65.9%	49.8	\$82,136	100.0%
Labor, Trades, & Crafts	41.9	\$47,692	75.8%	50.9	\$39,002	50.0%	50.0	\$49,460	66.7%
Physical Science & Engineering	45.7	\$78,464	68.4%	39.9	\$85,645	59.2%	54.2	\$91,248	50.0%
Professional Services	44.1	\$66,916	41.0%	42.8	\$72,903	27.0%	43.5	\$71,252	32.5%
Statewide Total:	41.4	\$62,113	53.8%	43.2	\$69,872	38.4%	44.4	\$66,596	43.7%

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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	43.4	\$43,743	19.0%	52.8	\$47,304	27.3%	47.4	\$47,563	16.7%
Enforcement & Protective Services	33.8	\$60,961	70.9%	41.5	\$67,360	66.7%	40.8	\$65,616	72.3%
Health Care Services	38.4	\$65,044	17.0%	52.7	\$58,005	25.7%	44.5	\$67,716	23.5%
Information Technology Services	38.7	\$74,650	75.0%	NA	NA	NA	50.9	\$85,871	72.8%
Labor, Trades, & Crafts	44.6	\$47,266	85.1%	55.4	\$47,600	69.5%	48.5	\$50,242	80.2%
Physical Science & Engineering	37.0	\$77,964	47.5%	52.5	\$77,343	86.0%	44.6	\$86,128	67.3%
Professional Services	40.9	\$67,241	28.8%	55.9	\$61,931	29.7%	46.2	\$72,561	36.9%
Statewide Total:	40.0	\$64,358	39.0%	54.8	\$54,250	51.9%	45.1	\$67,399	50.4%

- Based on 6/30/2023 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 48.6 and the average salary is \$48,227, etc.

Figure 9. FY 2022-23 Classified Employees Distribution by Race/Ethnic Group



NEW HIRES

FY 2022-23 New Hires Key Findings





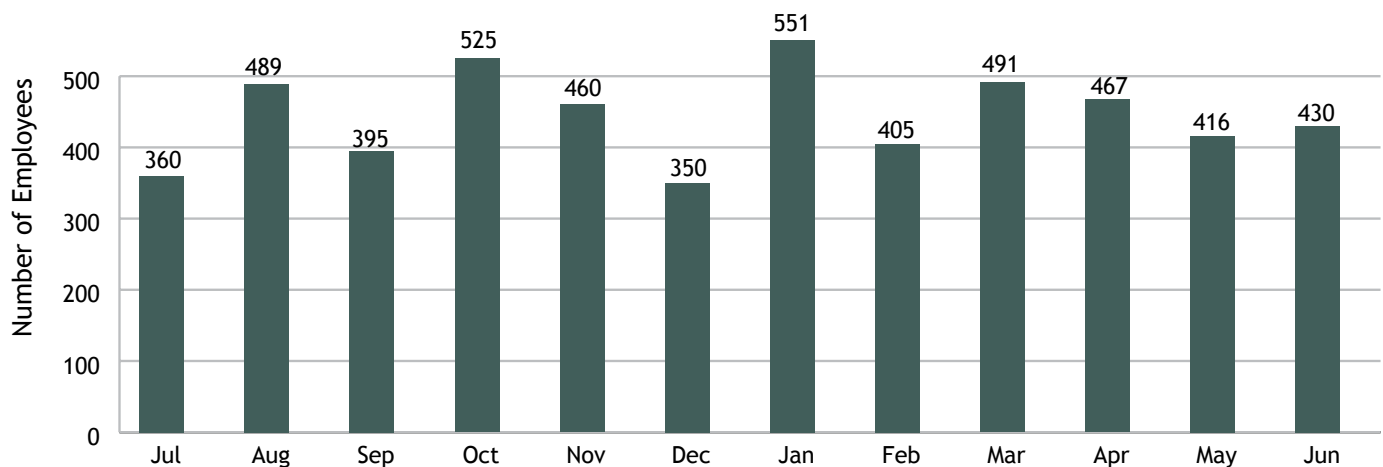
	5,339	Total new hires
	551	Most new hires in a month (January 2022)
	36.3	Statewide new hire average age
	\$55,642	Average salary

Table 7. FY 2022-23 Snapshot of Classified New Hires

Occupational Group	Avg. Age	Avg. Salary
Administrative Support & Related	38.3	\$43,720
Enforcement & Protective Services	31.2	\$52,718
Health Care Services	35.4	\$57,597
Information Technology Services	39.8	\$71,695
Labor, Trades, & Crafts	40.1	\$42,016
Physical Science & Engineering	35.4	\$72,206
Professional Services	39.1	\$61,639
Statewide Total:	36.3	\$55,643

- Based on data from 7/1/2022-6/30/2023

Figure 10. FY 2022-23 Classified New Hires by Month of Hire



New Hires by Occupational Group and Race/Ethnic Group

Table 8. FY 2022-23 Classified New Hire Demographic Statistics by Occupational Group and Race/Ethnic Group

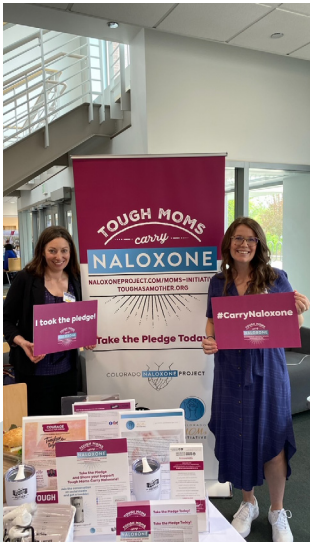
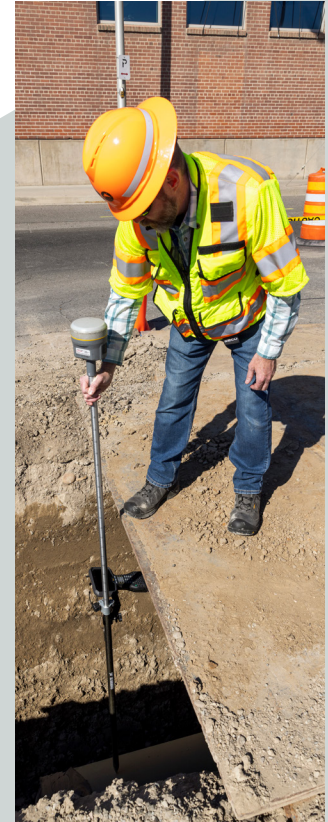
Occupational Group	White			Black or African American			Hispanic or Latino		
	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males
Administrative Support & Related	39.0	\$44,149	16.5%	37.7	\$41,915	10.0%	36.1	\$43,469	18.5%
Enforcement & Protective Services	31.6	\$54,085	67.6%	33.0	\$51,103	65.4%	29.5	\$51,382	63.8%
Health Care Services	36.1	\$62,289	19.0%	37.2	\$58,935	36.7%	33.8	\$50,073	20.4%
Information Technology Services	41.3	\$71,567	76.9%	33.1	\$62,665	66.7%	44.5	\$87,190	50.0%
Labor, Trades, & Crafts	41.3	\$43,801	82.4%	39.0	\$41,141	75.7%	39.4	\$40,183	66.9%
Physical Science & Engineering	36.1	\$73,078	55.8%	41.5	\$70,705	75.0%	34.4	\$69,368	56.7%
Professional Services	39.5	\$62,839	34.0%	41.4	\$60,897	41.3%	37.2	\$58,314	26.5%
Statewide Total:	37.1	\$58,185	47.2%	36.4	\$53,014	54.8%	34.1	\$52,141	46.2%

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	34.5	\$43,188	0.0%	26.7	\$40,000	12.5%	46.2	\$47,070	0.0%
Enforcement & Protective Services	31.6	\$51,545	66.2%	35.5	\$51,910	66.7%	30.4	\$51,737	60.0%
Health Care Services	39.2	\$60,836	42.1%	38.0	\$54,224	43.3%	44.6	\$74,338	50.0%
Information Technology Services	NA	NA	NA	41.3	\$70,000	100.0%	37.1	\$70,000	100.0%
Labor, Trades, & Crafts	33.0	\$38,523	57.9%	45.5	\$38,082	61.5%	40.8	\$44,184	100.0%
Physical Science & Engineering	31.1	\$74,839	66.7%	30.3	\$72,049	56.3%	NA	NA	NA
Professional Services	41.1	\$58,430	44.8%	37.9	\$64,809	29.1%	36.9	\$62,614	25.0%
Statewide Total:	34.8	\$52,642	55.2%	37.0	\$59,447	39.6%	36.8	\$57,416	47.8%

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Occupational Group	Two or More			Not Indicated or Unknown			Statewide Total		
	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males
Administrative Support & Related	36.2	\$44,523	7.1%	40.5	\$43,734	16.7%	38.3	\$43,720	15.6%
Enforcement & Protective Services	29.4	\$50,807	56.8%	29.1	\$65,468	66.7%	31.2	\$52,718	65.8%
Health Care Services	32.6	\$50,807	24.1%	28.8	\$39,254	13.3%	35.4	\$57,597	22.5%
Information Technology Services	32.2	\$59,758	0.0%	29.4	\$53,792	100.0%	39.8	\$71,695	70.8%
Labor, Trades, & Crafts	41.9	\$42,374	75.0%	37.7	\$40,315	75.7%	40.1	\$42,016	76.4%
Physical Science & Engineering	31.4	\$69,661	61.1%	33.7	\$64,770	100.0%	35.4	\$72,206	57.9%
Professional Services	36.4	\$61,206	30.5%	41.9	\$50,536	28.2%	39.1	\$61,639	32.6%
Statewide Total:	34.9	\$56,143	39.1%	37.8	\$43,558	46.5%	36.3	\$55,643	47.2%

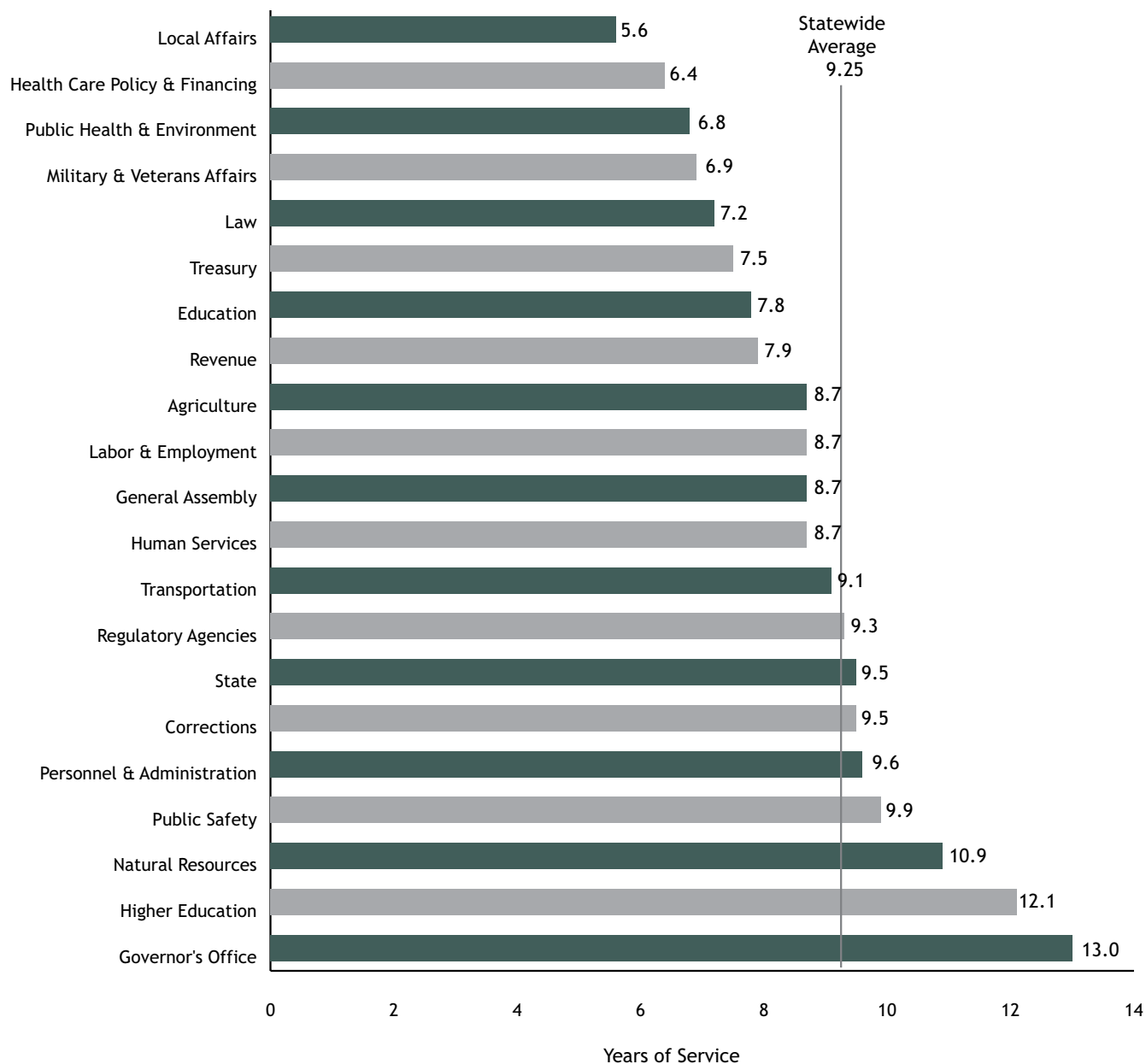
• Based on data from 7/1/2022 - 6/30/2023



YEARS OF SERVICE

9.25 Statewide average years of service per employee

Figure 11. FY 2022-23 Classified Employees Average Years of Service by Department



- Based on 6/30/2022 data
- Statewide average of 9.25 is calculated by taking an average of each employee's years of service without weighting by department

RETIREMENT ELIGIBILITY

Table 9. FY 2022-23 Retirement Eligibility of Classified Workforce by Department and Year

Department	Total Employees	Eligible To Retire Within (Years)				
		1	2	3	4	5
Agriculture	316	66	77	85	99	116
Corrections	5,501	875	1,060	1,209	1,375	1,558
Education	160	30	33	36	45	50
Governor's Office	333	122	136	157	169	178
Health Care Policy & Financing	805	65	81	87	99	131
Higher Education	3,036	963	1,062	1,151	1,263	1,386
Human Services	4,635	785	941	1,073	1,218	1,389
Labor & Employment	1,589	317	365	417	473	540
Law	238	32	40	47	49	57
Local Affairs	275	30	38	45	52	67
Military & Veterans Affairs	165	35	43	49	56	68
Natural Resources	1,554	268	314	375	437	498
Personnel & Administration	412	86	101	111	128	150
Public Health & Environment	1,903	220	255	294	353	425
Public Safety	1,927	265	333	375	438	499
Regulatory Agencies	600	140	160	190	215	246
Revenue	1,581	307	360	406	469	541
State	127	27	33	40	40	45
General Assembly	66	8	9	10	11	14
Transportation	2,942	549	675	787	917	1,070
Treasury	43	10	10	10	13	17
Statewide Total:	28,208	5,200	6,126	6,954	7,919	9,045
Statewide Percentage:	100.0%	18.4%	21.7%	24.7%	28.1%	32.1%

• Based on 6/30/2023 data

WORKFORCE TURNOVER

The overall turnover rate in FY 2022-23 is 16.1%, which decreased 5.3% from FY 2021-22 at 21.4%. Total separations include voluntary, retirement, and involuntary separations. Total separations are referred to as turnover.

Figure 12. FY 2022-23 Classified Workforce Turnover Rate

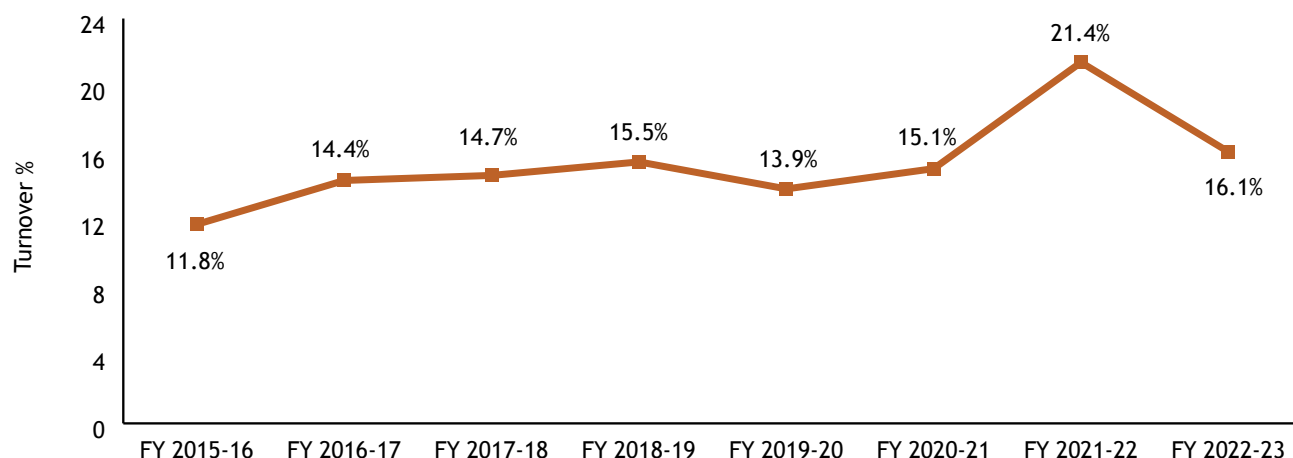


Table 10. FY 2022-23 Workforce Separation by Reason

Separation Reason	Total	% of Separations
INVOLUNTARY	628	14.1%
Death	43	1.0%
Dismissal	462	10.4%
Layoff	1	0.0%
Leave Rights Expired	122	2.7%
VOLUNTARY	3,130	70.5%
Military	5	0.1%
Resigned Classified Employment	3,006	67.7%
Not Reported	119	2.7%
RETIRED	682	15.4%
Disability Retirement	4	0.1%
Retirement	678	15.3%
Grand Total	4,440	100.0%

- Based on data from 7/1/2022 - 6/30/2023
- Permanent, Classified employees

Turnover Rate

Table 11. FY 2022-23 Classified Workforce Turnover Rate by Department

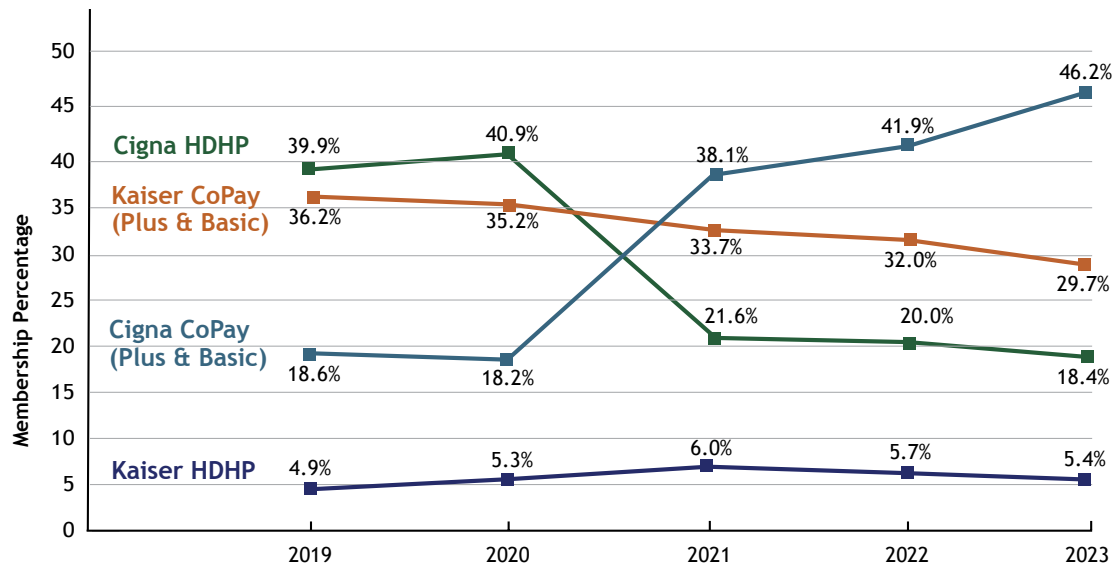
Department	Total	Involuntary	Retire	Voluntary	Turnover Rate
Agriculture	36	6	4	26	10.1%
Corrections	1,104	191	188	725	16.9%
Education	25	3	2	20	13.1%
General Assembly	9		1	8	11.7%
Governor's Office (OIT)	9		5	4	2.0%
Health Care Policy & Financing	62	4	10	48	7.0%
Higher Education	355	21	78	256	9.6%
Human Services	1,221	241	95	885	20.4%
Labor & Employment	171	23	36	112	9.6%
Law	29	2	7	20	10.8%
Local Affairs	31	4	1	26	10.0%
Military & Veterans Affairs	31	1	10	20	15.2%
Natural Resources	116	19	38	59	6.9%
Personnel & Administration	36	1	4	31	7.7%
Public Health & Environment	259	15	31	213	11.6%
Public Safety	224	22	46	156	10.5%
Regulatory Agencies	41	1	10	30	6.4%
Revenue	238	30	26	182	12.9%
Secretary of State	10			10	6.9%
Transportation	431	44	89	298	12.9%
Treasury	2		1	1	4.3%
Statewide Total:	4,440	628	682	3,130	13.3%

- Based on data from 7/1/2022 - 6/30/2023

HEALTH PLAN MEMBERSHIP

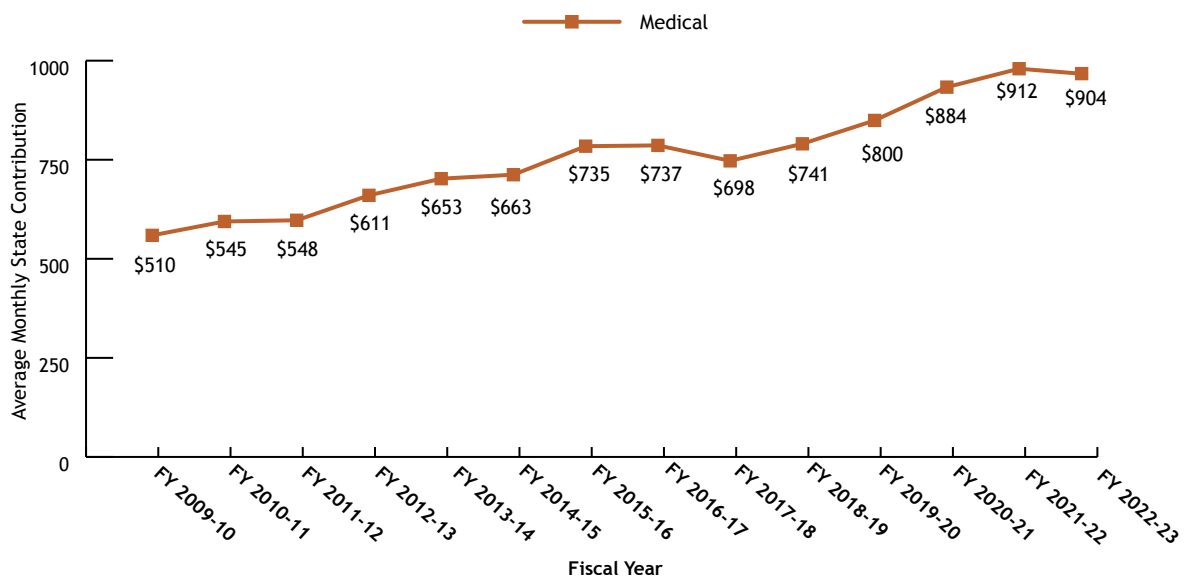
The State of Colorado Group Employee Medical Plan offers copayment and high deductible health plan (HDHP) medical insurance options through Cigna and Kaiser Permanente (KP). Each year, employees may elect a new insurance plan. Enrollment numbers for each plan in FY 2022-23 changed from the previous year, as shown in 13.

Figure 13. Health Plan Membership Trend FY 2019-20 to FY 2022-23



- 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 6/30/2023 data

Table 12. Medical Plan Participation by Department

Department	# of Enrolled Employees	Kaiser Copay Basic	%	Kaiser Copay Plus	%	Kaiser-HDHP	%
Agriculture	281	10	3.6%	42	14.9%	18	6.4%
Corrections	4,793	217	4.5%	1,576	32.9%	196	4.1%
Education	603	46	7.6%	140	23.2%	62	10.3%
Governor's Office	1,235	62	5.0%	268	21.7%	89	7.2%
Health Care Policy & Financing	730	46	6.3%	160	21.9%	64	8.8%
Higher Education	2,129	82	3.9%	400	18.8%	96	4.5%
Human Services	4,166	290	7.0%	1,401	33.6%	200	4.8%
Judicial Branch	4,304	255	5.9%	924	21.5%	190	4.4%
Labor & Employment	1,427	81	5.7%	356	24.9%	72	5.0%
Law	549	29	5.3%	89	16.2%	46	8.4%
Local Affairs	252	15	6.0%	62	24.6%	20	7.9%
Military & Veterans Affairs	126	8	6.3%	34	27.0%	12	9.5%
Natural Resources	1,454	41	2.8%	160	11.0%	59	4.1%
Personnel & Administration	370	21	5.7%	112	30.3%	25	6.8%
Public Health & Environment	1,716	103	6.0%	352	20.5%	134	7.8%
Public Safety	1,692	69	4.1%	332	19.6%	85	5.0%
Regulatory Agencies	538	22	4.1%	156	29.0%	29	5.4%
Revenue	1,383	77	5.6%	405	29.3%	86	6.2%
State	122	6	4.9%	31	25.4%	7	5.7%
General Assembly	383	25	6.5%	68	17.8%	25	6.5%
Transportation	2,672	92	3.4%	514	19.2%	139	5.2%
Treasury	36	0	0.0%	5	13.9%	4	11.1%
Statewide Totals:	30,961	1,597	5.2%	7,587	24.5%	1,658	5.4%

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Department	# of Enrolled Employees	Cigna Copay Basic	%	Cigna Copay Plus	%	CIGNA- HDHP	%
Agriculture	281	61	21.7%	74	26.3%	76	27.0%
Corrections	4,793	807	16.8%	1,407	29.4%	576	12.0%
Education	603	100	16.6%	135	22.4%	118	19.6%
Governor's Office	1,235	244	19.8%	317	25.7%	249	20.2%
Health Care Policy & Financing	730	164	22.5%	166	22.7%	128	17.5%
Higher Education	2,129	505	23.7%	529	24.8%	510	24.0%
Human Services	4,166	757	18.2%	988	23.7%	520	12.5%
Judicial Branch	4,304	1,076	25.0%	995	23.1%	852	19.8%
Labor & Employment	1,427	330	23.1%	356	24.9%	225	15.8%
Law	549	131	23.9%	140	25.5%	111	20.2%
Local Affairs	252	62	24.6%	52	20.6%	38	15.1%
Military & Veterans Affairs	126	22	17.5%	24	19.0%	24	19.0%
Natural Resources	1,454	369	25.4%	348	23.9%	474	32.6%
Personnel & Administration	370	78	21.1%	74	20.0%	59	15.9%
Public Health & Environment	1,716	376	21.9%	395	23.0%	349	20.3%
Public Safety	1,692	409	24.2%	433	25.6%	357	21.1%
Regulatory Agencies	538	91	16.9%	133	24.7%	106	19.7%
Revenue	1,383	250	18.1%	359	26.0%	205	14.8%
State	122	21	17.2%	32	26.2%	25	20.5%
General Assembly	383	92	24.0%	98	25.6%	73	19.1%
Transportation	2,672	559	20.9%	734	27.5%	631	23.6%
Treasury	36	7	19.4%	14	38.9%	6	16.7%
Statewide Totals:	30,961	6,511	21.0%	7,803	25.2%	5,712	18.4%

- As of 6/30/23. 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 2022-23, 93 (0.3%) employees are in COBRA. KP-BASIC: 1 or (0%) employees; KP-PLUS: 29 or (0.1%) employees; KP-HDHP: 2 or (0%); Cigna-BASIC: 33 or (0.11%) employees; Cigna-PLUS: 15 or (0%) employees; Cigna-HDHP: 13 or (0%) 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	289	144	49.8%	143	49.5%
Corrections	4,866	1,571	32.3%	3,278	67.4%
Education	624	310	49.7%	313	50.2%
General Assembly	393	229	58.3%	160	40.7%
Governor's Office (OIT)	1,257	557	44.3%	693	55.1%
Health Care Policy & Financing	749	368	49.1%	379	50.6%
Higher Education	2,140	1,019	47.6%	1,114	52.1%
Human Services	4,210	1,707	40.5%	2,493	59.2%
Judicial Branch	4,373	2,212	50.6%	2,144	49.0%
Labor & Employment	1,446	613	42.4%	824	57.0%
Law	555	302	54.4%	249	44.9%
Local Affairs	253	129	51.0%	122	48.2%
Military & Veterans Affairs	142	58	40.8%	82	57.7%
Natural Resources	1,477	834	56.5%	638	43.2%
Personnel & Administration	370	153	41.4%	216	58.4%
Public Health & Environment	1,762	941	53.4%	812	46.1%
Public Safety	1,739	762	43.8%	970	55.8%
Regulatory Agencies	552	226	40.9%	325	58.9%
Revenue	1,423	624	43.9%	796	55.9%
Secretary of State	126	48	38.1%	77	61.1%
Transportation	2,702	1,202	44.5%	1,496	55.4%
Treasury	35	17	48.6%	18	51.4%
Statewide Totals:	31,483	14,026	44.6%	17,342	55.1%

- As of 06/30/23. 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 2022-23, 115 (0.4%) employees are in COBRA. Dental Basic: 44 or (0.1%) employees; Dental Basic Plus: 71 or (0.2%) employees.

EMPLOYEE HEALTH AND ENGAGEMENT

In FY 2022-23, the State continued its focus on enhancing employees' understanding of their benefits package and rolled out the final pathway for our State of Health wellness program. This final pathway ensures that all employees can participate in STATE OF HEALTH, which replaces the MotivateMe program.

Medical premiums increased by 3.5% and dental premiums increased by 1.7% for FY 2022-23. Employee premiums did not increase for any benefits, and employee premiums for the Basic Plus dental options were reduced by 42%. Several improvements were made to our medical plans including: expanded gender affirming care, expanded Preventive Care Prescription drug classes, acupuncture was added to all medical plans, all colonoscopies are now paid at 100% regardless of findings, and low and no-cost mental health services for health plan participants improved employee access to mental health care.

During the FY 2022-23 active benefits open enrollment period, 88% of State employees elected healthcare benefits.

STATE OF HEALTH

The State continued the expansion of Colorado STATE OF HEALTH, focusing on long-term positive change in chronic health conditions such as diabetes, hypertension, obesity, high cholesterol, depression, and tobacco dependence. Over 800 employees struggling with these chronic conditions were enrolled in the program this fiscal year. Over half of these employees' primary care physicians are a part of STATE OF HEALTH and work directly with health coaches, providing employees with consistent, collaborative care and support. No other states have a program like this, and very few employers have been successful in delivering a clinically integrated workforce health improvement program.

Results of an August 2022 program evaluation confirmed the previous year's analysis showing that all STATE OF HEALTH participants' biometric measures (A1c, cholesterol, blood pressure, and body mass index) improved on average. Nearly 50% of employees who had metabolic syndrome fully reversed their metabolic syndrome within one year of starting STATE OF HEALTH. By reversing metabolic syndrome, these employees measurably reduced their risk for having a heart attack, stroke, or developing diabetes. Additionally, measurable improvements in health engagement (nutrition tracking, strength training, physical activity, and sleep) were observed for nearly all participants.

Because of this success, the self-directed pathway of STATE OF HEALTH was developed and implemented for employees, beginning July 2023. With the three available pathways, all State of Colorado employees are eligible for STATE OF HEALTH when they are enrolled in one of the State's health plans with Cigna or Kaiser Permanente.



To coincide with the implementation of the self-directed STATE OF HEALTH pathway, the State's health insurance premium discount incentive was transferred exclusively to STATE OF HEALTH, and the previous incentive delivery program through Cigna was eliminated. Beginning July 2023, all employees enrolled in STATE OF HEALTH will be eligible to earn the \$20 monthly discount by participating in the health improving activities available through STATE OF HEALTH.

Table 14. FY 2022-23 State of Health and Engagement

Health Focus Area	Measurement
STATE OF HEALTH	800 enrolled and 400 completed the one-year program

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 as well as organizational services. In FY 2022-23, CSEAP served 1,516 counseling cases (serving over 1,600 clients) addressing various issues including excessive stress, phase of life concerns, relationship stressors, and symptoms of depression and or anxiety. Additionally, 24/7 urgent or crisis telephonic support was provided to 405 state employee callers. CSEAP provided health coaching to 45 employees focused on behavior change associated with health conditions and professional coaching to 160 employees focused on soft skills development for the workplace.

In addition, CSEAP provided responses to 311 employees impacted by 24 unique critical incidents, including 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. Additional services provided by CSEAP in FY 2022 - 23 include leader consultation (132 leaders served), webinars and on-site presentations (3,715 attendees), and mediation (21 employees served).

Table 15. FY 2022-23 Employee CSEAP Engagement

CSEAP Services	Measurement (FY 2022-23)
Counseling Cases	1,516
Health Coaching	45
Professional Coaching	160
Critical Incident Response	311 employees served
Wellbeing Webinars & On-site Presentations	3,715 attendees
Financial Assistance	149 grants at an average of \$316.50 per grant
24/7 Crisis Response to Employees & Leaders	405 state employee callers

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

• Enrollment numbers as of 6/30/2023



GENERAL ASSUMPTIONS

1. **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.
2. **Employee Criteria:** The tables are generally based on permanent, 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 2023. 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, 2023), 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 2022-23. 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, 2022, through June 30, 2023, 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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