



Annual Compensation Report FY 2023-24



COLORADO
Department of Personnel
& Administration

October 4, 2022

Honorable Jared Polis
Governor of Colorado
136 State Capitol Building
Denver, Colorado 80203

Honorable Representative Julie McCluskie
Chair, Joint Budget Committee
Colorado General Assembly
200 East 14th Avenue
Denver, Colorado 80203

Dear Governor Polis and Representative McCluskie,

In accordance with C.R.S. 24-50-104(4), the State Personnel Director (Director) is required to submit an Annual Compensation Report (report) regarding the State of Colorado's (State) total compensation package every four years. This report updates salary survey market data only for FY 2023-24. The report is based on the analysis of survey data from private and public organizations.

For FY 2023-24, the State retained Mercer to update market data for employee compensation.

The State's policy is to provide competitive total compensation, including pay and group benefit plans, in order to recruit, reward, and retain a qualified workforce. The Director's priorities are as follows:

- I. Establish overall pay, benefits, retirement benefits, incentives, premium pay practices, and leave competitive to prevailing practices in the market;
- II. Move efficiently performing employees in the workforce through the midpoint, over the course of their employment; and
- III. Reward employees in the workforce who are meeting or exceeding performance expectations with recognition for their merit and tenure in service to the State.

For FY 2023-24, Mercer estimated that the State's average base salary lags the market median by 5.2%.

The Department will continue to work closely with the Governor's Office of State Planning and Budgeting, as well as confer with the Colorado Workers for Innovative and New Solutions (COWINS), to develop a recommendation for the appropriate amount of funding for any annual salary and benefit increases for FY 2023-24. The final recommendations will reflect a consideration of the results of the annual compensation survey, fiscal constraints, and the ability to recruit and retain State employees. The recommendation will be submitted for consideration in the Governor's November 1 Budget Request for FY 2023-24.

Respectfully submitted,

Tony Gherardini
Executive Director, Colorado Department of Personnel & Administration and
State Personnel Director

cc: Joint Budget Committee Members, Cabinet Members, Higher Education Presidents, Colorado WINS,
Carolyn Kampman, Robin Smart





Tony Gherardini
State Personnel Director and Executive Director

Lynne Steketee
Statewide Chief Human Resources Officer

About This Report

The State of Colorado (State) FY 2023-24 Annual Compensation Report includes study findings prepared by Mercer with assistance from the Department of Personnel & Administration (Department), and Division of Human Resources (Division). The purpose of the report is to analyze the competitiveness of the State's salary and pay plans against the market. Data from private and public organizations is used.

Adjustments to the State's salary structure or components of total compensation are subject to approval and funding by the Governor and General Assembly. Following the legislative process, the State Personnel Director (Director) will announce the final adjustments to compensation and benefits for implementation on July 1, 2023.

In order to support the development of this report, the Director contracts with a third-party compensation actuary to refresh market data. For this year's report, the State retained Mercer to conduct the FY 2023-24 salary survey update. A full study was not conducted in this off-cycle year. This report includes relevant findings and analysis from Mercer.

For FY 2023-24, Mercer estimated that the State's average base salary lags the market median by 5.2%. The State's philosophy (see Section 24-50-104, C.R.S.) is to have innovative total compensation that meets or exceeds total compensation provided by public or private sector employers or a combination of both, to ensure that the State is able to recruit, motivate, and retain a qualified workforce. Base salaries are a large portion of total compensation and the State should strive to reduce the overall market lag.

How to Use This Report

This report provides a statewide overview of approximately 17,000 employees in a set group of benchmark jobs. The data in this report is aggregated to represent the State's compensation offerings in comparison to the market. It also provides State employees insight into the value of their total compensation package.

This report serves as a roadmap to conduct analysis and provide recommendations regarding compensation and benefits. Market lag is calculated as a composite of all benchmark market lags or leads. Some benchmarks will be above the market, and some will be below the market.

The underlying data that is aggregated in this report allows the State to review individual benchmarks and employee data. For example, assuming a benchmark job is compensated at a market lag of 15%, several factors must be evaluated before specific recommendations can be made, including:

- Employee data must be verified
- Benchmark comparisons must be verified
- Position in range should be reviewed
- Localized labor market data such as job postings must be reviewed
- Turnover should be reviewed
- A compression analysis should be completed
- Supply and demand of talent should be reviewed
- Time to move to midpoint should be reviewed
- The entire class series must be reviewed in addition to the benchmark classifications

Assuming factors indicate a change should be made, an individualized plan to address the lag would subsequently be implemented. Under the same consideration, if a job shows that it is being paid above the market, it does not mean that base salary increases do not need to be considered if there is difficulty recruiting and retaining employees. Localized job postings may show that the market rate for jobs is significantly higher or that maybe there are sign-on bonuses for employees. These factors should all be considered when making recommendations.

This report also gives the State a comparison to the market in areas such as leave, medical benefits, and retirement. This helps the State with plan design and helps guide the allocation of State dollars. The State must look at all features, including base salary, to determine the total rewards package.

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FY 2023-24 Annual Compensation Report

Introduction

State employees are the foundation for ensuring that the state government is innovative, agile, and responsive in order to deliver exceptional services to Coloradans. To ensure the State is able to recruit and retain a strong and diverse workforce, the Director is required by law to provide an annual compensation report that reflects adjustments that may be required to maintain the salary structure, prevailing State contributions for group benefit plans, base salary adjustments, and merit pay for the upcoming fiscal year. The State benchmarks its compensation program so it is internally equitable, and aligned to be competitive with the external market.

This report is based on an annual review of compensation that evaluates employee compensation practices, levels, and cost. FY 2023-24 report methodology is based on:

- Relevant labor market data - public and private employers with consistent aging and geographical adjustments
- Recent data - no data more than two years old
- All relevant forms of total compensation for which annual variance is typically measurable
- When possible, at least three employer matches made for each benchmark class

Philosophy

Total Compensation

The State of Colorado's compensation philosophy is defined in C.R.S. 24-50-104 and requires the State to provide **innovative total compensation that meets or exceeds total compensation provided by public or private sector employers or a combination of both** to ensure that the State is able to recruit, motivate, and retain a qualified workforce.

Colorado Revised Statute (24-50-104) Job Evaluation and Compensation

(1) Total compensation philosophy. (a) (I) It is the policy of the state to provide innovative total compensation that meets or exceeds total compensation provided by public or private sector employers or a combination of both, to officers and employees in the state personnel system to ensure the recruitment, motivation, and retention of a qualified and competent workforce. For purposes of this section, "total compensation" includes, but is not limited to, salary, group benefit plans, retirement benefits, merit pay, incentives, premium pay practices, and leave. For purposes of this section, "group benefit plans" means group benefit coverages as described in section 24-50-603 (9).

Innovative total compensation that meets or exceeds total compensation provided by competitors reflects the State's commitment to provide direct and indirect compensation that is competitive with its defined labor market, both public and private sector employers, and jobs including areas outside of the Denver metropolitan area. This methodology is applied for all classified jobs with the exception of the State Patrol Trooper class series, as required by C.R.S. §24-50-104(1)(a)(III)(A).

Total compensation is a combination of base salary, incentives, and all employee benefits. This includes both direct and indirect compensation.

- Direct compensation refers to an employee's annual base salary. It does not include bonuses, shift differential, overtime pay, or call-back pay. For the purpose of this report, annual base salary is analyzed using the average of *actual* salaries (not salary ranges, which are analyzed separately from direct compensation to determine if ranges are competitive to recruit and retain employees).
- Indirect compensation refers to compensation that is not paid directly to an employee. Indirect compensation includes medical, dental, disability, life insurance, accidental death and dismemberment insurance, and retirement, as well as additional benefits identified for employees.

Methodology & Data Sources

Survey Benchmarks

The annual survey process requires identifying the core group of jobs within the State's classified personnel system to be used as benchmarks for conducting salary data comparison with other employers in the market. For this study, the majority of benchmark jobs were retained from the prior study year to ensure consistency in market comparison. For FY 2023-24, the State identified 221 benchmark job classes. They were chosen using the following guidelines for benchmark selection:

- Representation of all occupational groups and levels throughout the organization
- Highly populated jobs
- Jobs found in most organizations
- Jobs with recruitment or retention issues

While data was collected for 253 job classes, 221 were designated as benchmark jobs, which represents 32.5% of the State's 680 job classes and 59% of the State's classified employees. The remaining 30 job classes provided a market reference for jobs in certain Occupational Groups, such as Information Technology. Additionally, the State collected market data for 100% of the benchmark jobs. The selected benchmark jobs serve as anchor points used for making overall State salary comparisons with the market.

The overall result is a comprehensive set of benchmark jobs reflecting the occupational groups and levels that exist within the State's classified structure. For the complete list of benchmark jobs, refer to the Appendix.

Survey Data Collection & Job Matching

The survey process analyzed core group of jobs within the State's personnel system to be used as benchmarks for conducting salary data comparisons with other employers in the market. Benchmark jobs are State jobs that are comparable to those readily identifiable and commonly found in the marketplace.

Survey data was collected using the following steps:

- Compared benchmark job summaries to comparable job matches from the surveys

- Reviewed State job descriptions and other job documentation to ensure the duties and responsibilities of benchmark jobs, their level of job functioning, and the reporting relationships are understood to make appropriate job matches from published survey sources

In accordance with standard compensation best practices as outlined by *WorldatWork*, Mercer utilized only those jobs that match at least 80% of the duties, responsibilities, and functions as outlined in the benchmark job summary.

Labor Market

The survey first identifies relevant labor market for collecting and comparing prevailing salary and benefits data, market trends, and salary budget planning information. The State’s primary labor market, as mandated by C.R.S. §24-50-104(4)(a), includes both public and private sector employers and jobs including areas outside of the Denver metropolitan area. All data collected was adjusted to the State of Colorado, which means salaries were adjusted to account for the cost of labor in Colorado. For the FY 2023-24 study, the State defined the primary labor market for which market data was collected via published survey sources and a custom comparison group for the benefits analysis.

Survey Sources

Pursuant to C.R.S. 24-50-104 (4)(a), the annual compensation study is based on an analysis of surveys published by public or private organizations that include a sample of public and private sector employers. The following criteria was used to identify and approve survey sources:

- Surveys are conducted by a reputable salary survey firm
- Survey data is not self-reported
- Surveys are conducted on a continual basis instead of a one-time event
- Surveys are less than two years old, unless where necessary to assess a critical job class

For this report, all data was aged to a common effective date of July1, 2023 to reflect the new budget year, using standard aging factors described in the following sections.

| PUBLISHED SURVEYS USED FOR MARKET SALARY COMPARISON | |
|--|---|
| 2022 CompData Benchmark Pro Survey Library | 2021 Bureau of Labor Statistics Occupational and Wage Statistics |
| 2021 Mercer Benchmark Database | 2022 Employers Council Public Employers Compensation Survey |
| 2022 Employers Council Colorado Benchmark Compensation Survey | 2022 Employers Council Information Technology Compensation Survey |
| 2021 National Compensation Association of State Governments (NCASG) Survey | 2021 Willis Towers Watson Survey Library |

Survey Data-Cuts

Job matches from published surveys consist of hundreds to thousands of participating organizations. These organizations are a representative sample across labor markets representing public and private sectors. Survey participants are known by name only. It is not known which organizations matched each specific benchmark job. To ensure a robust sample size and diminish the impact of year-over-year changes to survey data reporting, the State utilized the following approach:

- Reviewed national data for each survey job and blended public and private data cuts, where available
- Applied geographic differentials, at the employee level, to account for localities within the state

Geographical Adjustments

Because wage and income levels are different across the nation and even within local labor markets, differentials that factor in economic variations are calculated and applied to data collected from employers outside Colorado. The State applied geographic differentials to ensure that data is reflective of the State's labor market and economic conditions. Economic Research Institute (ERI), a geographic assessor, is used to identify the appropriate geographic differences. All data was geographically adjusted to the State of Colorado's labor market.

Aging Adjustments

Additionally, not all survey publications utilize the same effective date for their pay rates. In order for all survey data to have a common effective date, all market salary data was aged to July 1, 2023, using the Mercer prevailing market trend of 4% per year for actual salaries. The State uses the median value of salary survey data, because outliers, or extreme values on either the high or low end, have a bigger effect on the mean and less on the median.

Survey Scopes

In accordance with professional standards, appropriate market data for job matches and data-cuts for each benchmark job were collected by Mercer. In order to accurately reflect prevailing market rates, the State's methodology utilized a 50/50 blend of for-profit and public sector/not for profit scopes, where available.

- ERI was used to geographically adjust the market data to reflect the State's labor market
- Data reflects a common effective date of July 1, 2023
- Benchmark summary matches were reviewed and data was shared with the State to ensure the appropriate scope and level were represented

These adjustments are more statistically valid and defensible than weighting individual surveys.

Data Analysis & Acceptable Variance

For each benchmark comparison, the percentage difference was calculated between the State's average salary for that job class and the market median in terms of actual salary:

- Positive (+) figure indicates that the State pays above the market
- Negative (-) figure indicates that the State pays below the market

These variances can be utilized for comparing individual benchmark jobs base salary, overall base salary, and salary structure.

Factors such as performance, turnover, and longevity will impact actual salaries and may explain some of the differences between the State and the market actual salaries for individual jobs, especially in job classes with relatively few employees. Organizational strategy and compensation philosophy may drive target thresholds for measuring competitiveness with the market. In the instance that a classification falls beyond the 15% variance, the State may conduct a system maintenance study to identify trends.

The State of Colorado's compensation philosophy is defined in C.R.S. 24-50-104 and requires the State to provide innovative total compensation that meets or exceeds total compensation provided by public or private sector employers or a combination of both to ensure that the State is able to recruit, motivate, and retain a qualified workforce.

Year-to-Year Trends

BASE SALARY BY OCCUPATIONAL GROUP

| | FY 2023-24 Maintenance Year | FY 2022-23 Full Year |
|-------------------------------------|-----------------------------|----------------------|
| Enforcement and Protective Services | 11.0% | 8.1% |
| Healthcare Services | -3.7% | -3.7% |
| Labor, Trades and Crafts | -5.5% | -5.7% |
| Administrative Support and Related | -12.3% | -11.1% |
| Professional Services | -8.8% | -9.0% |
| Physical Science and Engineering | 0.8% | -2.7% |
| Information Technology | 7.1% | 4.8% |

SALARY STRUCTURE MARKET COMPARISON

| | FY 2023-24 Maintenance Year | FY 2022-23 Full Year |
|-------------------------------------|-----------------------------|----------------------|
| Enforcement and Protective Services | 3.3% | 2.8% |
| Healthcare Services | 0.3% | 0.4% |
| Labor, Trades and Crafts | -2.6% | -2.3% |
| Administrative Support and Related | -9.1% | -9.5% |
| Professional Services | -11.1% | -8.0% |
| Physical Science and Engineering | -3.7% | -1.2% |
| Information Technology | 11.6% | 19.4% |

There are many factors that impact fluctuations in data and values each year, including:

- Market shifts due to low/high unemployment, competition for talent, cost of labor
- Stagnant employee pay (i.e., no merit, across-the-board increases, no structure adjustments, employees not progressing through the ranges, etc.)
- Outdated job classes or misaligned job classes, as well as broad banded classes
- Changes in benchmarks or the addition/removal of benchmarks
- The number of incumbents in a position and the position in the range at which they were hired
- The effective date of reported data in the salary surveys - some industries award increases in January
- Custom survey data versus published survey data
- Granting of across-the-board increases and structure adjustments
- Changes in vendor methodology
- Changes made due to legislative audit findings

-5.2%

compared to
market median

Base Salary

Findings & Analysis

Utilizing published survey sources, the State collected market data for 221 benchmark jobs. CompData Benchmark Pro, Mercer, and Willis Towers Watson surveys include both public and private sector participants. Due to the professional practice of maintaining participant confidentiality, it is not possible to verify the number of private and public sector participants for data-cuts. All salary data (base pay, total cash compensation) was compiled and adjusted for the State of Colorado labor market using the Economic Research Institute's (ERI) Geographic Assessor.

Overall, the State's base salaries on average are 5.2% below the 50th percentile, or median, of the full market. This is considered competitive (+/- 5-10%). For each benchmark comparison, the percentage difference was calculated between the State's average actual (base) salary and the market median. Of the 221 benchmarked classifications, only 73 were compensated at or above of the full market median.

Occupational Group Comparison with Market Base Salary

The State's 221 benchmarked classifications represent approximately 32% of current classified job classifications and have been categorized into occupational groups defined by the State. The table below represents aggregate comparisons of all benchmark positions within occupational groups compared to market benchmark positions and is not a simple average of the benchmark comparisons.

| STATE AVERAGE BASE SALARY COMPARISON WITH MARKET MEDIAN BASE SALARY | |
|---|---------------------------------|
| Occupational Group | % Difference from Market Median |
| Enforcement and Protective Services* | 11.0% |
| Healthcare Services | -3.7% |
| Labor, Trades, and Crafts | -5.5% |
| Administrative Support and Related | -12.3% |
| Professional Services | -8.8% |
| Physical Science and Engineering | 0.8% |
| Information Technology | 7.1% |
| State of Colorado | -5.2% |

*Does not include State Patrol Troopers

Overall, the State's base pay is competitive with the full market median for classified jobs at 5.2% behind the market. It is recommended that the State review individual benchmark classifications within the occupational groups that are misaligned or potentially misaligned by a variance greater than +/- 10, with the market to ensure an appropriate recruitment and retention strategy.

Base Salary Recommendations

The State is currently undergoing wage negotiations with the Colorado Workers for Innovative and New Solutions (COWINS), the State employee union, which may affect this recommendation. Per the Partnership Agreement with COWINS, a 3% across-the-board increase has been negotiated for FY 2023-24. This will be subject to funding and approval by the General Assembly.

4.0%

projected
base salary
increase

Market Salary Increase Projections

Findings & Analysis

Projected Pay Increases to Base Salaries

According to a March 2022 *Mercer US Compensation Planning Pulse Survey*, employers reported that they were budgeting 3.5% for total increase but when asked what they actually delivered, the median total increases were 3.8%. The WorldatWork's Salary Budget Survey shows that salary increase budgets in the U.S. rose to an average of 4.1% in 2022. For the 2023 survey, which closed in June, salary increase budgets will stay at a median of 4.0%. Organizations utilize annual salary increase budgets based on merit, cost of living, market adjustments or another mechanism to ensure they are competitive with the market, recognize inflation, reward individual performance, and ensure employee retention. Per the Partnership Agreement with COWINS, a 3% across-the-board increase has been negotiated for FY 2023-24. This will be subject to funding and approval by the General Assembly.

| FY 2023-24 SALARY INCREASE PROJECTIONS IN THE MARKET | |
|--|------------------------------------|
| Survey Source | FY 2023-24 Base Salary Projections |
| Mercer 2022 Compensation Planning Q1 Pulse Survey | 3.8% (median) |
| Mercer Salary Movement Snapshot Q3 | 4.0% (average) |
| WorldatWork 2022-23 Salary Budget Survey | 4.0% (median) |

-6.4%

compared to
market range
midpoint

Market Salary Structure Comparison

Findings & Analysis

The State compared the overall classified salary structure for all 221 benchmarked jobs, excluding the State Trooper classification series, with the overall full market pay grade average at range minimum, midpoint, and maximum. The State's salary structure lags the market by 6.4%, which is still considered "competitive" with the full market average range minimum, midpoint, and maximum.

Next, the State compared the overall range spread of the State's FY 2022-23 salary structure with the average full market range spread for all benchmark classifications. The average market range spread is wider than the average State range spread. This is consistent with prior findings. Such variation can be attributed to different organizational compensation philosophies that determine the width of the ranges.

| | STATE RANGE SPREAD | MARKET RANGE SPREAD |
|----------------------|--------------------|---------------------|
| Average Range Spread | 47% | 59% |

Occupational Group Comparison with Market Salary Structure

The following table compares salary structures of the State's occupational groups to the market ranges for benchmark jobs. Variations for the specific occupation groups are listed below.

| SALARY STRUCTURE MARKET COMPARISON | |
|--------------------------------------|---|
| Occupational Group | % Difference from Market Average Range Midpoint |
| Enforcement and Protective Services* | 3.3% |
| Healthcare Services | 0.3% |
| Labor, Trades and Crafts | -2.6% |
| Administrative Support and Related | -9.1% |
| Professional Services | -11.1% |
| Physical Science and Engineering | -3.7% |
| Information Technology | 11.6% |

*Does not include State Patrol Troopers

Employees are primarily grouped into the first and second Quartile to ensure hiring rates do not exceed the level at which they are funded by the General Assembly. This impacts overall base salaries and position to market. Ideally employees, where applicable, would be closer to the midpoint and above, depending on experience, time in role, etc.

The following table represents how far an average employee (by occupational group) moves through the salary ranges.

| OCCUPATIONAL GROUP | AVERAGE RANGE PROGRESSION (PERCENTAGE IN RANGE) | QUARTILE DISTRIBUTION | | | |
|--------------------------------------|---|-----------------------|--------------|--------------|---------------|
| | | QUARTILE 1 % | QUARTILE 2 % | QUARTILE 3 % | QUARTILE 4+ % |
| Enforcement and Protective Services* | 46% | 5% | 70% | 20% | 5% |
| Healthcare Services | 52% | 16% | 22% | 48% | 14% |
| Labor, Trades, and Crafts | 25% | 36% | 31% | 22% | 11% |
| Administrative Support and Related | 20% | 63% | 19% | 13% | 5% |
| Professional Services | 33% | 42% | 34% | 17% | 7% |
| Physical Sciences and Engineering | 40% | 28% | 39% | 26% | 7% |
| Information Technology | 31% | 47% | 26% | 21% | 6% |

*Does not include State Patrol Troopers

Projected Increases to Salary Structure

According to the *WorldatWork* 2022-23 Salary Budget Survey, the projected salary structure increase for the market is 2.5% for 2023.

Salary Structure

The State is currently competitive with the full market salary structure at 6.4% below the full market average range midpoint. To remain competitive, the State should consider the following practices:

- Adjust the salary structure for FY 2023-24 by utilizing the projected market trends to ensure the structure continues to remain competitive. The salary structure percentage adjustment is separate from the salary budget increases.
- Ensure that all employees below the adjusted structure minimum for FY 2023-24 are brought to the range minimum to be competitive with the market.
- Review individual job classifications within occupational groups where there is misalignment with the

market in terms of the range minimum, midpoint, maximum, and range spreads for both appropriate internal alignment and validation of the market matches utilized.

- Review broad classifications representing wide functional areas and levels of work such as Information Technology Services to ensure salary ranges are competitive with the market.
- Ensure employees move through the ranges to reduce potential salary compression issues.
- Increase the minimum wage to ensure competitiveness.

-10.8%

compared to
market median

State Patrol Trooper

Methodology

The methodology used to determine and maintain prevailing compensation for the law enforcement officers employed by Colorado State Patrol is provided by C.R.S. 24-50-104. The statute requires the use of methodologies consistent with the other classes to determine and maintain prevailing compensation with one exception. Statutorily, the labor market to be used for adjustments to actual salaries is uniquely defined as the top three law enforcement agencies within Colorado having more than 100 commissioned officers and the highest actual average salary.

The agencies that meet these criteria may change from one year to the next. For the State Trooper classes, individual salary data in the market was summarized by calculating the weighted average of actual salaries (by class size) reported, as required by statute.

Data Sources

In compliance with statute, the State reviewed the classification's job duties and identified comparable matches in the market utilizing published survey sources. Market data was collected for the State Trooper classes by utilizing the 2022 Public Employers Compensation Survey published by the Employers Council. The top law enforcement jurisdictions by individual classification were identified in compliance with the statute methodology.

Utilizing the Employers Council Survey, all the participant organizations within the identified job matches by highest annual actual average salary were ranked. Next, the top three law enforcement jurisdictions within Colorado with the highest paid actual average salary having more than 100 commissioned officers were identified.

| Benchmark | Top Three Law Enforcement Jurisdictions |
|-------------------------|--|
| State Patrol Cadet | City of Arvada City of Longmont City of Thornton |
| State Patrol Trooper | City of Greeley City of Fort Collins City of Westminster |
| State Patrol Supervisor | City of Littleton Town of Castle Rock City of Fort Collins |
| State Patrol Admin I | City of Thornton County-Boulder City of Fort Collins |

| Benchmark | Top Three Law Enforcement Jurisdictions |
|-----------------------|--|
| State Patrol Admin II | County-Larimer County-Boulder County-Weld |
| State Patrol Cadet | City of Arvada City of Longmont City of Thornton |
| State Patrol Trooper | City of Greeley City of Fort Collins City of Westminster |

Data Adjustments

All data was aged to a common effective date of July 1, 2023, using the prevailing market trend 4% for salary budget increase. Market data points have not been adjusted geographically due to the statutorily defined market within Colorado.

Findings & Analysis

Overall comparison shows the State is 10.8% below the weighted market average (weighted by class size) for the top three law enforcement jurisdictions within the State of Colorado. The following chart provides the individual State Trooper classification comparison with the market.

| State vs. Market Top 3 Law Enforcement Agencies | | | | | | | | |
|---|-------------------------|-------|----------|------------------------|-------------------------|----------------------------|---------------------------------|------------------------------------|
| State FY 2022-23 | | | | | | Market FY 2023-24 | | |
| Class | Class Title | Grade | # of EEs | Current Average Salary | Current Average Monthly | Projected Weighted Mkt Avg | Projected Weighted Mkt Avg@ 99% | % Diff State From Weighted Mkt Avg |
| A4A3 | STATE PATROL TROOPER | A24 | 327 | \$89,624 | \$7,469 | \$8,510 | \$8,425 | -11.35% |
| A4A5 | STATE PATROL SUPERVISOR | A34 | 101 | \$116,425 | \$9,702 | \$10,912 | \$10,803 | -10.19% |
| A4A6 | STATE PATROL ADMIN I | A35 | 29 | \$130,490 | \$10,874 | \$12,958 | \$12,828 | -15.23% |
| A4A7 | STATE PATROL ADMIN II | A36 | 8 | \$150,353 | \$12,529 | \$14,515 | \$14,370 | -12.81% |
| A4A1 | STATE PATROL CADET | A20 | 62 | \$73,208 | \$6,101 | \$5,958 | \$5,898 | 3.44% |

| State vs. Market Top 3 Law Enforcement Agencies | | | | | | | | |
|--|--------------------------|------------|----------|------------------------|-------------------------|----------------------------|---------------------------------|------------------------------------|
| State FY 2022-23 | | | | | | Market FY 2023-24 | | |
| Class | Class Title | Grade | # of EEs | Current Average Salary | Current Average Monthly | Projected Weighted Mkt Avg | Projected Weighted Mkt Avg@ 99% | % Diff State From Weighted Mkt Avg |
| A4A4 | STATE PATROL TROOPER III | A29 | 177 | \$101,230 | \$8,436 | No Market Data | | |
| | | Sum of EEs | 704 | | | | | |
| Overall Difference from the Market-Weighted Average @ 99% -10.8% | | | | | | | | |

Market data indicates that all State Patrol Troopers are below weighted market average at 99%. To move to 99% of market compensation, adjustments would be necessary. For FY 2023-24, the Department estimates that the incremental impact to raise the benchmarked State Patrol salaries to 99% of weighted market average would cost \$4,698,726.00.

FY 2023-24 Cost Projections

The Department used the July 2022 salaries for all classified staff to develop the figures presented here. No cost adjustments are presented for the remaining benefit components (leave, retirement, and short-term disability). The Department will work with the Office of State Planning & Budgeting to develop the final pay recommendations for consideration through the statewide partnership agreement to be presented in the Governor's November 1 Budget Request for FY 2023-24. Recommendations reflect consideration of the results of the annual compensation survey, fiscal constraints, and the ability to recruit and retain State employees.

Final adjustments to compensation and benefits approved by the Governor and the General Assembly will be announced following the legislative session. The Director then implements these adjustments on July 1, 2023.

Salary Structure Adjustments

Cost projections pending the Statewide Partnership Agreement wage negotiations.

Salary Adjustments

Per the current Statewide Partnership Agreement the State shall consider a 3% across-the-board adjustment.

Cost projections pending the Statewide Partnership Agreement wage negotiations. The Department and Director will continue to work with the Office of State Planning and Budgeting to develop the final salary adjustments included in the Governor's November 1 Budget Request.

System Maintenance Studies

The Department will be establishing the new classifications of Licensed Practical Nurse I, Licensed Practical Nurse II, and Licensed Practical Nurse III. A cost will be estimated following the wage negotiations with COWINS. The Department is also considering establishing titles regarding Health Informatics.

Merit Matrix Adjustments to Base Pay

The Department is not recommending merit pay for FY 2023-24.

Across-the-Board Adjustment

Estimates indicate that it would cost \$69,575,505 in total funds to provide the 3% across-the-board adjustment negotiated in the partnership agreement for classified employees in FY 2023-24.

Healthcare Cost Adjustments

The Department will finalize the cost of increases to healthcare, dental and life following the finalization of cost projections in the market. This will be completed in October 2022 in preparation for the Governor's November 1 Budget Request for FY 2023-24.

Leave

Family and Medical Leave Insurance

The Department recommends that the State consider paying 100% of the premiums for the next two years, which is 0.9% of the State's payroll obligation, notwithstanding the temporary adjustment approved through HB 22-1305.

The State prepaid \$57 million in premiums through HB 22-1133. There will not be an incremental fiscal impact until the prepaid funds are exhausted. Since FAML I contributions will be collected beginning in January of 2023, it is estimated that the State would have enough to pay the full FAML I obligation until January of 2026, or mid-FY 2025-26.

Annual Total Compensation Process

With the approval of [House Bill 22-1377](#) signed by the Governor on April 25, 2022, the annual total compensation cycle changes from every two years to every four years. The publication date of the Annual Compensation Report also changes from September 15 to October 1. This means that the Department will publish a total compensation report inclusive of salary, benefits, leave, every four years. The next publication of the Annual Compensation Report is October 1, 2025.

Benchmark Titles

1. ACCOUNTANT I
2. ACCOUNTANT IV
3. ACCOUNTING TECHNICIAN I
4. ACCOUNTING TECHNICIAN III
5. ACTUARY 1
6. ACTUARY IV
7. ADMIN ASSISTANT I
8. ADMIN ASSISTANT III
9. ADMINISTRATOR I
10. ADMINISTRATOR IV
11. AIRCRAFT PILOT
12. ANALYST III
13. ANALYST IV
14. ANIMAL CARE I
15. APPRAISER II
16. ARCHITECT I
17. ARCHIVIST I
18. ARTS PROFESSIONAL I
19. ARTS TECHNICIAN II
20. AUDIOLOGIST
21. AUDITOR I
22. AUDITOR V
23. BUDGET & POLICY ANALYST IV
24. BUDGET ANALYST I
25. BUSINESS APPLICATION SUPPORT SPECIALIST I
26. BUSINESS APPLICATION SUPPORT SPECIALIST III
27. CHAPLAIN I
28. CHILD CARE AIDE I
29. CIVIL ENG PROJ MANAGER I
30. CLIENT CARE AIDE II
31. CLINICAL BEHAV SPEC II
32. CLINICAL THERAPIST I
33. COLLECTIONS REP II
34. COMMUNITY & ECON DEVT III
35. COMMUNITY & ECON DEVT V
36. COMMUNITY PAROLE OFF
37. COMMUNITY PAROLE SUPV
38. COMMUNITY PROGRAM SPEC III
39. COMMUNITY PROGRAM SPEC V
40. COMMUNITY WORKER I
41. COMP INSURANCE SPEC II
42. COMP INSURANCE SPEC III
43. COMPL INVESTIGATOR II
44. COMPLIANCE SPECIALIST II
45. COMPLIANCE SPECIALIST V
46. COMPUTER OPER SUPV I
47. COMPUTER OPERATOR II
48. CONTRACT ADMINISTRATOR II
49. CONTRACT ADMINISTRATOR VI
50. CONTROLLER III
51. CORR SUPP TRADES SUPV I
52. CORR/YTH/CLIN SEC OFF I
53. CORR/YTH/CLN SEC SUPV III
54. CORRL ACCOUNT SALES REP
55. CRIMINAL INVESTIGATOR I
56. CRIMINAL INVESTIGATOR II
57. CUSTODIAN I
58. CUSTODIAN III
59. CYBER SECURITY I
60. CYBER SECURITY IV
61. DATA ENTRY OPERATOR I
62. DATA ENTRY OPERATOR IV
63. DATA MANAGEMENT III
64. DATABASE SERVICES I
65. DATABASE SERVICES IV
66. DENTAL CARE I
67. DENTAL CARE IV
68. DENTIST I
69. DESIGNER/PLANNER
70. DIAG PROCED TECHNOL II
71. DIETITIAN II
72. DIETITIAN III
73. DINING SERVICES III
74. DINING SERVICES V
75. ECONOMIST I
76. ECONOMIST IV
77. ELECTRICAL TRADES I
78. ELECTRICAL TRADES III
79. ELECTRONICS ENGINEER I
80. ELECTRONICS ENGINEER III

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| 81. ELECTRONICS SPEC I | 127. IT TECHNICIAN |
| 82. ELECTRONICS SPEC IV | 128. LABOR/EMPLOYMENT SPEC II |
| 83. EMER PREP & COMM SPEC III | 129. LABOR/EMPLOYMENT SPEC V |
| 84. ENGINEER-IN-TRAINING I | 130. LABORATORY SUPPORT I |
| 85. ENGR/PHYS SCI ASST II | 131. LABORATORY TECHNOLOGY II |
| 86. ENGR/PHYS SCI ASST III | 132. LANDSCAPE ARCHITECT I |
| 87. ENGR/PHYS SCI TECH I | 133. LEGAL ASSISTANT II |
| 88. ENGR/PHYS SCI TECH III | 134. LIBRARIAN I |
| 89. ENVIRON PROTECT SPEC II | 135. LIBRARY TECHNICIAN I |
| 90. ENVIRON PROTECT SPEC V | 136. LIF/SOC SCI RSRCH/SCI III |
| 91. EQUIPMENT MECHANIC II | 137. LIF/SOC SCI RSRCH/SCI IV |
| 92. EQUIPMENT OPERATOR II | 138. LTC OPERATIONS I |
| 93. EQUIPMENT OPERATOR IV | 139. MACHINING TRADES II |
| 94. FIN/CREDIT EXAMINER I | 140. MACHINING TRADES IV |
| 95. FIN/CREDIT EXAMINER IV | 141. MANAGEMENT |
| 96. FOOD SERV MGR III | 142. MATERIALS HANDLER I |
| 97. GENERAL IT I | 143. MEDIA SPECIALIST II |
| 98. GENERAL IT IV | 144. MEDIA SPECIALIST IV |
| 99. GENERAL LABOR I | 145. MEDICAL RECORDS TECH II |
| 100. GEOGRAPHIC INFORMATION SYSTEMS (GIS) I | 146. MENTAL HEALTH CLINICIAN IV |
| 101. GEOGRAPHIC INFORMATION SYSTEMS (GIS) IV | 147. MENTAL HLTH CLINICIAN I |
| 102. GRANTS SPECIALIST II | 148. MID-LEVEL PROVIDER |
| 103. GROUNDS & NURSERY I | 149. MKTG & COMM SPEC III |
| 104. HEALTH CARE TECH I | 150. MKTG & COMM SPEC V |
| 105. HEALTH PROFESSIONAL II | 151. NETWORK SERVICES I |
| 106. HEALTH PROFESSIONAL V | 152. NETWORK SERVICES IV |
| 107. HEARINGS OFFICER II | 153. NURSE CONSULTANT |
| 108. HUMAN RESOURCES SPEC II | 154. NURSE I |
| 109. HUMAN RESOURCES SPEC IV | 155. NURSE V |
| 110. IDENTITY & ACCESS MANAGEMENT I | 156. OFFICE MANAGER I |
| 111. IDENTITY & ACCESS MANAGEMENT IV | 157. PHARMACIST III |
| 112. INSPECTOR I | 158. PHARMACY TECHNICIAN I |
| 113. INVESTMENT OFFICER III | 159. PHY SCI RES/SCIENTIST I |
| 114. IT BUSINESS ANALYST I | 160. PHY SCI RES/SCIENTIST IV |
| 115. IT BUSINESS ANALYST IV | 161. PHYSICAL THERAPIST |
| 116. IT DEVELOPER I | 162. PHYSICIAN II |
| 117. IT DEVELOPER IV | 163. PIPE/MECH TRADES II |
| 118. IT ENGINEER I | 164. PIPE/MECH TRADES III |
| 119. IT ENGINEER IV | 165. PLANNING SPECIALIST III |
| 120. IT MANAGER | 166. PLANNING SPECIALIST IV |
| 121. IT PROFESSIONAL | 167. POLICE COMMUNICATION TECH |
| 122. IT PROJECT MANAGEMENT I | 168. POLICY ADVISOR III |
| 123. IT PROJECT MANAGEMENT IV | 169. POLICY ADVISOR IV |
| 124. IT SUPERVISOR | 170. PRODUCTION I |
| 125. IT SUPPORT SERVICES I | 171. PRODUCTION V |
| 126. IT SUPPORT SERVICES IV | 172. PROF LAND SURVEYOR I |
| | 173. PROFESSIONAL ENGINEER II |
| | 174. PROFESSIONAL ENGINEER IV |

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| 175. PROGRAM ASSISTANT I | 215. SOCIAL WORK/COUNSELOR II |
| 176. PROGRAM ASSISTANT II | 216. SOCIAL WORK/COUNSELOR III |
| 177. PROGRAM MANAGEMENT II | 217. SOFTWARE QA I |
| 178. PROGRAM MANAGEMENT III | 218. SOFTWARE QA IV |
| 179. PROGRAMMER | 219. STATE TEACHER I |
| 180. PROJECT COORDINATOR | 220. STATISTICAL ANALYST II |
| 181. PROJECT MANAGER I | 221. STATISTICAL ANALYST IV |
| 182. PROJECT PLANNER I | 222. STRUCTURAL TRADES I |
| 183. PROPERTY TAX SPEC II | 223. STRUCTURAL TRADES II |
| 184. PSYCHOLOGIST I | 224. SYSTEMS ADMINISTRATION I |
| 185. PSYCHOLOGIST II | 225. SYSTEMS ADMINISTRATION IV |
| 186. PUB HLTH & CMTY OUT III | 226. SYSTEMS ANALYST I |
| 187. PUB HLTH & CMTY OUT V | 227. SYSTEMS MONITORING COORD I |
| 188. PUB HLTH MED ADMIN II | 228. SYSTEMS MONITORING COORD III |
| 189. PURCHASING AGENT II | 229. TAX EXAMINER I |
| 190. PURCHASING AGENT III | 230. TAX EXAMINER III |
| 191. PURCHASING AGENT VI | 231. TECHNICIAN II |
| 192. RATE/FINANCIAL ANLYST II | 232. TECHNICIAN III |
| 193. RATE/FINANCIAL ANLYST III | 233. TELECOMMUNICATIONS ENGINEER I |
| 194. RATE/FINANCIAL ANLYST V | 234. TELECOMMUNICATIONS ENGINEER II |
| 195. REAL ESTATE SPEC IV | 235. TELECOMMUNICATIONS ENGINEER III |
| 196. REAL ESTATE SPEC VI | 236. TELECOMMUNICATIONS SPECIALIST I |
| 197. RECORDS ADMINISTRATOR I | 237. TELECOMMUNICATIONS SPECIALIST III |
| 198. REHABILITATION COUNS I | 238. THERAPIST II |
| 199. REHABILITATION SUPV I | 239. THERAPIST III |
| 200. RETAIL BUS REP | 240. THERAPY ASSISTANT II |
| 201. SAFETY SECURITY OFF I | 241. THERAPY ASSISTANT IV |
| 202. SAFETY SECURITY OFF III | 242. TRAINING SPECIALIST I |
| 203. SAFETY SPECIALIST III | 243. TRAINING SPECIALIST V |
| 204. SAFETY SPECIALIST IV | 244. TRANSPORTATION MTC I |
| 205. SALES ASSISTANT III | 245. TRANSPORTATION MTC II |
| 206. SALES MANAGER II | 246. UTILITY PLANT OPER I |
| 207. SCHEDULER | 247. VETERINARIAN I |
| 208. SCINT PRGMR/ANLST II | 248. VETERINARIAN II |
| 209. SCINT PRGMR/ANLST IV | 249. WEBMASTER I |
| 210. SECURITY I | 250. WEBMASTER IV |
| 211. SECURITY III | 251. WILDLIFE MANAGER I |
| 212. SERVICE DISPATCHER | 252. WILDLIFE MANAGER III |
| 213. SOCIAL SERVICES SPECIALIST I | 253. YOUTH SERV COUNSELOR I |
| 214. SOCIAL SERVICES SPECIALIST V | |