

1. All Departments: Based on the Department's most recent available record, what is the FTE vacancy and turnover rate: (1) by department; (2) by division; (3) by program for programs with at least 20 FTE; and (4) by occupational class for classes that are located within a larger occupational group containing at least 20 FTE. To what does the Department attribute this turnover/vacancy experience? Do the statewide compensation policies or practices administered by the Department of Personnel help or hinder the department in addressing vacancy or turnover issues?

Response:

Vacancy Rate: The vacancy rate for the Department of Regulatory Agencies is 11.85%, which includes a net increase of 35.7 new program FTE from the 2021 legislative session; the vacancy rate without this new FTE is 6.6%. The breakdown by division is estimated as follows:

DORA Vacancy Rate - 2021				
Division	FTE	Vacancies	Filled	Vacancy Rate %
Department of Regulatory Agencies	635.5	75.3	560.2	11.85%
Banking	40.0	2	38	5.00%
Civil Rights Division	35.3	4.3	31	12.18%
Conservation	5.8	3.8	2	65.52%
Executive Director's Office	29.5	2.5	27	8.47%
Financial Services	15.6	1.0	14.6	6.41%
Insurance	102.1	10.1	92	9.89%
Professions and Occupations	209.2	20.2	189	9.66%
Public Utilities Commission	114.9	25.9	89	22.54%
Real Estate	48.9	1.3	47.6	2.66%
Securities	24.0	1	23	4.17%
Utility Consumer Advocate (previously OCC)	10.2	3.2	7	31.37%

Turnover Rate: The turnover rate for the Department of Regulatory Agencies is 9.0%, which is 60% lower than the State of Colorado’s workforce turnover rate of 15.10%, and is estimated by division as follows:

DORA Turnover Rate FY2021					
Department/Division	Total	*Involuntary	Retirement	Voluntary	Turnover Rate
Department of Regulatory Agencies	54	8	13	33	9.00%
Banking	3	0	0	3	7.50%
Civil Rights Division	4	0	1	3	14.71%
Conservation	0	0	0	0	0%
Executive Director's Office	1	0	0	1	3.17%
Financial Services	1	1	0	0	6.41%
Insurance	4	0	3	1	4.35%
Professions and Occupations	26	7	3	16	12.65%
Public Utilities Commission	8	0	4	4	7.67%
Real Estate	4	0	2	2	8.18%
Securities	3	0	0	3	12.50%
Utility Consumer Advocate (previously OCC)	0	0	0	0	0%

*Involuntary includes employer-initiated separations and deaths

Occupational Group:

DORA by Occupational Group								
Dept/Division	Turnover Rate %	Total #	Administrative Support and Related (G)	Enforcement and Protective Services (A)	Healthcare Services (C)	Labor Trades and Crafts (D)	Physical Science and Engineering (I)	Professional Services (H)
Department of Regulatory Agencies	9.00%	54	7	3	0	7	3	34
Banking	7.50%	3	0	0	0	0	0	3
Civil Rights	14.71%	4	0	0	0	0	0	4
Conservation	0.00%	0	0	0	0	0	0	0
Executive Director's Office	3.17%	1	0	0	0	0	0	1
Financial Services	6.41%	1	0	0	0	0	0	1
Insurance	4.35%	4	0	0	0	0	0	4
Professions and Occupations	12.65%	26	7	0	0	7	0	12
Public Utilities Commission	7.67%	8	0	1	0		3	4
Real Estate	8.18%	4	0	0	0	0	0	4
Securities	12.50%	3	0	2	0	0	0	1
Utility Consumer Advocate (previously OCC)	0.00%	0	0	0	0	0	0	0

Administrative Support and Related (G): 7

- Of the 7 Administrative Support and Related occupational group vacancies, 3 were involuntary and 4 were voluntary.

Enforcement and Protective Services (A): 3

- Of the 3 Enforcement and Protective Services occupational group vacancies, 3 were voluntary.

Healthcare Services: 0

- N/A

Labor Trades and Crafts (D): 7

- Of the 7 Labor Trades and Crafts occupational group vacancies, 2 were involuntary, 1 was a retirement, and 4 were retirements.

Physical Science and Engineering (I): 3

- Of the 2 Physical Science and Engineering occupational group vacancies, 2 were retirements and 1 was voluntary

Professional Services (H): 34

- Of the 34 Professional Services occupational group vacancies, 3 were involuntary, 10 were retirements and 21 were voluntary.

Summary:

- DORA's Turnover Rate is 9% and Vacancy Rate is 11.85%, or 6.6% excluding the new FTE from the 2021 legislative session.
- As provided by the Department of Personnel & Administration, the State of Colorado's workforce turnover rate across all agencies of 15.10%,
- The US Bureau of Labor and Statistics indicates that, for 2020, the annual total separation rates for State and Local Government was [23.5%](#).
- DORA's total turnover rates for 2021 are nearly 60% lower than the statewide rates for State government employees, and are 38% lower than the national average of annual total separation rates for State and local government employees, as stated by the Bureau of Labor Statistics in the Job Openings and Labor Turnover Survey report.
- Turnover is a key indicator for employers, and while some turnover is functional and expected, the department continues to monitor and work on strategies that drive targeted retention management (e.g. enhanced work environment and office space; realistic job previews during recruitment/announcements; Flexible work arrangement program (telecommuting and flexible work schedules); Training and development opportunities; Tuition and license fee reimbursement program; compensation analysis; Workplace Lactation Support Program and Facilities; etc.)

Do the statewide compensation policies or practices administered by the Department of Personnel help or hinder the department in addressing vacancy or turnover issues?

Response: The statewide compensation policies administered by the Department of Personnel & Administration are helpful in ensuring that compensation decisions are sound, thoughtful, and in support of the merit based principles established in the state's constitution. And although the

respective policies are a complex undertaking, the Department of Personnel & Administration has done a commendable job of partnering with departments to make necessary updates to compensation rules in order to provide some flexibility in addressing retention issues (e.g. compression or competency-based adjustments, equity adjustments, etc.). The more prevalent issue may be that the financial resources needed to accommodate compression-related movement within salary ranges are not contemplated in amounts appropriated for salary survey across-the-board increases. This is further compounded when merit-pay for state employees is not consistently funded as part of the Long Bill.