



**COLORADO**

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**FY 2013-14**

# **WORKFORCE REPORT**

Workforce data for the State of Colorado.



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# ABOUT THIS REPORT

The Fiscal Year (FY) 2013-14 State of Colorado Workforce Report is issued by the Department of Personnel & Administration, Division of Human Resources. The report highlights workforce data from the State Personnel System, including demographics, new hire, compensation and benefits data from July 1, 2013 to June 30, 2014. State of Colorado classified employees, who include most non-appointed employees serving in executive branch agencies 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, temporary employees.

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PREPARED BY THE DEPARTMENT OF PERSONNEL & ADMINISTRATION, DIVISION OF HUMAN RESOURCES:



**COLORADO**  
**Division of Human Resources**  
Department of Personnel  
& Administration

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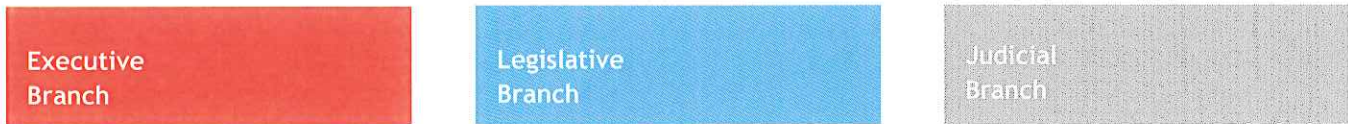
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# The State of Colorado workforce

## THE STRUCTURE OF THE WORKFORCE

The State of Colorado government is comprised of three branches: the executive branch (headed by the governor), the legislative branch (which consists of the Colorado General Assembly) and the judicial branch (which consists of the Colorado Supreme Court and lower courts). The State of Colorado's classified workforce is comprised primarily of the executive branch full-time and part-time employees. With roughly 31,000 employees, this makes the State (classified workforce) the second largest employer in Colorado. Institutions of higher education are part of the executive branch, however, most higher education employees are exempt from the classified system. The legislative branch (with the exception of the State Auditor's Office) and judicial branch are also exempt from the classified system.



**The Colorado State Personnel System (Classified System):** The State Personnel System is established by the Colorado Constitution (CO Const. art. XII, §13) as the civil service system of state classified employees. Classified employees, who include most non-appointed employees serving in executive branch agencies, must be selected and evaluated according to a merit-based system that considers job-related knowledge, skills, and performance. The executive directors and division heads of agencies with classified employees are required to ensure that their agencies adhere to the policies and procedures established specifically for the State Personnel System in the State's constitution, statutes and personnel rules.

**Colorado Exemption Statute (Non Classified System):** Certain positions are included in the class of employees which are eligible under the Colorado exemption statute (C.R.S. 24-50-135) to be exempted from the rules, procedures and regulations that govern the State Personnel System and are considered part of the non-classified system and as non-classified employees.



As of June 30, 2014 the State employed 91,969 employees. This includes both classified and non-classified higher education, temporary, part-time and full-time employees.

### CLASSIFIED

Part of the State Personnel System

**37%**

#### What it means:

Classified employees have retention rights and must adhere to the policies and procedures established specifically for the State Personnel System in the State's constitution, statutes and personnel rules

#### Who it applies to:

State's 16 Principal Departments  
Full-time employees  
Part-time employees

### NON-CLASSIFIED

Exempt from the State Personnel System

**63%**

#### What it means:

Exempt or non-classified positions are exempted from the rules, procedures and regulations that govern the State Personnel System.

#### Who it applies to:

Most higher education employees  
Amendment 5 positions  
Senior Executive Service positions  
Judicial employees  
Legislative employees  
Temporary employees

*The total number of employees above includes classified and non-classified employees as of June 30, 2014. The data is taken from the State Controller's Pay Check report.*

# CLASSIFIED WORKFORCE AT A GLANCE

WORKFORCE CHANGES				
	FY 2011-12	FY 2012-13	FY 2013-14	% Change
Permanent, Classified Employees	31,801	31,198	31,321	↑ 0.39%
Average Age	46.9	47.1	47.0	↓ -0.21%
Median Age	48.0	48.1	47.9	↓ -0.42%
Average Length of Service	10.1	10.1	10.2	↑ 0.99%
Median Length of Service	7.8	8.0	8.0	→ 0.00%
Average Salary	\$51,126	\$50,831	\$52,181	↑ 2.66%
Median Salary	\$46,848	\$46,740	\$48,000	↑ 2.70%
Eligible to Retire Within One Year	19.2%	20.2%	20.8%	↑ 2.97%
Eligible to Retire Within Five Years	35.5%	36.5%	36.8%	↑ 0.82%
Turnover	10.1%	10.8%	10.4%	↓ -3.70%

The State of Colorado workforce in FY 2013-14 looked similar to the last three fiscal years.

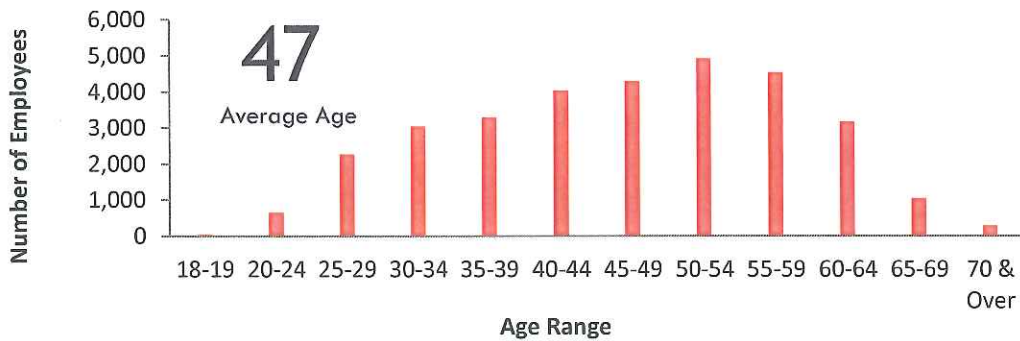
From FY 2012-13 to FY 2013-14 most indicators did not change dramatically. The State appropriated salary increases, which resulted in an increase of 2.66% in the average salary and 2.70% increase in the median salary for State employees in FY 2013-14. In addition to an increase in salary, the State's population of employees who are eligible to retire within one year increased by 2.97%.

The average age of State employees is 47 years old and the average length of service is 10.2 years. This has remained generally consistent for the last three fiscal years. In FY 2013-14, turnover decreased by 3.70%.

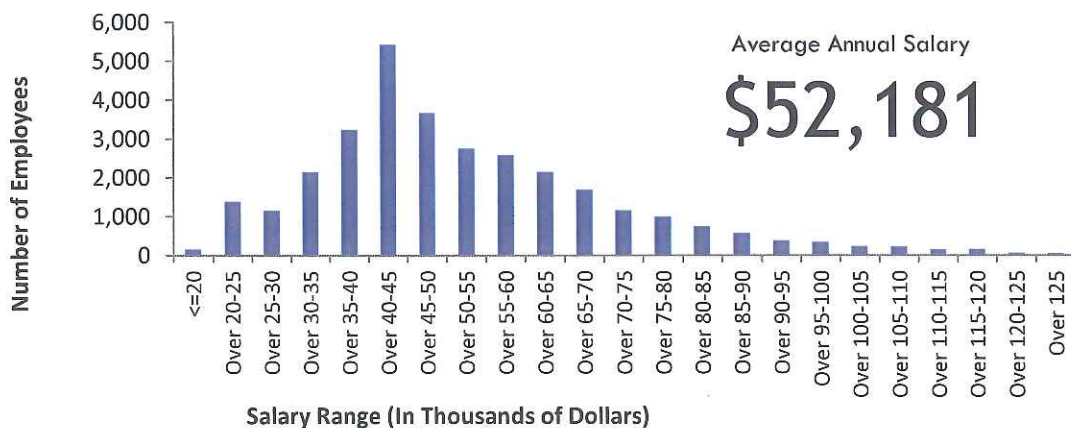
\*All statistics based on June of stated fiscal year, except for "Turnover" which is based on entire fiscal year.

## Age

Workers in both the private and public sectors have become older. Still, employees in the public sector are older than employees in the private sector. Like many state governments, Colorado is faced with an aging workforce. At the State of Colorado, the average age for a State employee is 47 years old. While 19% of the State's workforce is 20 to 34 years old, 37% of the employee population is 35 to 49 years old.



## Salary



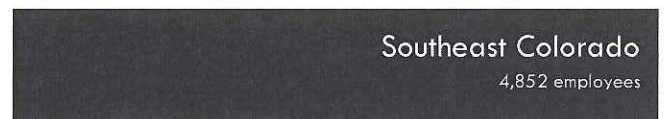
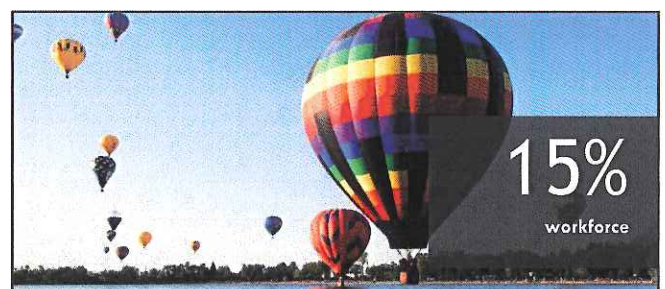
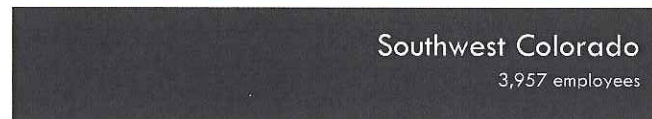
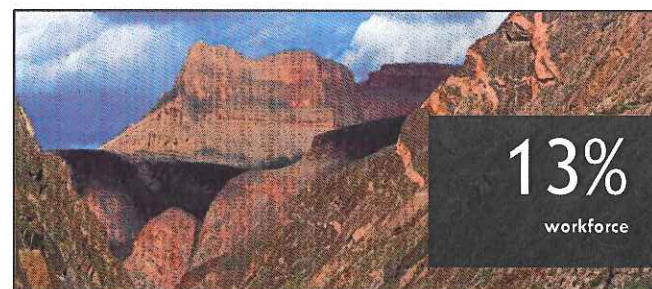
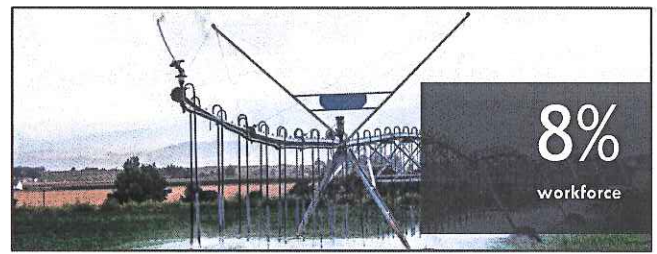
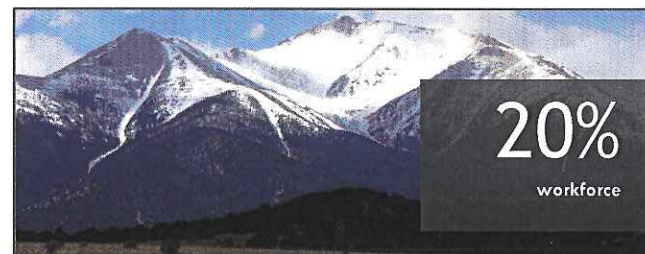
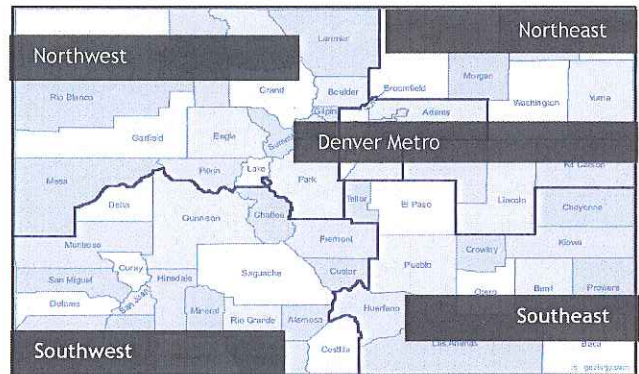
# CLASSIFIED WORKFORCE BY REGION

Overall, the State's classified workforce has presence in 63 of 64 Colorado counties.

## Employee Distribution by Region

Headquarters or primary locations for most of the State's executive departments are located in the Denver metro region. More than 13,800 employees work in the metro area. This represents 44% of the State's workforce.

More than 17,400 employees work in Colorado's other regions. The northwest region is home to 20% of the State's population. The southern part of the state is home to a collective 28% of the workforce.



# CLASSIFIED WORKFORCE BY OCCUPATION

## Distribution of Employees by Occupational Groups



-  Administrative Support Services
-  Enforcement & Protective Services
-  Health Care Services
-  Labor, Trades & Crafts
-  Professional & Supervisory
-  Physical Science & Engineering

### The State of Colorado Occupational Groups

The State of Colorado utilizes a range of diverse jobs that are categorized into six occupational groups. These occupational groups are the basis for many of the State's compensation policies and system studies.

**The largest occupational group Statewide is the Professional & Supervisory group.**

One third of the State's classified workforce is categorized in the Professional & Supervisory occupational group. Some of the positions in this group include tax examiners, auditors, administrative law judges and information technology professionals.

## 11.9%

Administrative Support Services

Work involves processing information and producing data documents.

Positions include executive assistants, museum guides, library technicians, drivers license examiners and police communications technicians.

## 20.4%

Enforcement & Protective Services

Performs services where peace officer status is granted by statute with the authority and duty to enforce criminal laws.

Positions include State patrol troopers, criminal investigators and correctional officers.

## 11.3%

Health Care Services

Perform a full range of health care work, support and professional assignments in health related programs.

Positions include psychologists, social workers, public health administrators, veterinarians and therapists.

## 17.1%

Labor, Trades & Crafts

Execute manual and skilled work in the construction, maintenance, and inspection of buildings, structures, grounds and equipment operation.

Positions include electricians, plumbers, grounds and nursery technicians and project planners.

## 32.8%

Professional & Supervisory

This group conducts a range of professional and/or supervisory work.

Positions include budget analysts, early childhood educators, lottery sales representatives, media specialists, port of entry personnel and youth services counselors.

## 6.5%

Physical Science & Engineering

Perform technical, specialized work.

Positions include engineers, architects and environmental protection specialists.

# Recruit top talent

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## THE TALENT AGENDA

In 2012, the Governor's Office and Department of Personnel & Administration worked together to propose changes to the State Personnel System, which had not seen significant change since it was created in 1918. "The Talent Agenda," as it became known, ensures that the State is better able to recruit, retain and reward top talent by increasing flexibility in hiring processes, making changes to employee compensation and moving the State workforce environment into the 21st Century.

Colorado is one of only four states in country with comprehensive personnel rules in the State Constitution. Some of the personnel reforms of the Talent Agenda were approved with the passage of House Bill (HB) 12-1321 and went into effect Sept. 1, 2012. Others necessitated changes to the State Constitution and therefore required a vote of the people. To change the Constitution, the General Assembly unanimously referred House Concurrent Resolution (CHR) 12-1001 for voters to consider in the November 2012 election. Amendment 5 had significant support, including from employee organizations. It passed with 56% of the vote and was implemented Jan. 1, 2013.

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### PERSONNEL REFORMS:

#### Recruit: IMPROVE THE HIRING PROCESS:

##### Applicant Selection

The previous hiring process favored test takers and potentially missed the most qualified candidates. The Talent Agenda expands the pool of eligible candidates and allows State agencies to consider a wider range of criteria, enabling the State to hire the best candidate for each position.

##### Exempt Positions

The Talent Agenda exempts six positions at each State department including deputy directors, chief financial officers, public information officers, human resources directors, executive assistants, and legislative liaisons from the State Personnel System.

##### Residency Requirement

Previously, departments required waivers to hire a non-Colorado resident. The Talent Agenda allows individuals within 30 miles of the state border to be exempt from the State's residency requirement.

##### State Personnel Board

The Talent Agenda makes State Personnel Board members more accountable by instituting term limits, similar to other State boards.

##### Temporary Employment

The Talent Agenda provides increased flexibility for hiring temporary, seasonal and special project employees by expanding temporary employment from six to nine months for seasonal or project work each year - which results in savings to the State and more knowledgeable staff serving the people of Colorado.

##### Veterans Preference

The Talent Agenda more meaningfully acknowledges veterans for their commitment to our country and state by allowing them unlimited use of preference points.

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#### Reward: ESTABLISH A MERIT SYSTEM

##### Merit System

The Talent Agenda introduced a merit system for employees in the State Personnel System for the purpose of providing salary increases based on individual employee performance. Awards of merit pay increases are based upon priority groups and are defined in a matrix.

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#### Retain: IMPROVE EMPLOYEE RIGHTS TO EMPLOYMENT

##### Eliminate bumping

The Talent Agenda eliminates bumping for all State employees except those within five years of retirement as of January 2013. Seniority and performance are still guideposts in any layoff plan resulting from a reorganization or personnel reduction.



# NEW HIRE INFORMATION

# 3,580

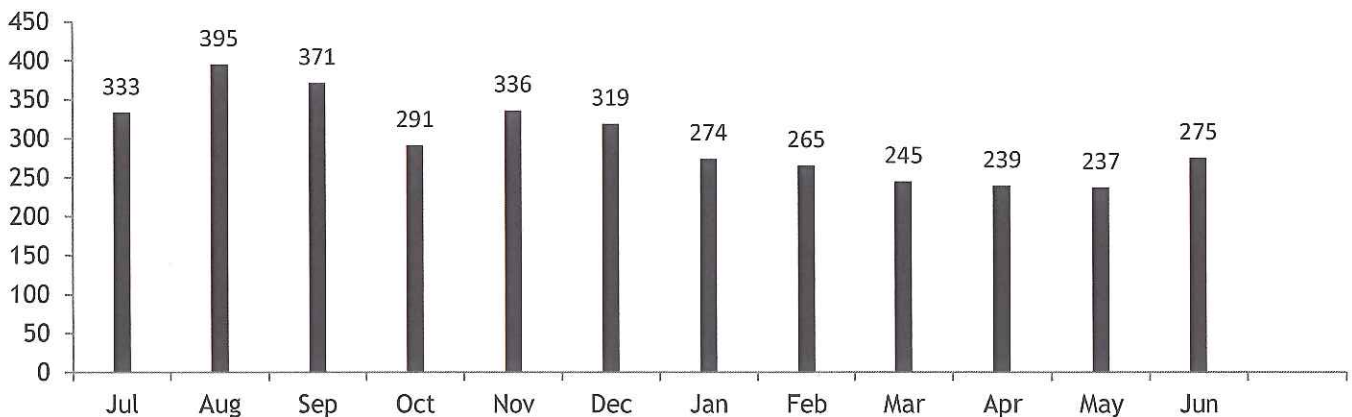
New Hires in FY 2013-14

As result of changes made by The Talent Agenda, the State is now filling positions in 30 to 45 days, an improvement from 65 to 90.

## Snapshot of New Hires

FY 2013-14 NEW HIRES		
OCCUPATIONAL GROUP	AVERAGE AGE	AVERAGE SALARY
Admin Support & Related	39.5	\$34,771
Enforcement Protection Services	33.6	\$41,856
Health Care Services	38.2	\$44,031
Labor, Trades, and Crafts	39.9	\$30,155
Physical Science & Engineering	38.2	\$59,532
Professional & Supervisory	39.8	\$50,320
<b>Statewide Total:</b>	<b>37.9</b>	<b>\$42,516</b>

## New Hires by Month of Hire



In FY 2013-14, the State of Colorado hired 3,580 new employees. The State had the most new hires in August 2013, with 395 new hires. This represents 11.0% of the new hires in FY 2013-14. May 2014 accounted for the fewest new hires, with 237 new hires or 6.6% of total new hires.

### Age

# 38

Average Age

The State's new hire average age is lower than the Statewide average by 9 years.

### Salary

# \$42,516

Average Annual Salary

The State's new hire average salary is lower than the Statewide average by \$9,665 dollars annually.

# Reward with competitive pay & benefits

## THE ANNUAL COMPENSATION REPORT

The policy of the State of Colorado is to provide a competitive total compensation package to ensure that the State is able to recruit, reward and retain a qualified workforce. To support this policy, the State's total compensation philosophy is to provide employees with pay increases that recognize employee performance, and group benefit plans that are competitive with prevailing market trends. Colorado State Statute (Section 24-50-104, C.R.S.), requires the Department of Personnel & Administration to conduct an annual market analysis of pay and benefits. The annual compensation survey determines necessary adjustments to salaries and employer contributions to benefits.

The annual survey supports the following priorities of the State Personnel Director:

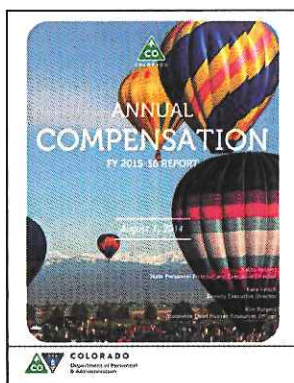
1. Establish overall pay and benefits consistent with prevailing practices within the market;
2. Move employees in the workforce whose salary is below market toward midpoint; and
3. Reward employees in the workforce who are meeting or exceeding performance expectations.

Based on the State Personnel Director's goal to move employees in the workforce whose salary is below market toward midpoint, employees can potentially move through the salary range based on their performance, contributions and past year's achievements.

The Department of Personnel & Administration, Division of Human Resources is responsible for setting and maintaining the State of Colorado compensation plans and follows the annual compensation timeline below.

### Annual Compensation Timeline

- **August:** Annual Compensation Report & State Personnel Director recommendation letter is published for the next fiscal year. This is considered and incorporated into the governor's budget recommendation. The General Assembly then finalizes the budget during session.
- **May:** Following the legislative process, the State Personnel Director announces the final compensation plan for the upcoming fiscal year.
- **July:** Implementation of the Annual Compensation Plan.



### FY 2015-16 Annual Compensation Report

The FY 2015-16 Annual Compensation Report is available at [colorado.gov/dhr/annualcompreport1516](http://colorado.gov/dhr/annualcompreport1516).

For more information on the State of Colorado's Annual Compensation Plans and Reports, visit [colorado.gov/dhr/compensationplans](http://colorado.gov/dhr/compensationplans).

# FY 2013-14 COMPENSATION

Every year the State of Colorado is required to compare pay and benefits to the market. This ensures that the State remains competitive.

## FY 2013-14 ACROSS THE BOARD INCREASE

# 2%

Base increase for most State employees.

Low pay raises have been the norm since the start of the economic recovery. Between 2009 and 2014, pay raises in the market fluctuated around 3%. The State is marginally lower than market pay increases. For FY 2013-14, the General Assembly approved pay increases for State employees, the first raise employees received since the recession began in 2009. The pay raises took effect on July 1, 2013, and implemented a 2% base increase for nearly every State employee.

## FY 2013-14 MERIT INCREASE

# UP TO 2.4%

Additional pay increase based on performance.

Colorado State Statute (Section 24-50-104, C.R.S.) establishes a merit pay system for employees in the State Personnel System for the purpose of providing salary increases based on individual employee performance. Awards of merit pay increases are based upon priority groups and are defined in a matrix. The priority groups are determined by an employee's location within the pay range and performance based on the following three performance levels: Exceptional (level 3), Successful (level 2) and Below Expectations (level 1).

For FY 2013-14 the General Assembly approved a merit matrix that included the possibility of up to an additional 2.4% base increase for high-performing State employees in the bottom quartile of their pay scale.

### FY 2013-14 STATE OF COLORADO MERIT MATRIX

Performance Rating	SALARY RANGE MIDPOINT			SALARY RANGE MAXIMUM	
	Quartile 1 0-24.99%	Quartile 2 25-49.99%	Quartile 3 50-74.99%	Quartile 4 75-100%	Above Range Maximum
<b>3 -Exceptional</b>	2.4%	2.1%	2.1%	2.1%	2.0%
<b>2 -Successful</b>	1.8%	1.6%	1.1%	0.6%	0%
<b>1 -Needs Improvement</b>	0%	0%	0%	0%	0%
BASE BUILDING				NON-BASE BUILDING	

# MEDICAL BENEFITS

The State of Colorado Group Employee Medical Plan offers co-payment and high deductible health plan (HDHP) medical insurance options through UnitedHealthcare and Kaiser Permanente. Each plan has maintained consistent enrollment numbers over the last three fiscal years. The co-pay plans continue to be the most popular plan designs. Of the two high deductible health plans (HDHP), UHC has more participation.

The State also offers dental insurance, optional life insurance, short-term and long-term disability insurance and flexible spending accounts. For information on those benefits visit [colorado.gov/dhr/benefits](http://colorado.gov/dhr/benefits).

## Employee Membership

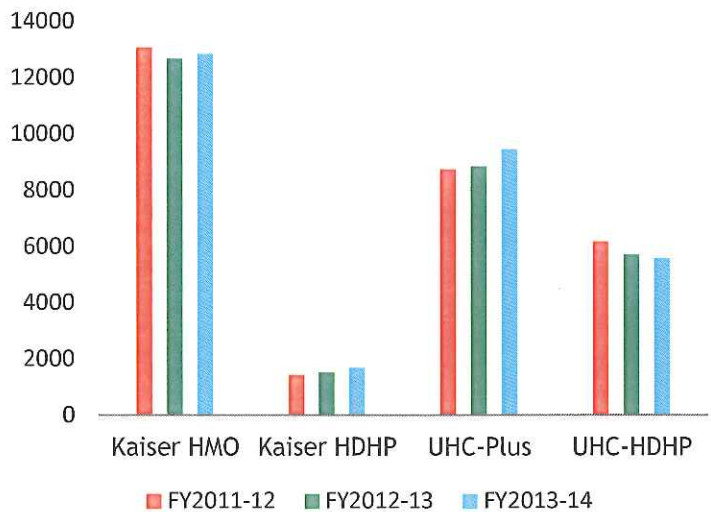
### UnitedHealthcare

The UHC Co-Pay Plus Plan has 9,456 members in FY 2013-14, up 7% from FY 2012-13 and is the most popular UHC plan. The UHC HDHP plan decreased membership by 2% from 5,691 employees in FY 2012-13 to 5,570 employees.

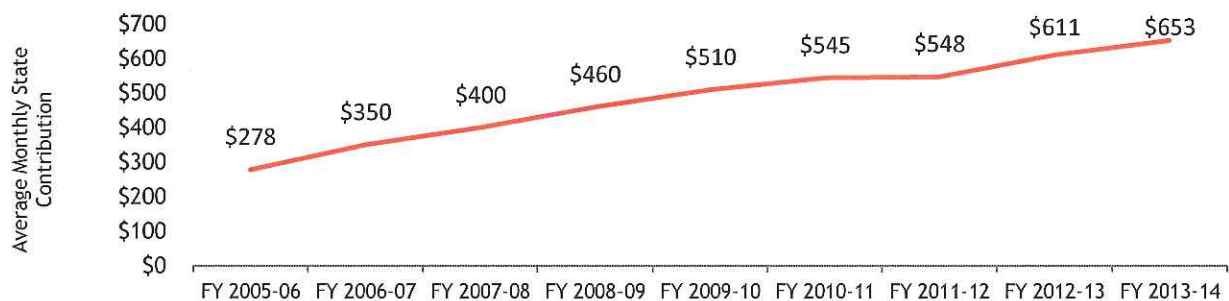


The Kaiser Health Maintenance Organization (HMO) co-pay plan is the most popular plan at the State of Colorado with 12,843 members, who represent 43.4% of employees enrolled in State benefits. The Kaiser HDHP has the fewest members of all four plan designs with 1,684 members, up 11% from FY 2012-13.

## Enrollment by Plan



## State of Colorado Medical Contributions



The State of Colorado sets the employer and employee contributions toward medical benefits each year as part of the budget process, which is approved by the Colorado General Assembly.

The percent split is researched each year as part of the annual compensation report conducted by the Department of Personnel & Administration. In FY 2013-14 the market average split for the employer contribution was 80% and the employee contribution was 20%. In FY 2013-14 the average State medical contribution per employee was \$653.33.

# EMPLOYEE WELLNESS PROGRAM

The State of Colorado's journey to wellness.

In 2012, the Governor's Office released the *State of Health Report: Colorado's Mission to become the Healthiest state in the Country*. The plan outlined ways to support Coloradans in their efforts to achieve their optimal health, promote prevention and care management, expand coverage, and improve health system integration and quality.

As the second largest employer in Colorado, the State recognized the opportunity to improve the health of more than 31,000 State employees and lead the way as a wellness-focused employer.

The State of Colorado Employee Wellness Program was launched on July 1, 2013. The goal is to create a worksite environment that inspires, encourages and supports employee health and well-being through programs, policies and culture. The program is offered to all State of Colorado employees.



## 50%

Employee participation in the first year

## How it works:

Employees on a State-sponsored benefit plan are eligible to receive up to \$20 off of their monthly benefit's premium if they 1) take an annual health assessment through their carrier and 2) earn 400 coins monthly on CaféWell.

### 1

Employees are asked to take a self-reported online health assessment with their medical provider.

In order better understand the needs of the workforce in terms of wellness programming, the State asks employees to take an online health assessment through their medical provider. For employees, the assessment provides valuable information regarding their current state of health, and allows their chosen health plan carrier and the State to offer programs that will help employees improve their health. Employees must take a health assessment to earn the first half of the monthly \$20 incentive. When employees complete their assessment, they earn \$10 monthly for the duration of the fiscal year they completed their health assessment in.

### 2

Employees are asked to engage in their health on a monthly basis by participating in an online health program, powered by CaféWell.

The State of Colorado employee population is diverse and reaches across Colorado. In order to provide a wellness program across Colorado, the State needed a flexible platform. The wellness program is powered by CaféWell, an online platform that provides accessibility from a variety of devices and locations.

For more information on the employee wellness program, visit [colorado.gov/dhr/wellness](http://colorado.gov/dhr/wellness).

# FIRST YEAR SUCCESSES

When State employees are healthy, they are more productive and better able serve Colorado visitors and residents.

**50%** Participated in the Employee Wellness Program.

More than 14,500 State employees or 50% of the qualified population have started participating in a range of health activities since the launch of the State of Colorado Employee Wellness Program in July 2013.

**23%** Earned rewards online.

Program engagement rates have been impressive, with employees participating in numerous challenges, activities and programs ranging from nutrition and stress management to smoking cessation. The top five activities in CaféWell are related to emotional health, fitness and exercise, diet and nutrition, sleep and motivation.



Emotional Health



Fitness & Exercise



Diet & Nutrition



Sleep



Motivation

**15%** Took a biometric screening.

Biometric screenings were offered onsite during the State's open enrollment fairs and all year at medical offices. Screenings test for blood pressure, glucose, body mass index (BMI), and age-related screenings and immunizations. Overall, 2,123 screenings were completed at 30 sites across all agencies.

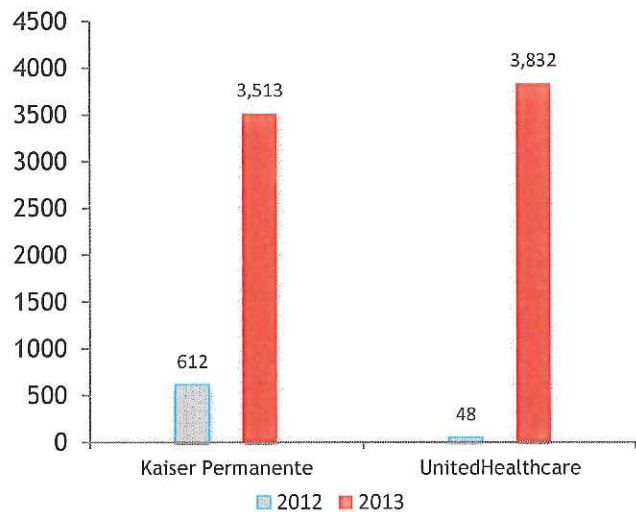
**10%** Enrolled in a at-no-cost chronic care program.

Colorado is only one of four states that have the Diabetes Prevention Program as a covered benefit for employees. Screening events were held on worksite locations and employees identified as pre-diabetic were given the opportunity to enroll in an onsite intervention program designed to help participants learn tools and techniques to improve their nutrition and physical activity level, lose weight and avoid developing diabetes.

**50%** Completed an online health assessment.

Overall, more than 14,500 employees participated in the State of Colorado Employee Wellness Program in FY 2013-14. More than half (7,345) have completed the health assessment with their insurer through CaféWell, which is a 650% increase in health assessment completion over the prior year.

## Employee Health Assessment Completion (FY 2012-13 compared to FY 2013-14)



The value of health assessment completion is that it is the first step to engagement, as well as a key evaluation point for an employer. Obtaining initial participation can be the gateway to further engagement.

In FY 2013-14, 7,345 State employees completed a health assessment. This represents about 50% of the benefit-eligible population.

Moving forward, the State will utilize the data to develop ongoing, sustainable interest in the initiative and complement the programmatic components with cultural and environmental adjustments. Health and wellness needs, based on this information will be integrated into the organizational life of State of Colorado employees.

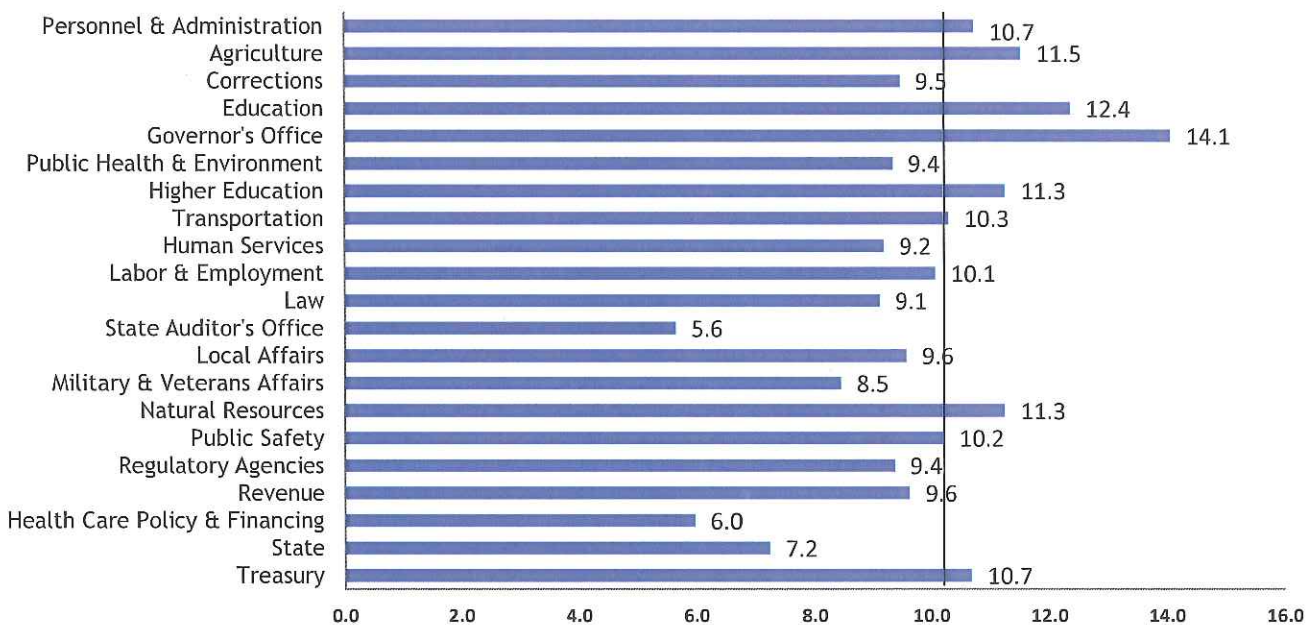
# Retain a strong workforce

## AVERAGE YEARS OF SERVICE

According to the Bureau of Labor Statistics, in January 2014, wage and salary workers in the public sector had nearly double the median tenure of private sector employees: 7.8 years versus 4.1 years. The State of Colorado's average length of service is 10.2 years.

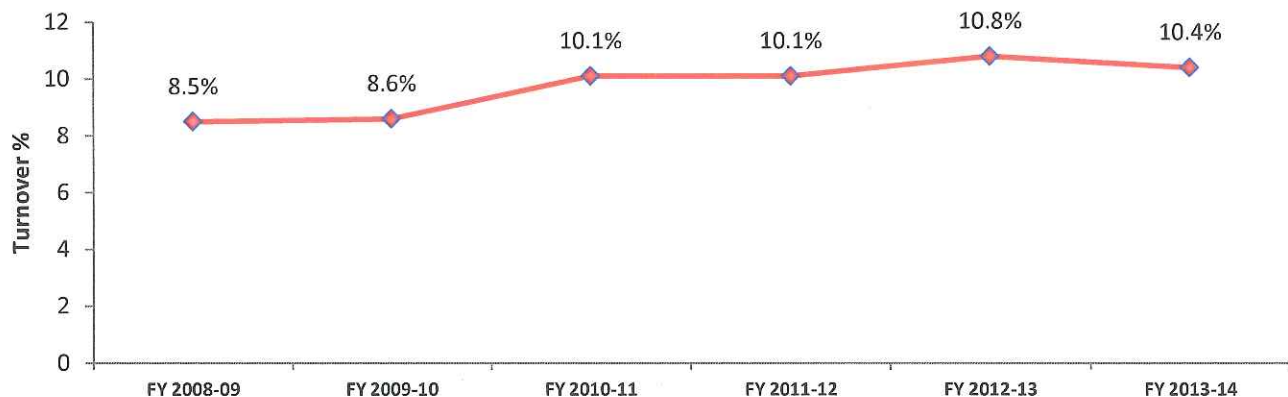
### Years of Service by Department

**10.2 years**  
Average Length of Service



### Turnover

The overall turnover rate in FY 2013-14 is 10.4%, which is 3.7% decrease from FY 2012-13 at 10.8%. Total separations include voluntary, retirement and involuntary separations. Total separations is referred to as turnover.



# EMPLOYEE SEPARATIONS BY REASON



**59%**  
Voluntary

**By reason:**  
99.7% resigned  
0.3% military duty

**25%**  
Retirement

**By reason:**  
97.4% retired  
2.6% as a result of disability retirement

**16%**  
Involuntary

**By reason:**  
65% were dismissed  
24% as a result of leave rights expiring  
7% as a result of death  
4% were laid off

## SEPARATIONS BY DEPARTMENT

STATE OF COLORADO SEPARATION COUNTS BY DEPARTMENT FY 2013-14

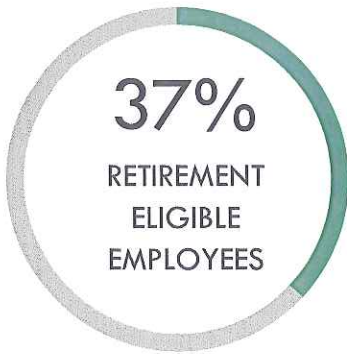
Department	Voluntary	Involuntary	Retire	Total	Turnover Rate
Agriculture	17	4	7	28	9.20%
Corrections	447	142	152	741	11.00%
Education	5	1	8	14	8.00%
Governor's Office	24	3	32	59	9.50%
Health Care Policy & Financing	55	1	8	64	13.00%
Higher Education	464	135	192	791	8.90%
Human Services	590	184	165	939	16.10%
Labor & Employment	59	20	37	116	9.30%
Law	10	5	10	25	13.20%
Local Affairs	7	1	4	12	7.50%
Military & Veterans Affairs	11	5	6	22	14.80%
Natural Resources	49	9	47	105	6.80%
Personnel & Administration	29	4	10	43	11.00%
Public Health & Environment	93	12	38	143	10.00%
Public Safety	56	11	34	101	5.90%
Regulatory Agencies	19	5	22	46	7.70%
Revenue	82	16	41	139	10.50%
State	15	0	0	15	11.10%
State Auditor's Office	6	1	1	8	11.00%
Transportation	118	34	103	255	7.90%
Treasury	1	1	0	2	6.50%
<b>Statewide Total:</b>	<b>2,157</b>	<b>594</b>	<b>917</b>	<b>3,668</b>	<b>10.40%</b>

\*Based on 7/1/2013-6/30/2014



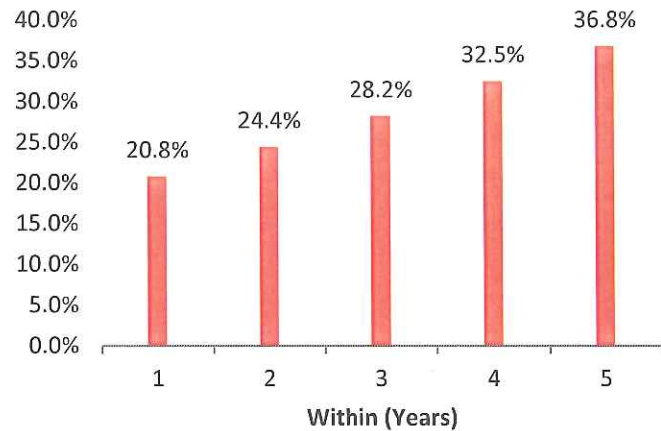
# RETIREMENT ELIGIBILITY

As of June 30, 2014, 6,526 employees or 20.8% of the State's population is eligible to retire within one year, and 11,529 employees are eligible to retire within five years. This represents 36.8% of the workforce.

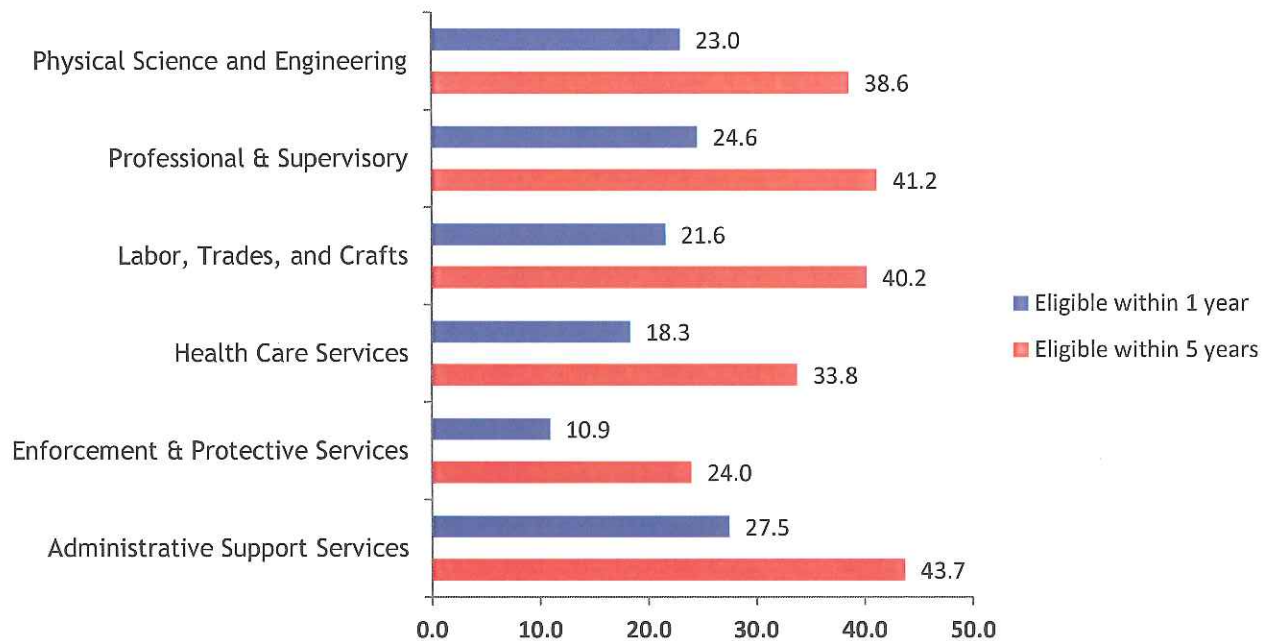


More than 1/3 of the State's workforce is eligible to retire within 5 years.

**Percent of Employees Eligible to retire within the next Five Years**



## Retirement Eligibility by Occupational Group



# Assumptions & Definitions

## Workforce

For this report, the definition of 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.

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, 2014), and in other instances, the Department used the average count or enrollment to provide the necessary data. Each table will indicate 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 2013-14 data in this report are based on a CPPS extract of the State's workforce data for all months during the year (July 1, 2013 through June 30, 2014), 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%.

## 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.

## 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 executive directors.

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.

# Appendices

**TABLE 1 - STATE OF COLORADO ACTIVE CLASSIFIED EMPLOYEES BY EMPLOYEE STATUS STATEWIDE WITH DEPARTMENT AND PROCESS LEVEL DETAIL FY 2013-14**

DEPARTMENT	FULL-TIME	PART-TIME	TOTAL	% OF CLASSIFIED
Adams State College	124	4	128	0.40%
ADAMS STATE COLLEGE	124	4	128	0.40%
Agriculture	258	17	275	0.87%
DEPARTMENT OF AGRICULTURE	258	17	275	0.87%
Arapahoe Community College	41	0	41	0.13%
ARAPAHOE COMMUNITY COLLEGE	41	0	41	0.13%
Auraria Higher Educaiton Center	256	6	262	0.83%
AURARIA HIGHER EDUCATION CTR	256	6	262	0.83%
Colorado Assist	1	0	1	0.00%
COLLEGE ASSIST	1	0	1	0.00%
Colorado Community Colleges System	44	0	44	0.14%
COLO COMMUNITY COLLEGE SYSTEM	44	0	44	0.14%
Colorado Historical Society	5	0	5	0.02%
STATE HISTORICAL SOCIETY	5	0	5	0.02%
Colorado School of Mines	246	24	269	0.85%
COLORADO SCHOOL OF MINES	246	24	269	0.85%
Colorado State University	1,628	274	1,902	6.04%
COLORADO STATE UNIVERSITY	1,628	274	1,902	6.04%
Colorado State University Pueblo	144	2	146	0.46%
CO STATE UNIVERSITY - PUEBLO	144	2	146	0.46%
Community College of Aurora	66	0	67	0.21%
COMMUNITY COLLEGE OF AURORA	66	0	67	0.21%
Community College of Denver	50	0	50	0.16%
COMMUNITY COLLEGE OF DENVER	50	0	50	0.16%
Corrections	6,016	27	6,043	19.18%
CORRECTIONS ADMINISTRATION	5,832	26	5,858	18.60%
CORRECTIONAL INDUSTRIES	149	1	150	0.48%
CANTEEN	35	0	35	0.11%
Education	143	16	159	0.50%
DEPARTMENT OF EDUCATION	56	0	56	0.18%
SCHOOL FOR THE DEAF AND BLIND	87	16	103	0.33%
Fort Lewis College	95	17	112	0.36%
FORT LEWIS COLLEGE	95	17	112	0.36%
Front Range Community College	203	0	203	0.64%
FRONT RANGE COMMUNITY COLLEGE	203	0	203	0.64%
Governor's Office	540	8	548	1.74%
OFFICE OF ECONOMIC DEVELOPMENT	1	0	1	0.00%
OFFICE OF INFORMATION TECH	539	8	547	1.74%
Health Care Policy & Financing	374	7	381	1.21%
DEPT OF HLTH CARE POLICY & FIN	374	7	381	1.21%

**TABLE 1 - STATE OF COLORADO ACTIVE CLASSIFIED EMPLOYEES BY EMPLOYEE STATUS STATEWIDE WITH DEPARTMENT AND PROCESS LEVEL DETAIL FY 2013-14 continued**

DEPARTMENT	FULL-TIME	PART-TIME	TOTAL	% OF CLASSIFIED
PRIVATE OCCUPATIONAL SCHOOL DV	1	0	1	0.00%
<b>Human Services</b>	<b>4,451</b>	<b>554</b>	<b>5,005</b>	<b>15.89%</b>
DEPARTMENT OF HUMAN SERVICES	1,235	32	1,267	4.02%
COLO. MENT HEALTH INST PUEBLO	895	155	1,049	3.33%
COLO. MENT HEALTH INST F LOGAN	194	62	256	0.81%
OBH-COMMUNITY BEHAVIORAL HLTH	59	3	62	0.20%
GRAND JUNCTION REGIONAL CTR	250	32	282	0.89%
RIDGE REGIONAL CENTER	356	36	392	1.24%
PUEBLO REGIONAL CENTER	183	8	191	0.61%
DIV OF YOUTH CORRECTIONS	894	14	908	2.88%
STATE VET CENTER AT HOMELAKE	79	4	83	0.26%
VET NURSING HOME AT FLORENCE	134	10	144	0.46%
VET NURSING HOME AT RIFLE	74	26	100	0.32%
WALSENBURG VET NURSING HOME	1	0	1	0.00%
DIRECTOR OF STATE NURSING HOME	8	0	8	0.02%
FITZSIMMONS STATE NURSING HOME	90	173	263	0.83%
<b>Labor &amp; Employment</b>	<b>963</b>	<b>186</b>	<b>1,150</b>	<b>3.65%</b>
DEPT OF LABOR AND EMPLOYMENT	963	186	1,150	3.65%
<b>Lamar Community College</b>	<b>13</b>	<b>0</b>	<b>13</b>	<b>0.04%</b>
LAMAR COMMUNITY COLLEGE	13	0	13	0.04%
<b>Law</b>	<b>163</b>	<b>2</b>	<b>165</b>	<b>0.52%</b>
DEPARTMENT OF LAW	163	2	165	0.52%
<b>Local Affairs</b>	<b>137</b>	<b>6</b>	<b>143</b>	<b>0.45%</b>
DEPARTMENT OF LOCAL AFFAIRS	137	6	143	0.45%
<b>Mesa State College</b>	<b>86</b>	<b>5</b>	<b>91</b>	<b>0.29%</b>
MESA STATE COLLEGE	86	5	91	0.29%
<b>Metropolitan State College</b>	<b>256</b>	<b>11</b>	<b>267</b>	<b>0.85%</b>
METROPOLITAN STATE COLLEGE	256	11	267	0.85%
<b>Military &amp; Veterans Affairs</b>	<b>127</b>	<b>4</b>	<b>131</b>	<b>0.42%</b>
DIVISION OF NATIONAL GUARD	112	2	114	0.36%
VETERANS AFFAIRS	15	2	17	0.05%
<b>Morgan Community College</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>0.03%</b>
MORGAN COMMUNITY COLLEGE	10	0	10	0.03%
<b>Natural Resources</b>	<b>1,400</b>	<b>17</b>	<b>1,417</b>	<b>4.50%</b>
DNR - EXECUTIVE DIRECTOR	43	7	50	0.16%
DIVISION OF WILDLIFE	0	0	0	0.00%
BOARD OF LAND COMMISSIONERS	39	2	41	0.13%
WATER CONSERVATION BOARD	40	0	41	0.13%
DIVISION OF WATER RESOURCES	247	5	252	0.80%
OIL AND GAS CONSERVATION COMM	82	0	82	0.26%
COLORADO GEOLOGICAL SURVEY	0	0	0	0.00%
PARKS AND OUTDOOR RECREATION	0	0	0	0.00%
DIV RECLAMATION, MINING, SAFETY	63	1	65	0.21%
PARKS AND WILDLIFE	885	2	887	2.81%
<b>Northeastern Junior College</b>	<b>22</b>	<b>0</b>	<b>22</b>	<b>0.07%</b>

**TABLE 1 - STATE OF COLORADO ACTIVE CLASSIFIED EMPLOYEES BY EMPLOYEE STATUS STATEWIDE WITH DEPARTMENT AND PROCESS LEVEL DETAIL FY 2013-14 continued**

DEPARTMENT	FULL-TIME	PART-TIME	TOTAL	% OF CLASSIFIED
NORTHEASTERN JUNIOR COLLEGE	22	0	22	0.07%
Northwestern Community College	18	0	18	0.06%
NORTHWESTERN COMMUNITY COLLEGE	18	0	18	0.06%
Otero Junior College	21	0	21	0.07%
OTERO JUNIOR COLLEGE	21	0	21	0.07%
<b>Personnel &amp; Administration</b>	<b>331</b>	<b>17</b>	<b>348</b>	<b>1.11%</b>
DOP - EXECUTIVE DIRECTOR	14	3	17	0.05%
CSEAP	7	7	14	0.04%
STATE ARCHIVES	8	2	10	0.03%
OFFICE OF THE STATE ARCHITECT	5	0	5	0.02%
DIV OF FINANCE AND PROCUREMENT	59	0	59	0.19%
DIVISION OF CENTRAL SERVICES	161	0	161	0.51%
ADDRESS CONFIDENTIALITY	2	1	3	0.01%
DIV OF ADMINISTRATIVE HEARINGS	36	1	37	0.12%
EMPLOYEE BENEFITS	10	0	10	0.03%
HUMAN RESOURCE SERVICES	13	0	13	0.04%
TRAINING PROGRAMS	3	1	4	0.01%
RISK MANAGEMENT SERVICES	11	0	11	0.04%
STATE PERSONNEL BOARD	3	3	6	0.02%
<b>Pikes Peak Community College</b>	<b>219</b>	<b>0</b>	<b>219</b>	<b>0.70%</b>
PIKES PEAK COMMUNITY COLLEGE	219	0	219	0.70%
<b>Public Health &amp; Environment</b>	<b>1,169</b>	<b>115</b>	<b>1,284</b>	<b>4.08%</b>
DEPT OF PUB HLTH & ENVIRONMENT	1,169	115	1,284	4.08%
<b>Public Safety</b>	<b>1,543</b>	<b>38</b>	<b>1,581</b>	<b>5.02%</b>
DEPARTMENT OF PUBLIC SAFETY	1,543	38	1,581	5.02%
<b>Pueblo Community College</b>	<b>84</b>	<b>0</b>	<b>84</b>	<b>0.27%</b>
PUEBLO COMMUNITY COLLEGE	84	0	84	0.27%
<b>Red Rocks Community College</b>	<b>56</b>	<b>0</b>	<b>56</b>	<b>0.18%</b>
RED ROCKS COMMUNITY COLLEGE	56	0	56	0.18%
<b>Regulatory Agencies</b>	<b>525</b>	<b>16</b>	<b>541</b>	<b>1.72%</b>
DORA - EXECUTIVE DIRECTOR	24	1	25	0.08%
DIVISION OF BANKING	35	0	36	0.11%
CIVIL RIGHTS DIVISION	22	0	22	0.07%
DIVISION OF FINANCIAL SERVICES	14	0	14	0.04%
DIVISION OF INSURANCE	81	7	87	0.28%
PUBLIC UTILITIES COMMISSION	87	2	89	0.28%
OFFICE OF CONSUMER COUNSEL	7	0	7	0.02%
DIVISION OF REAL ESTATE	47	2	49	0.15%
DIRECTOR OF REGISTRATIONS	74	0	75	0.24%
OFFICE OF BOXING	1	0	1	0.00%
ACUPUNCTURIST BOARD	0	0	0	0.00%
ACCOUNTANCY BOARD	3	0	3	0.01%
BARBERS & COSMETOLOGISTS BOARD	4	0	4	0.01%
CHIROPRACTIC BOARD	3	0	3	0.01%
DENTAL BOARD	4	0	4	0.01%

**TABLE 1 - STATE OF COLORADO ACTIVE CLASSIFIED EMPLOYEES BY EMPLOYEE STATUS STATEWIDE WITH DEPARTMENT AND PROCESS LEVEL DETAIL FY 2013-14 continued**

DEPARTMENT	FULL-TIME	PART-TIME	TOTAL	% OF CLASSIFIED
ELECTRICAL BOARD	35	2	37	0.12%
ENGINEERS & LAND SURVEYORS BD	5	0	5	0.02%
MENTAL HEALTH BOARDS	6	0	6	0.02%
MEDICAL EXAMINERS BOARD	8	1	9	0.03%
NURSING BOARD	17	1	17	0.06%
NURSING HOME ADMINISTRATORS BD	2	0	2	0.01%
OPTOMETRIC BOARD	1	0	1	0.00%
OUTFITTERS BOARD	1	0	1	0.00%
PASSENGER TRAMWAY SAFETY BOARD	2	0	2	0.01%
PHARMACY BOARD	8	0	8	0.03%
PHYSICAL THERAPY BOARD	0	0	0	0.00%
PLUMBERS BOARD	11	0	11	0.03%
VETERINARY MEDICINE BOARD	1	0	1	0.00%
MASSAGE THERAPISTS	1	0	1	0.00%
DIVISION OF SECURITIES	22	1	23	0.07%
<b>Revenue</b>	<b>1,173</b>	<b>23</b>	<b>1,196</b>	<b>3.80%</b>
REVENUE - ADMINISTRATION	974	19	992	3.15%
STATE LOTTERY DIVISION	117	4	121	0.38%
REVENUE - GAMING DIVISION	82	0	82	0.26%
<b>State</b>	<b>115</b>	<b>0</b>	<b>115</b>	<b>0.36%</b>
DEPARTMENT OF STATE	115	0	115	0.36%
<b>State Auditor's Office</b>	<b>55</b>	<b>5</b>	<b>60</b>	<b>0.19%</b>
STATE AUDITOR	55	5	60	0.19%
<b>Transportation</b>	<b>2,967</b>	<b>0</b>	<b>2,967</b>	<b>9.42%</b>
COLO DEPT OF TRANSPORTATION	2,967	0	2,967	9.42%
<b>Treasury</b>	<b>25</b>	<b>3</b>	<b>28</b>	<b>0.09%</b>
TREASURY - ADMINISTRATION	25	3	28	0.09%
<b>Trinidad Junior College</b>	<b>29</b>	<b>0</b>	<b>29</b>	<b>0.09%</b>
TRINIDAD STATE JUNIOR COLLEGE	29	0	29	0.09%
<b>University of Colorado Boulder</b>	<b>1,905</b>	<b>194</b>	<b>2,098</b>	<b>6.66%</b>
CU - BOULDER	1,905	194	2,098	6.66%
<b>University of Colorado Colorado Springs</b>	<b>193</b>	<b>28</b>	<b>221</b>	<b>0.70%</b>
CU - COLORADO SPRINGS	193	28	221	0.70%
<b>University of Colorado Denver</b>	<b>118</b>	<b>11</b>	<b>129</b>	<b>0.41%</b>
UNIVERSITY OF COLORADO DENVER	118	11	129	0.41%
<b>University of Colorado Denver</b>	<b>753</b>	<b>109</b>	<b>862</b>	<b>2.74%</b>
UNIVERSITY OF COLORADO DENVER	753	109	862	2.74%
<b>University of Colorado System</b>	<b>19</b>	<b>0</b>	<b>19</b>	<b>0.06%</b>
CU - SYSTEM OFFICES	19	0	19	0.06%
<b>University of Northern Colorado</b>	<b>462</b>	<b>51</b>	<b>512</b>	<b>1.63%</b>
UNIVERSITY OF NORTHERN COLO	462	51	512	1.63%
<b>Western State College</b>	<b>58</b>	<b>7</b>	<b>65</b>	<b>0.21%</b>
WESTERN STATE COLLEGE	58	7	65	0.21%
<b>Grand Total</b>	<b>29,697</b>	<b>1,804</b>	<b>31,501</b>	<b>100.00%</b>

\*Based on data from 7/1/2013 - 6/30/2014

**TABLE 2 - STATE OF COLORADO  
 AVERAGE AGE, AVERAGE PAY RATE, AND LONGEVITY ANALYSIS BY DEPARTMENT FY 2013-14**

Department	Number of Employees	Percent of Classified Workforce	Average Age	Average Salary	Number of Employees Eligible for Retirement within 1 year	Percent of Department Eligible for Retirement within 1 year
Agriculture	271	0.9%	48.7	\$4,566	75	27.7%
Corrections	5,998	19.2%	44.9	\$4,275	899	15.0%
Education	148	0.5%	49.2	\$3,858	36	24.3%
Governor's Office	507	1.6%	51.5	\$6,021	166	32.7%
Health Care Policy & Financing	423	1.4%	43.2	\$5,134	51	12.1%
Higher Education	7,841	25.0%	48.7	\$3,465	2,150	27.4%
Human Services	4,963	15.8%	46.5	\$4,105	941	19.0%
Labor & Employment	1,129	3.6%	49.3	\$4,598	303	26.8%
Law	166	0.5%	49.6	\$5,297	36	21.7%
Local Affairs	148	0.5%	47.8	\$5,349	31	20.9%
Military & Veterans Affairs	130	0.4%	50.1	\$4,355	24	18.5%
Natural Resources	1,431	4.6%	46.1	\$5,262	299	20.9%
Personnel & Administration	344	1.1%	48.6	\$4,683	81	23.5%
Public Health & Environment	1,288	4.1%	46.0	\$5,712	246	19.1%
Public Safety	1,622	5.2%	42.9	\$5,312	172	10.6%
Regulatory Agencies	545	1.7%	49.6	\$5,258	132	24.2%
Revenue	1,190	3.8%	48.9	\$4,420	263	22.1%
State	119	0.4%	44.9	\$5,343	10	8.4%
State Auditor's Office	62	0.2%	37.9	\$5,895	1	1.6%
Transportation	2,967	9.5%	48.0	\$4,775	600	20.2%
Treasury	29	0.1%	51.4	\$4,832	10	34.5%
<b>STATEWIDE TOTALS:</b>	<b>31,321</b>	<b>100.0%</b>	<b>47.0</b>	<b>\$4,348</b>	<b>6,526</b>	<b>20.8%</b>

\*Based on data from 7/1/2013 - 6/30/2014

**TABLE 3 - STATE OF COLORADO AGE DISTRIBUTION FOR ACTIVE CLASSIFIED EMPLOYEES BY DEPARTMENT FY 2013-14**

Department	18-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70 & Over	Invalid Data	Total	Avg Age
Agriculture	0	1	11	27	35	26	36	43	48	28	11	5	0	271	48.7
Corrections	0	175	596	641	675	849	882	874	707	462	117	20	0	5,998	44.9
Education	0	1	4	9	8	25	25	30	29	14	2	1	0	148	49.2
Governor's Office	0	0	3	21	30	68	76	115	106	67	20	1	0	507	51.5
Health Care Policy & Financing	0	7	51	77	56	61	44	45	36	35	9	2	0	423	43.2
Higher Education	7	195	558	584	667	768	931	1,265	1,349	1,011	364	114	28	7,841	48.8

**TABLE 3 - STATE OF COLORADO AGE DISTRIBUTION FOR ACTIVE CLASSIFIED EMPLOYEES BY DEPARTMENT FY 2013-14 continued**

Department	18-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70 +	Invalid Data	Total	Avg Age
Human Services	7	131	353	481	547	664	680	757	670	492	136	45	0	4,963	46.5
Labor & Employment	0	11	70	100	105	102	149	169	180	164	61	18	0	1,129	49.3
Law	0	1	2	15	15	23	22	29	29	25	4	1	0	166	49.6
Local Affairs	0	1	9	11	19	19	28	19	14	19	8	1	0	148	47.8
Military & Veterans Affairs	0	0	2	11	14	15	16	26	24	10	11	1	0	130	50.1
Natural Resources	0	13	102	160	191	234	173	191	202	111	41	13	0	1,431	46.1
Personnel & Administration	0	5	15	34	27	44	44	67	51	35	17	4	1	344	48.6
Public Health & Environment	0	19	104	157	168	162	158	171	182	119	33	15	0	1,288	46.0
Public Safety	0	24	165	250	224	304	253	172	130	71	25	4	0	1,622	42.9
Regulatory Agencies	0	2	24	45	44	71	79	90	85	65	32	8	0	545	49.6
Revenue	0	7	50	112	95	150	162	236	192	132	49	5	0	1,190	48.9
State	0	1	7	12	23	19	14	22	15	5	1	0	0	119	44.9
State Auditor's Office	0	0	12	16	12	12	1	6	3	0	0	0	0	62	37.9
Transportation	0	35	111	248	308	392	492	571	457	272	70	11	0	2,967	48.0
Treasury	0	1	1	2	2	3	3	4	4	6	2	1	0	29	51.4
<b>STATEWIDE TOTAL:</b>	<b>14</b>	<b>630</b>	<b>2,250</b>	<b>3,013</b>	<b>3,265</b>	<b>4,011</b>	<b>4,268</b>	<b>4,902</b>	<b>4,513</b>	<b>3,143</b>	<b>1,013</b>	<b>270</b>	<b>29</b>	<b>31,321</b>	<b>47.0</b>

\*As of 6/30/2014

Note: The employees in the "Invalid Data" category are excluded from the department and statewide average age calculations.

**TABLE 4-STATE OF COLORADO DISTRIBUTION OF SALARY RANGE FOR ACTIVE CLASSIFIED EMPLOYEES BY DEPARTMENT FY 2013-14**

Department	Salary Range (In Thousands of Dollars)											Total
	<=20	Over 20-30	Over 30-40	Over 40-50	Over 50-60	Over 60-70	Over 70-80	Over 80-90	Over 90-100	Over 100		
Agriculture	0	3	36	95	60	27	19	12	15	4	271	
Corrections	0	14	732	2,772	1,152	815	272	128	46	67	5,998	
Education	0	21	49	34	18	7	9	6	2	2	148	
Governor's Office	0	0	5	23	104	106	115	86	33	35	507	
Health Care Policy & Financing	0	5	15	125	90	66	52	35	14	21	423	
Higher Education	144	1,612	2,219	2,029	1,045	410	189	107	49	37	7,841	
Human Services	12	741	965	1,207	775	581	362	147	68	105	4,963	



**TABLE 4-STATE OF COLORADO DISTRIBUTION OF SALARY RANGE FOR ACTIVE CLASSIFIED EMPLOYEES BY DEPARTMENT FY 2013-14 continued**

Department	Salary Range (In Thousands of Dollars)										Total
	<=20	Over 20-30	Over 30-40	Over 40-50	Over 50-60	Over 60-70	Over 70-80	Over 80-90	Over 90-100	Over 100	
Labor & Employment	0	21	149	444	165	145	91	58	22	34	1,129
Law	0	0	22	18	33	37	34	10	5	7	166
Local Affairs	0	0	9	31	36	23	26	4	9	10	148
Military & Veterans Affairs	0	6	34	34	17	19	10	3	6	1	130
Natural Resources	0	1	88	330	360	218	131	132	77	94	1,431
Personnel & Administration	0	31	84	63	44	34	27	16	22	23	344
Public Health & Environment	0	18	43	184	258	267	162	140	99	117	1,288
Public Safety	0	0	89	330	179	509	271	144	63	37	1,622
Regulatory Agencies	0	0	67	113	101	96	64	30	32	42	545
Revenue	0	50	353	231	234	116	67	53	41	45	1,190
State	0	0	16	21	21	18	16	12	3	12	119
State Auditor's Office	0	0	0	11	15	3	16	6	6	5	62
Transportation	0	17	394	984	613	327	211	180	97	144	2,967
Treasury	0	5	7	3	2	2	2	3	2	3	29
<b>STATEWIDE TOTAL:</b>	<b>156</b>	<b>2,545</b>	<b>5,376</b>	<b>9,082</b>	<b>5,322</b>	<b>3,826</b>	<b>2,146</b>	<b>1,312</b>	<b>711</b>	<b>845</b>	<b>31,321</b>

\*As of 6/30/2014

**TABLE 5 - STATE OF COLORADO ACTIVE CLASSIFIED EMPLOYEES DEMOGRAPHIC STATISTICS BY OCCUPATIONAL GROUP AND RACE/ETHNIC GROUP FY 2013-14**

OCC Group	White			Black or African American			Hispanic or Latino		
	Avg Age	Avg Salary	% Male	Avg Age	Avg Salary	% Male	Avg Age	Avg Salary	% Male
Admin Support & Related	50.6	\$39,472	13.7%	49.7	\$38,887	21.2%	47.8	\$39,659	14.1%
Enforcement Protection Services	43.2	\$53,875	77.0%	44.1	\$48,645	78.4%	42.2	\$49,356	77.5%
Health Care Services	47.5	\$55,729	23.4%	46.5	\$42,980	35.9%	44.1	\$45,238	25.6%
Labor, Trades, and Crafts	49.3	\$42,440	87.3%	47.1	\$34,399	75.0%	49.2	\$35,260	73.2%
Physical Science & Engineering	47.6	\$75,327	76.5%	47.3	\$71,528	70.0%	45.2	\$70,003	78.6%
Professional Services	48.5	\$62,379	44.6%	48.3	\$60,076	33.0%	46.4	\$57,066	34.2%
<b>STATEWIDE TOTAL:</b>	<b>47.5</b>	<b>\$55,709</b>	<b>54.5%</b>	<b>46.8</b>	<b>\$49,278</b>	<b>49.0%</b>	<b>45.8</b>	<b>\$47,064</b>	<b>51.4%</b>
OCC Group	American Indian or Alaska Native			Asian			Native Hawaiian or Other Pacific Islander		
	Avg Age	Avg Salary	% Male	Avg Age	Avg Salary	% Male	Avg Age	Avg Salary	% Male
Admin Support & Related	51.4	\$40,133	23.3%	44.1	\$38,454	17.8%	45.1	\$36,686	12.5%
Enforcement Protection Services	45.7	\$52,425	80.6%	41.3	\$53,006	70.3%	46.5	\$44,497	76.9%
Health Care Services	43.2	\$51,076	18.2%	46.4	\$52,930	26.2%	40.8	\$56,431	14.3%

**TABLE 5 - STATE OF COLORADO ACTIVE CLASSIFIED EMPLOYEES DEMOGRAPHIC STATISTICS BY OCCUPATIONAL GROUP AND RACE/ETHNIC GROUP FY 2013-14 continued**

OCC Group	American Indian or Alaska Native			Asian			Native Hawaiian or Other Pacific Islander		
	Avg Age	Avg Salary	% Male	Avg Age	Avg Salary	% Male	Avg Age	Avg Salary	% Male
Labor, Trades, and Crafts	48.1	\$35,411	82.1%	52.2	\$28,309	63.9%	50.2	\$42,696	60.0%
Physical Science & Engineering	48.1	\$64,490	68.8%	46.8	\$77,149	62.9%	44.6	\$68,974	66.7%
Professional Services	47.5	\$62,789	45.5%	43.9	\$61,545	34.9%	41.5	\$49,517	41.2%
<b>STATEWIDE TOTAL:</b>	<b>47.0</b>	<b>\$50,619</b>	<b>55.9%</b>	<b>45.1</b>	<b>\$55,911</b>	<b>42.7%</b>	<b>44.2</b>	<b>\$48,858</b>	<b>46.4%</b>
OCC Group	Two or more			Not Indicated or Unknown			Statewide Total		
	Avg Age	Avg Salary	% Male	Avg Age	Avg Salary	% Male	Avg Age	Avg Salary	% Male
Admin Support & Related	42.0	\$35,244	23.1%	46.2	\$37,025	20.5%	49.1	\$38,966	15.6%
Enforcement Protection Services	36.7	\$45,393	60.5%	38.4	\$58,208	85.5%	43.0	\$52,657	77.2%
Health Care Services	41.2	\$45,607	21.9%	43.4	\$38,700	22.6%	46.3	\$51,049	24.8%
Labor, Trades, and Crafts	42.2	\$39,248	60.0%	46.6	\$32,754	71.7%	48.6	\$38,099	79.8%
Physical Science & Engineering	43.5	\$56,220	50.0%	47.3	\$60,325	86.6%	47.4	\$73,571	76.9%
Professional Services	42.8	\$49,496	38.8%	49.1	\$50,400	32.8%	48.2	\$60,154	41.2%
<b>STATEWIDE TOTAL:</b>	<b>40.7</b>	<b>\$45,874</b>	<b>40.3%</b>	<b>46.9</b>	<b>\$41,259</b>	<b>46.9%</b>	<b>47.0</b>	<b>\$52,181</b>	<b>52.6%</b>

\*As of 6/30/2014

**Table 6 - STATE OF COLORADO ACTIVE CLASSIFIED EMPLOYEE DISTRIBUTION BY YEARS OF SERVICE & RACE/ETHNIC GROUP AND GENDER ANALYSIS FY 2013-14**

Years of Service	White		Black or African American		Hispanic or Latino		American Indian or Alaska Native		Asian	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
0-5	4,008	3,490	278	314	880	771	66	61	71	133
6-10	2,638	2,285	159	142	615	596	22	20	81	97
11-15	1,840	1,353	107	104	394	387	33	17	44	42
16-20	1,173	852	75	60	306	275	15	12	23	26
21-25	793	636	38	47	187	182	12	6	12	18
26-30	375	338	17	28	97	110	5	6	8	9
31-35	97	125	7	11	18	40	1	1	3	1
36-40	30	55	1	2	7	15	2	0	1	0
41 & Above	9	10	0	3	5	0	0	0	0	0
<b>STATEWIDE TOTAL:</b>	<b>10,963</b>	<b>9,144</b>	<b>682</b>	<b>711</b>	<b>2,509</b>	<b>2,376</b>	<b>156</b>	<b>123</b>	<b>243</b>	<b>326</b>
<b>More Than 10 Years:</b>	<b>4,317</b>	<b>3,369</b>	<b>245</b>	<b>255</b>	<b>1,014</b>	<b>1,009</b>	<b>68</b>	<b>42</b>	<b>91</b>	<b>96</b>
<b>Average Years of Service:</b>	<b>10.3</b>	<b>10.1</b>	<b>9.4</b>	<b>9.6</b>	<b>10.5</b>	<b>11.1</b>	<b>10.2</b>	<b>9.0</b>	<b>10.4</b>	<b>8.8</b>

**Table 6 - STATE OF COLORADO ACTIVE CLASSIFIED EMPLOYEE DISTRIBUTION BY YEARS OF SERVICE & RACE/ETHNIC GROUP AND GENDER ANALYSIS FY 2013-14 continued**

Years of Service	Native Hawaiian or Other Pacific Islander		Two or more		Not Indicated or Unknown			Total		
	Male	Female	Male	Female	Male	Female	No Gender Indicated	Male	Female	No Gender Indicated
0-5	13	13	41	72	772	838	25	6,129	5,692	25
6-10	11	9	10	6	400	423	0	3,936	3,578	0
11-15	1	5	4	1	315	303	0	2,738	2,212	0
16-20	1	1	1	1	158	202	0	1,752	1,429	0
21-25	0	1	0	2	91	136	0	1,133	1,028	0
26-30	0	1	0	0	58	85	0	560	577	0
31-35	0	0	0	1	23	31	0	149	210	0
36-40	0	0	0	0	6	15	0	47	87	0
41 & Above	0	0	0	0	4	8	0	18	21	0
<b>STATEWIDE TOTAL:</b>	<b>26</b>	<b>30</b>	<b>56</b>	<b>83</b>	<b>1,827</b>	<b>2,041</b>	<b>25</b>	<b>16,462</b>	<b>14,834</b>	<b>25</b>
<b>More Than 10 Years:</b>	<b>2</b>	<b>8</b>	<b>5</b>	<b>5</b>	<b>655</b>	<b>780</b>	<b>0</b>	<b>6,397</b>	<b>5,564</b>	<b>0</b>
<b>Average Years of Service:</b>	<b>6.0</b>	<b>7.9</b>	<b>4.1</b>	<b>3.7</b>	<b>9.5</b>	<b>10.2</b>	<b>2.3</b>	<b>10.1</b>	<b>10.2</b>	<b>2.3</b>

\*As of 6/30/2014

**TABLE 7 - STATE OF COLORADO AVERAGE ACTIVE CLASSIFIED EMPLOYEES BY WORK COUNTY FY 2013-14**

County	Full-Time Employees	Part-Time Employees	Total Employees
Adams	567.5	6.5	574.0
Alamosa	280.7	11.0	291.7
Arapahoe	2,199.3	289.8	2,489.1
Archuleta	26.9	2.5	29.4
Baca	9.0	0.0	9.0
Bent	23.2	0.0	23.2
Boulder	2,039.9	197.3	2,237.3
Broomfield	17.8	0.0	17.8
Chaffee	412.5	4.1	416.6
Cheyenne	5.8	0.0	5.8
Clear Creek	82.6	1.0	83.6
Conejos	11.0	0.0	11.0
Costilla	6.8	0.0	6.8
Crowley	313.4	0.0	313.4
Custer	5.0	0.0	5.0
Delta	151.0	3.2	154.2
Denver	7,845.2	471.9	8,317.1
Dolores	8.8	0.0	8.8
Douglas	79.1	0.3	79.3
Eagle	53.3	0.0	53.3
El Paso	1,148.6	52.9	1,201.5
Elbert	6.8	1.0	7.8
Fremont	2,212.9	19.3	2,232.3

**TABLE 7 - STATE OF COLORADO AVERAGE ACTIVE CLASSIFIED EMPLOYEES BY WORK COUNTY FY 2013-14**  
continued

County	Full-Time Employees	Part-Time Employees	Total Employees
Garfield	332.8	31.1	363.8
Gilpin	25.4	0.0	25.4
Grand	42.3	4.8	47.0
Gunnison	108.7	8.7	117.3
Hinsdale	4.6	0.0	4.6
Huerfano	28.4	1.0	29.4
Jackson	16.1	2.0	18.1
Jefferson	2,251.6	98.4	2,350.0
Kiowa	6.0	0.0	6.0
Kit Carson	20.6	0.0	20.6
La Plata	262.5	9.8	272.3
Lake	11.8	1.0	12.8
Larimer	1,944.7	254.0	2,198.7
Las Animas	222.6	2.7	225.3
Lincoln	381.5	1.0	382.5
Logan	881.3	3.6	884.8
Mesa	850.6	49.1	899.7
Mineral	2.7	0.0	2.7
Moffat	88.0	2.5	90.5
Montezuma	46.7	2.8	49.4
Montrose	135.2	10.0	145.2
Morgan	89.0	4.3	93.3
Otero	69.0	5.5	74.5
Ouray	17.7	0.0	17.7
Park	39.3	0.0	39.3
Phillips	9.7	0.0	9.7
Prowers	92.3	1.0	93.3
Pueblo	2,663.9	175.5	2,839.4
Rio Blanco	48.4	2.0	50.4
Rio Grande	159.7	6.3	166.0
Routt	74.8	1.2	75.9
Saguache	10.4	0.0	10.4
San Juan	5.0	0.0	5.0
San Miguel	11.1	0.0	11.1
Sedgwick	9.9	0.0	9.9
Summit	66.3	3.3	69.7
Teller	31.8	0.0	31.8
Washington	8.8	0.0	8.8
Weld	846.1	58.4	904.5
Yuma	29.3	0.0	29.3
Out Of State	19.8	0.0	19.8
No Reported Data	217.5	1.3	218.8
<b>STATEWIDE TOTAL:</b>	<b>29,690.0</b>	<b>1,801.8</b>	<b>31,491.8</b>

*\*Based on data from 7/1/2013 - 6/30/2014*

**Table 8 - STATE OF COLORADO ACTIVE CLASSIFIED EMPLOYEES NEW HIRE DEMOGRAPHIC STATISTICS BY OCCUPATIONAL GROUP AND RACE/ETHNIC GROUP FY 2013-14**

OCC - Desc	White			Black or African American			Hispanic or Latino		
	Ave Age	Avg Salary	% Males	Ave Age	Avg Salary	% Males	Ave Age	Avg Salary	% Males
Admin Support & Related	41.4	\$36,088	19.20%	40.9	\$33,128	13.30%	38.1	\$35,253	15.80%
Enforcement Protection Services	34.2	\$42,588	70.20%	34.2	\$39,791	70.00%	31.3	\$40,135	71.70%
Health Care Services	39.2	\$47,813	18.10%	40.8	\$32,283	33.30%	33.8	\$37,680	20.60%
Labor, Trades, and Crafts	41.7	\$33,567	82.70%	38.7	\$27,877	60.00%	38.7	\$27,868	68.10%
Physical Science & Engineering	37.9	\$60,089	63.00%	47.1	\$52,492	66.70%	30.9	\$58,707	100.00%
Professional Services	40.1	\$52,145	41.50%	41.5	\$50,370	29.50%	37.9	\$47,342	37.40%
<b>STATEWIDE TOTAL:</b>	<b>38.6</b>	<b>\$45,929</b>	<b>48.80%</b>	<b>38.6</b>	<b>\$38,535</b>	<b>46.40%</b>	<b>35.2</b>	<b>\$37,992</b>	<b>49.80%</b>
OCC - Desc	American Indian or Alaska Native			Asian			Native Hawaiian or Other Pacific Islander		
	Ave Age	Avg Salary	% Males	Ave Age	Avg Salary	% Males	Ave Age	Avg Salary	% Males
Admin Support & Related	38.5	\$40,145	50.00%	33.7	\$35,154	22.20%	39.4	\$39,420	0.00%
Enforcement Protection Services	32.9	\$40,421	71.40%	31.9	\$42,671	66.70%	50.2	\$43,500	100.00%
Health Care Services	41.8	\$56,283	28.60%	42.1	\$52,955	6.70%	33.1	\$39,684	50.00%
Labor, Trades, and Crafts	37.4	\$28,164	87.50%	42.5	\$25,133	57.10%	N/A	N/A	N/A
Physical Science & Engineering	40.1	\$59,004	50.00%	36.6	\$58,645	28.60%	N/A	N/A	N/A
Professional Services	43.9	\$52,315	28.60%	35.9	\$48,946	37.50%	42.2	\$51,465	0.00%
<b>STATEWIDE TOTAL:</b>	<b>39.5</b>	<b>\$46,214</b>	<b>50.00%</b>	<b>37.1</b>	<b>\$45,858</b>	<b>33.80%</b>	<b>41.6</b>	<b>\$45,739</b>	<b>33.30%</b>
OCC - Desc	Two or More			Not Indicated or Unknown			Statewide Total		
	Ave Age	Avg Salary	% Males	Ave Age	Avg Salary	% Males	Ave Age	Avg Salary	% Males
Admin Support & Related	46.8	\$33,701	66.70%	37.2	\$32,212	18.10%	39.5	\$34,771	18.90%
Enforcement Protection Services	32.7	\$40,485	68.40%	35.6	\$45,844	80.00%	33.6	\$41,856	70.70%
Health Care Services	38	\$45,318	14.30%	34.5	\$35,730	11.10%	38.2	\$44,031	19.20%
Labor, Trades, and Crafts	33.6	\$36,578	50.00%	38.3	\$27,343	68.80%	39.9	\$30,155	74.40%
Physical Science & Engineering	N/A	N/A	N/A	43.7	\$53,310	85.70%	38.2	\$59,532	63.30%
Professional Services	41.2	\$39,656	35.70%	38.6	\$38,805	23.90%	39.8	\$50,320	38.70%
<b>STATEWIDE TOTAL:</b>	<b>37.3</b>	<b>\$41,022</b>	<b>44.20%</b>	<b>37.6</b>	<b>\$32,510</b>	<b>43.70%</b>	<b>37.9</b>	<b>\$42,516</b>	<b>47.80%</b>

\*As of 6/30/2014

**Table 9.A - STATE OF COLORADO EMPLOYEES ENROLLED IN STATE SPONSORED MEDICAL INSURANCE PLANS BY DEPARTMENT**

Department	State Medical	KP-HMO	%	KP-HDHP	%	UHC-PLUS	%	UHC-HDHP	%
Agriculture	231	79	34.20%	12	5.20%	84	36.40%	56	24.20%
Corrections	5,296	2,585	48.80%	285	5.40%	1,587	30.00%	821	15.50%
Education	526	273	51.90%	49	9.30%	131	24.90%	70	13.30%

**Table 9.A - STATE OF COLORADO EMPLOYEES ENROLLED IN STATE SPONSORED MEDICAL INSURANCE PLANS BY DEPARTMENT continued**

Department	State Medical	KP-HMO	%	KP-HDHP	%	UHC-PLUS	%	UHC-HDHP	%
Governor's Office	924	413	44.70%	72	7.80%	280	30.30%	146	15.80%
Health Care Policy & Financing	359	177	49.30%	34	9.50%	101	28.10%	45	12.50%
Higher Education	4,008	1,176	29.30%	226	5.60%	1,527	38.10%	1,058	26.40%
Human Services	4,210	2,520	59.90%	240	5.70%	993	23.60%	442	10.50%
Judicial Branch	3,800	1,507	39.70%	187	4.90%	1,350	35.50%	744	19.60%
Labor & Employment	994	504	50.70%	49	4.90%	302	30.40%	131	13.20%
Law	375	140	37.30%	30	8.00%	121	32.30%	81	21.60%
Local Affairs	136	63	46.30%	8	5.90%	39	28.70%	25	18.40%
Military & Veterans Affairs	96	54	56.30%	8	8.30%	23	24.00%	11	11.50%
Natural Resources	1,272	296	23.30%	55	4.30%	495	38.90%	424	33.30%
Personnel & Administration	302	167	55.30%	34	11.30%	63	20.90%	38	12.60%
Public Health & Environment	1,088	528	48.50%	61	5.60%	319	29.30%	176	16.20%
Public Safety	1,376	509	37.00%	81	5.90%	482	35.00%	301	21.90%
Regulatory Agencies	484	234	48.30%	19	3.90%	174	36.00%	56	11.60%
Revenue	1,053	569	54.00%	69	6.60%	275	26.10%	135	12.80%
State	110	53	48.20%	5	4.50%	37	33.60%	13	11.80%
State Auditor's Office	272	104	38.20%	31	11.40%	68	25.00%	67	24.60%
Transportation	2,616	842	32.20%	128	4.90%	928	35.50%	706	27.00%
Treasury	25	11	44.00%	0	0.00%	9	36.00%	5	20.00%
<b>STATEWIDE TOTALS:</b>	<b>29,553</b>	<b>12,804</b>	<b>43.30%</b>	<b>1,683</b>	<b>5.70%</b>	<b>9,388</b>	<b>31.80%</b>	<b>5,551</b>	<b>18.80%</b>

**Table 9.B - STATE OF COLORADO EMPLOYEES ENROLLED IN STATE SPONSORED MEDICAL INSURANCE PLANS BY DEPARTMENT (COBRA)**

Department	State Medical	KP-HMO	%	KP-HDHP	%	UHC-PLUS	%	UHC-HDHP	%
Agriculture	231	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Corrections	5,296	5	0.1%	0	0.0%	12	0.2%	1	0.0%
Education	526	2	0.4%	0	0.0%	1	0.2%	0	0.0%
Governor's Office	924	3	0.3%	0	0.0%	5	0.5%	5	0.5%
Health Care Policy & Financing	359	1	0.3%	0	0.0%	1	0.3%	0	0.0%
Higher Education	4,008	3	0.1%	0	0.0%	13	0.3%	5	0.1%
Human Services	4,210	5	0.1%	0	0.0%	9	0.2%	1	0.0%
Judicial Branch	3,800	2	0.1%	0	0.0%	9	0.2%	1	0.0%
Labor & Employment	994	5	0.5%	0	0.0%	2	0.2%	1	0.1%
Law	375	1	0.3%	1	0.3%	1	0.3%	0	0.0%
Local Affairs	136	1	0.7%	0	0.0%	0	0.0%	0	0.0%
Military & Veterans Affairs	96	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Natural Resources	1,272	0	0.0%	0	0.0%	1	0.1%	1	0.1%
Personnel & Administration	302	0	0.0%	0	0.0%	0	0.0%	0	0.0%

**Table 9.B - STATE OF COLORADO EMPLOYEES ENROLLED IN STATE SPONSORED MEDICAL INSURANCE PLANS BY DEPARTMENT (COBRA) continued**

Department	State Medical	KP-HMO	%	KP-HDHP	%	UHC-PLUS	%	UHC-HDHP	%
Public Health & Environment	1,088	2	0.2%	0	0.0%	1	0.1%	1	0.1%
Public Safety	1,376	2	0.1%	0	0.0%	1	0.1%	0	0.0%
Regulatory Agencies	484	1	0.2%	0	0.0%	0	0.0%	0	0.0%
Revenue	1,053	2	0.2%	0	0.0%	3	0.3%	0	0.0%
State	110	1	0.9%	0	0.0%	1	0.9%	0	0.0%
State Auditor's Office	272	0	0.0%	0	0.0%	2	0.7%	0	0.0%
Transportation	2,616	3	0.1%	0	0.0%	6	0.2%	3	0.1%
Treasury	25	0	0.0%	0	0.0%	0	0.0%	0	0.0%
<b>STATEWIDE TOTALS:</b>	<b>29,553</b>	<b>39</b>	<b>0.1%</b>	<b>1</b>	<b>0.0%</b>	<b>68</b>	<b>0.2%</b>	<b>19</b>	<b>0.1%</b>

**Table 9.C - STATE OF COLORADO EMPLOYEES ENROLLED IN STATE SPONSORED DENTAL INSURANCE PLANS BY DEPARTMENT (INCLUDES COBRA)**

Department	DENTAL					COBRA			
	State Dental	Delta Basic	%	Delta Plus	%	Delta Basic	%	Delta Plus	%
Agriculture	239	125	52.3%	114	47.7%	0	0.0%	0	0.0%
Corrections	5,459	1,931	35.4%	3,507	64.2%	5	0.1%	16	0.3%
Education	545	251	46.1%	289	53.0%	4	0.7%	1	0.2%
Governor's Office	953	430	45.1%	510	53.5%	0	0.0%	13	1.4%
Health Care Policy & Financing	372	172	46.2%	197	53.0%	1	0.3%	2	0.5%
Higher Education	4,108	1,828	44.5%	2,259	55.0%	12	0.3%	9	0.2%
Human Services	4,252	1,595	37.5%	2,642	62.1%	5	0.1%	10	0.2%
Judicial Branch	3,925	1,932	49.2%	1,982	50.5%	3	0.1%	8	0.2%
Labor & Employment	1,030	390	37.9%	634	61.6%	4	0.4%	2	0.2%
Law	387	188	48.6%	195	50.4%	1	0.3%	3	0.8%
Local Affairs	144	69	47.9%	73	50.7%	0	0.0%	2	1.4%
Military & Veterans Affairs	114	42	36.8%	72	63.2%	0	0.0%	0	0.0%
Natural Resources	1,299	677	52.1%	618	47.6%	1	0.1%	3	0.2%
Personnel & Administration	314	123	39.2%	191	60.8%	0	0.0%	0	0.0%
Public Health & Environment	1,136	540	47.5%	592	52.1%	0	0.0%	4	0.4%
Public Safety	1,439	699	48.6%	738	51.3%	0	0.0%	2	0.1%
Regulatory Agencies	509	203	39.9%	305	59.9%	0	0.0%	1	0.2%
Revenue	1,072	433	40.4%	636	59.3%	1	0.1%	2	0.2%
State	113	43	38.1%	69	61.1%	0	0.0%	1	0.9%
State Auditor's Office	283	153	54.1%	128	45.2%	0	0.0%	2	0.7%
Transportation	2,647	1,070	40.4%	1,568	59.2%	4	0.2%	5	0.2%
Treasury	28	10	35.7%	18	64.3%	0	0.0%	0	0.0%
<b>STATEWIDE TOTALS:</b>	<b>30,368</b>	<b>12,904</b>	<b>42.5%</b>	<b>17,337</b>	<b>57.1%</b>	<b>41</b>	<b>0.1%</b>	<b>86</b>	<b>0.3%</b>

\*As of 6/30/2014

**TABLE 10 - MEDICAL ENROLLMENT BY PLAN AND FISCAL YEAR FY 2010-11 THRU FY 2013-14**

FISCAL YEAR	Kaiser HMO	Kaiser HDHP	UHC-Plus	UHC-HDHP	Dental Basic	Dental Plus
FY2010-11	13,836	1,103	9,237	5,613	12,942	18,228
FY2011-12	13,075	1,441	8,741	6,175	12,439	18,382
FY2012-13	12,670	1,515	8,833	5,691	12,506	17,247

**TABLE 11 - STATE OF COLORADO STATEWIDE SEPARATIONS BY REASON FY 2013-14**

SEPARATION REASON	TOTAL	PERCENT OF SEPARATIONS
<b>INVOLUNTARY SEPARATIONS</b>		
Death	43	1.2%
Dismissal	385	10.5%
Layoff	26	0.7%
Leave Rights Expired	140	3.8%
<b>Total Involuntary Separations</b>	<b>594</b>	<b>16.2%</b>
<b>VOLUNTARY SEPARATIONS</b>		
Military	6	0.2%
Resigned Classified Employment	2,151	58.6%
<b>Total Voluntary Separations</b>	<b>2,157</b>	<b>58.8%</b>
<b>RETIREMENT</b>		
Disability Retirement	24	0.7%
Retirement	893	24.3%
<b>Total Retirements</b>	<b>917</b>	<b>25.0%</b>
<b>TOTAL SEPARATIONS</b>	<b>3,668</b>	<b>100.0%</b>

*\*Based on data from 7/1/2013 - 6/30/2014*

**TABLE 12-STATE OF COLORADO SEPARATION COUNTS FOR CLASSIFIED EMPLOYEES BY DEPARTMENT FY 2013-14**

Department	Voluntary	Involuntary	Retire	Total
Agriculture	17	4	7	28
Corrections	447	142	152	741
Education	5	1	8	14
Governor's Office	24	3	32	59
Health Care Policy & Financing	55	1	8	64
Higher Education	464	135	192	791
Human Services	590	184	165	939
Labor & Employment	59	20	37	116
Law	10	5	10	25



**TABLE 12-STATE OF COLORADO SEPARATION COUNTS FOR CLASSIFIED EMPLOYEES BY DEPARTMENT FY 2013-14 continued**

Department	Voluntary	Involuntary	Retire	Total
Local Affairs	7	1	4	12
Military & Veterans Affairs	11	5	6	22
Natural Resources	49	9	47	105
Personnel & Administration	29	4	10	43
Public Health & Environment	93	12	38	143
Public Safety	56	11	34	101
Regulatory Agencies	19	5	22	46
Revenue	82	16	41	139
State	15	0	0	15
State Auditor's Office	6	1	1	8
Transportation	118	34	103	255
Treasury	1	1	0	2
<b>STATEWIDE TOTAL:</b>	<b>2,157</b>	<b>594</b>	<b>917</b>	<b>3,668</b>

\*Based on 7/1/2013-6/30/2014

**TABLE 13 - STATE OF COLORADO VOLUNTARY SEPARATIONS BY TURNOVER RATE**

Class Title	Voluntary Turnover	Employees in Class Title	Turnover Rate
CLIENT CARE AIDE II	88	484	18.18%
MENTAL HLTH CLINICIAN I	18	106	16.98%
NURSE I	88	526	16.73%
DINING SERVICES I	19	122	15.57%
HEALTH CARE TECH III	15	111	13.51%
HEALTH CARE TECH I	67	550	12.18%
SOCIAL WORK/COUNSELOR III	13	110	11.82%
DINING SERVICES III	27	233	11.59%
TECHNICIAN II	20	179	11.17%
CORR/YTH/CLIN SEC OFF I	333	3,090	10.78%

\*Based on data from 7/1/2013 - 6/30/2014

**TABLE 14-STATE OF COLORADO RETIREMENT ELIGIBILITY COUNT ACTIVE CLASSIFIED EMPLOYEES BY DEPARTMENT FY 2013-14**

Department	Total Employees	Eligible To Retire Within (Years)				
		1	2	3	4	5
Agriculture	271	75	84	97	108	119
Corrections	5,998	899	1,117	1,299	1,539	1,809
Education	148	36	44	50	61	69
Governor's Office	507	166	189	213	246	279
Health Care Policy & Financing	423	51	60	79	87	95

**TABLE 14-STATE OF COLORADO RETIREMENT ELIGIBILITY COUNT ACTIVE CLASSIFIED EMPLOYEES BY DEPARTMENT FY 2013-14 continued**

Department	Total Employees	Eligible To Retire Within (Years)				
		1	2	3	4	5
Higher Education	7,841	2,150	2,431	2,752	3,101	3,440
Human Services	4,963	941	1,099	1,285	1,479	1,692
Labor & Employment	1,129	303	350	407	465	515
Law	166	36	46	56	65	70
Local Affairs	148	31	36	43	46	53
Military & Veterans Affairs	130	24	29	39	44	53
Natural Resources	1431	299	354	393	436	502
Personnel & Administration	344	81	95	105	119	141
Public Health & Environment	1,288	246	303	351	402	449
Public Safety	1,622	172	218	261	307	368
Regulatory Agencies	545	132	160	187	217	237
Revenue	1,190	263	304	356	408	476
State	119	10	12	17	24	27
State Auditor's Office	62	1	1	2	3	4
Transportation	2,967	600	706	841	996	1,116
Treasury	29	10	10	11	13	15
<b>STATEWIDE TOTAL:</b>	<b>31,321</b>	<b>6,526</b>	<b>7,648</b>	<b>8,844</b>	<b>10,166</b>	<b>11,529</b>
<b>STATEWIDE PERCENTAGE:</b>	<b>100.00%</b>	<b>20.84%</b>	<b>24.42%</b>	<b>28.24%</b>	<b>32.46%</b>	<b>36.81%</b>

*\*As of 6/30/2014*

*Note: Retirement eligibility is cumulative.*

**TABLE 15 - STATE OF COLORADO ELIGIBLE TO RETIRE WITHIN ONE YEAR BY CLASS TITLE (TOP 10) FY 2013-14**

Class Title	Retirement Eligible	Employees in Class	Percent Eligible	Average Age of Class
ADMIN ASSISTANT III	420	1,467	28.6%	49.5
ADMIN ASSISTANT II	266	1,005	26.5%	49.1
GENERAL PROFESSIONAL III	249	1,092	22.8%	47.5
PROGRAM ASSISTANT I	223	687	32.5%	50.4
CUSTODIAN I	206	1,074	19.2%	48.5
GENERAL PROFESSIONAL IV	206	844	24.4%	48.3
CORR/YTH/CLIN SEC OFF I	189	2,647	7.1%	39.8
APP PROGRAMMER I	157	668	23.5%	49
GENERAL PROFESSIONAL V	147	490	30%	49.8
PROGRAM ASSISTANT II	143	364	39.3%	51.9
<b>STATEWIDE TOTAL:</b>	<b>6,526</b>	<b>31,321</b>	<b>20.8%</b>	<b>47</b>

*\*As of 6/30/2014*

**TABLE 16 - STATE OF COLORADO ELIGIBLE TO RETIRE WITHIN FIVE YEARS BY CLASS TITLE (TOP 10) FY 2013-14**

Class Title	Retirement Eligible	Employees in Class	Percent Eligible	Average Age of Class
ADMIN ASSISTANT III	645	1,467	44%	49.5
ADMIN ASSISTANT II	438	1,005	43.6%	49.1
CORR/YTH/CLIN SEC OFF I	422	2,647	15.9%	39.8
CUSTODIAN I	414	1,074	38.5%	48.5
GENERAL PROFESSIONAL III	412	1,092	37.7%	47.5
PROGRAM ASSISTANT I	346	687	50.4%	50.4
GENERAL PROFESSIONAL IV	340	844	40.3%	48.3
APP PROGRAMMER I	291	668	43.6%	49
GENERAL PROFESSIONAL V	242	490	49.4%	49.8
TRANSPORTATION MTC I	240	786	30.5%	47.5
<b>STATEWIDE TOTAL:</b>	<b>11,529</b>	<b>31,321</b>	<b>36.8%</b>	<b>47</b>

*\*As of 6/30/2014*

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FY 2013-14

# WORKFORCE REPORT

Workforce data for the State of Colorado.



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PREPARED BY THE DEPARTMENT OF PERSONNEL & ADMINISTRATION, DIVISION OF HUMAN RESOURCES:



**COLORADO**  
**Division of Human Resources**  
Department of Personnel  
& Administration