



State of  
COLORADO

FY 2015-16

# WORKFORCE REPORT

*Workforce data for the  
State of Colorado*

July 1, 2015 - June 30, 2016



**COLORADO**

**Division of Human Resources**

Department of Personnel  
& Administration

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## About the Report

The Fiscal Year (FY) 2015-16 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, 2015 to June 30, 2016.

State of Colorado classified employees, are the focus of this report. **Unless otherwise noted, data in this report represents classified, permanent, full-time or part-time employees, and excludes non-classified and temporary employees.**

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# Workforce Overview

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).

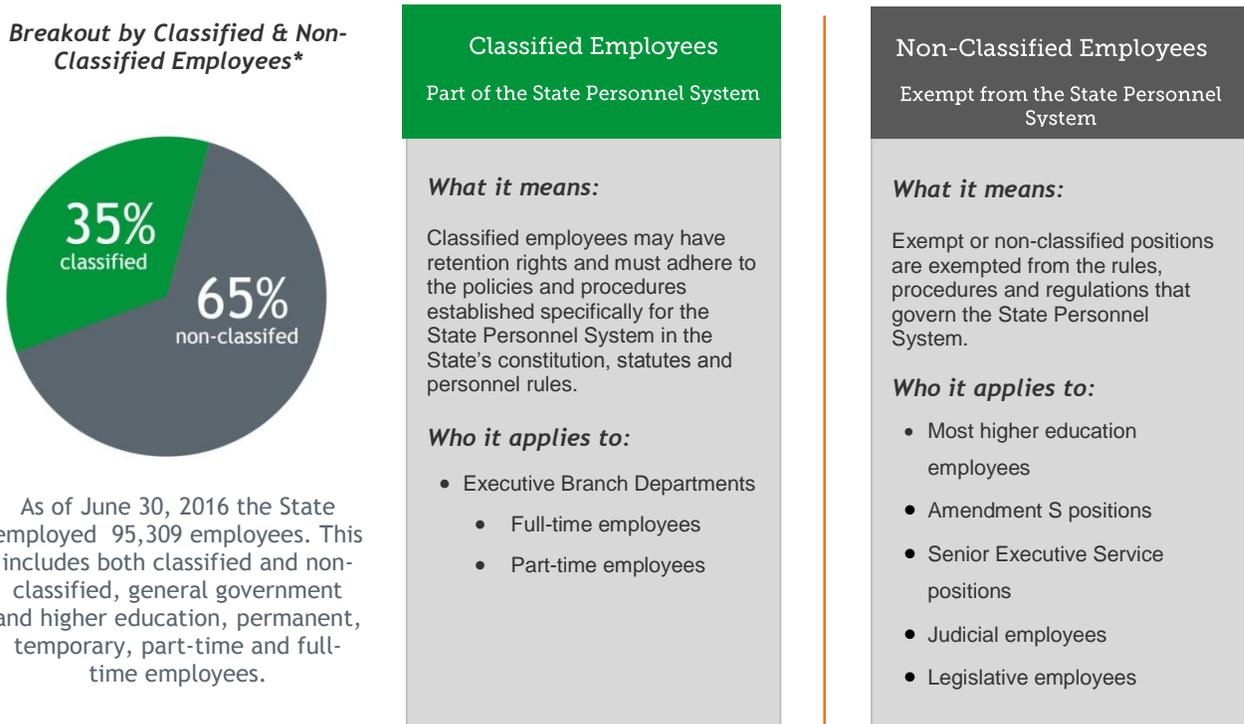
## Classified System

The State Personnel System is established by the Colorado Constitution (CO Const. art. XII, §13) as the classified civil service system for the State of Colorado; it is comprised of employees in classified positions. Employees in the classified system may have retention rights and must adhere to the policies, procedures and personnel rules established specifically for the State Personnel System.

## Non-Classified System

Pursuant to Colorado exemption statute (C.R.S. 24-50-135) employees in non-classified positions are exempt from the State Personnel System. The non-classified system includes employees in Amendment S positions (deputy directors, chief financial officers, public information officers, human resources directors, executive assistants and legislative liaisons), Senior Executive Service positions, the legislative branch (with the exception of the State Auditor’s Office) and judicial branch. Institutions of higher education are part of the executive branch; however, most higher education employees are exempt from the classified system.

**Figure 1. FY 2015-16 Workforce Classified and Non-Classified Employees**



\* Data represents employees as of June 30, 2016. The total number of employees above includes classified and non-classified. The data is taken from the State Controller’s Pay Check report.

# Classified Employees Overview

## *FY 2015-16 Classified Workforce Key Findings*



### ***Total Number of Employees***

- 31,092 Total Classified Employees

### ***Employee Overview***

- Average Age 46.7
- Average Annual Salary \$54,122
- Average Years of Service 10.0

### ***Workforce Overview***

- Eligible to Retire within one year 20.7%
- Eligible to Retire within five years 36.4%
- Turnover Separations 4,206
- Voluntary Separations 62.1%
- Involuntary Separations 13.1%
- Retirement Separations 24.7%

# Workforce Trend

**Table 1. Trend of Classified Workforce (FY 2013-14 to FY 2015-16)**

Measure	FY 2013-14	FY 2014-15	FY 2015-16	% Change
<b>Permanent, Classified Employees</b>	31,321	31,259	31,092	-0.53%
<b>Average Age</b>	47.0	46.8	46.7	-0.21%
<b>Median Age</b>	47.9	47.6	47.3	-0.63%
<b>Average Length of Service</b>	10.2	10.0	10.0	0.00%
<b>Median Length of Service</b>	8.0	8.1	8.3	2.47%
<b>Average Salary</b>	\$52,181	\$53,322	\$54,122	1.50%
<b>Median Salary</b>	\$48,000	\$48,624	\$49,214	1.21%
<b>Eligible to Retire Within One Year</b>	20.8%	20.7%	20.7%	0.00%
<b>Eligible to Retire Within Five Years</b>	36.8%	36.5%	36.4%	-0.27%
<b>Turnover</b>	10.4%	11.7%	11.8%	0.85%

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

# Employee Snapshot by Department

**Table 2. FY 2015-16 Classified Employee Snapshot by Department**

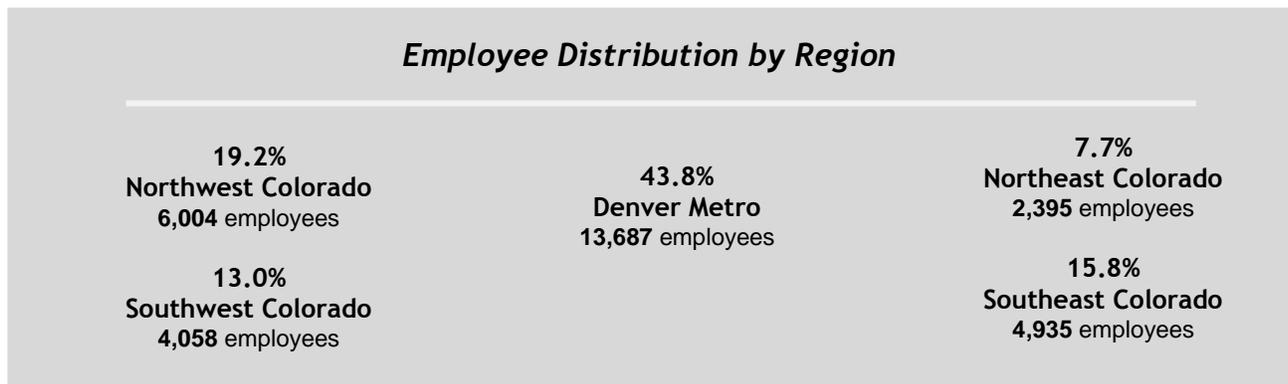
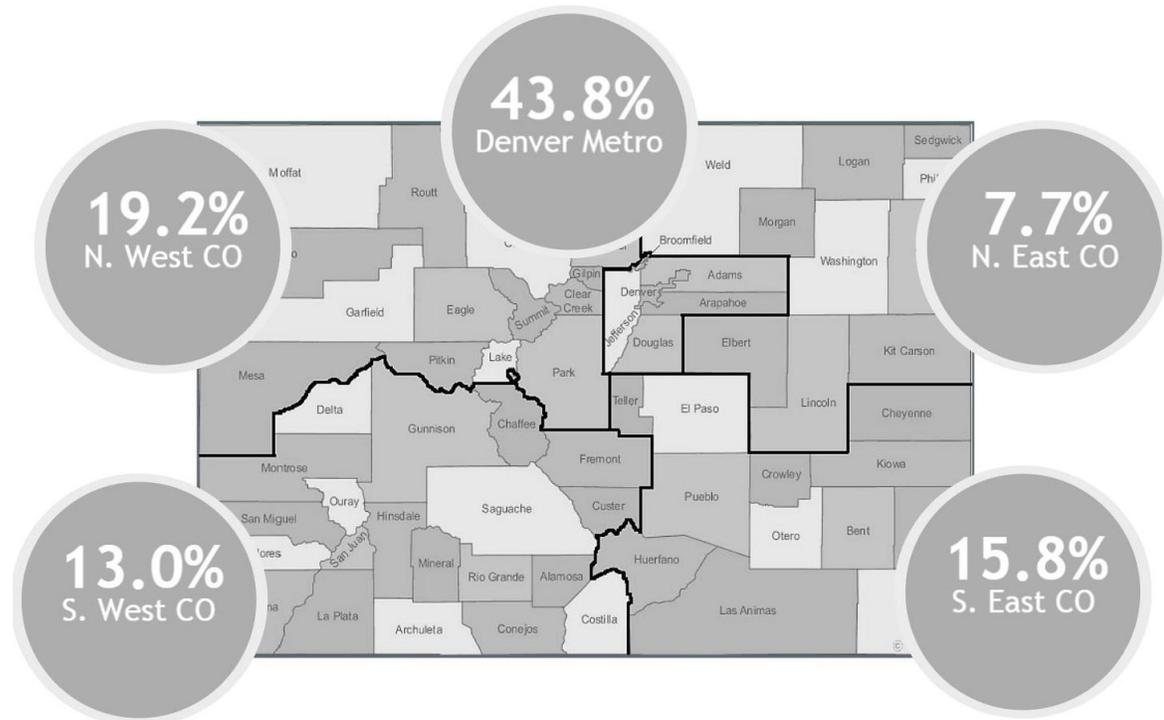
Department	# of Employees	% of Classified Workforce	Avg. Age	Avg. Monthly Salary	Retirement Eligible within 1 yr.
<b>Agriculture</b>	289	0.9%	47.3	\$4,535	72
<b>Corrections</b>	6,166	19.8%	44.2	\$4,344	898
<b>Education</b>	121	0.4%	49.0	\$3,966	32
<b>Governor's Office</b>	540	1.7%	50.9	\$6,115	161
<b>Health Care Policy &amp; Financing</b>	458	1.5%	42.7	\$5,351	54
<b>Higher Education</b>	7,033	22.6%	49.3	\$3,583	2,098
<b>Human Services</b>	5,080	16.3%	45.6	\$4,215	897
<b>Labor &amp; Employment</b>	1,076	3.5%	49.0	\$4,775	302
<b>Law</b>	177	0.6%	48.6	\$5,355	44
<b>Local Affairs</b>	158	0.5%	46.9	\$5,409	28
<b>Military &amp; Veterans Affairs</b>	140	0.5%	49.9	\$4,446	29
<b>Natural Resources</b>	1,441	4.6%	45.8	\$5,413	286
<b>Personnel &amp; Administration</b>	371	1.2%	47.6	\$4,940	79
<b>Public Health &amp; Environment</b>	1,344	4.3%	45.8	\$5,942	265
<b>Public Safety</b>	1,707	5.5%	43.2	\$5,741	188
<b>Regulatory Agencies</b>	538	1.7%	50.0	\$5,517	147
<b>Revenue</b>	1,335	4.3%	48.0	\$4,407	240
<b>State</b>	110	0.4%	46.9	\$5,872	14
<b>State Auditor's Office</b>	66	0.2%	39.7	\$6,012	0
<b>Transportation</b>	2,916	9.4%	47.9	\$4,897	595
<b>Treasury</b>	26	0.1%	52.6	\$5,088	6
<b>Statewide Totals:</b>	31,092	100.0%	46.7	\$4,510	6,435

\*Based on 6/30/2016

## Regional Distribution

Headquarters or primary locations for most of the State's executive departments are located in the Denver metro region. The metro area contains the highest concentration of employees (43.8%). More than 17,300 employees work in Colorado's other regions. The northwest region is home to 19.2% of the State's workforce. The southern part of the state is home to a collective 28.8% of the workforce.

Figure 2. FY 2015-16 Classified Employee Distribution by Region



\*Based on 7/1/2015-6/30/2016

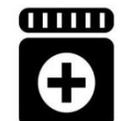


**Overall, the State's classified workforce has presence in 63 of 64 Colorado counties.**

# Occupational Groups

The State of Colorado offers more than 500 job classifications. Each of these classifications is categorized into one of seven occupational groups.

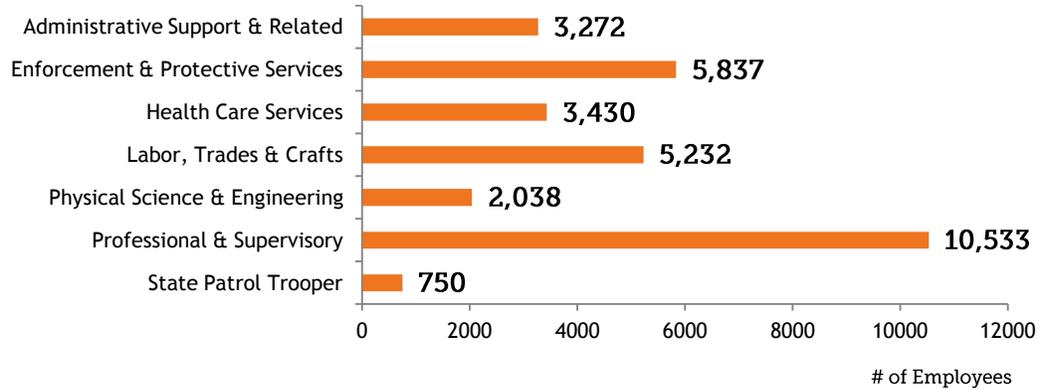
**Figure 3. FY 2015-16 State of Colorado Occupational Groups Overview**

	<p><b>Administrative Support Services:</b> Work involves processing information and producing data documents. Positions include executive assistants, museum guides, library technicians, drivers license examiners and police communications technicians.</p> <p>Average Age: <b>49</b>   Average Salary: <b>\$40,489</b>   <b>15% Male</b> and <b>85% Female</b></p>
	<p><b>Enforcement &amp; Protective Services:</b> Peace officer status is granted by statute with the authority and duty to enforce criminal laws. Positions include criminal investigators and correctional officers.</p> <p>Average Age: <b>43</b>   Average Salary: <b>\$50,761</b>   <b>74% Male</b> and <b>26% Female</b></p>
	<p><b>Health Care Services:</b> 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.</p> <p>Average Age: <b>46</b>   Average Salary: <b>\$53,084</b>   <b>24% Male</b> and <b>76% Female</b></p>
	<p><b>Labor, Trades &amp; Crafts:</b> 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.</p> <p>Average Age: <b>49</b>   Average Salary: <b>\$39,786</b>   <b>79% Male</b> and <b>21% Female</b></p>
	<p><b>Physical Science &amp; Engineering:</b> Performs technical, specialized work. Positions include engineers, architects and environmental protection specialists.</p> <p>Average Age: <b>47</b>   Average Salary: <b>\$75,414</b>   <b>76% Male</b> and <b>24% Female</b></p>
	<p><b>Professional &amp; Supervisory:</b> 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.</p> <p>Average Age: <b>48</b>   Average Salary: <b>\$61,678</b>   <b>42% Male</b> and <b>58% Female</b></p>
	<p><b>State Patrol Trooper:</b> Work includes law enforcement work in the Colorado State Patrol. Positions include state patrol troopers, supervisors, cadets and administrators.</p> <p>Average Age: <b>41</b>   Average Salary: <b>\$80,526</b>   <b>94% Male</b> and <b>6% Female</b></p>

Based on June 2016 data.

# FY 2015-16 Employee Status by Occupational Group

Figure 4. FY 2015-16 Classified Employees by Occupational Group



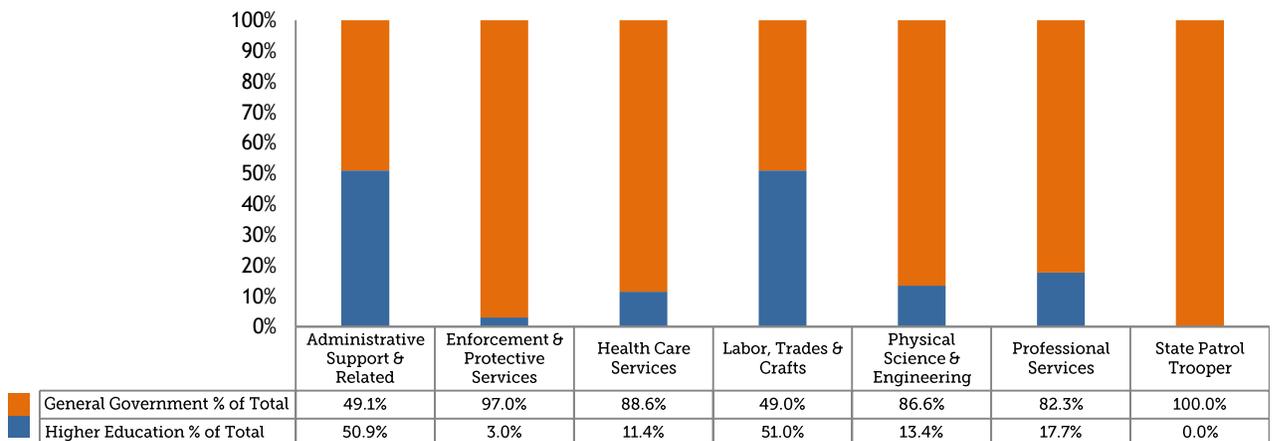
\*Based on 6/30/2016

## State of Colorado Job Classifications & Occupational Groups

### State of Colorado Compensation Structure

- Seven occupational groups
- More than 500 job classifications
- More than one third of State's classified workforce is in the Professional & Supervisory occupational group

Figure 5. 2015-16 Occupational Groups by Classified General Government and Higher Education Employees



\*Based on 6/30/2016

## FY 2015-16 Employee Status by Department

*All State Departments, Agencies & Institutions of Higher Education*

**Table 3. FY 2015-16 Average Active Classified Employees by Employee Status Statewide With Department and Process Level Detail**

Department	Full-Time	Part-Time	Total	% Of Classified
ADAMS STATE UNIVERSITY	127	4	131	0.42%
<i>Adams State University</i>	127	4	131	0.42%
AGRICULTURE	275	1	276	0.88%
<i>Department Of Agriculture</i>	275	1	276	0.88%
ARAPAHOE COMMUNITY COLLEGE	35	0	35	0.11%
<i>Arapahoe Community College</i>	35	0	35	0.11%
<i>Auraria Higher Educaiton Center</i>	255	6	261	0.84%
<i>Auraria Higher Education Ctr</i>	255	6	261	0.84%
COLORADO COMMUNITY COLLEGES SYSTEM	36	0	36	0.12%
<i>Colo Community College System</i>	36	0	36	0.12%
COLORADO HISTORICAL SOCIETY	5	0	5	0.02%
<i>State Historical Society</i>	5	0	5	0.02%
COLORADO SCHOOL OF MINES	252	22	273	0.87%
<i>Colorado School Of Mines</i>	252	22	273	0.87%
COLORADO STATE UNIVERSITY	1,611	253	1,863	5.96%
<i>Colorado State University</i>	1,611	253	1,863	5.96%
COLORADO STATE UNIVERSITY PUEBLO	142	2	144	0.46%
<i>Colorado State University - Pueblo</i>	142	2	144	0.46%
COMMUNITY COLLEGE OF AURORA	63	0	63	0.20%
<i>Community College Of Aurora</i>	63	0	63	0.20%
COMMUNITY COLLEGE OF DENVER	42	0	42	0.14%
<i>Community College Of Denver</i>	42	0	42	0.14%
CORRECTIONS	6,146	31	6,176	19.75%
<i>Corrections Administration</i>	5,968	29	5,997	19.18%
<i>Correctional Industries</i>	149	2	150	0.48%
<i>Canteen</i>	29	0	29	0.09%
EDUCATION	128	0	128	0.41%
<i>Department Of Education</i>	30	0	30	0.10%
<i>School For The Deaf And Blind</i>	98	0	98	0.31%
FORT LEWIS COLLEGE	95	17	112	0.36%
<i>Fort Lewis College</i>	95	17	112	0.36%
FRONT RANGE COMMUNITY COLLEGE	177	0	177	0.57%
<i>Front Range Community College</i>	177	0	177	0.57%
GOVERNOR'S OFFICE	531	6	537	1.72%
<i>Office Of Economic Development</i>	1	0	1	0.00%

Department	Full-Time	Part-Time	Total	% Of Classified
<i>Office Of Information Tech</i>	530	6	536	1.71%
HEALTH CARE POLICY & FINANCING	433	9	441	1.41%
<i>Dept Of Health Care Policy &amp; Fin</i>	433	9	441	1.41%
HIGHER EDUCATION	1	0	1	0.00%
<i>Private Occupational School Division</i>	1	0	1	0.00%
HUMAN SERVICES	4,535	518	5,054	16.16%
<i>Department Of Human Services</i>	1,263	21	1,284	4.11%
<i>Colo. Mental Health Inst Pueblo</i>	934	161	1,095	3.50%
<i>Colo. Mental Health Inst F Logan</i>	201	65	266	0.85%
<i>Obh-Community Behavioral Health</i>	59	4	63	0.20%
<i>Grand Junction Regional Ctr</i>	219	24	243	0.78%
<i>Ridge Regional Center</i>	325	26	351	1.12%
<i>Pueblo Regional Center</i>	167	5	173	0.55%
<i>Div Of Youth Corrections</i>	965	11	976	3.12%
<i>State Vet Center At Homelake</i>	82	2	84	0.27%
<i>Vet Nursing Home At Florence</i>	138	8	147	0.47%
<i>Vet Nursing Home At Rifle</i>	79	25	104	0.33%
<i>Walsenburg Vet Nursing Home</i>	1	0	1	0.00%
<i>Director Of State Nursing Home</i>	8	0	8	0.03%
<i>Fitzsimmons State Nursing Home</i>	94	166	260	0.83%
LABOR & EMPLOYMENT	985	86	1,071	3.42%
<i>Department Of Labor And Employment</i>	985	86	1,071	3.42%
LAMAR COMMUNITY COLLEGE	15	0	15	0.05%
<i>Lamar Community College</i>	15	0	15	0.05%
LAW	174	4	178	0.57%
<i>Department Of Law</i>	174	4	178	0.57%
LOCAL AFFAIRS	152	4	156	0.50%
<i>Department Of Local Affairs</i>	152	4	156	0.50%
MESA STATE UNIVERSITY	91	5	96	0.31%
<i>Mesa State University</i>	91	5	96	0.31%
METROPOLITAN STATE COLLEGE	257	10	267	0.85%
<i>Metropolitan State College</i>	257	10	267	0.85%
MILITARY & VETERANS AFFAIRS	138	3	141	0.45%
<i>Division Of National Guard</i>	127	2	129	0.41%
<i>Veterans Affairs</i>	12	1	13	0.04%
MORGAN COMMUNITY COLLEGE	10	0	10	0.03%
<i>Morgan Community College</i>	10	0	10	0.03%
NATURAL RESOURCES	1,433	13	1,446	4.63%
<i>DNR - Executive Director</i>	38	5	43	0.14%
<i>Board Of Land Commissioners</i>	42	0	42	0.14%

Department	Full-Time	Part-Time	Total	% Of Classified
<i>Water Conservation Board</i>	43	1	44	0.14%
<i>Division Of Water Resources</i>	259	1	260	0.83%
<i>Oil And Gas Conservation Comm</i>	104	0	104	0.33%
<i>Div Reclamation, Mining, Safety</i>	60	1	61	0.20%
<i>Parks And Wildlife</i>	887	4	891	2.85%
<b>NORTHEASTERN JUNIOR COLLEGE</b>	28	0	28	0.09%
<i>Northeastern Junior College</i>	28	0	28	0.09%
<b>NORTHWESTERN COMMUNITY COLLEGE</b>	17	0	17	0.05%
<i>Northwestern Community College</i>	17	0	17	0.05%
<b>OTERO JUNIOR COLLEGE</b>	22	0	22	0.07%
<i>Otero Junior College</i>	22	0	22	0.07%
<b>PERSONNEL &amp; ADMINISTRATION</b>	356	15	371	1.19%
<i>Department of Personnel &amp; Administration</i>	356	14	371	1.19%
<i>State Personnel Board</i>	0	0	0	0.00%
<b>PIKES PEAK COMMUNITY COLLEGE</b>	215	0	215	0.69%
<i>Pikes Peak Community College</i>	215	0	215	0.69%
<b>PUBLIC HEATH &amp; ENVIRONMENT</b>	1,212	106	1,318	4.21%
<i>Department Of Pub Health &amp; Environment</i>	1,212	106	1,318	4.21%
<b>PUBLIC SAFETY</b>	1,638	43	1,681	5.38%
<i>Department Of Public Safety</i>	1,638	43	1,681	5.38%
<b>PUEBLO COMMUNITY COLLEGE</b>	80	0	80	0.26%
<i>Pueblo Community College</i>	80	0	80	0.26%
<i>Red Rocks Community College</i>	53	0	53	0.17%
<i>Red Rocks Community College</i>	53	0	53	0.17%
<b>REGULATORY AGENCIES</b>	516	16	532	1.70%
<i>Dora - Executive Director</i>	22	1	23	0.07%
<i>Division Of Banking</i>	34	0	34	0.11%
<i>Civil Rights Division</i>	21	0	21	0.07%
<i>Division Of Financial Services</i>	12	0	12	0.04%
<i>Division Of Insurance</i>	79	4	83	0.26%
<i>Public Utilities Commission</i>	77	2	79	0.25%
<i>Office Of Consumer Counsel</i>	7	0	7	0.02%
<i>Division Of Real Estate</i>	49	3	52	0.17%
<i>Director Of Registrations</i>	80	1	81	0.26%
<i>Office Of Boxing</i>	1	0	1	0.00%
<i>Accountancy Board</i>	3	0	3	0.01%
<i>Barbers &amp; Cosmetologists Board</i>	4	0	4	0.01%
<i>Chiropractic Board</i>	3	0	3	0.01%
<i>Dental Board</i>	4	0	4	0.01%
<i>Electrical Board</i>	36	2	38	0.12%

Department	Full-Time	Part-Time	Total	% Of Classified
<i>Engineers &amp; Land Surveyors Bd</i>	5	0	5	0.02%
<i>Mental Health Boards</i>	7	0	7	0.02%
<i>Medical Examiners Board</i>	7	1	8	0.03%
<i>Nursing Board</i>	13	1	14	0.05%
<i>Nursing Home Administrators Bd</i>	2	0	2	0.01%
<i>Optometric Board</i>	1	0	1	0.00%
<i>Outfitters Board</i>	1	0	1	0.00%
<i>Passenger Tramway Safety Board</i>	2	0	2	0.01%
<i>Pharmacy Board</i>	8	0	8	0.03%
<i>Plumbers Board</i>	11	0	12	0.04%
<i>Veterinary Medicine Board</i>	1	0	1	0.00%
<i>Massage Therapists</i>	2	0	2	0.01%
<i>Division Of Securities</i>	25	0	25	0.08%
REVENUE	1,262	38	1,300	4.16%
<i>Revenue - Administration</i>	1,072	36	1,108	3.54%
<i>State Lottery Division</i>	107	2	109	0.35%
<i>Revenue - Gaming Division</i>	83	0	83	0.27%
STATE	114	0	114	0.36%
<i>Department of State</i>	114	0	114	0.36%
STATE AUDITOR'S OFFICE	63	4	66	0.21%
<i>State Auditor</i>	63	4	66	0.21%
TRANSPORTATION	2,943	0	2,943	9.41%
<i>Department of Transportation</i>	2,943	0	2,943	9.41%
TREASURY	25	3	27	0.09%
<i>Treasury - Administration</i>	25	3	27	0.09%
TRINIDAD JUNIOR COLLEGE	25	0	25	0.08%
<i>Trinidad State Junior College</i>	25	0	25	0.08%
UNIVERSITY OF COLORADO BOULDER	1,575	236	1,811	5.79%
<i>CU - Boulder</i>	1,575	236	1,811	5.79%
UNIVERSITY OF COLORADO COLORADO SPRINGS	189	25	214	0.68%
<i>CU - Colorado Springs</i>	189	25	214	0.68%
UNIVERSITY OF COLORADO DENVER	666	86	753	2.41%
<i>CU- Denver</i>	666	86	753	2.41%
UNIVERSITY OF COLORADO SYSTEM	18	0	18	0.06%
<i>CU - System Offices</i>	18	0	18	0.06%
UNIVERSITY OF NORTHERN COLORADO	438	48	485	1.55%
<i>University Of Northern Colorado</i>	438	48	485	1.55%
WESTERN STATE COLLEGE	55	4	59	0.19%
<i>Western State College</i>	55	4	59	0.19%
Statewide Total	29,649	1,619	31,268	100.00%

\*Based on data from 7/1/15 - 6/30/16

# Age Distribution

Figure 6. FY 2015-16 Classified Employee Age Distribution by Generation



<i>Traditionalist</i> (1901-1943)	<i>Boomers</i> (1944-1964)	<i>Gen Xers</i> (1965-1981)	<i>Millennials</i> (1982-2003)
0.5%	38.2%	41.9%	19.3%

\*As of 6/30/2016

## Employee Age Distribution

Figure 7A. FY 2015-16 Classified Employee Distribution by Age

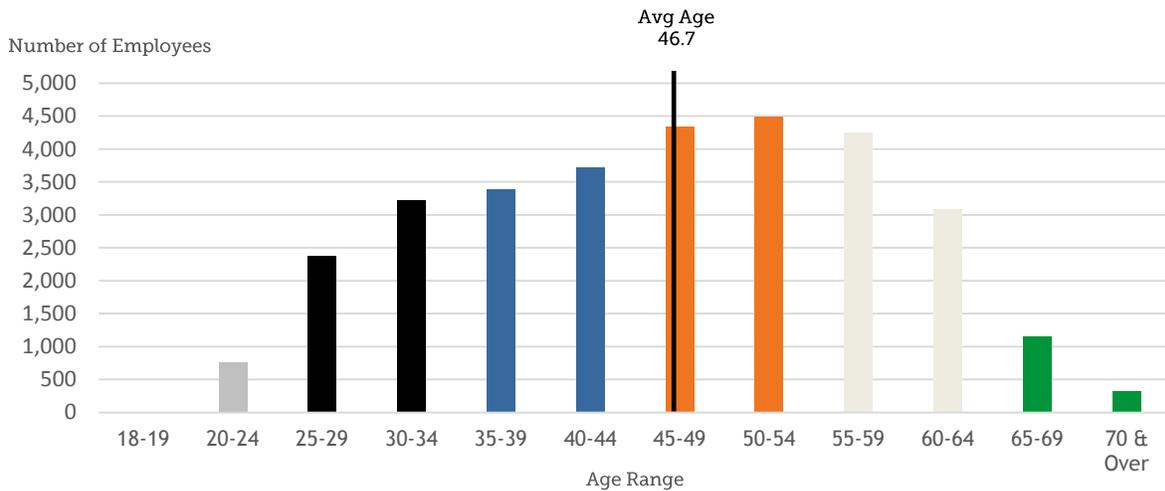
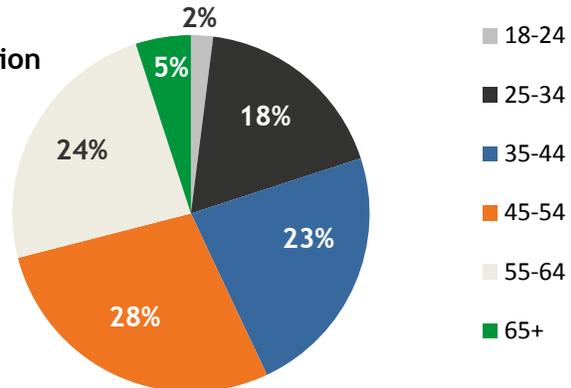


Figure 7B. FY 2015-16 Classified Employee Age Distribution

At the State of Colorado, the average age for a State employee is 46.7 years old. While 18% of the State's workforce is 25 to 34 years old, 28% of the employee population is 45 to 54 years old.

\*As of 6/30/2016



**The average age of State of Colorado classified employees is 46.7 years old.**

## Age Distribution by Department

Table 4. FY 2015-16 Age Distribution for Active Classified Employees by Department

Department	18-24	25-34	35-44	45-54	55-64	65 & Over	Total	Avg. Age
<b>Agriculture</b>	5	51	60	85	75	13	289	47.3
<b>Corrections</b>	260	1,394	1,452	1,765	1,142	153	6,166	44.2
<b>Education</b>	2	13	23	43	37	3	121	49.0
<b>Governor's Office</b>	1	50	92	187	181	29	540	50.9
<b>Health Care Policy &amp; Financing</b>	6	138	134	95	69	16	458	42.7
<b>Higher Education</b>	174	1,033	1,219	1,864	2,120	593	7,033	49.3
<b>Human Services</b>	175	963	1,252	1,425	1,085	180	5,080	45.6
<b>Labor &amp; Employment</b>	15	171	216	283	299	92	1,076	49.0
<b>Law</b>	3	22	45	45	56	6	177	48.6
<b>Local Affairs</b>	1	25	40	51	36	5	158	46.9
<b>Military &amp; Veterans Affairs</b>	0	12	32	46	42	8	140	49.9
<b>Natural Resources</b>	11	286	394	403	293	54	1,441	45.8
<b>Personnel &amp; Administration</b>	3	61	92	102	97	16	371	47.6
<b>Public Health &amp; Environment</b>	18	287	369	315	298	57	1,344	45.8
<b>Public Safety</b>	36	403	526	500	204	38	1,707	43.2
<b>Regulatory Agencies</b>	1	68	109	159	162	39	538	50.0
<b>Revenue</b>	13	205	292	413	355	57	1,335	48.0
<b>State</b>	0	12	37	32	27	2	110	46.9
<b>State Auditor's Office</b>	1	23	26	9	7	0	66	39.7
<b>Transportation</b>	39	364	694	995	736	88	2,916	47.9
<b>Treasury</b>	0	4	4	6	8	4	26	52.6
<b>Statewide Total:</b>	<b>764</b>	<b>5,585</b>	<b>7,108</b>	<b>8,823</b>	<b>7,329</b>	<b>1,453</b>	<b>31,092</b>	<b>46.7</b>

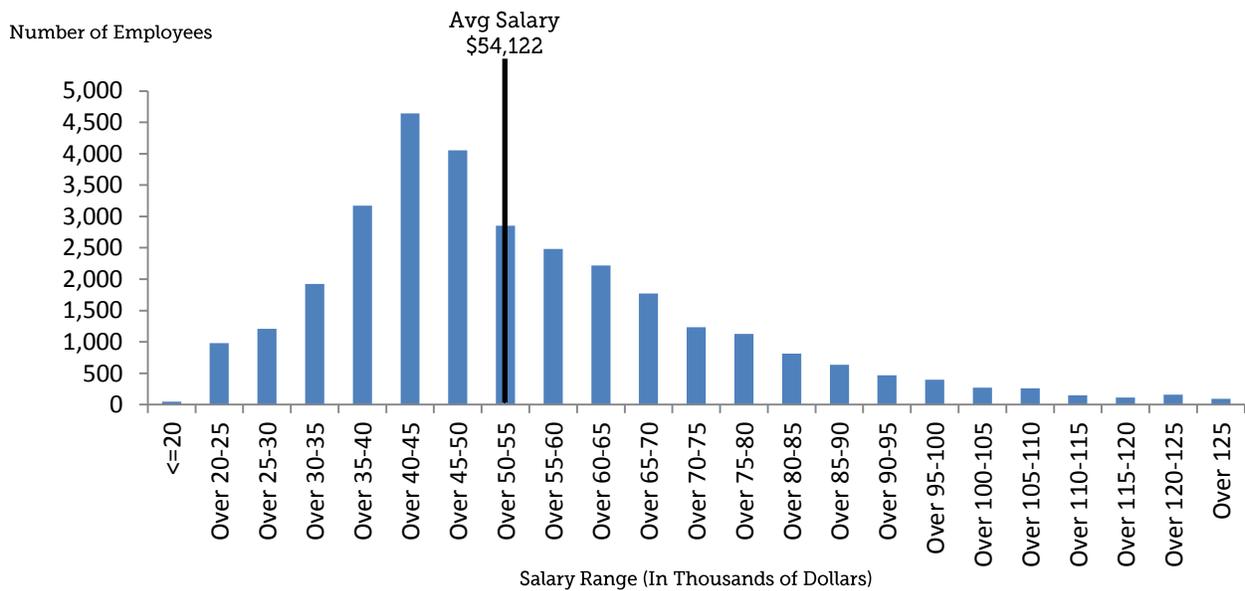
\*As of 6/30/2016

# Salary



*The average annual salary of State of Colorado classified employees is \$54,122.*

**Figure 8. FY 2015-16 Classified Employee Salary Distribution**



\*As of 6/30/2016

## State of Colorado Total Compensation Package



- Includes base salary and benefits (medical, dental, disability, life, wellness and retirement).
- The Annual Compensation Report is published with findings on the State's Total Compensation Package value in relation to the market.
- The FY 2017-18 Annual Compensation Report found that the State's Total Compensation Package offered to employees in FY 2015-16 is competitive with the market.
- Visit [colorado.gov/DHR/compensationplans](http://colorado.gov/DHR/compensationplans) for more information.

## FY 2015-16 Compensation

For FY 2015-16 the General Assembly did not approve a merit matrix or across the board increase to employee salaries.

## Salary Range Distribution by Department

**Table 5. FY 2015-16 Distribution of Salary Range for Active Classified Employees By Department**

Department	<=\$40,000	\$40,000 - \$60,000	\$60,000 - \$80,000	\$80,000 - \$100,000	>\$100,000	Total # Employees
<b>Agriculture</b>	12.8%	59.2%	18.3%	6.9%	2.8%	289
<b>Corrections</b>	17.5%	60.1%	18.3%	2.9%	1.1%	6,166
<b>Education</b>	43.8%	35.5%	9.9%	8.3%	2.5%	121
<b>Governor's Office</b>	0.6%	25.7%	40.7%	25.7%	7.2%	540
<b>Health Care Policy &amp; Financing</b>	5.2%	46.9%	28.2%	13.5%	6.1%	458
<b>Higher Education</b>	44.4%	43.9%	9.0%	2.1%	0.6%	7,033
<b>Human Services</b>	33.8%	38.1%	20.1%	5.8%	2.3%	5,080
<b>Labor &amp; Employment</b>	11.6%	52.9%	23.9%	8.0%	3.6%	1,076
<b>Law</b>	9.6%	29.9%	40.7%	15.3%	4.5%	177
<b>Local Affairs</b>	1.9%	43.0%	34.8%	11.4%	8.9%	158
<b>Military &amp; Veterans Affairs</b>	20.0%	50.7%	19.3%	6.4%	3.6%	140
<b>Natural Resources</b>	3.8%	46.3%	28.0%	13.9%	7.9%	1,441
<b>Personnel &amp; Administration</b>	28.0%	29.9%	21.8%	10.2%	10.0%	371
<b>Public Health &amp; Environment</b>	2.6%	32.2%	36.3%	18.3%	10.6%	1,344
<b>Public Safety</b>	4.7%	29.6%	39.0%	22.1%	4.6%	1,707
<b>Regulatory Agencies</b>	5.2%	39.8%	32.2%	13.2%	9.7%	538
<b>Revenue</b>	28.8%	42.8%	18.1%	6.2%	4.1%	1,335
<b>State</b>	9.1%	30.0%	30.9%	18.2%	11.8%	110
<b>State Auditor's Office</b>	1.5%	42.4%	18.2%	27.3%	10.6%	66
<b>Transportation</b>	14.4%	48.1%	22.1%	9.2%	6.2%	2,916
<b>Treasury</b>	26.9%	26.9%	23.1%	11.5%	11.5%	26
<b>Statewide Total:</b>	<b>23.6%</b>	<b>45.1%</b>	<b>20.4%</b>	<b>7.5%</b>	<b>3.4%</b>	<b>31,092</b>

\*As of 6/30/2016

## Overall Demographics

Table 6. FY 2015-16 Demographic Statistics by Occupational Group and Race/Ethnic Group

Occupational Group	White			Black or African American			Hispanic or Latino		
	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males
Administrative Support & Related	50.6	\$41,027	13.1%	48.5	\$40,198	22.2%	47.5	\$40,839	14.6%
Enforcement & Protective Services	43.2	\$51,614	73.3%	42.2	\$47,973	75.8%	41.1	\$48,697	74.8%
Health Care Services	47.0	\$58,097	23.1%	47.4	\$44,193	37.8%	43.6	\$47,058	22.7%
Labor, Trades & Crafts	49.3	\$43,353	87.1%	47.6	\$34,939	74.4%	49.4	\$36,403	70.8%
Physical Science & Engineering	47.2	\$77,071	75.4%	46.7	\$72,609	58.3%	44.9	\$70,376	78.8%
Professional Services	48.1	\$63,702	44.6%	48.4	\$60,472	35.6%	46.2	\$57,809	33.8%
State Patrol Trooper	40.7	\$80,763	93.9%	43.8	\$74,888	100.0%	40.9	\$79,936	98.4%
<b>Statewide Total:</b>	<b>47.1</b>	<b>\$57,599</b>	<b>54.7%</b>	<b>46.3</b>	<b>\$50,394</b>	<b>50.2%</b>	<b>45.3</b>	<b>\$48,597</b>	<b>50.4%</b>
Occupational Group	American Indian or Alaska Native			Asian			Native Hawaiian or Other Pacific Islander		
	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males
Administrative Support & Related	50.9	\$40,284	25.0%	44.1	\$39,622	19.1%	46.7	\$35,604	11.1%
Enforcement & Protective Services	44.2	\$51,131	73.0%	39.9	\$49,257	61.3%	42.3	\$44,648	75.0%
Health Care Services	44.2	\$48,037	16.7%	45.3	\$52,655	31.5%	42.0	\$52,350	20.0%
Labor Trades & Crafts	49.1	\$37,446	83.3%	49.8	\$29,163	60.6%	49.8	\$43,734	50.0%
Physical Science & Engineering	48.9	\$67,328	64.7%	45.8	\$79,002	62.1%	46.6	\$74,114	66.7%
Professional Services	44.9	\$61,044	50.6%	44.4	\$64,556	37.0%	42.4	\$57,587	57.1%
State Patrol Trooper	47.1	\$80,724	100.0%	43.0	\$77,941	85.7%	33.6	\$69,792	100.0%
<b>Statewide Total:</b>	<b>46.3</b>	<b>\$51,427</b>	<b>54.9%</b>	<b>44.8</b>	<b>\$57,578</b>	<b>43.8%</b>	<b>43.7</b>	<b>\$51,001</b>	<b>52.1%</b>
Occupational Group	Two or More			Not Indicated or Unknown			Statewide Total		
	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males
Administrative Support & Related	41.7	\$38,815	21.4%	46.1	\$38,866	19.3%	49.0	\$40,489	15.2%
Enforcement & Protective Services	34.9	\$42,261	50.0%	37.7	\$60,338	82.5%	42.5	\$50,761	73.7%
Health Care Services	41.3	\$44,948	15.2%	43.0	\$39,916	20.2%	45.9	\$53,084	24.1%
Labor, Trades & Crafts	49.6	\$37,710	50.0%	47.0	\$36,357	71.7%	48.7	\$39,786	79.3%
Physical Science & Engineering	33.3	\$56,558	20.0%	47.8	\$62,901	87.4%	47.1	\$75,414	75.5%
Professional Services	41.1	\$51,176	33.3%	50.1	\$52,163	33.2%	47.9	\$61,678	41.6%
State Patrol Trooper	33.5	\$69,792	100.0%	N/A	N/A	N/A	40.9	\$80,526	94.3%
<b>Statewide Total:</b>	<b>40.5</b>	<b>\$47,206</b>	<b>30.5%</b>	<b>47.2</b>	<b>\$43,275</b>	<b>48.1%</b>	<b>46.7</b>	<b>\$54,122</b>	<b>52.7%</b>

\*As of 6/30/2016

# New Hires

## FY 2015-16 New Hires Key Findings



### Total New Hires

- 3,661 Total New Hires

### New Hires:

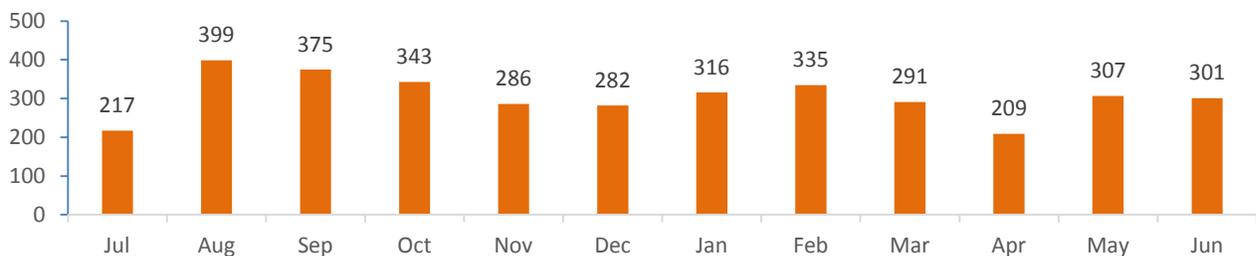
- Average Age **37.0**
- Average Salary **\$42,982**
- **August 2015** saw the most new hires in one month with **399** newly hired employees.

Table 7. FY 2015-16 Snapshot of Classified New Hires

Occupational Group	Avg. Age	Avg. Salary
Administrative Support and Related	38.8	\$35,722
Enforcement and Protective Services	31.8	\$40,865
Health Care Services	36.4	\$41,717
Labor, Trades and Crafts	39.4	\$32,332
Physical Science and Engineering	36.1	\$60,464
Professional Services	39.4	\$50,227
State Patrol Trooper	27.9	\$59,736
<b>Statewide Total:</b>	<b>37.0</b>	<b>\$42,982</b>

\*Based on data from 7/1/15 - 6/30/16

Figure 9. FY 2015-16 Classified New Hires by Month of Hire



\*Based on data from 7/1/15 - 6/30/16

# New Hires by Occupational Group and Race/Ethnic Group

**Table 8. FY 2015-16 Classified Employees New Hire Demographic Statistics by Occupational Group and Race/Ethnic Group**

Occupational Group	White			Black or African American			Hispanic or Latino		
	Avg Age	Avg Salary	% Males	Avg Age	Avg Salary	% Males	Avg Age	Avg Salary	% Males
Administrative Support & Related	39.6	\$36,025	18.7%	37.1	\$35,929	12.5%	38.0	\$34,982	11.1%
Enforcement & Protective Services	32.0	\$41,103	70.1%	32.5	\$40,106	79.6%	30.7	\$40,696	69.5%
Health Care Services	36.8	\$45,619	21.9%	39.1	\$35,604	33.8%	33.2	\$36,607	15.7%
Labor, Trades, & Crafts	41.0	\$34,467	85.5%	39.0	\$29,561	62.5%	38.1	\$29,255	62.6%
Physical Science & Engineering	35.8	\$61,379	66.0%	30.5	\$59,512	33.3%	35.7	\$57,787	81.8%
Professional Services	39.5	\$51,916	41.9%	40.9	\$48,584	49.3%	39.1	\$44,849	33.1%
State Patrol Trooper	28.7	\$59,736	100.0%	NA	NA	NA	24.2	\$59,736	100.0%
<b>Statewide Total:</b>	<b>37.4</b>	<b>\$45,433</b>	<b>49.3%</b>	<b>37.0</b>	<b>\$40,273</b>	<b>54.0%</b>	<b>35.2</b>	<b>\$39,076</b>	<b>44.7%</b>
Occupational Group	American Indian or Alaska Native			Asian			Native Hawaiian or Other Pacific Islander		
	Avg Age	Avg Salary	% Males	Avg Age	Avg Salary	% Males	Avg Age	Avg Salary	% Males
Administrative Support & Related	40.2	\$32,040	33.3%	37.7	\$34,527	0.0%	39.1	\$27,732	50.0%
Enforcement & Protective Services	38.6	\$40,270	62.5%	31.0	\$40,100	80.0%	23.7	\$39,696	50.0%
Health Care Services	36.6	\$35,565	15.4%	42.0	\$37,880	33.3%	36.2	\$32,609	40.0%
Labor, Trades, & Crafts	41.8	\$33,074	75.0%	38.2	\$26,329	53.8%	41.7	\$27,666	0.0%
Physical Science & Engineering	45.8	\$52,476	100.0%	37.0	\$58,802	42.9%	NA	NA	NA
Professional Services	38.3	\$49,521	31.8%	37.4	\$54,645	40.6%	36.1	\$43,876	33.3%
State Patrol Trooper	NA	NA	NA	NA	NA	NA	NA	NA	NA
<b>Statewide Total:</b>	<b>38.7</b>	<b>\$41,418</b>	<b>42.9%</b>	<b>37.7</b>	<b>\$43,882</b>	<b>42.0%</b>	<b>34.4</b>	<b>\$36,625</b>	<b>36.8%</b>
Occupational Group	Two or More			Not Indicated or Unknown			Statewide Total		
	Avg Age	Avg Salary	% Males	Avg Age	Avg Salary	% Males	Avg Age	Avg Salary	% Males
Administrative Support & Related	32.3	\$36,060	20.0%	38.0	\$35,767	11.6%	38.8	\$35,722	15.8%
Enforcement & Protective Services	30.8	\$39,696	33.3%	27.2	\$48,218	100.0%	31.8	\$40,865	70.8%
Health Care Services	36.1	\$38,459	21.1%	35.2	\$33,564	16.1%	36.4	\$41,717	22.0%
Labor, Trades, & Crafts	37.0	\$27,724	33.3%	37.0	\$31,281	72.6%	39.4	\$32,332	76.0%
Physical Science & Engineering	25.9	\$63,696	0.0%	43.6	\$53,331	83.3%	36.1	\$60,464	65.9%
Professional Services	32.0	\$44,406	23.1%	40.0	\$41,978	28.0%	39.4	\$50,227	40.1%
State Patrol Trooper	NA	NA	NA	NA	NA	NA	27.9	\$59,736	100.0%
<b>Statewide Total:</b>	<b>33.7</b>	<b>\$39,858</b>	<b>23.4%</b>	<b>37.7</b>	<b>\$35,213</b>	<b>43.3%</b>	<b>37.0</b>	<b>\$42,982</b>	<b>47.7%</b>

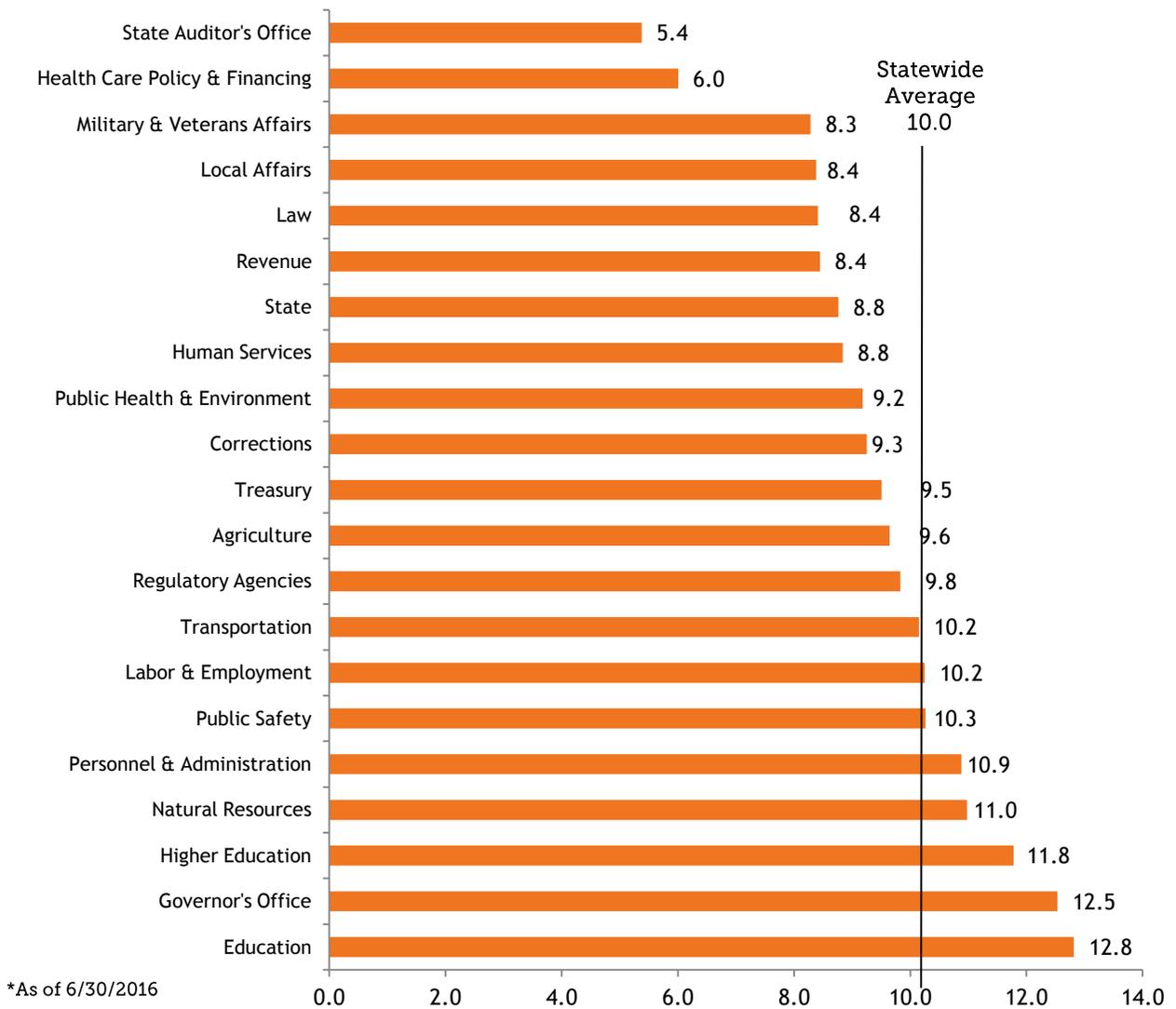
\* Based on data from 7/1/15 - 6/30/16

# Years of Service



*The State of Colorado employees' average length of service is 10.0 years.*

**Figure 10. FY 2015-16 Classified Employees Average Years of Service by Department**



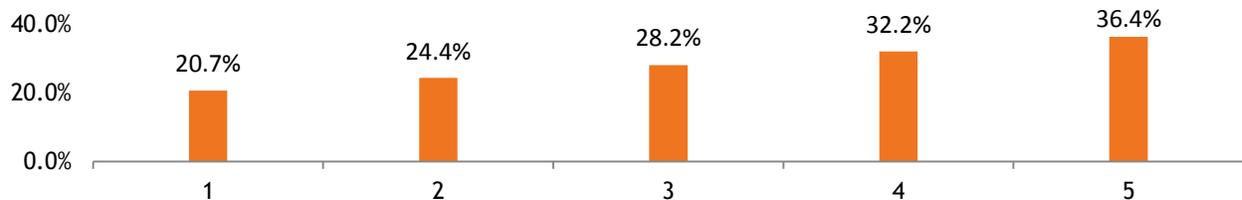
***The Department of Education has the highest average years of service at 12.8 years of service.***

# Retirement Eligibility



**36.4% of the State's workforce is eligible to retire within five years.**

**Figure 11. FY 2015-16 Retirement Eligibility of Classified Workforce by Year**



\*As of 6/30/2016

As of June 30, 2016, 6,435 employees or 20.7% of the State's population is eligible to retire within one year, and 11,312 employees are eligible to retire within five years. This represents 36.4% of the workforce.

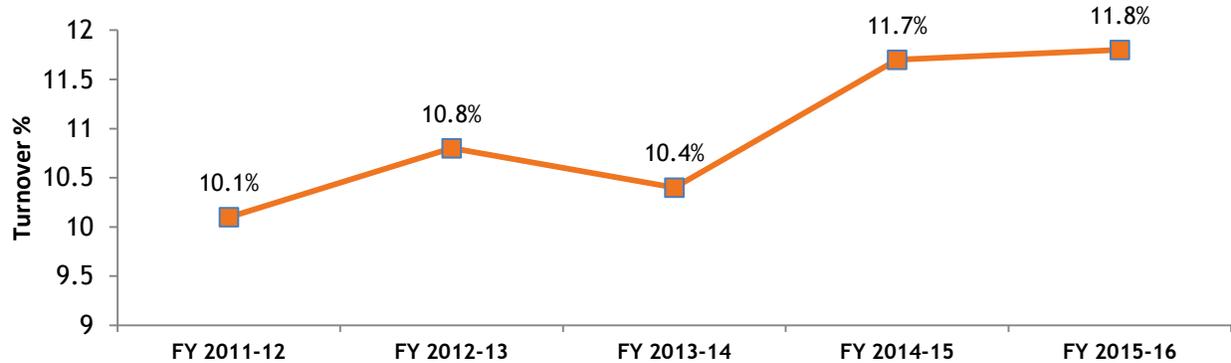
**Table 9. FY 2015-16 Retirement Eligibility of Classified Workforce by Department and Year**

Department	Total Employees	Eligible To Retire Within (Years)				
		1	2	3	4	5
<b>Agriculture</b>	289	72	80	90	96	108
<b>Corrections</b>	6,166	898	1,108	1,343	1,605	1,858
<b>Education</b>	121	32	40	47	57	59
<b>Governor's Office</b>	540	161	193	224	259	280
<b>Health Care Policy &amp; Financing</b>	458	54	61	67	82	96
<b>Higher Education</b>	7,033	2,098	2,389	2,678	2,971	3,261
<b>Human Services</b>	5,080	897	1,060	1,229	1,398	1,609
<b>Labor &amp; Employment</b>	1,076	302	354	395	433	474
<b>Law</b>	177	44	52	57	63	70
<b>Local Affairs</b>	158	28	30	36	41	54
<b>Military &amp; Veterans Affairs</b>	140	29	33	42	45	55
<b>Natural Resources</b>	1,441	286	321	384	432	475
<b>Personnel &amp; Administration</b>	371	79	96	114	130	150
<b>Public Health &amp; Environment</b>	1,344	265	310	351	401	447
<b>Public Safety</b>	1,707	188	229	284	351	430
<b>Regulatory Agencies</b>	538	147	172	192	210	238
<b>Revenue</b>	1,335	240	285	345	414	496
<b>State</b>	110	14	21	23	29	35
<b>State Auditor's Office</b>	66	0	0	1	5	7
<b>Transportation</b>	2,916	595	737	842	965	1,096
<b>Treasury</b>	26	6	8	9	12	14
<b>Statewide Total:</b>	31,092	6,435	7,579	8,753	9,999	11,312
<b>Statewide Percentage:</b>	100.0%	20.7%	24.4%	28.2%	32.2%	36.4%

\*As of 6/30/2016

# Workforce Turnover

Figure 12. FY 2015-16 Classified Workforce Turnover Rate



The overall turnover rate in FY 2015-16 is 11.8%, which increased by 0.1 percentage points from FY 2014-15 at 11.7%. Total separations include voluntary, retirement and involuntary separations. Total separations are referred to as turnover.

Table 10. FY 2015-16 Classified Workforce Separation by Reason

Separation Reason	Total	Percent of Separations
<b>INVOLUNTARY SEPARATIONS</b>		
Death	52	1.2%
Dismissal	344	8.2%
Layoff	9	0.2%
Leave Rights Expired	147	3.5%
<b>Total Involuntary Separations</b>	<b>552</b>	<b>13.1%</b>
<b>VOLUNTARY SEPARATIONS</b>		
Military	7	0.2%
Resigned Classified Employment	2,607	62.0%
<b>Total Voluntary Separations</b>	<b>2,614</b>	<b>62.1%</b>
<b>RETIREMENT</b>		
Disability Retirement	24	0.6%
Retirement	1,016	24.2%
<b>Total Retirements</b>	<b>1,040</b>	<b>24.7%</b>

\*Based on 7/1/2015-6/30/2016

# Turnover Rate

**Table 11. FY 2015-16 Classified Workforce Turnover Rate by Department**

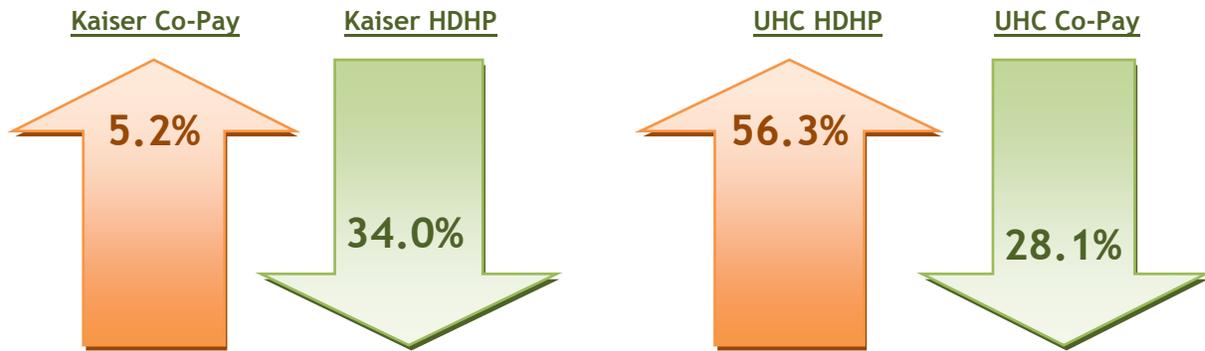
Department	Voluntary	Involuntary	Retire	Total	Turnover Rate
<b>Agriculture</b>	25	4	10	39	12.0%
<b>Corrections</b>	530	155	196	881	12.6%
<b>Education</b>	10	3	5	18	12.8%
<b>Governor's Office</b>	23	3	28	54	9.0%
<b>Health Care Policy &amp; Financing</b>	60	7	15	82	15.2%
<b>Higher Education</b>	495	76	236	807	9.8%
<b>Human Services</b>	776	195	149	1,120	18.3%
<b>Labor &amp; Employment</b>	78	18	39	135	11.3%
<b>Law</b>	17	3	9	29	14.4%
<b>Local Affairs</b>	13	3	8	24	13.2%
<b>Military &amp; Veterans Affairs</b>	11	4	6	21	13.0%
<b>Natural Resources</b>	47	6	45	98	6.3%
<b>Personnel &amp; Administration</b>	22	9	27	58	13.2%
<b>Public Health &amp; Environment</b>	115	5	41	161	10.7%
<b>Public Safety</b>	80	9	38	127	6.9%
<b>Regulatory Agencies</b>	31	2	21	54	9.1%
<b>Revenue</b>	124	20	50	194	12.8%
<b>State</b>	7	1	3	11	8.7%
<b>State Auditor's Office</b>	11	0	0	11	14.1%
<b>Transportation</b>	137	29	112	278	8.7%
<b>Treasury</b>	2	0	2	4	12.9%
<b>Statewide Total:</b>	<b>2,614</b>	<b>552</b>	<b>1,040</b>	<b>4,206</b>	<b>11.8%</b>

\*Based on 7/1/2015-6/30/2016

# Health Plan Membership

The State of Colorado Group Employee Medical Plan offers copayment and high deductible health plan (HDHP) medical insurance options through UnitedHealthcare and Kaiser Permanente. Enrollment numbers for each plan in FY 2015-16 changed. In total, the copayment plans continue to be the most popular plan designs. Of the two high deductible health plans (HDHP), UHC has more participation.

**Figure 13. Health Plan Membership Trend FY 2014-15 to FY 2015-16**

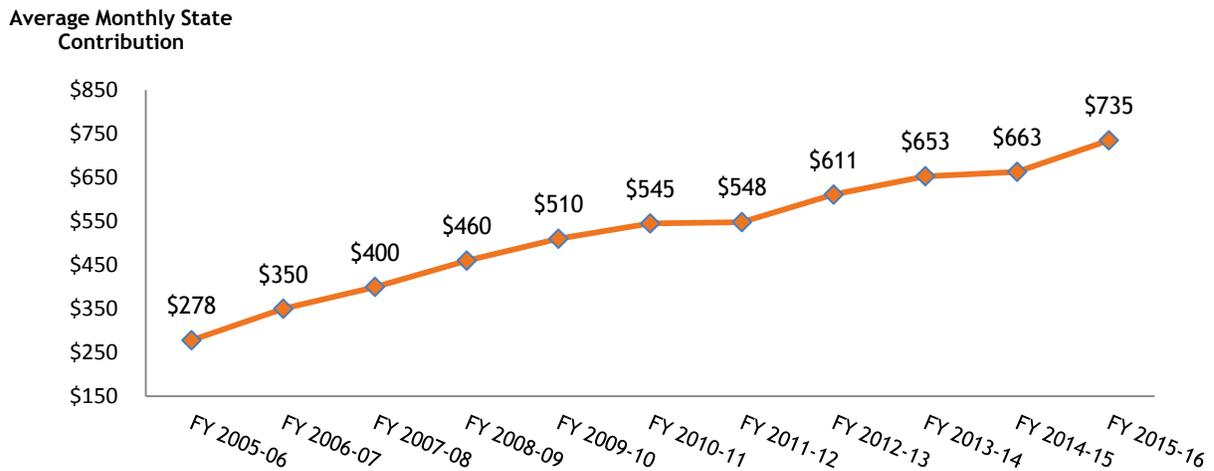


\*As of 6/30/2016

The Kaiser Health Maintenance Organization (HMO) copayment plan is the most popular plan at the State of Colorado with 13,217 members. The Kaiser HDHP has the fewest members of all four plan designs with 1,190 members, down 34% from FY 2014-15.

The UHC Copay Plus Plan has 7,165 members in FY 2015-16, down 28.1% from FY 2014-15, and is no longer the most popular UHC plan. The UHC HDHP plan increased membership by 56.3% to 8,505 employees compared to FY 2014-15.

**Figure 14. State of Colorado Average Medical Contribution per Enrolled Employee**



\*As of 6/30/2016

## Health Plan Membership by Department

**Table 12. FY 2015-16 State Of Colorado Employees Enrolled In State Sponsored Medical Insurance Plans by Department**

Department	# of Employees	Kaiser Copay	%	Kaiser HDHP	%	UHC Copay	%	UHC HDHP	%
<b>Agriculture</b>	249	79	31.7%	15	6.0%	65	26.1%	90	36.1%
<b>Corrections</b>	5,382	2,692	50.0%	153	2.8%	1,274	23.7%	1,239	23.0%
<b>Education</b>	535	269	50.3%	33	6.2%	97	18.1%	136	25.4%
<b>Governor's Office</b>	953	422	44.3%	60	6.3%	210	22.0%	255	26.8%
<b>Health Care Policy &amp; Financing</b>	413	196	47.5%	23	5.6%	89	21.5%	104	25.2%
<b>Higher Education</b>	3,840	1,297	33.8%	143	3.7%	1,007	26.2%	1,372	35.7%
<b>Human Services</b>	4,308	2,512	58.3%	190	4.4%	790	18.3%	794	18.4%
<b>Judicial Branch</b>	3,972	1,569	39.5%	145	3.7%	1,050	26.4%	1,194	30.1%
<b>Labor &amp; Employment</b>	939	484	51.5%	42	4.5%	218	23.2%	187	19.9%
<b>Law</b>	391	154	39.4%	18	4.6%	88	22.5%	127	32.5%
<b>Local Affairs</b>	155	65	41.9%	13	8.4%	30	19.4%	47	30.3%
<b>Military &amp; Veterans Affairs</b>	107	51	47.7%	8	7.5%	25	23.4%	23	21.5%
<b>Natural Resources</b>	1,309	293	22.4%	44	3.4%	346	26.4%	621	47.4%
<b>Personnel &amp; Administration</b>	336	170	50.6%	29	8.6%	52	15.5%	85	25.3%
<b>Public Health &amp; Environment</b>	1,167	544	46.6%	55	4.7%	232	19.9%	332	28.4%
<b>Public Safety</b>	1,475	555	37.6%	50	3.4%	385	26.1%	477	32.3%
<b>Regulatory Agencies</b>	488	245	50.2%	12	2.5%	132	27.0%	99	20.3%
<b>Revenue</b>	1,157	600	51.9%	42	3.6%	253	21.9%	253	21.9%
<b>State</b>	111	48	43.2%	7	6.3%	22	19.8%	34	30.6%
<b>State Auditor's Office</b>	288	91	31.6%	25	8.7%	78	27.1%	92	31.9%
<b>Transportation</b>	2,613	872	33.4%	82	3.1%	713	27.3%	939	35.9%
<b>Treasury</b>	24	9	37.5%	1	4.2%	9	37.5%	5	20.8%
<b>Statewide Totals:</b>	<b>30,212</b>	<b>13,217</b>	<b>43.7%</b>	<b>1,190</b>	<b>3.9%</b>	<b>7,165</b>	<b>23.7%</b>	<b>8,505</b>	<b>28.2%</b>

\*As of 6/30/2016

COBRA employees are included in the Statewide Total but not included in Table 12. For FY 2015-16, 135 (0.4%) employees are in COBRA; 34 employees (0.1%) are in COBRA KP-HMO; 9 employees are in COBRA KP-HDHP (0.0%); and 51 (0.2%) employees are enrolled in COBRA UHC-PLUS and 41 (0.1%) are in COBRA UHC-HDHP.

# Dental Plan Membership

**Table 13. FY 2015-16 State Of Colorado Employees Enrolled In Dental Insurance Plans by Department**

Department	# Employees	Delta Basic	%	Delta Plus	%
<b>Agriculture</b>	236	115	48.7%	121	51.3%
<b>Corrections</b>	5,552	2,012	36.2%	3,522	63.4%
<b>Education</b>	584	283	48.5%	299	51.2%
<b>Governor's Office</b>	981	445	45.4%	530	54.0%
<b>Health Care Policy &amp; Financing</b>	391	185	47.3%	204	52.2%
<b>Higher Education</b>	4,004	1,826	45.6%	2,159	53.9%
<b>Human Services</b>	4,242	1,648	38.8%	2,575	60.7%
<b>Judicial Branch</b>	4,036	1,964	48.7%	2,057	51.0%
<b>Labor &amp; Employment</b>	958	367	38.3%	586	61.2%
<b>Law</b>	395	198	50.1%	195	49.4%
<b>Local Affairs</b>	146	72	49.3%	72	49.3%
<b>Military &amp; Veterans Affairs</b>	118	53	44.9%	65	55.1%
<b>Natural Resources</b>	1,323	695	52.5%	623	47.1%
<b>Personnel &amp; Administration</b>	324	120	37.0%	204	63.0%
<b>Public Health &amp; Environment</b>	1,173	557	47.5%	609	51.9%
<b>Public Safety</b>	1,486	728	49.0%	756	50.9%
<b>Regulatory Agencies</b>	497	185	37.2%	312	62.8%
<b>Revenue</b>	1,151	491	42.7%	655	56.9%
<b>State</b>	117	47	40.2%	70	59.8%
<b>State Auditor's Office</b>	286	170	59.4%	112	39.2%
<b>Transportation</b>	2,665	1,104	41.4%	1,553	58.3%
<b>Treasury</b>	29	13	44.8%	16	55.2%
<b>Statewide Totals:</b>	<b>30,694</b>	<b>13,278</b>	<b>43.3%</b>	<b>17,295</b>	<b>56.3%</b>

\*As of 6/30/2016

COBRA employees are included in the Statewide Total but not included in Table 13. For FY 2015-16, 54 (0.2%) employees are in COBRA Delta Basic and 67 (0.2%) employees are enrolled in COBRA Dental Plus.

# Employee Health and Engagement

Table 14. FY 2015-16 Employee Health and Engagement

Health Focus Area	Measurement
Employee Wellness Program Participation	62.4% Employees Registered on CaféWell*
Employee Wellness Program Engagement	29% of Participating Employees Earning Incentives on CaféWell*
Primary Care Provider Selection (i.e. designated family doctor)	63% UnitedHealthcare Employees 83% Kaiser Permanente Employees
Biometric Screening	28% UnitedHealthcare Employees 25% Kaiser Permanente Employees <b>Employees At Or Below Targets:</b> Cholesterol: 77% Triglycerides: 58% Blood Pressure: 49% Glucose: 69% BMI: 30%
Cancer Screenings (employees receiving appropriate screenings)	65% UnitedHealthcare Employees 76% Kaiser Permanente Employees
Overweight	61% UnitedHealthcare Employees 69% Kaiser Permanente Employees
Flu Shot	30% UnitedHealthcare Employees 27% Kaiser Permanente Employees
Not Getting Recommended Exercise	52% UnitedHealthcare Employees 60% Kaiser Permanente Employees
Smoking	8% UnitedHealthcare Employees 13% Kaiser Permanente Employees

Data taken from UnitedHealthcare and Kaiser Permanente FY 2015-16 Annual Reports  
\* Data reported by CaféWell for FY 2015-16. The State of Colorado Employee Wellness Program is powered by CaféWell.

# General Assumptions

## FY 2015-16 Workforce Report

- 1. Multiple Records:** For any employees with multiple records in a given month, we selected the last record in the table for that employee for that given month. The one exception is for determining Full-Time/Part-Time status. For this, the calculation was based on the sum of FTE (Full-Time Equivalent) for all records for a SSN for each month.
- 2. Employee Criteria:** The tables are based on Permanent, Classified employees. The one exception is Table 3, which includes all Classified employees (both Permanent and Temporary).
- 3. Salary:** The Salary amounts used in this analysis are unadjusted for FTE.
- 4. Table Types:** Most demographic tables are based on June 2016. For tables involving average employee counts, the entire fiscal year was used. Each table has a note indicating the time period of the data upon which the table is based.
- 5. Repeated Data:** The data used for seven institutions of higher education is not completely updated on a regular basis. These institutions are: Adams State University, Arapahoe Community College, Auraria Higher Education Center, Colorado School of Mines, Colorado State University-Pueblo, Fort Lewis College and Metropolitan State University.

### 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, 2016), and in other instances, the Department used the average count for the fiscal year 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 2015-16 data in this report are based on a Colorado Personnel Payroll System (CPPS) extract of the State's workforce data for all months during the year (July 1, 2015 through June 30, 2016), 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.

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This report was prepared by the Department of Personnel & Administration. This report is intended to be for informational purposes only and does not represent an opinion from the Department. Current trends have been highlighted as an illustration of workforce issues in the respective fiscal year.

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