



State of Colorado Workforce Demographics Report -- FY 2007-2008

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STATE OF COLORADO
ANNUAL WORKFORCE DEMOGRAPHICS REPORT
FISCAL YEAR 2007-2008

EXECUTIVE SUMMARY

The Department of Personnel & Administration, Division of Human Resources (DHR), produces an annual workforce demographics report that provides demographic data on employees in the state personnel system. The annual workforce demographics report compiles data to help state executives assess their current departments' human capital and prepare them for future HR scenarios. Data for this and future reports are also the foundation for DHR to use as a workforce metric that will help the State of Colorado to plan for future employment issues.

In looking at the FY 2007-2008 data, two major themes emerge: Retention of new hires and workforce planning to prepare for an aging workforce.

Voluntary turnover for new hires (employees with less than one year of service) was almost double that of the statewide workforce (13.9% compared to 7.2%). With the growing number of retirement eligible employees, it is important for the State to recruit and retain top talent as retirements occur.

Just as retaining new hires is important, so is planning within the current workforce. Nearly 40% of the current workforce will be eligible to retire within the next five years; and this number is projected to grow each year as the average age of the workforce increases. Without substantial succession planning for key positions, the State may be left with a dearth of knowledge and skills vital to our business in the coming years. However, it should be noted that the percentage of actual retirements from within the retirement eligible workforce is on a downward trend. The net effect of having an increasing retirement eligible pool and a decreasing actual retirement trend is a fairly stable retirement rate in the workforce.

After a number of years of upward trend in voluntary turnover, FY 2007-2008 marks a decrease in this metric. While the State's overall turnover rate continues to be lower than the Mountain States Employers Council (MSEC) benchmark, it should be noted that the MSEC benchmark includes transfers, while the State's data do not. As transfers still represent a knowledge loss and hiring burden, in the future this report may contain transfer data in order to present a more complete picture.

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DATA ASSUMPTIONS

Definition of an employee of the state personnel system:

- Often referred to as a “state classified employee” or a “civil service employee”
- Permanent full-time or part-time employee
- Does not include higher education faculty and administrators
- Does not include legislative or judicial staff
- Does not include temporary/contingent employees

Unless otherwise noted, this report only includes state personnel system data.

Definition of turnover for employees in the state personnel system:

- Employee-initiated separations
- Employer-initiated separations
- Layoffs
- Retirements
- Deaths

Turnover data excludes employees who transfer from one department to another because they are still considered employees of the state personnel system.

Benefits information is gathered and summarized by higher education and non-higher education institutions and derived from an internal report generated by the DPA/DHR Benefits Unit.

- Only permanent employees are eligible for benefits.
- Temporary employees are not eligible for benefits.
- Note that benefits information includes non-state personnel system employees who are not in higher education, such as judicial and legislative employees, and executive directors.

Non-state personnel system employee information is derived from the Colorado Personnel Payroll System (CPPS); therefore non-state personnel system employees from higher education are not included.

DATA ASSUMPTIONS

The state personnel system workforce can be measured by positions, full-time equivalents (FTE), or employees. A position is an individual distinct set of duties or assignments. FTE is the budgetary equivalent of one permanent position based on 2,080 working hours per fiscal year. Employees are the actual people holding a position and working in the personnel system. Data in this report are based on number of employees unless otherwise stated.

The Colorado fiscal year (FY) runs from July 1 until June 30. FY 2007-2008 data in this report are based on a June 30, 2008 download from CPPS and data provided by the University of Colorado (CU) and Colorado State University (CSU).

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 percent.

GENERAL WORKFORCE STATISTICS

GENERAL STATISTICS	
United States Population*	301,621,157
Colorado Population*	4,861,515
Population Rank*	22 nd
Colorado Labor Force**	2,763,603
* Census Bureau Population Estimates - 2007	
** Bureau of Labor Statistics, Employment Statistics – July 2008	

STATE PERSONNEL SYSTEM EMPLOYEES	
General Government Number of Employees	23,535
Higher Education Number of Employees	9,620
Total Number of Employees	33,155
Average Age	45.9
Average Length of Service (Years)	9.4
Average Annual Salary	\$49,932
Minorities	24.3%
Females	49.1%

NON-STATE PERSONNEL SYSTEM EMPLOYEES*	
Full-Time (Includes Judicial and Legislative employees)	6,407
Part-Time (Includes Judicial and Legislative employees)	760
* Does not include Non-State Personnel System Higher Education Employees	

BENEFITS (Includes Judicial and Legislative)	
Employees Eligible for State Benefits	38,067
Employees Enrolled in State Medical Benefits	27,881
Employees Enrolled in State Dental Benefits	29,887

TURNOVER AND RETIREMENT ELIGIBILITY	
State Personnel System Employees Eligible to Retire within the next 5 Yrs	38.7%
State Personnel System Annual Turnover Rate	11.1%

GENERAL WORKFORCE STATISTICS

OVERALL AVERAGES FOR STATE PERSONNEL SYSTEM EMPLOYEES

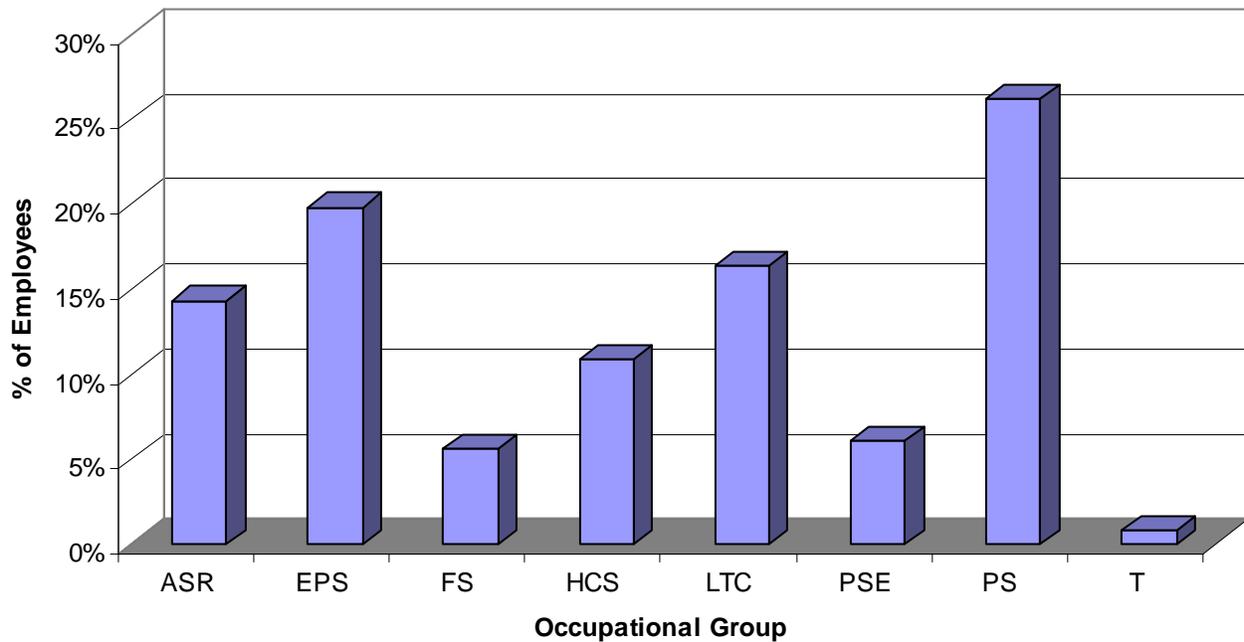
Department	Number of Employees	% of Total Classified Workforce	Average Annual Salary	Average Age	Average Years of Service	Minority %	Female %
Adams State College	114	0.3%	\$35,744	46.0	9.1	47.4%	58.8%
Arapahoe Community College	80	0.2%	\$35,016	45.2	5.9	32.5%	57.5%
Auraria Higher Education Center	258	0.8%	\$38,362	46.9	9.4	45.0%	36.4%
Colorado Assist	4	0.0%	\$38,414	53.8	20.5	75.0%	100.0%
Colorado Community Colleges System	59	0.2%	\$40,956	48.2	9.9	33.9%	57.6%
Colorado Historical Society	15	0.0%	\$38,043	51.1	14.3	13.3%	40.0%
Colorado School for the Deaf & Blind	116	0.3%	\$37,032	47.0	9.9	19.8%	65.5%
Colorado School of Mines	317	1.0%	\$44,369	48.8	9.4	12.9%	47.9%
Colorado State University	2,276	6.9%	\$41,612	47.3	10.9	16.1%	62.7%
Colorado State University Pueblo	139	0.4%	\$39,172	47.5	11.7	46.0%	59.0%
Community College of Aurora	57	0.2%	\$36,329	47.6	9.0	49.1%	70.2%
Community College of Denver	30	0.1%	\$44,722	46.8	12.8	76.7%	86.7%
Dept of Agriculture	282	0.9%	\$51,407	46.0	10.5	12.4%	37.2%
Dept of Corrections	6,089	18.4%	\$50,387	43.8	8.1	25.5%	36.0%
Dept of Education	104	0.3%	\$48,410	46.2	8.0	34.6%	75.0%
Dept of Health Care Policy & Financing	252	0.8%	\$62,278	43.7	5.4	24.2%	71.8%
Dept of Higher Education	2	0.0%	\$41,046	54.9	20.4	0.0%	100.0%
Dept of Human Services	5,451	16.4%	\$48,544	45.9	8.7	35.9%	63.9%
Dept of Labor & Employment	1,040	3.1%	\$55,914	49.4	11.0	32.3%	58.8%
Dept of Law	159	0.5%	\$54,615	47.8	8.5	25.2%	66.0%
Dept of Local Affairs	160	0.5%	\$66,148	48.4	10.1	20.0%	53.1%
Dept of Military & Veterans Affairs	113	0.3%	\$49,905	48.8	7.1	15.9%	23.9%
Dept of Natural Resources	1,503	4.5%	\$60,441	45.1	10.5	11.2%	30.9%
Dept of Personnel & Administration	552	1.7%	\$56,625	47.3	11.0	31.0%	49.6%
Dept of Public Health & Environment	1,166	3.5%	\$66,371	46.7	9.8	20.0%	61.9%
Dept of Public Safety	1,327	4.0%	\$60,295	41.0	9.8	14.7%	32.9%
Dept of Regulatory Agencies	518	1.6%	\$62,480	48.3	9.0	26.1%	57.1%
Dept of Revenue	1,411	4.3%	\$51,066	47.4	10.0	28.2%	55.5%
Dept of State	113	0.3%	\$55,260	43.3	5.9	31.0%	61.9%
Dept of Transportation	3,092	9.3%	\$55,024	46.6	10.4	22.8%	18.4%
Dept of Treasury	23	0.1%	\$61,484	46.8	9.6	21.7%	69.6%
Fort Lewis College	188	0.6%	\$36,739	47.2	7.9	17.6%	55.3%
Front Range Community College	213	0.6%	\$36,587	48.6	8.1	20.7%	65.3%
Governor's Office	2	0.0%	\$58,908	51.4	21.1	0.0%	100.0%
Lamar Community College	14	0.0%	\$32,144	49.3	10.1	21.4%	64.3%
Mesa State College	109	0.3%	\$32,912	49.2	7.3	6.4%	50.5%
Metropolitan State College	247	0.7%	\$46,875	45.8	9.8	34.8%	66.0%
Morgan Community College	12	0.0%	\$31,384	46.6	6.2	25.0%	58.3%
Northeastern Junior College	46	0.1%	\$31,902	50.7	11.5	15.2%	69.6%
Northwestern Community College	24	0.1%	\$31,753	46.8	5.9	4.2%	83.3%
Otero Junior College	24	0.1%	\$29,174	45.8	10.5	50.0%	45.8%
Pikes Peak Community College	217	0.7%	\$37,731	45.6	8.4	26.7%	66.8%
Pueblo Community College	94	0.3%	\$34,375	47.6	9.7	42.6%	69.1%
Red Rocks Community College	86	0.3%	\$36,513	47.5	8.6	29.1%	60.5%
State Auditor's Office	62	0.2%	\$64,148	34.9	4.4	12.9%	64.5%
Trinidad Junior College	31	0.1%	\$33,351	49.1	13.3	54.8%	48.4%
University of Colorado Boulder	2,484	7.5%	\$41,256	46.2	10.0	17.3%	56.0%
University of Colorado Colorado Springs	289	0.9%	\$40,974	45.3	7.0	12.1%	58.5%
University of Colorado Denver	1364	4.1%	\$44,068	47.0	9.9	16.8%	60.8%
University of Colorado System	228	0.7%	\$56,285	46.4	9.7	10.1%	61.4%
University of Northern Colorado	552	1.7%	\$36,272	47.0	9.9	22.8%	58.3%
Western State College	65	0.2%	\$36,465	45.2	7.9	10.8%	56.9%
Total	33,155	100.0%	\$49,932	45.9	9.4	24.3%	49.1%

GENERAL WORKFORCE STATISTICS

OCCUPATIONAL GROUP HIGHLIGHTS

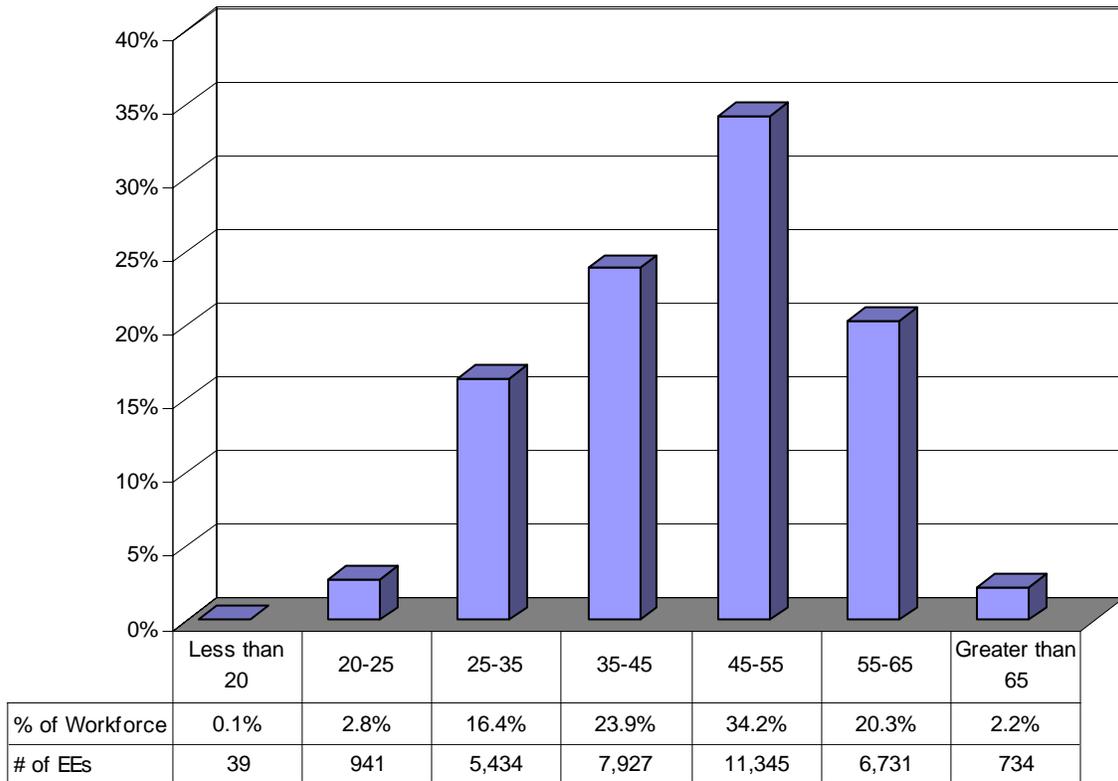
Occupational Group	Number of Employees	Percent of Total Employees	Average Annual Salary	Average Age	Average Years of Service
Administrative Support and Related	4,757	14.3%	\$36,395	47.2	9.0
Enforcement and Protective Services	6,567	19.8%	\$50,967	41.9	8.2
Financial Services	1,858	5.6%	\$53,270	46.4	9.8
Health Care Services	3,627	10.9%	\$48,344	45.9	7.9
Labor, Trades, and Crafts	5,399	16.3%	\$36,471	47.3	8.7
Physical Sciences and Engineering	1,997	6.0%	\$72,201	47.0	11.8
Professional Services	8,692	26.2%	\$59,832	46.8	11.0
Teachers	258	0.8%	\$47,353	48.7	7.9
Total	33,155	100.0%	\$49,933	45.9	9.4

Percent of Employees by Occupational Group



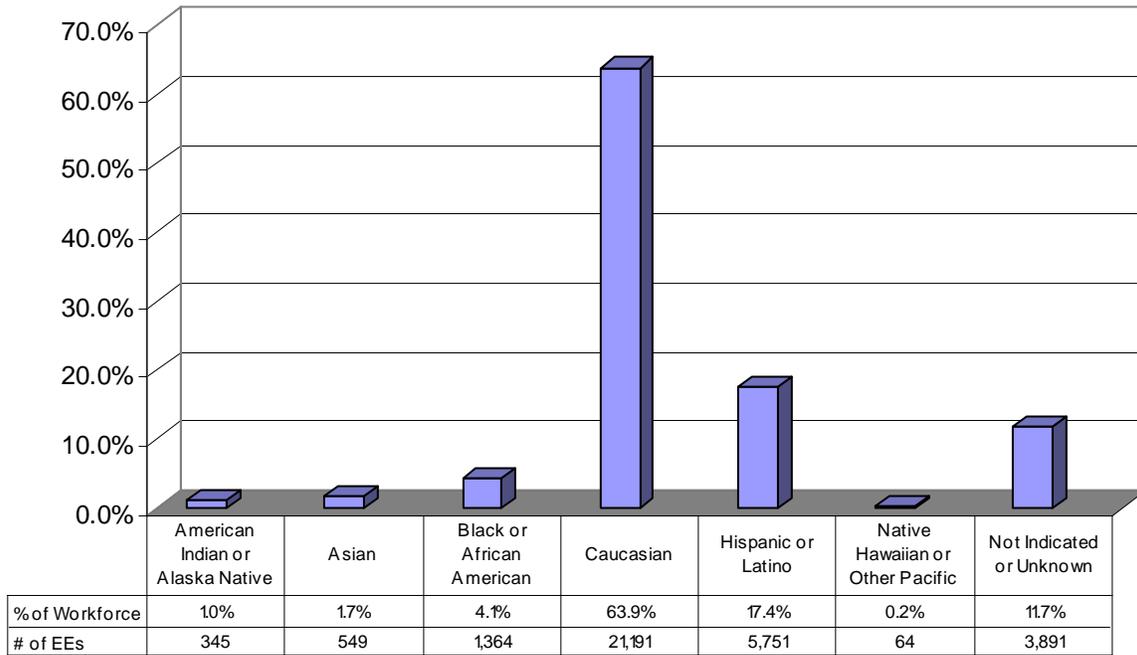
GENERAL WORKFORCE STATISTICS

Number and Percent of Employees by Age Group



GENERAL WORKFORCE STATISTICS

Number and Percent of Employees by Ethnic Group



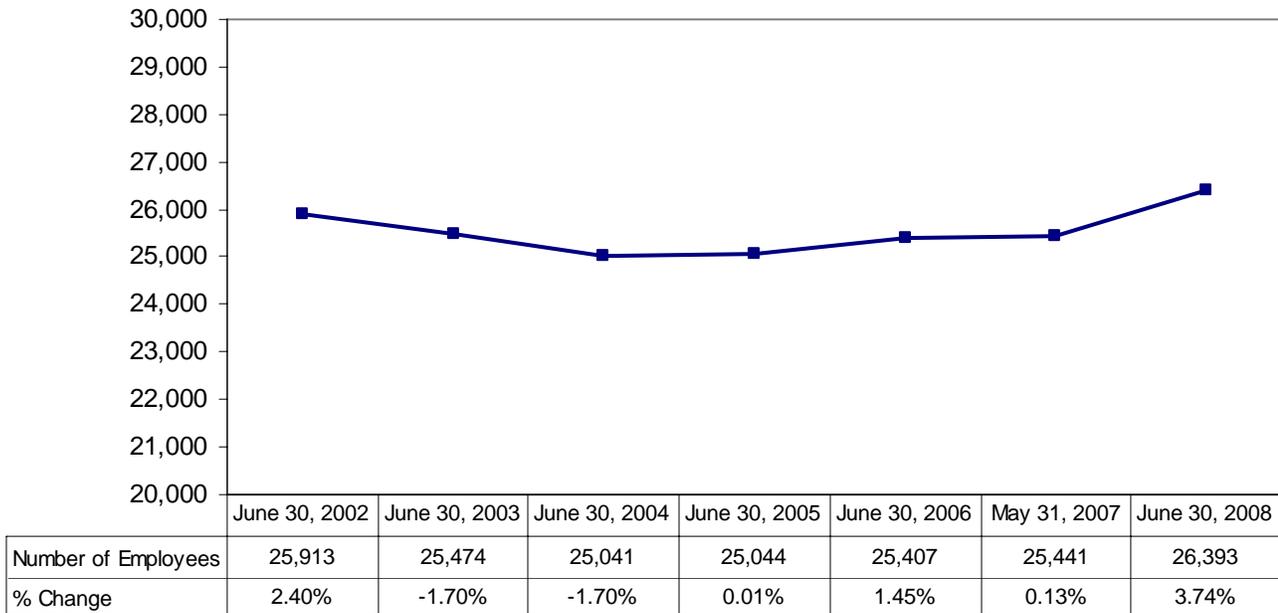
WORKFORCE TRENDS

The Workforce Trends section tracks state personnel system employment growth and the number of employees in specified age ranges over a five-year period.

The table that lists retirement projections by agency and the following charts illustrate the number and percent of employees currently eligible for full retirement, for early retirement (reduced benefits), and those who will be eligible for retirement in the next five years. This does not take into account those employees who may have purchased service credit or who have worked for other Public Employees Retirement Association (PERA) employers.

WORKFORCE TRENDS

**Number of Employees from FY 2002 Through FY 2008
General Government State Personnel System Employees**

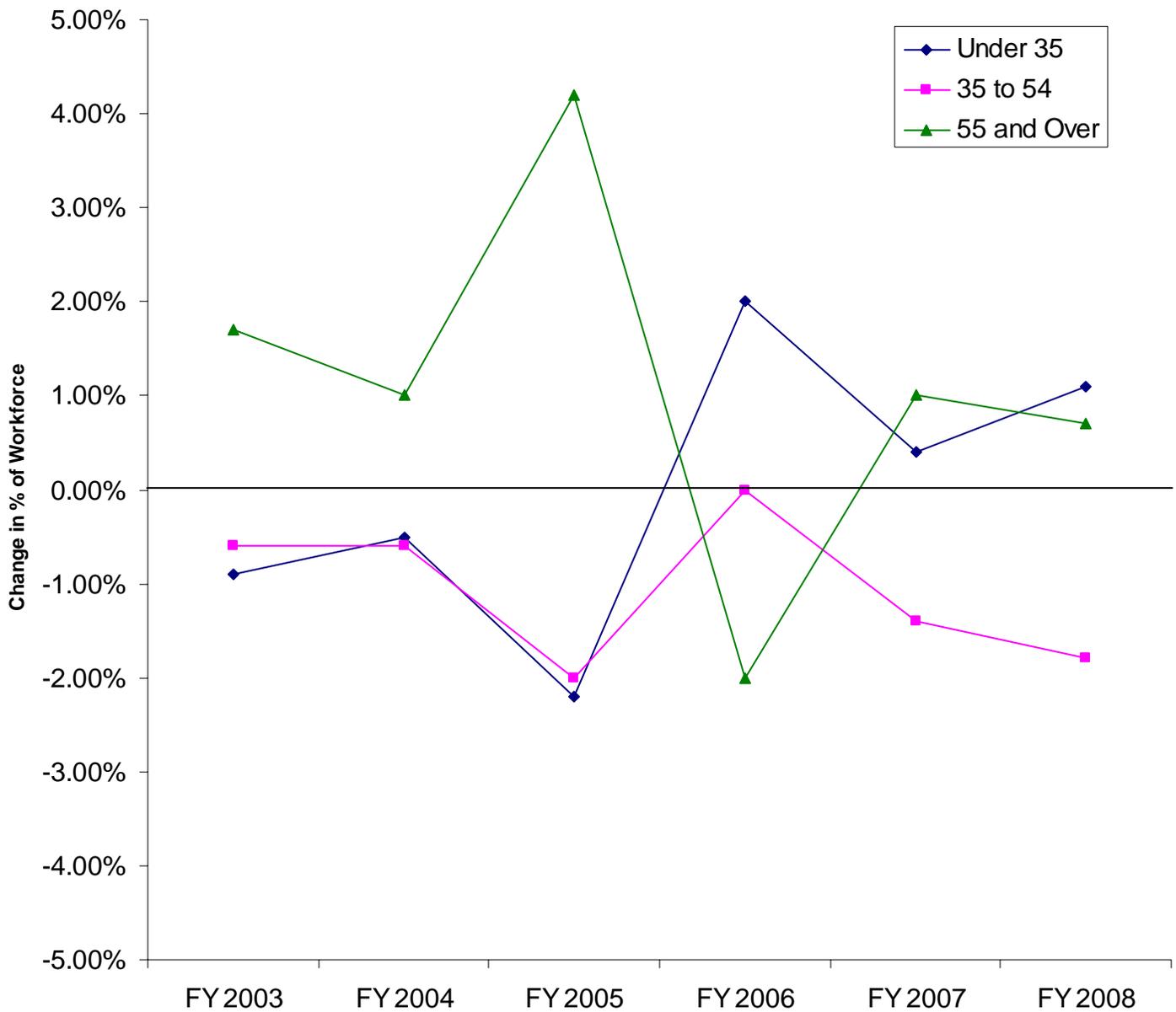


The above data does not include CU or CSU data. CU represents an additional 4,347 employees and CSU represents an additional 2,415 employees. This makes the total number of State Personnel System Employees 33,155

NEW HIRE HIGHLIGHTS

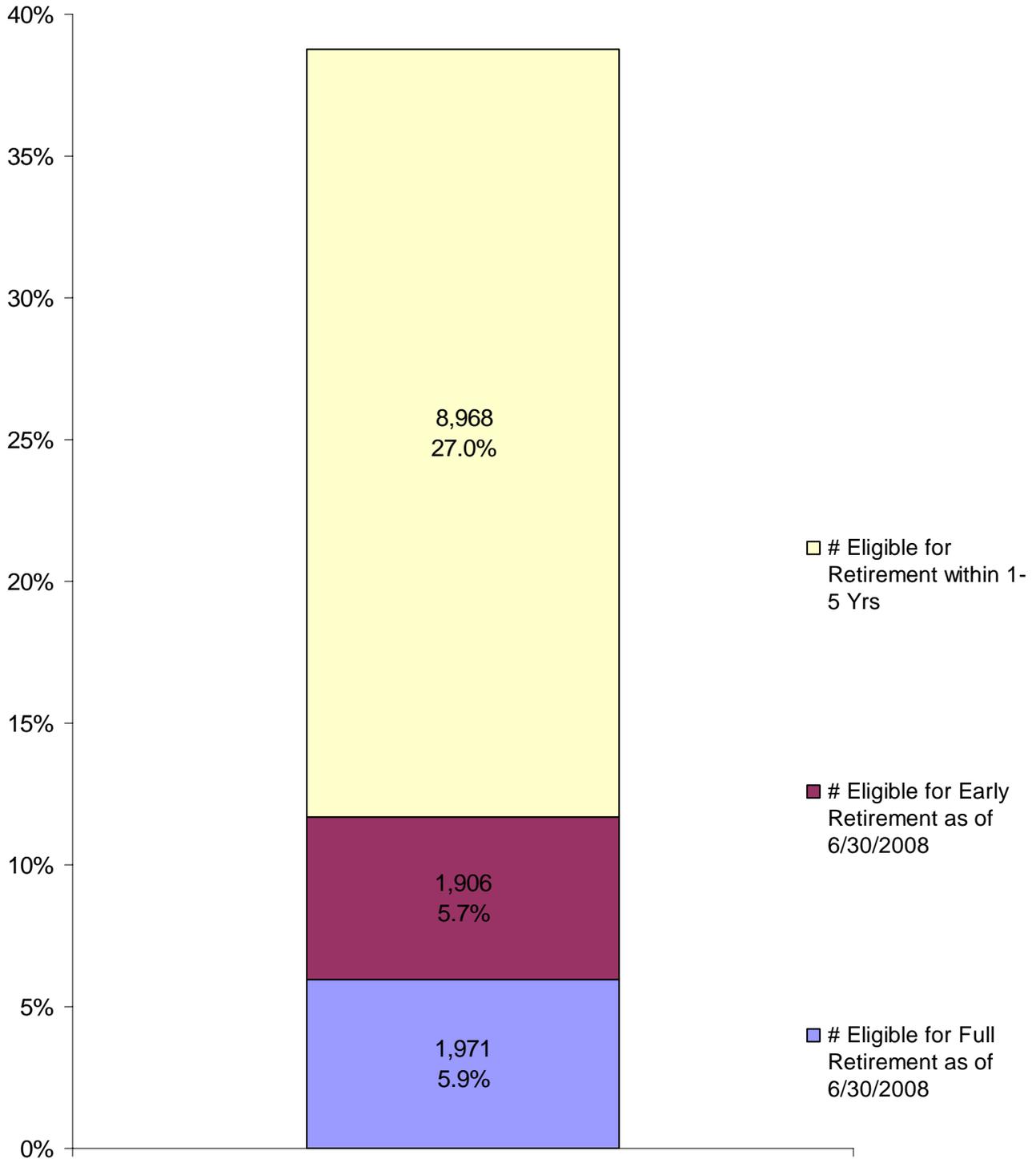
	New Hires	Statewide Workforce
Number	3,613	33,155
Average Age	39.2	45.9
Average Annual Salary	\$39,744	\$49,932
Minorities	23.9%	24.3%
Females	52.2%	49.1%
Voluntary Turnover	13.9%	7.2%

Change in Age Distribution From Previous Year

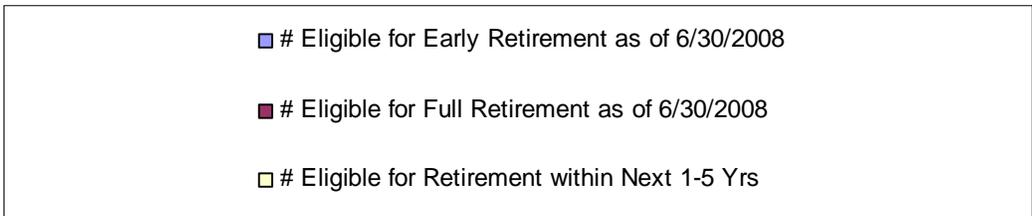
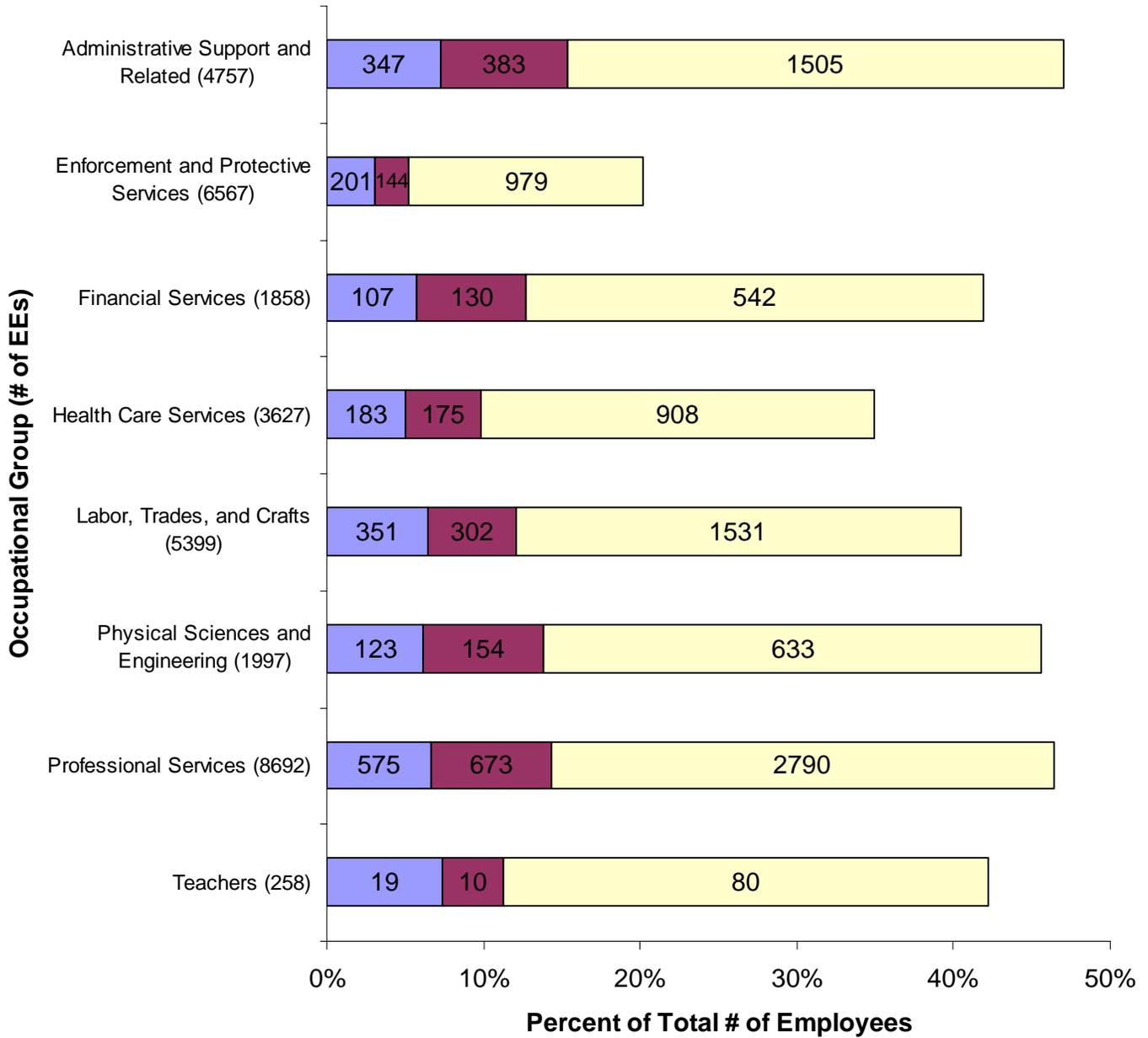


According to the Bureau of Labor Statistics, the median age of the US labor force will approach 42 years by 2016. As of June 30, 2008, the median age of state personnel system employees was 47.1 years and the average age was 45.9, both well above the projected median of the US labor force in 2016. This trend, coupled with the potential retirement eligibility of almost a third of the workforce in the next five years, poses workforce planning challenges for the State of Colorado as an employer.

Number and Percent of Employees Eligible to Retire Within 1-5 Years



**Number of Employees Eligible to Retire Within the Next Five Years
by Occupational Group**



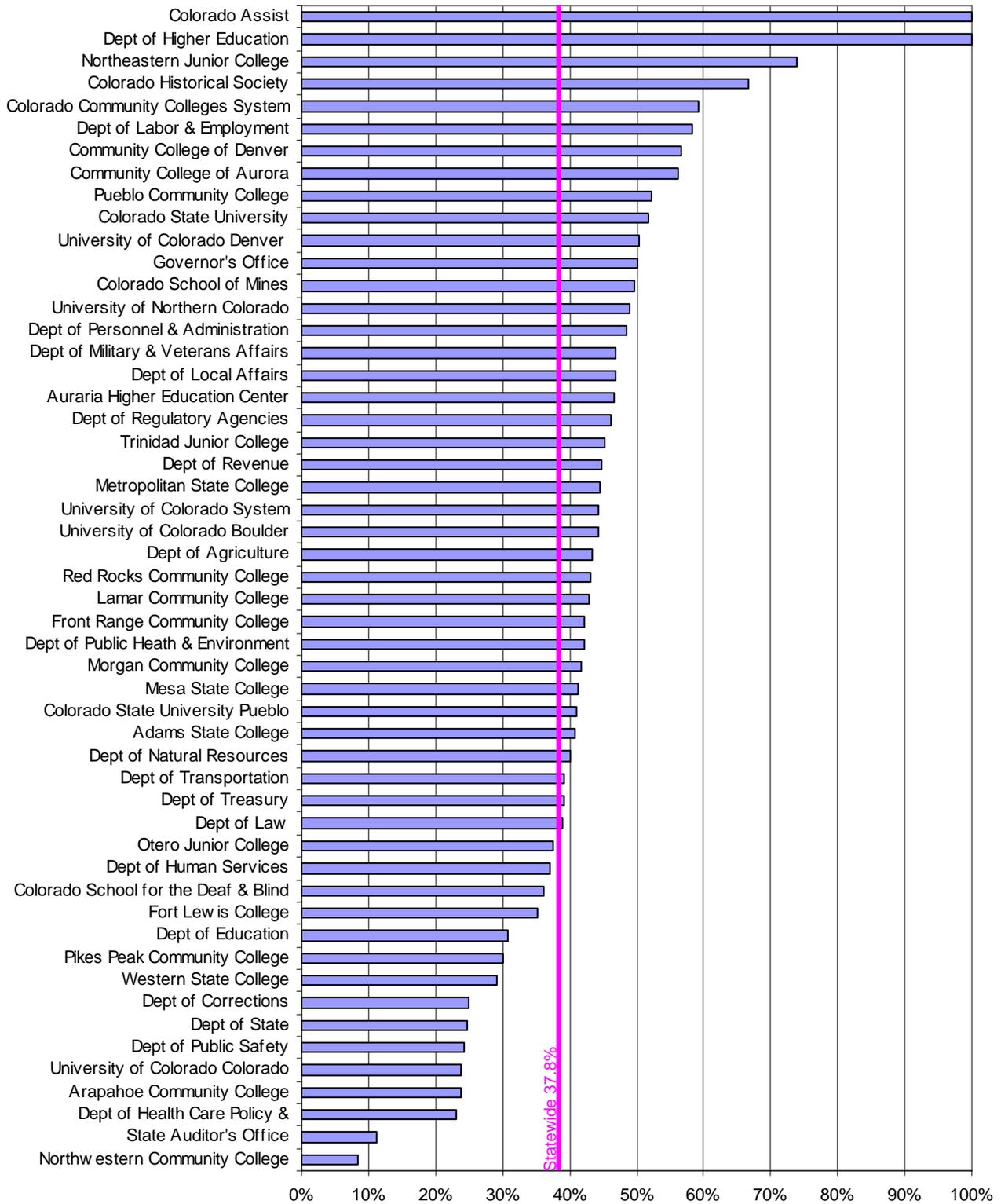
WORKFORCE TRENDS

Number of Employees by Retirement Eligibility

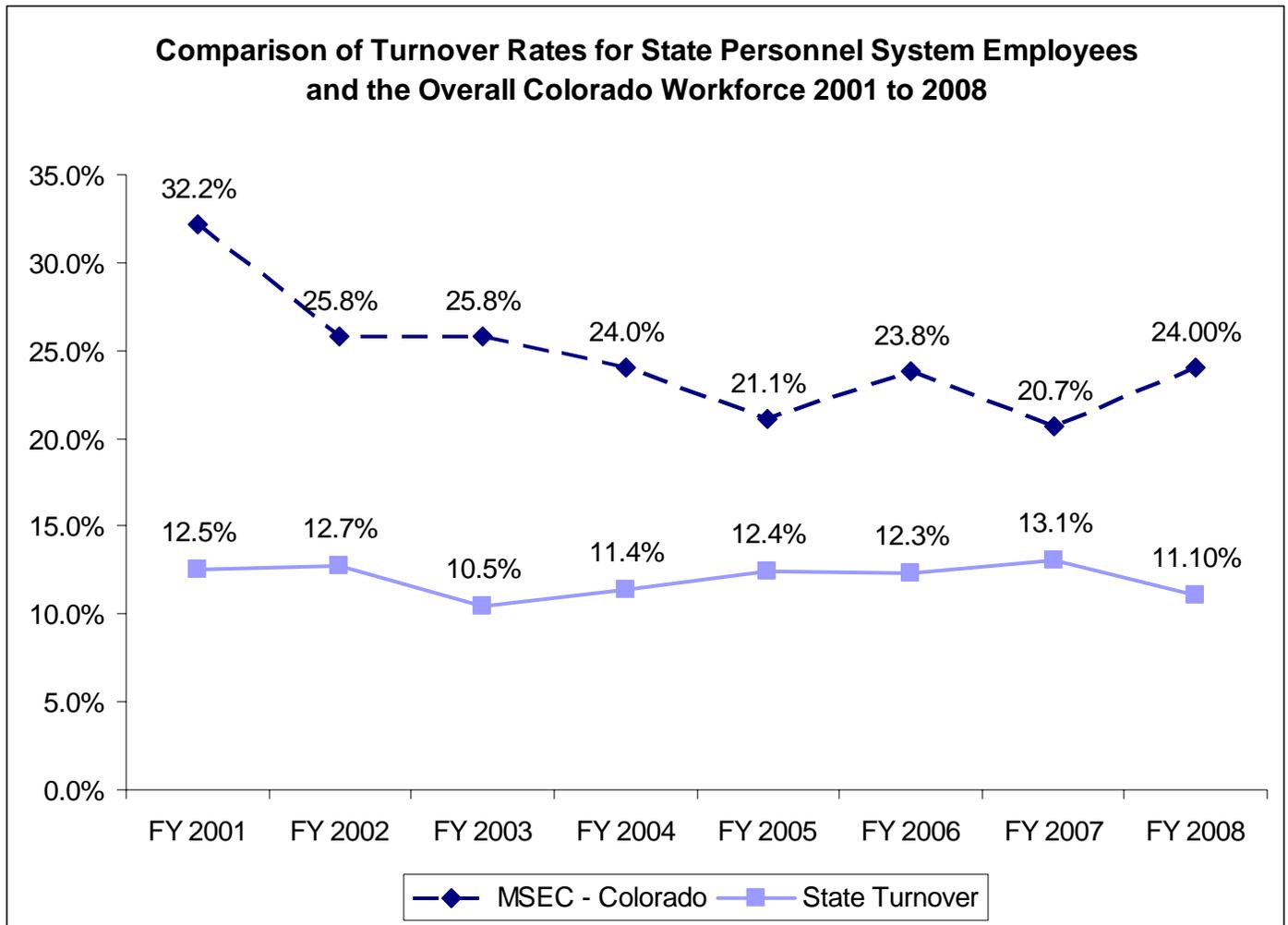
Department	# Eligible for Early Retirement as of 6/30/2008	# Eligible for Full Retirement as of 6/30/2008	# Eligible for Retirement within 1-5 Yrs	# Not Eligible for Retirement within 5 Yrs	Total Number of Employees
Adams State College	10	6	30	67	113
Arapahoe Community College	2	2	15	61	80
Auraria Higher Education Center	23	13	84	138	258
Colorado Assist	0	1	3	0	4
Colorado Community Colleges System	5	7	23	24	59
Colorado Historical Society	0	3	7	5	15
Colorado School for the Deaf & Blind	9	2	31	74	116
Colorado School of Mines	19	28	110	159	316
Colorado State University	151	253	772	1,100	2,276
Colorado State University Pueblo	10	8	39	82	139
Community College of Aurora	6	6	20	25	57
Community College of Denver	2	4	11	13	30
Dept of Agriculture	16	25	81	160	282
Dept of Corrections	244	147	1,132	4,566	6,089
Dept of Education	2	6	24	72	104
Dept of Health Care Policy & Financing	10	6	42	194	252
Dept of Higher Education	0	0	2	0	2
Dept of Human Services	290	300	1,430	3,431	5,451
Dept of Labor & Employment	86	106	415	433	1,040
Dept of Law	11	4	47	97	159
Dept of Local Affairs	9	14	52	85	160
Dept of Military & Veterans Affairs	11	6	36	60	113
Dept of Natural Resources	77	103	421	902	1,503
Dept of Personnel & Administration	40	46	182	284	552
Dept of Public Health & Environment	77	64	351	674	1,166
Dept of Public Safety	56	52	213	1,006	1,327
Dept of Regulatory Agencies	43	25	171	279	518
Dept of Revenue	90	94	449	778	1,411
Dept of State	4	2	22	85	113
Dept of Transportation	168	165	877	1,882	3,092
Dept of Treasury	2	1	6	14	23
Fort Lewis College	14	4	48	122	188
Front Range Community College	19	7	64	123	213
Governor's Office	0	0	1	1	2
Lamar Community College	1	0	5	8	14
Mesa State College	7	5	33	64	109
Metropolitan State College	14	23	73	137	247
Morgan Community College	0	1	4	7	12
Northeastern Junior College	3	10	21	12	46
Northwestern Community College	0	0	2	22	24
Otero Junior College	3	1	5	15	24
Pikes Peak Community College	6	13	46	152	217
Pueblo Community College	9	10	30	45	94
Red Rocks Community College	4	5	28	49	86
State Auditor's Office	2	0	5	55	62
Trinidad Junior College	1	2	11	17	31
University of Colorado Boulder	179	188	731	1,386	2,484
University of Colorado Colorado Springs	8	12	49	220	289
University of Colorado Denver	106	127	446	667	1,346
University of Colorado System	18	14	69	127	228
University of Northern Colorado	38	47	184	281	550
Western State College	1	3	15	46	65
TOTAL	1,906	1,971	8,968	20,310	33,155

WORKFORCE TRENDS

Percent of Total Employees Eligible for Retirement within Five Years
(Includes current early and full eligibles)



WORKFORCE TRENDS



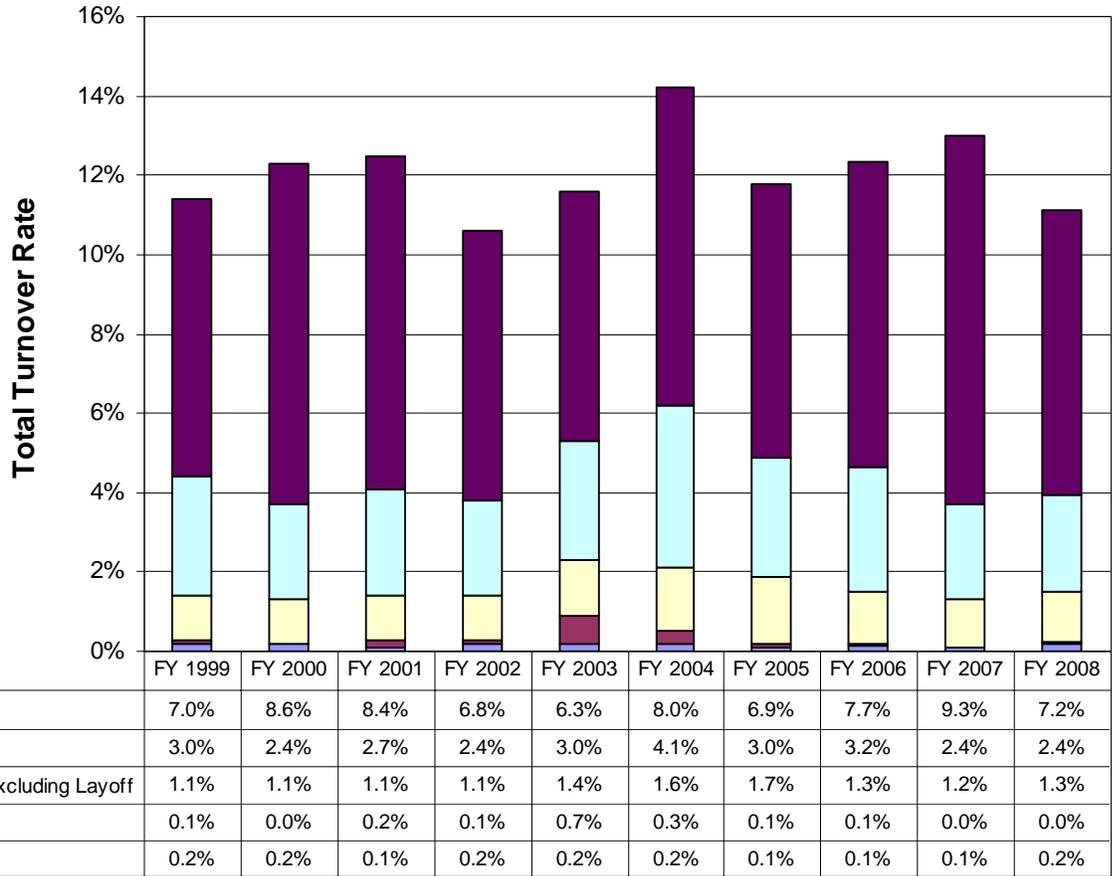
The chart shows the turnover rate for employees who leave the state personnel system compared with MSEC (Mountain States Employers Council) data up to FY 2008.

MSEC data includes transfers within an organization, but to a different location.

State turnover is defined as separations from state employment, including employee and employer initiated separations, layoffs, retirements, and deaths. The state excludes transfers because transferred employees remain with state government.

Data represents only permanent employees. Includes CU and CSU data from FY 2003 to FY 2008; CU and CSU data were not available in previous years.

Turnover Rate Trend by Type



WORKFORCE TRENDS

Percent of Separations by Department from FY 2002 - 2008

Department	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Dept of Agriculture	8.9%	14.1%	10.0%	13.2%	10.0%	9.9%	5.7%
Dept of Corrections	8.5%	11.2%	11.0%	10.5%	12.3%	15.0%	9.8%
Dept of Education	16.1%	14.5%	7.5%	15.5%	19.3%	17.0%	11.5%
Dept of Health Care Policy & Financing	11.3%	13.4%	21.1%	20.1%	19.0%	21.3%	11.9%
Dept of Human Services	13.8%	15.2%	17.3%	16.2%	17.1%	15.9%	15.2%
Dept of Labor & Employment	9.5%	9.6%	10.4%	12.6%	10.9%	10.8%	6.3%
Dept of Law	12.1%	8.3%	10.6%	11.4%	12.7%	15.9%	6.9%
Dept of Local Affairs	8.1%	13.6%	12.9%	7.1%	10.8%	11.9%	10.6%
Dept of Military & Veterans Affairs	18.8%	16.5%	8.9%	8.7%	15.8%	18.0%	11.5%
Dept of Natural Resources	5.8%	6.6%	6.1%	6.7%	9.8%	7.8%	5.2%
Dept of Personnel & Administration	13.0%	10.7%	10.0%	10.6%	10.0%	9.3%	8.2%
Dept of Public Health & Environment	9.5%	9.2%	9.8%	8.0%	10.0%	12.5%	8.5%
Dept of Public Safety	7.8%	9.3%	11.3%	8.9%	9.1%	10.5%	7.8%
Dept of Regulatory Agencies	8.0%	9.9%	10.8%	9.5%	13.4%	16.5%	10.6%
Dept of Revenue	11.0%	10.5%	11.9%	10.1%	13.2%	14.8%	10.8%
Dept of State	15.4%	9.9%	16.7%	8.1%	28.1%	19.2%	12.4%
Dept of Transportation	7.3%	7.3%	8.8%	8.5%	12.7%	12.4%	8.2%
Dept of Treasury	10.0%	4.5%	8.3%	4.3%	8.7%	9.1%	13.0%
Governor's Office	0.0%	0.0%	57.1%	0.0%	0.0%	0.0%	0.0%
State Auditor's Office	1.8%	10.9%	27.5%	23.1%	23.3%	11.3%	27.4%

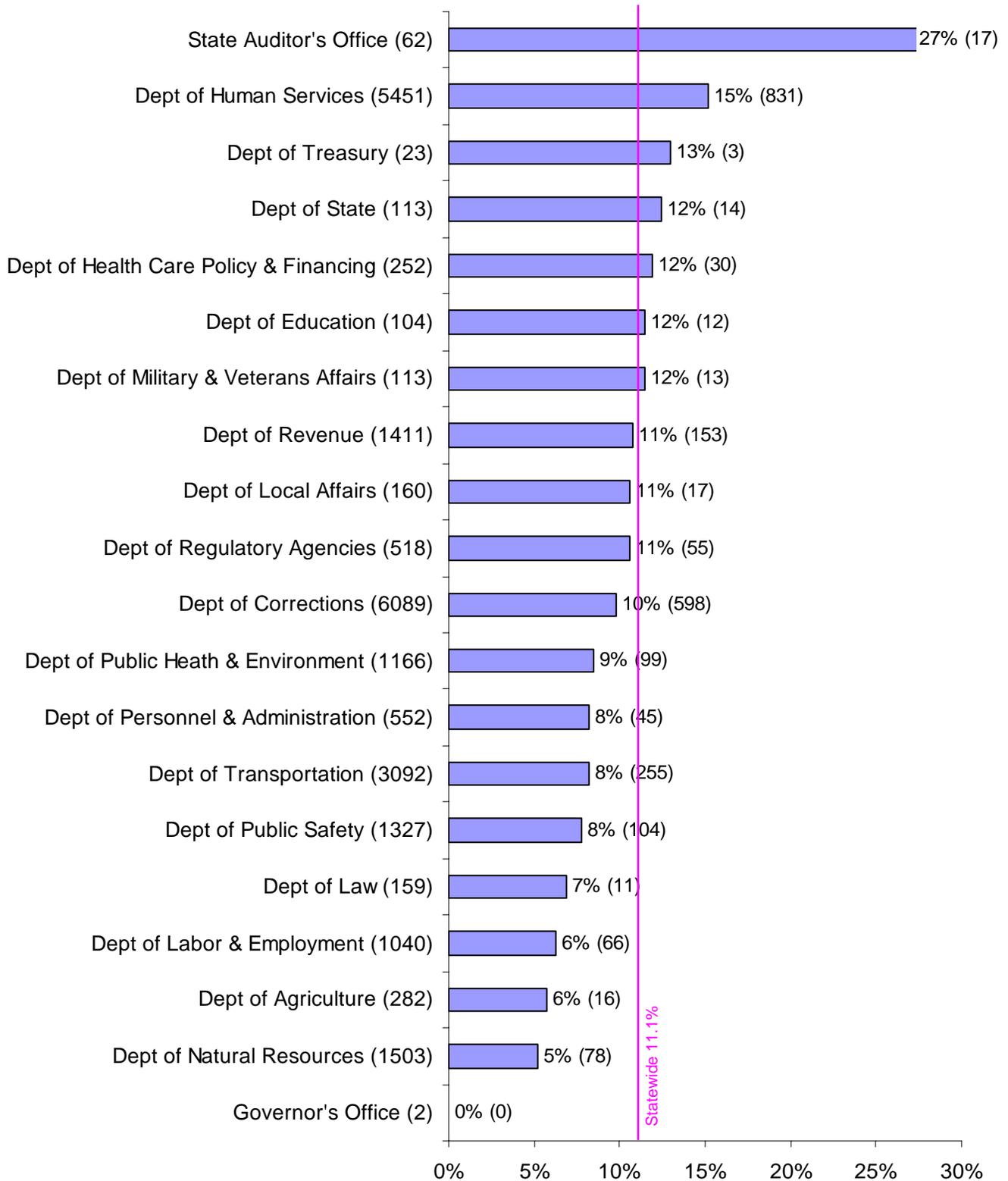
Percent of Separations by Higher Education Institution from FY 2002 - 2008

Department	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Dept of Higher Education	0.0%	25.0%	0.0%	0.0%	50.0%	0.0%	100.0%
Colorado Historical Society	12.8%	2.5%	10.3%	28.6%	27.3%	31.6%	20.0%
Adams State College	10.3%	11.0%	11.9%	11.2%	4.6%	0.0%	16.7%
Arapahoe Community College	20.7%	24.4%	20.6%	36.1%	16.7%	16.2%	8.8%
Auraria Higher Education Center	21.0%	28.7%	17.4%	15.1%	9.0%	26.9%	14.3%
Colorado Community College System	13.0%	14.3%	14.8%	17.8%	9.1%	49.2%	10.2%
Colorado School of Mines	15.4%	14.4%	18.5%	7.9%	5.2%	0.0%	0.3%
Colorado State University	NA	NA	13.3%	9.3%	9.7%	10.3%	10.0%
Colorado State University - Pueblo	NA	NA	NA	NA	NA	0.0%	9.4%
Community College of Aurora	17.2%	21.4%	4.1%	6.1%	2.3%	24.4%	0.0%
Community College of Denver	11.6%	23.6%	42.9%	11.4%	0.0%	2.6%	20.0%
Fort Lewis College	27.1%	10.8%	26.4%	20.0%	5.0%	0.0%	3.7%
Front Range Community College	14.5%	9.1%	18.3%	12.1%	12.5%	10.8%	9.9%
Lamar Community College	4.3%	15.0%	5.0%	0.0%	0.0%	11.1%	21.4%
Mesa State College	16.7%	18.0%	19.3%	13.1%	5.0%	0.0%	12.8%
Metropolitan State College of Denver	12.7%	20.8%	15.6%	15.2%	4.1%	0.0%	9.7%
Morgan Community College	10.3%	16.0%	33.3%	11.1%	6.7%	6.3%	8.3%
Northeastern Junior College	15.9%	27.8%	20.0%	7.8%	4.8%	15.6%	10.9%
Northwestern Community College	14.0%	7.5%	14.3%	58.6%	19.1%	20.8%	45.8%
Otero Junior College	8.8%	6.3%	3.2%	18.5%	3.9%	16.7%	12.5%
Pikes Peak Community College	10.1%	12.3%	14.2%	19.1%	6.4%	12.0%	3.2%
Pueblo Community College	12.5%	4.7%	9.8%	7.6%	7.5%	13.3%	8.5%
Red Rocks Community College	7.5%	7.3%	6.1%	7.4%	3.2%	14.0%	12.8%
Trinidad State Junior College	5.1%	5.5%	9.1%	18.9%	15.2%	24.2%	12.9%
University of Colorado - All Sites	NA	10.4%	11.8%	13.0%	12.7%	13.3%	16.4%
University of Northern Colorado	14.2%	11.0%	14.7%	13.3%	7.5%	0.0%	12.5%
Western State College	20.3%	4.2%	18.1%	33.3%	9.5%	0.0%	36.9%

*Note: Higher education data is unreliable. The data reported may not be complete.

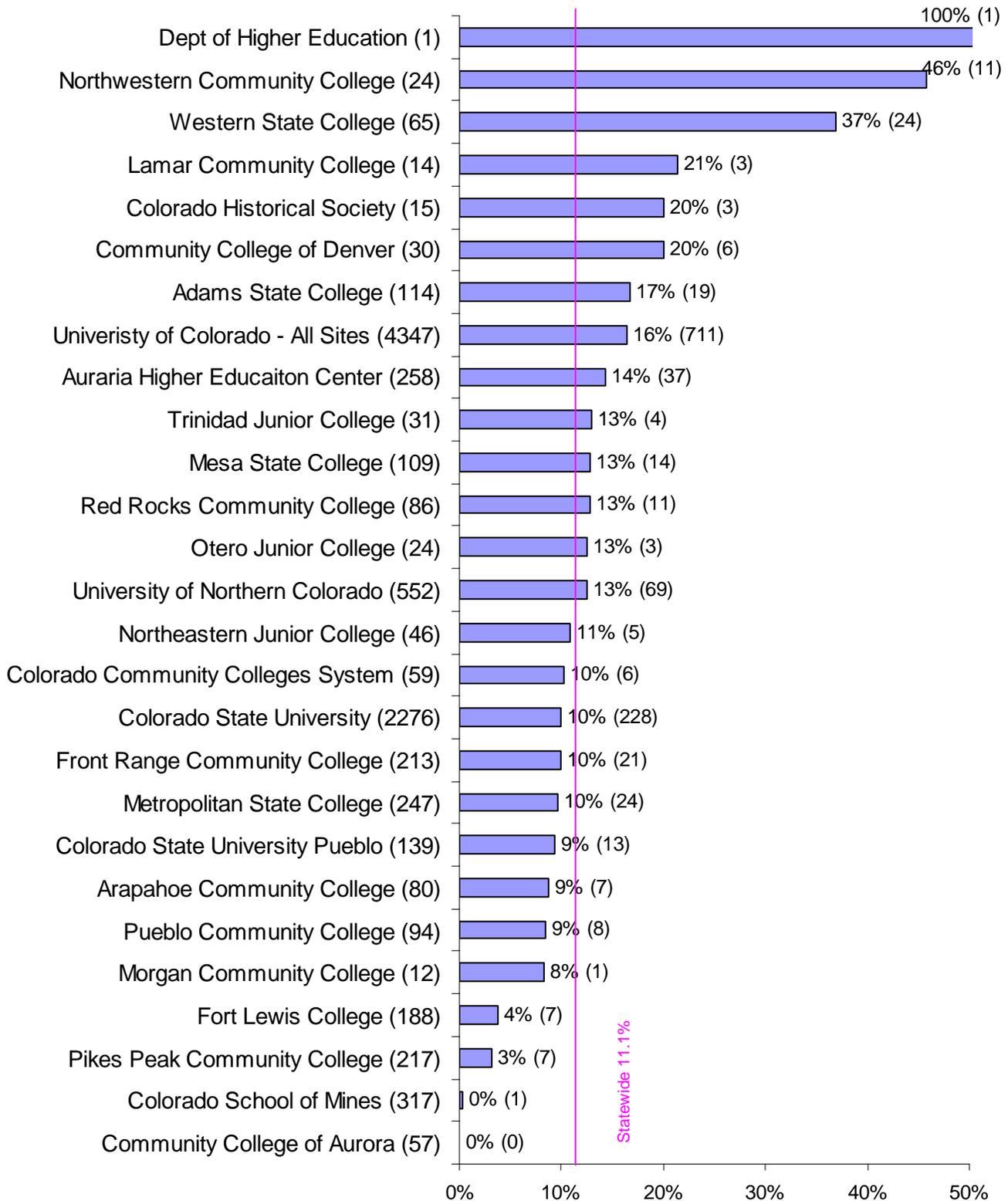
WORKFORCE TRENDS

Turnover Rate for each General Government Department for FY 2008

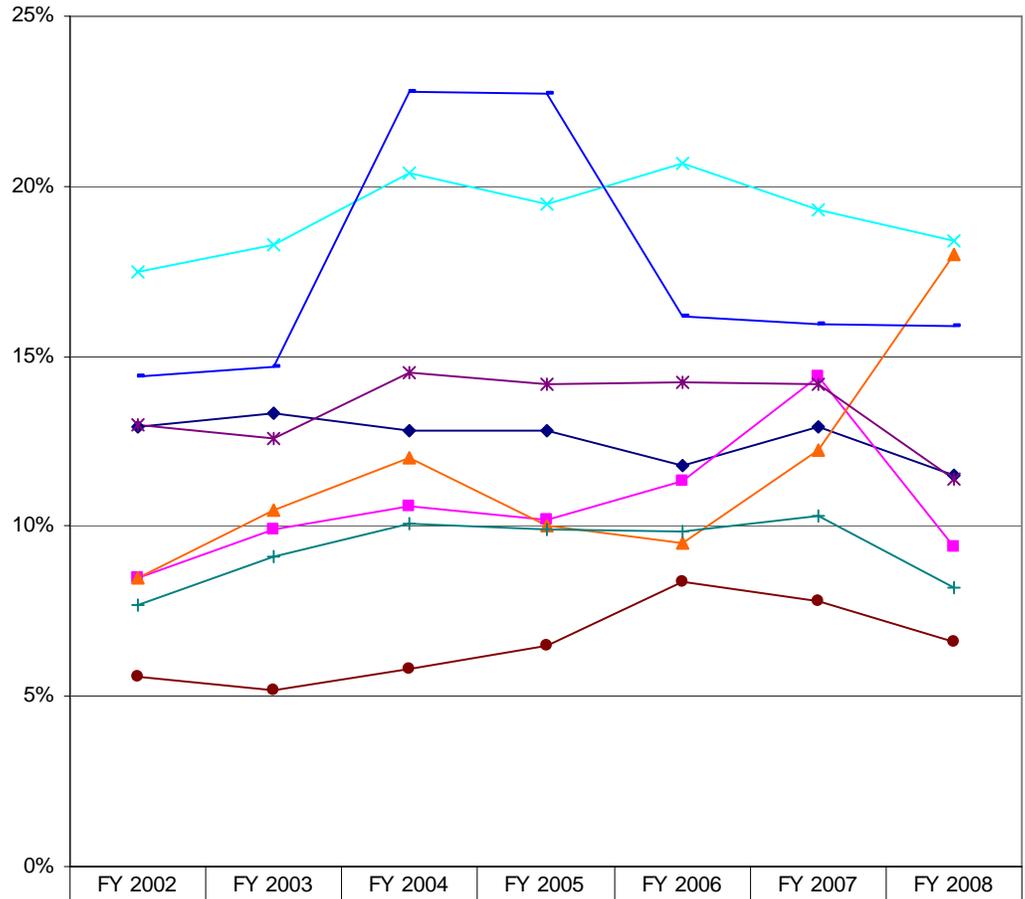


WORKFORCE TRENDS

Turnover Rate for each Higher Education Institution for FY 2008



Turnover Rate by Occupational Group



	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Administrative Support and Related	12.9%	13.3%	12.8%	12.8%	11.8%	12.9%	11.5%
Enforcement and Protective Services	8.5%	9.9%	10.6%	10.2%	11.3%	14.4%	9.4%
Financial Services	8.5%	10.5%	12.0%	10.0%	9.5%	12.2%	18.0%
Health Care Services	17.5%	18.3%	20.4%	19.5%	20.7%	19.3%	18.4%
Labor, Trades, and Crafts	13.0%	12.6%	14.5%	14.2%	14.2%	14.2%	11.4%
Physical Sciences and Engineering	5.6%	5.2%	5.8%	6.5%	8.4%	7.8%	6.6%
Professional Services	7.7%	9.1%	10.1%	9.9%	9.9%	10.3%	8.2%
Teacher	14.4%	14.7%	22.8%	22.7%	16.2%	15.9%	15.9%

STATE OF COLORADO WORKFORCE REPORT FISCAL YEAR 2007-2008

Analysis and Statistics Covering The State Personnel System

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