



EXECUTIVE SUMMARY

The second annual *Colorado State Classified Employees Compensation & Benefit Opinion Survey* collects employee data on compensation and benefits in state employment to use in the Department of Personnel & Administration's discussions with the Governor's Office, Joint Budget Committee, and the Office of State Planning and Budget (OSPB) regarding the total compensation package provided to the employees within the state personnel system.

This year, thirty percent of the total workforce responded to the survey. Not surprisingly retirement benefits are the most important factor in staying with the State, followed closely by market adjustments to pay, as well as base salary and time off (which were tied). For survey respondents, the cost of medical plans and coverage found through another employer's plan was the main reason for not choosing the state's benefits. Flexible work arrangements increased although still represent a small portion of those responding the survey.

The majority of survey respondents considered increasing the State's contribution to medical insurance to be the most important element in improving the State's total compensation package; followed closely by the desire to have a performance pay system. Despite the workforce's perception that there is room to improve the State's pay and benefits, the survey results also indicate that it is the pay and benefits (i.e., total compensation) that attract and retain state workers.

The results of the 2008 survey were remarkably similar to the 2007 results. This stability provides DPA a strong baseline from which to evaluate progress with total compensation in the years to come, as well as identify new areas that are important to employees. DPA would like to thank the employees who took the time to provide their opinions. We will continue to advocate for improvements to total compensation that will benefit both employees and the State as an employer.

DETAILED SURVEY FINDINGS

Respondent Demographics

Overall there were 10,356 participants out of approximately 33,000 state personnel system employees; a response rate of 31% from 33 departments and higher education institutions (20 general government departments or offices, 13 higher education institutions hereafter referred to as departments). The response rate is approximately the same as the previous year. The percent of survey respondents in each department closely resembled the percentage of workforce distribution among departments, indicating the representativeness of the survey responses for the workforce. The exceptions occurred with the Department of Corrections and the Department of Human Services, which were both underrepresented in the survey. The breakout of responses by department is shown in Table 1.

Table 1 – Survey Respondents by Department/Higher Education Institution¹

	Number of Respondents	Department/Institution Response Rate	% of Survey Respondents	% of Total Workforce
Adams State College	12	10.5%	0.1%	0.3%
Auraria Higher Education Center	50	19.4%	0.5%	0.8%
Colorado Community College System ²	333	33.7%	3.2%	3.0%
Colorado School of Mines	101	31.9%	1.0%	1.0%
Colorado State University (all campuses)	895	37.1%	8.6%	7.3%
Dept. of Agriculture	105	37.2%	1.0%	0.9%
Dept. of Corrections	1,491	24.5%	14.4%	18.4%
Dept. of Education	150	144.2% ³	1.4%	0.3%
Dept. of Health Care Policy & Financing	94	37.3%	0.9%	0.8%
Dept. of Human Services	1,037	19.0%	10.0%	16.4%
Dept. of Labor and Employment	645	62.0%	6.2%	3.1%
Dept. of Law	168	105.7% ³	1.6%	0.5%
Dept. of Local Affairs	91	56.9%	0.9%	0.5%
Dept. of Military & Veterans Affairs	53	46.9%	0.5%	0.3%
Dept. of Natural Resources	188	12.5%	1.8%	4.5%
Dept. of Personnel & Administration	167	43.6%	1.6%	1.7%
Dept. of Public Health & Environment	527	45.2%	5.1%	3.5%
Dept. of Public Safety	449	33.8%	4.3%	4.0%
Dept. of Regulatory Agencies	328	63.3%	3.2%	1.6%
Dept. of Revenue	521	36.9%	5.0%	4.3%
Dept. of Transportation	1,015	32.8%	9.8%	9.3%
Dept. of Treasury	9	39.1%	0.1%	0.1%
Fort Lewis College	61	32.4%	0.6%	0.6%
Governor's Office (all offices)	157	91.8%	1.5%	0.0%
Higher Education Department (CCHE)	51	41.8%	0.5%	0.3%
Mesa State College	60	55.0%	0.6%	0.3%
Metropolitan State College	91	36.8%	0.9%	0.7%
Secretary of State	75	66.4%	0.7%	0.3%
State Auditor	13	21.0%	0.1%	0.2%
State Historical Society	27	180.0% ³	0.3%	0.0%
University of Colorado (all campuses)	1,350	30.9%	13.0%	13.2%
University of Northern Colorado	25	4.5%	0.2%	1.7%
Western State College	17	26.2%	0.2%	0.2%
TOTAL	10,356	31.2%		

1. Number of employees is based on permanent state personnel system employees.
2. Includes all Community and Junior College campuses.
3. Response Rate based on respondents' self-report of Department. Any rate higher than 100% represents unreliable self-reporting of department and/or classified status or multiple responses by the same employee(s).

Just as with department, the percent of survey respondents should closely resemble the percent of state workforce for the six other demographics, indicating that the demographic groups' presence in the survey results are representative of the workforce as a whole. The breakouts of responses by the six different demographics are shown in Tables 2 through 7.

Demographic groups that are starred (*) indicate a large difference between survey participation and overall representation in the workforce.

Table 2 – Years of Service

	Frequency	% of Respondents	% of Workforce
Less than 3*	2,238	21.6%	28.4%
3 to 4	1,101	10.6%	11.5%
5 to 9	2,213	21.4%	22.2%
10 to 19	3,068	29.6%	25.2%
20 or more	1,736	16.8%	12.9%
Total	10,356	100.0%	100.0%

Table 3 – Age

	Frequency	% of Respondents	% of Workforce
18-24	149	1.4%	2.9%
25-34	1,501	14.5%	16.4%
35-44	2,395	23.1%	23.9%
45-54	3,817	36.9%	34.2%
55-64	2,319	22.4%	20.3%
65 or above	175	1.7%	2.2%
Total	10,356	100.0%	100.0%

Table 4 – Gender

	Frequency	% of Respondents	% of Workforce
Female*	5,652	54.6%	49.1%
Male*	4,569	44.1%	50.9%
Did Not Respond	135	1.3%	-
Total	10,356	100.0%	100.0%

Table 5 – Type of Position

	Frequency	% of Respondents
Employee	7,663	74.0%
Supervisor/Manager	2,553	24.7%
Did Not Respond	140	1.4%
Total	10,356	100.0%

Table 6 – Ethnicity

	Frequency	% of Respondents	% of Workforce
American Indian/Alaskan Native	105	1.0%	1.0%
Asian	229	2.2%	1.7%
Black/African American - Not of Hispanic Origin	316	3.1%	4.1%
Hispanic or Latino*	1,125	10.9%	17.4%
Native Hawaiian/Pacific Islander	22	0.2%	0.2%
Two or More Races	450	4.3%	-
White - Not of Hispanic Origin*	7,914	76.4%	63.9%
Did Not Respond	195	1.9%	11.7%
Total	10,356	100.0%	100.0%

Table 7 – Occupational Group

	Frequency	% of Respondents	% of Workforce
Administrative Support & Related	2,358	21.3%	14.3%
Enforcement & Protective Services	1,750	15.8%	19.8%
Financial Services	8,61	7.8%	5.6%
Healthcare Services	6,69	6.0%	10.9%
Labor, Trades & Crafts	1,245	11.2%	16.3%
Physical Science & Engineering	7,52	6.8%	6.0%
Professional Services	3,442	31.1%	27.0%
Total	11,077¹	100.0%	100.0%

1. The total number of respondents for occupational group being higher than the other demographic questions results from the occupational group question being sequenced before the other demographic questions. The decrease in respondents is the number that abandoned the survey.

Results

Respondents were asked a variety of questions about the compensation and benefits they receive as state employees. The following displays the overall results for each question as well as the 2007 results for comparison.

Employment with the State

Respondents were asked to evaluate 12 factors and choose any and all that are important in their decision to continue employment with the State. The option “I am close to retirement” was removed from the analysis, as it was found to be restricted based on the respondent’s years of service. **As shown in Table 8, the total compensation package (e.g., pay, benefits, time off, retirement) was the most selected factor as being important. It should also be noted that while responses were fairly consistent between 2007 and 2008, the option “My state job is more secure than other employers” increased in responses – perhaps reflecting the tough economic times.**

Table 8 – Important Factors in Continuing Employment with the State

	% of Responses	
	2008	2007
My total compensation package (e.g., pay, benefits, time off, retirement)	15.2%	15.6%
My state job is more secure than other employers.	14.4%	12.2%
My work hours are predictable.	10.7%	10.7%
My work location.	9.7%	9.9%
I have opportunities for promotions within state government.	8.9%	9.4%
The State provides me the opportunity to serve the public.	8.5%	8.4%
I have opportunities for transfers within state government.	7.9%	8.1%
My co-workers.	7.8%	8.2%
This is the best job at this time.	6.3%	6.2%
I have opportunities for a new profession within state government.	3.6%	3.8%
The State is the only employer with jobs in my field.	1.5%	1.4%

Current State Group Insurance Plans

Respondents were asked to evaluate 18 statements related to the State’s current group insurance plans using a 4-point scale with 4 being “very important” and 1 being “not important”. The higher the average rating, the more respondents believe the statement is important, with an average rating of 3 or more indicating it is important. **Overall, and across all demographic groups, two areas were rated as most important to the current state group insurance plans: continuing a variety of benefit offerings and maintaining the ability to choose medical plans.** Results are shown in Table 9.

Table 9 – Evaluation of Current State Group Insurance Plans

	Average Rating	
	2008	2007
Continue a variety of benefit offerings (e.g., medical, dental, life, disability).	3.6	3.6
Ability to choose medical plans.	3.6	3.6
Increase the amount of the State's contribution to health plans.	3.5	3.6
Ability to choose doctors and hospitals in a large network.	3.4	3.4
Ability to choose dental plans.	3.4	3.3
State-paid short-term disability benefits.	3.4	3.4
State-paid basic life insurance for employees.	3.3	3.3
Begin offering a separate vision plan.	3.0	3.0
Optional (employee-paid) long-term disability benefits.	3.0	3.0
Begin offering long-term care insurance.	2.9	2.9
Begin providing credits to employees to purchase benefits based on individual choice.	2.9	2.9
Optional (employee-paid) life insurance.	2.9	2.8
Disease management for chronic conditions and case management.	2.7	2.7
Wellness programs.	2.7	2.7
Ability to set aside tax-free benefits dollars (e.g., flexible spending and health savings accounts).	2.6	2.6
Lower premiums in health plans, even if it results in higher deductibles, out-of-pocket maximums, or more limited benefits/services.	2.6	2.6
Lower co-pays/coinsurance on prescription drugs, even if it results in higher premiums or limited benefits.	2.5	2.6
Lower deductibles in health plans, even if it results in higher premiums or more limited benefits/services.	2.5	2.5

Improving State Medical Benefits

Respondents were asked to evaluate 13 factors related to improving group medical benefits and rank the top 3 factors that are most important to them. The higher the average ranking, the more respondents believe the factor is important. **Overall, and across all demographic groups, increasing the State's contribution to group medical plan premiums was overwhelmingly ranked the most important factor.** Results are shown in Table 10.

Table 10 – Ranking of Factors Related to Improving Group Medical Benefits

	Average Ranking	
	2008	2007
Increase the State's contribution to group medical plan premiums.	2.7	2.8
Lower deductibles, out-of-pocket maximums, co-pays, even if it increases premiums.	1.9	1.9
Eliminate group insurance and give employees cash (taxable) to purchase their own coverage.	1.8	1.8
Lower cost of premiums, even if it limits benefits/services.	1.8	1.8
Improve wellness programs.	1.8	1.8
Smaller network with the most efficient doctors and hospitals to control costs and improve quality of care.	1.7	1.7
Limit the choice of group medical plans if it helps control costs.	1.7	1.7
Require a minimum number of work hours per month to be eligible for medical benefits.	1.6	1.5
Disallow spouse coverage if the spouse is eligible for coverage through another employer.	1.6	1.6
Require employee-only catastrophic coverage unless the employee can prove coverage under another plan.	1.6	1.6
Provide online tools and resource information to help employees make decisions.	1.6	1.6
Impose caps on some benefits/services to control costs (e.g., limit the number of office visits per year).	1.6	1.5
Provide for some medical procedures outside the U.S. to control costs.	1.5	1.5

Total Compensation Package

Respondents were asked four separate questions regarding total compensation.

First, respondents were asked to evaluate 18 statements representing the components of a total compensation package and rate how important each statement is in their decision to remain employed with the State using a 4-point scale with 4 being “very important” and 1 being “not important”. The higher the average rating, the more respondents believe the statement is important, with an average rating of 3 or more indicating it is important. **Overall, retirement benefits was rated as most important in respondents’ decision to remain employed with the State.** Results are shown in Table 11.

Table 11 – Evaluation of Items Related to Remaining Employed with the State

	Average Rating	
	2008	2007
Retirement benefits.	3.8	3.8
Annual market adjustment to pay.	3.7	3.8
Base salary.	3.7	3.7
Amount of paid time off (e.g., holidays, personal time, bereavement).	3.7	3.6
Medical insurance plan.	3.6	3.6
Pay to recognize my performance.	3.3	3.5
Dental insurance plan.	3.3	3.2
More pay to differentiate exceptional performance.	3.2	3.3
State-paid short-term disability benefits	3.2	3.1
State-paid life insurance for employees.	3.1	3.0
Voluntary supplemental retirement savings (e.g., 457, 401k).	3.0	3.1
Flextime.	3.0	2.9
Opportunity for recognition during the year (e.g., monetary such as on-the-spot awards, non-monetary such as service pins or certificates).	2.7	3.0
Optional (employee-paid) long-term disability benefits	2.7	2.6
Flexplace or telecommuting.	2.7	2.6
Optional (employee-paid) life insurance	2.6	2.5
Set aside tax-free benefit dollars (e.g., pre-tax premium, flexible and health savings accounts).	2.5	2.5
Employee discount program.	2.2	2.1

Next, respondents were asked to rank nine factors as they relate to improving the State's total compensation package. The higher the average ranking, the more respondents believe the factor is important. **Overall, increasing the State's contributions to medical insurance and retirement benefits were ranked as the most important factors.** Results are shown in Table 12.

Table 12 – Ranking of Factors Related to Improving State's Total Compensation

	Average Ranking	
	2008	2007*
Increase the State's contribution to medical insurance.	6.3	5.7
Increase the State's contribution to retirement benefits.	6.3	5.5
Pay increases to recognize my performance.	5.6	5.5
Matching contribution to voluntary supplemental retirement savings (e.g., 457, 401k).	5.5	4.9
More paid leave.	5.1	4.3
Move my salary within my pay range.	5.0	-
Pay increases without regard to my performance.	4.5	4.4
Expand work-life options (e.g., flextime, flexplace/telecommuting, employee discounts).	3.8	3.0
Expand recognition (e.g., monetary or non-monetary recognition throughout the year).	3.0	2.6

*2007 contained 8 items instead of 9, therefore weighted average ranks are relatively lower than 2008. The relative ranking of the options may still be compared between years, however the actual average ranking should not be compared between years.

Respondents were also asked to rank eight factors assuming that the State has no new dollars to fund salary increases. The higher the average ranking, the more respondents believe the factor is important. **Again, increasing the State's contributions to medical insurance and retirement benefits were ranked as the most important factors. More paid leave and expanding flexible work arrangements showed a marked increase in importance compared to last year. Work-life options showed a decrease in ranking, slipping to last place.** Results are shown in Table 13.

Table 13 – Ranking of Factors Assuming No New Dollars for Salary Increases

	Average Ranking	
	2008	2007
Increase the State's contribution to medical insurance.	6.0	6.0
Increase the State's contribution to retirement benefits.	6.0	5.9
More paid leave.	5.4	5.0
Matching contribution to voluntary supplemental retirement savings (e.g., 457, 401k).	5.2	5.3
Ability to cash out a limited amount of over-accrued annual leave once a year.	4.0	3.9
Expand flexible work arrangements (e.g., flextime, flexplace/telecommuting).	3.8	3.5
Expand recognition (e.g., monetary or non-monetary recognition throughout the year).	3.0	3.0
Expand work-life options (e.g., employee discounts, resources).	2.7	3.4

Finally, respondents were asked how much of a salary increase it would take for another employer to entice them to leave the State. **Overall, an increase of 11% to 15% was the most selected option.** Results are shown in Table 14.

Table 14 – How Much of a Salary Increase Needed to Leave the State

Increase in salary offered by another employer	% of Responses	
	2008	2007
11-15%	25.0%	25.6%
5-10%	21.8%	22.1%
16-20%	19.0%	19.6%
21% or above	15.2%	14.7%
Salary increase would not be enticing	13.6%	12.3%
0-4%	5.5%	5.7%

Enrollment in Current Benefits

Respondents were asked eight separate questions regarding current enrollment and usage in state benefits. As with last year, overall, 82% of respondents report having medical benefits through a State plan and 86% report having dental benefits through a State plan.

Respondents covered through a State medical plan were asked to select their primary consideration for choosing the particular State plan in which they enrolled. This is a new question and was not asked in 2007. **Overwhelmingly, the cost of monthly contribution to premium was the most selected option.** Results are shown in Table 15.

Table 15 – Primary Consideration for choosing particular State Medical Plan

	2008
Cost of monthly contribution to premium.	38.4%
Costs paid out of my pocket (e.g., deductibles, co-pays).	22.2%
Value of the services/benefits (e.g., quality, outcomes).	21.2%
Choice of providers in the network.	10.8%
Other reason not listed above.	7.3%

Respondents not covered through a State medical plan were asked to select their primary reason for not being enrolled. Results are shown in Table 16. It is noted that generally about one third (10,000) of benefits-eligible employees in the state personnel system are not enrolled in the State's group plans.

Table 16 – Primary Reason for Not being Enrolled in a State Medical Plan

	2008	2007
Medical coverage through another plan (e.g., spouse's coverage)	66.3%	66.7%
Value of the State's coverage is not worth the expense	16.9%	18.1%
Other reason	9.5%	7.3%
Cannot afford even the employee-only coverage of the lowest-cost State plan	7.0%	7.6%
Do not want to be insured	0.3%	0.2%

Respondents were asked to select, from a list of benefits, any and all that were currently being used. **As with the previous year, optional life insurance and pre-tax premium were the most utilized benefits by far. Notably, flextime and flexplace/telecommuting increased in utilization in 2008.** Results are shown in Table 17.

Table 17 – Benefits Currently Being Used

	2008	2007
Optional life insurance	46.4%	46.7%
Pre-tax premium	40.5%	41.5%
Flextime	18.7%	16.4%
Optional long-term disability insurance	18.0%	18.8%
Flexible Spending Account - Health Care	14.9%	14.8%
Flexplace/telecommuting	4.9%	3.1%
Flexible Spending Account - Dependent Care	3.4%	3.1%
Job sharing	0.3%	0.4%

Respondents were asked if, in the past 12 months, they had used the Employee Discount Program, the Total Compensation Calculator, and the State's Commuter Choice Program. Compared to last year, more respondents indicated that they use the Employee Discount Program and Commuter Choice Program. Results are shown in Table 18.

Table 18 – Use of Supplemental Benefits and Tools

	2008	2007
Employee Discount Program		
No	62.3%	58.9%
Did Not Know About This Benefit	20.1%	27.1%
Yes	16.9%	14.0%
Total Compensation Calculator		
No	53.0%	47.7%
Did Not Know About This Benefit	35.2%	39.5%
Yes	11.1%	12.8%
Commuter Choice Program		
No	15.8%	40.3%
Did Not Know About This Benefit	33.7%	22.3%
Yes	22.6%	19.9%
My Department Does Not Offer This Benefit	27.1%	17.5%

DEMOGRAPHIC DIFFERENCES

When the survey responses are broken-out and analyzed by the different demographics of the respondents, there is a clear trend of differences related to years of service and age. As years of service and age are positively related, the differences in opinion tend to fall between younger, newly hired employees (low age and low years of service) and older, retirement-eligible employees (high age and high years of service).

Demographic differences include the following.

- Younger employees and those with fewer years of service pointed to job security as the important factor of why they continue working for the State. Those employees with 20 or more years of service indicated that they continue to work for the State because they are close to retirement.
- Employees under 24 rated the amount of paid time off as the most important total compensation element that keeps them employed with the State. The rest of the workforce rated retirement benefits as the most important.
- Newer employees (with less than 3 years of service) and younger employees (under 34) both ranked pay increases to recognize performance as the leading factor in improving total compensation. The rest of the workforce rated increasing contributions to medical and retirement benefits as most important.
- When asked about improving total compensation when funding for salary increases was unavailable, newer and younger employees both ranked more paid leave the highest. The rest of the workforce again rated increasing contributions to medical and retirement benefits as the most important.

These differences point to the need for a flexible total compensation package in meeting different needs from the diversified workforce.

The following tables show the detailed break-out. The highest rating or ranking for each demographic group (column) is ***bold and italicized***.

**Q8 - Important Factors in Continuing Employment with the State
By Years of Service Group**

	<3	3-4	5-9	10-19	20+	Total
My total compensation package.	14.8%	14.8%	15.3%	15.7%	15.1%	15.2%
My state job is more secure than other employers.	13.5%	15.1%	15.5%	14.9%	13.2%	14.4%
My work hours are predictable.	11.0%	11.1%	11.2%	10.5%	9.9%	10.7%
My work location.	9.9%	9.4%	10.2%	9.6%	9.2%	9.7%
I have opportunities for promotions within state government.	11.0%	10.1%	9.3%	8.3%	6.0%	8.9%
The State provides me the opportunity to serve the public.	8.2%	8.3%	8.2%	8.7%	8.7%	8.5%
I have opportunities for transfers within state government.	9.5%	9.0%	8.5%	7.3%	5.4%	7.9%
My co-workers.	8.3%	7.7%	7.6%	7.6%	7.5%	7.8%
This is the best job at this time.	6.8%	7.1%	7.0%	6.0%	5.0%	6.3%
I have opportunities for a new profession within state government.	5.1%	4.7%	3.4%	2.9%	2.3%	3.6%
The State is the only employer with jobs in my field.	1.0%	1.1%	1.4%	1.8%	1.8%	1.5%

**Q8 - Important Factors in Continuing Employment with the State
By Age Group**

	18-24	25-34	35-44	45-54	55-64	65+	Total
My total compensation package.	14.1%	14.7%	15.7%	15.2%	15.2%	14.7%	15.2%
My state job is more secure than other employers.	14.7%	15.6%	15.8%	14.1%	13.0%	11.9%	14.4%
My work hours are predictable.	10.6%	11.4%	11.0%	10.5%	10.3%	9.9%	10.7%
My work location.	9.4%	9.2%	9.2%	10.1%	9.9%	9.4%	9.7%
I have opportunities for promotions within state government.	12.1%	11.3%	10.8%	8.4%	6.6%	3.0%	8.9%
The State provides me the opportunity to serve the public.	6.7%	7.6%	8.2%	9.0%	8.4%	10.2%	8.5%
I have opportunities for transfers within state government.	9.3%	9.3%	9.0%	7.8%	6.3%	3.3%	7.9%
My co-workers.	9.3%	7.7%	7.9%	7.4%	8.1%	9.5%	7.8%
This is the best job at this time.	7.3%	7.0%	5.8%	6.1%	6.5%	9.0%	6.3%
I have opportunities for a new profession within state government.	5.8%	5.0%	4.2%	3.3%	2.7%	1.5%	3.6%
The State is the only employer with jobs in my field.	0.3%	1.2%	1.3%	1.5%	1.8%	2.3%	1.5%

Q11 – Evaluation of Items Related to Remaining Employed with the State By Age Group

	18-24	25-34	35-44	45-54	55-64	65+	Total
Retirement benefits.	3.68	3.74	3.83	3.89	3.88	3.85	3.85
Annual market adjustment to pay.	3.66	3.72	3.70	3.74	3.72	3.67	3.72
Base salary.	3.66	3.67	3.69	3.72	3.69	3.73	3.70
Amount of paid time off.	3.79	3.74	3.68	3.66	3.59	3.52	3.66
Medical insurance plan.	3.77	3.61	3.56	3.58	3.63	3.47	3.59
Pay to recognize my performance.	3.72	3.60	3.36	3.29	3.24	3.18	3.34
Dental insurance plan.	3.57	3.30	3.20	3.26	3.25	3.27	3.25
More pay to differentiate exceptional performance.	3.63	3.54	3.29	3.17	3.11	3.06	3.24
State-paid short-term disability benefits	2.93	3.03	3.13	3.25	3.27	3.32	3.19
State-paid life insurance for employees.	3.18	2.96	3.03	3.10	3.13	3.18	3.07
Voluntary supplemental retirement savings.	3.12	3.02	3.06	3.07	2.99	2.95	3.04
Flextime.	3.04	3.17	3.03	2.97	2.93	2.78	3.00
Opportunity for recognition during the year.	3.31	3.03	2.78	2.68	2.54	2.49	2.73
Optional (employee-paid) long-term disability benefits	2.55	2.53	2.67	2.77	2.65	2.63	2.68
Flexplace or telecommuting.	2.56	2.82	2.69	2.65	2.55	2.39	2.65
Optional (employee-paid) life insurance	2.55	2.46	2.58	2.60	2.51	2.47	2.55
Set aside tax-free benefit dollars.	2.48	2.50	2.58	2.53	2.41	2.08	2.50
Employee discount program.	2.75	2.41	2.22	2.13	2.02	1.88	2.17

Q12 – Ranking of Factors Related to Improving State’s Total Compensation By Years of Service Group

	<3	3-4	5-9	10-19	20+	Total
Increase the State's contribution to medical insurance.	5.81	5.81	6.16	6.68	7.02	6.34
Increase the State's contribution to retirement benefits.	5.67	5.66	6.03	6.67	6.95	6.25
Pay increases to recognize my performance.	6.23	5.92	5.75	5.20	5.02	5.59
Matching contribution to voluntary supplemental retirement savings.	4.97	5.08	5.58	5.87	5.69	5.50
More paid leave.	5.79	5.60	4.84	4.76	4.68	5.08
Move my salary within my pay range.	5.07	5.31	5.39	4.72	4.68	4.99
Pay increases without regard to my performance.	4.23	4.70	4.62	4.49	4.33	4.46
Expand work-life options.	4.13	3.97	3.71	3.72	3.67	3.83
Expand recognition.	3.09	2.94	2.91	2.90	2.95	2.96

**Q12 – Ranking of Factors Related to Improving State’s Total Compensation
By Age Group**

	18-24	25-34	35-44	45-54	55-64	65+	Total
Increase the State's contribution to medical insurance.	5.63	5.79	6.39	6.45	6.49	6.66	6.34
Increase the State's contribution to retirement benefits.	5.36	5.31	5.94	6.53	6.74	7.27	6.25
Pay increases to recognize my performance.	6.51	6.25	5.67	5.44	5.30	5.06	5.59
Matching contribution to voluntary supplemental retirement savings.	4.70	4.87	5.36	5.74	5.70	5.63	5.50
More paid leave.	6.10	5.59	5.11	4.89	4.97	4.89	5.08
Move my salary within my pay range.	4.55	5.43	5.11	4.90	4.81	4.49	4.99
Pay increases without regard to my performance.	5.07	4.61	4.61	4.36	4.32	4.39	4.46
Expand work-life options.	3.50	4.05	3.86	3.76	3.78	3.66	3.83
Expand recognition.	3.59	3.10	2.97	2.93	2.87	2.95	2.96

**Q13 – Ranking of Factors Assuming No New Dollars for Salary Increases
By Years of Service Group**

	<3	3-4	5-9	10-19	20+	Total
Increase the State's contribution to medical insurance.	5.60	5.72	6.01	6.15	6.37	5.99
Increase the State's contribution to retirement benefits.	5.44	5.61	5.91	6.23	6.40	5.95
More paid leave.	6.07	5.94	5.33	4.99	4.71	5.35
Matching contribution to voluntary supplemental retirement savings.	4.71	4.94	5.47	5.42	5.20	5.19
Ability to cash out a limited amount of over-accrued annual leave once a year.	3.87	3.73	3.90	4.17	4.29	4.02
Expand flexible work arrangements.	4.13	4.20	3.81	3.64	3.61	3.84
Expand recognition.	3.12	3.09	3.03	2.87	2.86	2.98
Expand work-life options.	3.07	2.77	2.54	2.54	2.56	2.68

**Q13 – Ranking of Factors Assuming No New Dollars for Salary Increases
By Age Group**

	18-24	25-34	35-44	45-54	55-64	65+	Total
Increase the State's contribution to medical insurance.	5.56	5.68	6.08	6.01	6.08	6.07	5.99
Increase the State's contribution to retirement benefits.	5.22	5.28	5.72	6.14	6.33	6.61	5.95
More paid leave.	6.26	5.96	5.48	5.14	5.14	4.80	5.35
Matching contribution to voluntary supplemental retirement savings.	4.48	4.77	5.14	5.36	5.29	5.03	5.19
Ability to cash out a limited amount of over-accrued annual leave once a year.	4.04	3.91	3.97	4.06	4.03	4.53	4.02
Expand flexible work arrangements.	3.82	4.24	3.92	3.75	3.68	3.46	3.84
Expand recognition.	3.53	3.19	2.99	2.94	2.87	2.96	2.98
Expand work-life options.	3.09	2.97	2.70	2.60	2.58	2.54	2.68

CONCLUSIONS

The total compensation package remained the most important factor in employee's decision to continue employment with the State, while job security increased in importance from the previous year. With the total compensation package being the most important factor and the preference for different compensation elements based on different demographic groups, it is clear that the total compensation package must be deliberately evaluated and tailored to fit the State's workforce.

Within the total compensation package, retirement benefits and annual market salary adjustments were deemed to be the most important elements. Increasing the State's contribution to medical insurance was consistently chosen as the most important element in improving the State's total compensation package.

For those respondents who participate in the State's medical benefits, cost is the leading driver of plan choice. On the other hand, for those respondents not participating, coverage through another plan is the main reason for not using the State's benefits. Additionally, over 25% of non-enrollees who responded to the survey indicated that the value of the State's plans were not worth the expense, nor that they could afford even the least expensive of the State's plans. It is critical for DPA to continually improve and to make sure affordable medical plans are available to all who want to be insured.

It is encouraging that more respondents use the Employee Discount Program and the Commuter Choice Program as compared to the previous year. The low percentage of respondents who use these programs provides a continued growth opportunity for the State to better market the benefits of these programs to employees.

The results of this survey illustrate the importance of having a flexible total compensation package that can serve the needs of a diversified workforce. As the difference in preferences based on age groups demonstrates, different total compensation choices are required to attract both new talent as well as retain existing talent.