



COLORADO

Division of Human Resources

Department of Personnel & Administration

State of Colorado Workforce Report

FY 2023-2024

*Issued by the Department of Personnel &
Administration, Division of Human Resources*





COLORADO
Department of Personnel
& Administration

Tony Gherardini

State Personnel Director & Executive Director
Department of Personnel & Administration

Laura Koeneman

State Chief Human Resources Officer
Department of Personnel & Administration





ABOUT THE REPORT

The Fiscal Year (FY) 2023-24 State of Colorado Workforce Report is issued by the Department of Personnel & Administration, Division of Human Resources. The report highlights workforce data about the State Personnel System, including demographics, new hire information, compensation, and benefits data from July 1, 2023 to June 30, 2024. 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.

State of Colorado Government

The State of Colorado government is comprised of three branches: the Executive Branch (consists of the governor, secretary of state, treasurer, attorney general, and institutions of higher education), the Legislative Branch (consists of the Colorado General Assembly) and the Judicial Branch (consists of the Colorado Supreme Court and lower courts).

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WORKFORCE OVERVIEW

This Workforce Report covers classified employees in the State Personnel System. For this report, 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.

Classified System

The Colorado Constitution (CO Const. art. XII, §13) established the State Personnel System as the classified civil service system for the State of Colorado. The system applies only to certain positions within the Executive and Legislative Branches. 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 in the State's constitution, statutes, and personnel rules.

Non-Classified System

Pursuant to the Colorado Constitution, employees in non-classified positions are exempt from the State Personnel System. Consequently, they are exempted from the rules, procedures, and regulations that govern 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.

NOTE: NOTE: As of December 31, 2023, the State employed 122,697 employees. This includes both classified and non-classified, permanent, temporary, part-time, and full-time employees in all branches of government (data is taken from the State Controller's Pay Check report, which does not have Adams State University data included).



CLASSIFIED EMPLOYEES OVERVIEW

Figure 1. FY 2023-24 Classified Workforce at a Glance



Workforce Trend

Table 1. State of Colorado Classified Workforce Trends (FY 2019-20 to FY 2023-24)

Measure	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	% Change
Permanent, Classified Employees	29,112	28,491	26,975	28,208	30,055	6.55%
Average Age	45.7	45.6	45.7	45.1	44.9	-0.57%
Median Age	45.8	45.7	45.6	44.9	44.3	-1.29%
Average Length of Service	9.5	9.5	9.5	9.3	9.0	-3.12%
Median Length of Service	6.8	6.8	6.9	6.6	6.1	-6.84%
Average Salary	\$61,640	\$61,882	\$65,000	\$67,399	\$71,508	6.10%
Median Salary	\$56,388	\$56,544	\$59,496	\$61,800	\$65,664	6.25%
Eligible to Retire Within One Year	19.2%	18.9%	19.0%	18.4%	18.2%	-1.33%
Eligible to Retire Within Five Years	33.7%	33.2%	33.2%	32.1%	31.0%	-3.24%
Turnover	13.9%	15.1%	21.4%	16.1%	14.5%	-9.50%

- All statistics are based on June of the stated fiscal year, except for “Turnover” which is based on the entire fiscal year.
- Percent change represents the change from FY 2022-23 to FY 2023-24

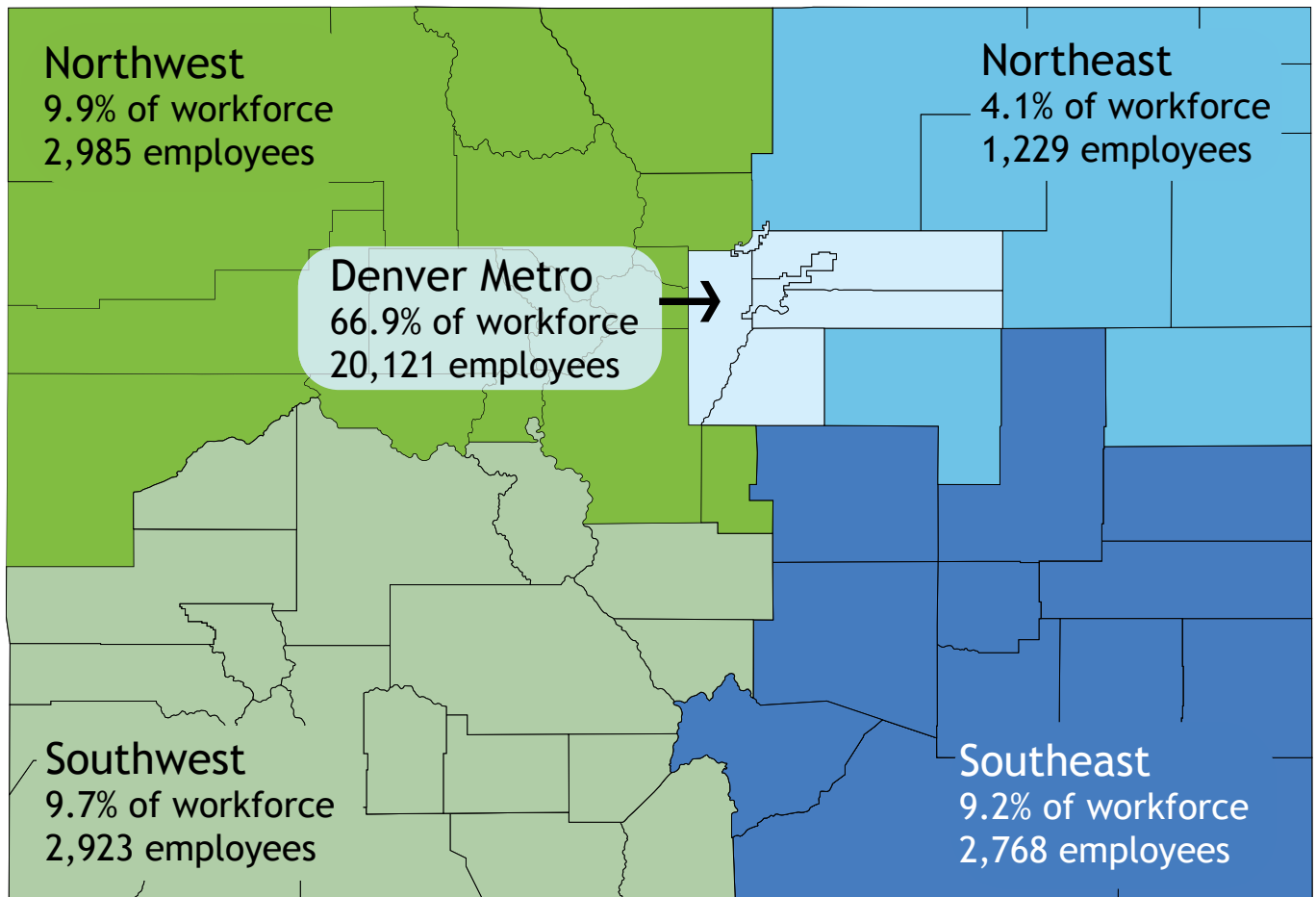
REGIONAL DISTRIBUTION

The majority of headquarters and primary locations for the State's departments are located in the Denver metro region, making this the area with the highest concentration of employees.

The Denver metro region has 20,121 employees, or 66.9% of the workforce. The northwest region is home to 9.9% of the State's workforce, while 4.1% of state employees are located in the northeast region. The southern part of the state is home to a collective 18.9% of the workforce.



Figure 2. FY 2023-24 Average Classified Employee Distribution by Region



- 0.1% Other (29 employees)
- Based on data from 7/1/23 - 6/30/24
- Due to rounding, the total percents displayed above may not sum to 100%.

OCCUPATIONAL GROUPS

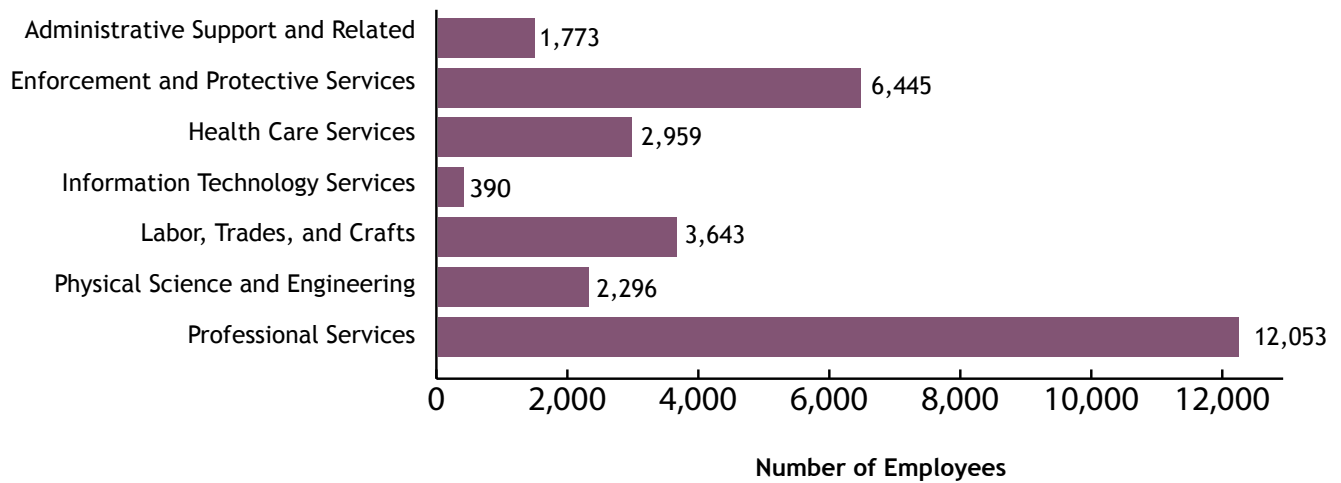
The State of Colorado offers more than 700 job classifications. Each of these classifications is categorized into one of seven occupational groups. State Patrol Troopers are part of the Enforcement and Protective Services occupational group.

Figure 3. FY 2023-24 State of Colorado Occupational Groups Overview



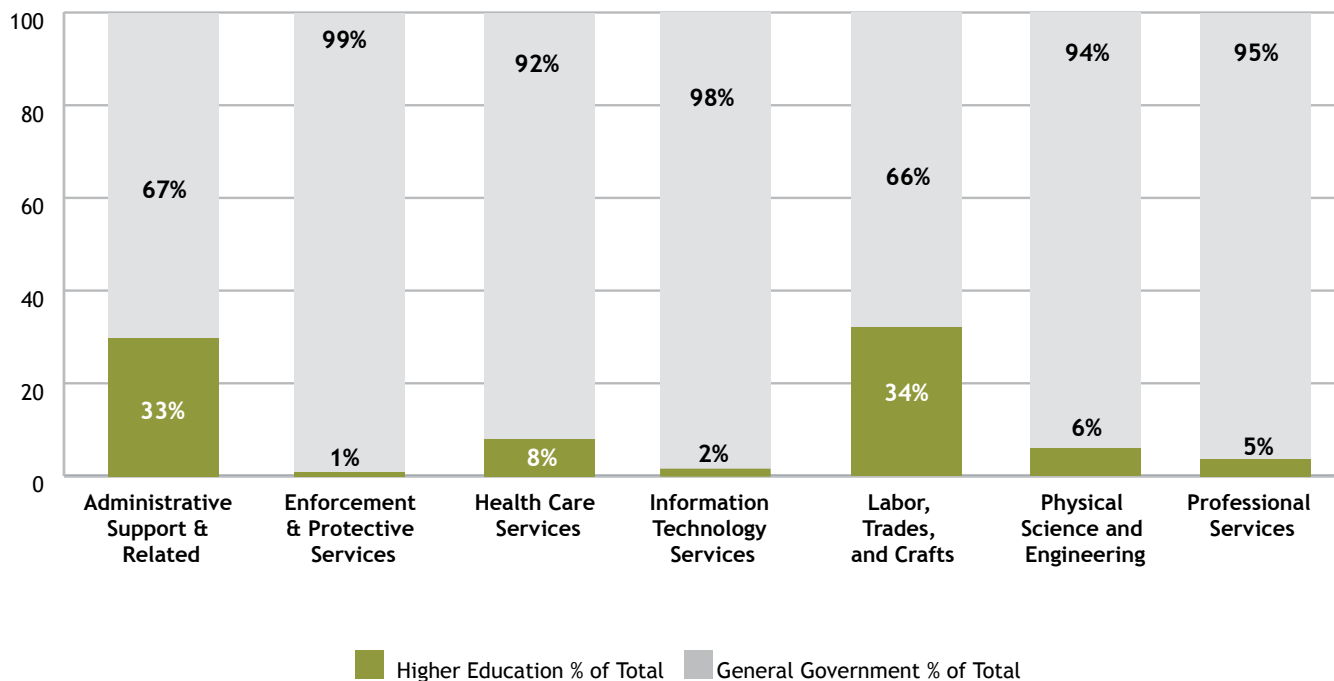
• Based on 6/30/24 data

Figure 4. FY 2023-24 Average Number of Classified Employees by Occupational Group



- Based on data from 7/1/23 - 6/30/24

Figure 5. FY 2023-24 Occupational Groups by Classified General Government and Higher Education Employees



- Based on 6/30/2024 data
- Specific to this table, 'General Government' includes only classified employees from Executive and Legislative Branches. The Judicial Branch does not employ classified employees and is not included in the above figure.

Employee Snapshot by Department

Table 2. FY 2023-24 Classified Employees by Department - June Snapshot

Department	# of Classified Employees	Average Tenure (Years)	Average Age	Avg. Monthly Salary	# of Employees Eligible for Retirement within 1 year	% of Employees Eligible for Retirement within 1 year
Agriculture	342	8.0	46.4	\$5,611	68	19.9%
Corrections	5,777	9.2	41.9	\$5,443	929	16.1%
Early Childhood	270	5.9	43.7	\$6,433	25	9.3%
Education	167	7.4	45.7	\$5,372	28	16.8%
General Assembly	65	9.1	40.4	\$7,695	9	13.8%
Governor's Office (OIT)	299	14.3	53.2	\$7,354	121	40.5%
Health Care Policy & Financing	887	6.8	43.5	\$7,271	82	9.2%
Higher Education	2,859	12.3	48.5	\$4,596	923	32.3%
Human Services	4,852	8.5	44.4	\$5,713	836	17.2%
Labor & Employment	1,864	8.1	46.7	\$5,639	338	18.1%
Law	260	7.3	45.0	\$6,821	38	14.6%
Local Affairs	290	5.6	44.7	\$6,365	31	10.7%
Military & Veterans Affairs	181	6.5	48.7	\$5,561	34	18.8%
Natural Resources	1,675	10.5	44.4	\$6,637	280	16.7%
Personnel & Administration	445	9.3	47.8	\$6,333	91	20.4%
Public Health & Environment	2,093	6.7	42.3	\$7,019	229	10.9%
Public Safety	2,139	9.5	42.6	\$7,305	308	14.4%
Regulatory Agencies	626	9.1	49.2	\$6,851	144	23.0%
Revenue	1,656	7.8	47.2	\$5,506	316	19.1%
State	142	8.9	47.9	\$7,148	32	22.5%
Transportation	3,120	8.9	46.9	\$6,082	596	19.1%
Treasury	46	7.2	49.5	\$6,677	9	19.6%
Statewide Totals:	30,055	8.97	44.87	\$5,959	5,467	18.2%

- Based on 6/30/24 data
- Note: The Governor's Office of Information Technology (OIT) is the only agency with permanent classified employees within the Governor's Office.

Employee Status by Department

All State Departments, Agencies & Institutions of Higher Education* (Permanent and Temporary)

Table 3. Statewide FY 2023-24 Average Active Classified Employees by Employee Status

Department	Full-Time	Part-Time	Total	% Of Classified
Agriculture	303.2	22.1	325.3	1.10%
Corrections	5,699.3	21.8	5,721.1	19.36%
Canteen	21.7	-	21.7	0.07%
Correctional Industries	57.7	-	57.7	0.20%
Corrections Administration	5,619.9	21.8	5,641.8	19.09%
Early Childhood	246.6	1.9	248.5	0.84%
Education	162.1	2.2	164.3	0.56%
Department of Education	84.8	1.3	86.1	0.29%
School for the Deaf and Blind	77.3	0.9	78.2	0.26%
General Assembly	59.8	7.1	66.8	0.23%
General Assembly	59.8	7.1	66.8	0.23%
Governor's Office	310.2	2.2	312.3	1.06%
Health Care Policy & Financing	843.2	13.1	856.3	2.90%
Higher Education	2,721.9	246.5	2,968.1	10.04%
Arapahoe Community College	74.9	0.3	75.2	0.25%
Colorado Community College System	28.8	-	28.8	0.10%
Colorado State University	1,441.3	183.3	1,624.6	5.50%
Community College of Aurora	31.8	-	31.8	0.11%
Community College of Denver	10.9	-	10.9	0.04%
CU - Boulder	455.4	35.9	491.3	1.66%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
CU - Colorado Springs	68.2	5.3	73.4	0.25%
CU - Denver	136.8	18.7	155.4	0.53%
CU - Denver (Downtown)	33.3	2.7	36.0	0.12%
CU - System Offices	4.0	-	4.0	0.01%
Front Range Community College	122.3	0.3	122.7	0.41%
Lamar Community College	12.3	-	12.3	0.04%
Morgan Community College	8.6	-	8.6	0.03%
Northeastern Junior College	26.7	-	26.7	0.09%
Northwestern Community College	10.3	-	10.3	0.03%
Otero Junior College	19.8	-	19.8	0.07%
Pikes Peak Community College	110.5	-	110.5	0.37%
Pueblo Community College	58.8	-	58.8	0.20%
Red Rocks Community College	53.3	-	53.3	0.18%
State Historical Society	5.9	-	5.9	0.02%
Trinidad State Junior College	8.0	-	8.0	0.03%
Human Services	4,517.9	297.4	4,815.3	16.29%
Behavioral Health Admin	130.3	1.0	131.3	0.44%
Colorado Mental Health Institute - Fort Logan	245.1	49.0	294.1	0.99%
Colorado Mental Health Institute - Pueblo	842.9	65.9	908.8	3.07%
Department of Human Services	1,237.8	20.9	1,258.7	4.26%
Division of Youth Corrections	1,118.3	21.6	1,139.8	3.86%
Fitzsimons State Nursing Home	131.8	65.0	196.8	0.67%
Grand Junction Regional Center	179.2	10.3	189.4	0.64%
Pueblo Regional Center	159.8	-	159.8	0.54%
Ridge Regional Center	252.8	13.3	266.1	0.90%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
State Veterans Center at Homelake	72.3	0.8	73.1	0.25%
Veterans Nursing Home at Florence	89.9	13.1	103.0	0.35%
Veterans Nursing Home at Rifle	58.0	36.6	94.6	0.32%
Labor & Employment	1,626.6	136.3	1,762.8	5.96%
Law	237.9	9.6	247.5	0.84%
Local Affairs	284.8	0.9	285.7	0.97%
Military & Veterans Affairs	171.6	1.3	172.9	0.58%
Military Affairs	160.6	1.3	161.9	0.55%
Veterans Affairs	11.0	-	11.0	0.04%
Natural Resources	1,557.2	52.2	1,609.3	5.44%
Board of Land Commissioners	46.0	0.2	46.2	0.16%
Division of Reclamation, Mining, and Safety	53.5	2.0	55.5	0.19%
Division of Water Resources	217.0	39.8	256.8	0.87%
DNR - Executive Director	64.8	5.9	70.7	0.24%
Oil & Gas Conservation Commission	151.8	-	151.8	0.51%
Parks & Wildlife	966.1	4.3	970.3	3.28%
Water Conservation Board	58.0	-	58.0	0.20%
Personnel & Administration	421.9	10.8	432.8	1.46%
Public Health & Environment	1,982.3	58.0	2,040.3	6.90%
Public Safety	2,029.4	33.5	2,062.9	6.98%
Regulatory Agencies	603.4	4.5	607.9	2.06%
Accountancy Board	2.8	-	2.8	0.01%
Barbers & Cosmetologists Board	3.5	-	3.5	0.01%
Civil Rights Division	40.6	-	40.6	0.14%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
Dental Board	4.0	-	4.0	0.01%
Director of Registrations	101.6	-	101.6	0.34%
Division of Banking	39.2	-	39.2	0.13%
Division of Conservation Easements	1.7	-	1.7	0.01%
Division of Financial Services	12.3	-	12.3	0.04%
Division of Insurance	100.3	-	100.3	0.34%
Division of Real Estate	44.0	2.4	46.4	0.16%
Division of Securities	20.8	-	20.8	0.07%
DORA - Executive Director	32.0	0.9	32.9	0.11%
Electrical Board	39.1	-	39.1	0.13%
Engineers & Land Surveyors Board	4.0	-	4.0	0.01%
Massage Therapists	5.0	-	5.0	0.02%
Medical Examiners Board	7.1	-	7.1	0.02%
Mental Health Boards	5.6	-	5.6	0.02%
Nursing Board	8.7	0.2	8.8	0.03%
Office of Consumer Counsel	9.0	-	9.0	0.03%
Optometric Board	2.0	-	2.0	0.01%
Passenger Tramway Safety Board	2.0	-	2.0	0.01%
Pharmacy Board	7.5	-	7.5	0.03%
Physical Therapy Board	1.0	-	1.0	0.00%
Plumbers Board	12.8	-	12.8	0.04%
Public Utilities Commission	97.0	1.0	98.0	0.33%

Table 3, cont.

Department	Full-Time	Part-Time	Total	% Of Classified
Revenue	1,594.5	20.8	1,615.3	5.46%
Administration	1,409.3	16.9	1,426.3	4.83%
Gaming Division	95.3	-	95.3	0.32%
State Lottery Division	89.8	3.8	93.7	0.32%
State	136.3	1.0	137.3	0.46%
Transportation	3,062.8	-	3,062.8	10.36%
Treasury	43.3	-	43.3	0.15%
Grand Total	28,615.6	943.1	29,558.7	100.00%

- Based on data from 7/1/23 - 6/30/24

*Not all Institutions of Higher Education are included due to incomplete data; refer to General Assumption #5 near the end of this report.

The FTE counts in this table are rounded figures. The sum of rounded figures may not equal the true FTE count at the department level, as reported.



AGE DISTRIBUTION

Figure 6. FY 2023-24 Classified Employee Age Distribution by Generation

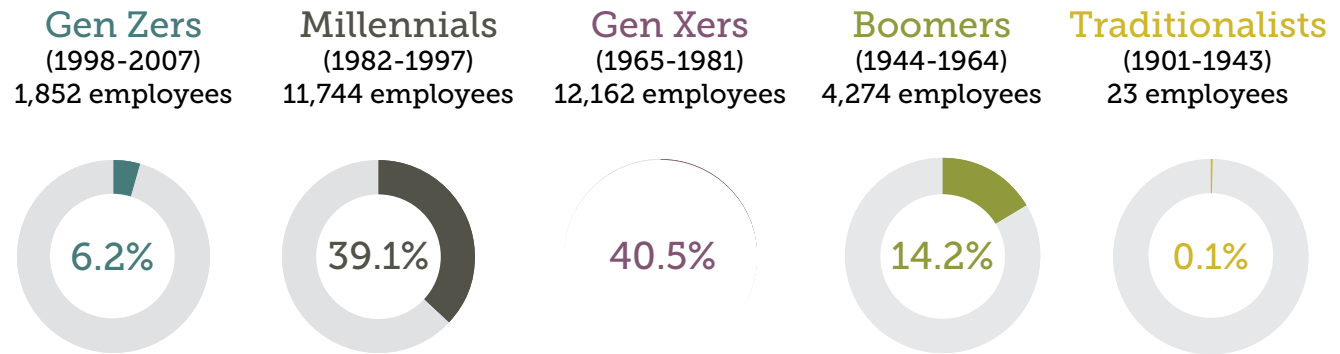
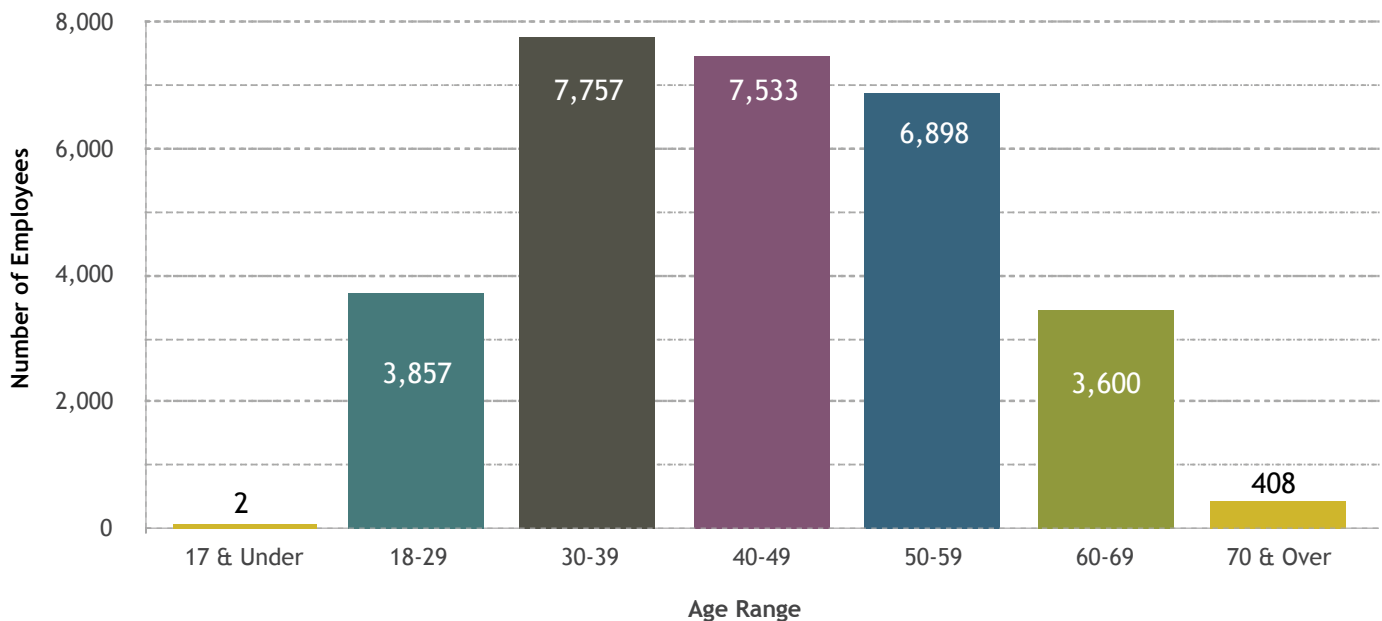


Figure 7. FY 2023-24 Classified Employee Distribution by Age



- Based on 6/30/24 data

Age Distribution by Department

Table 4. Age Distribution for Active Classified Employees by Department FY 2023-24

Department	17 & Under	18–29	30–39	40–49	50–59	60–69	70+	Total	Average Age
Agriculture	0	40	81	88	67	58	8	342	46.4
Corrections	0	1,153	1,605	1,336	1,180	467	36	5,777	41.9
Early Childhood	0	18	95	82	54	20	1	270	43.7
Education	0	12	53	38	36	27	1	167	45.7
General Assembly	0	16	20	15	6	8	0	65	40.4
Governor's Office	0	2	38	67	102	83	7	299	53.2
Health Care Policy & Financing	0	72	306	277	163	58	11	887	43.5
Higher Education	0	352	538	536	721	610	102	2,859	48.5
Human Services	2	605	1,308	1,231	1,130	534	42	4,852	44.4
Labor & Employment	0	135	501	497	427	252	52	1,864	46.7
Law	0	28	61	80	62	27	2	260	45.0
Local Affairs	0	23	92	77	66	29	3	290	44.7
Military & Veterans Affairs	0	13	33	44	56	33	2	181	48.7
Natural Resources	0	190	462	481	369	160	13	1,675	44.4
Personnel & Administration	0	26	96	129	119	66	9	445	47.8
Public Health & Environment	0	340	672	531	353	175	22	2,093	42.3
Public Safety	0	351	582	601	433	155	17	2,139	42.6
Regulatory Agencies	0	30	124	163	187	103	19	626	49.2
Revenue	0	109	418	417	435	254	23	1,656	47.2
State	0	15	31	28	42	25	1	142	47.9
Transportation	0	325	632	800	880	450	33	3,120	46.9
Treasury	0	2	9	15	10	6	4	46	49.5
Statewide Total:	2	3,857	7,757	7,533	6,898	3,600	408	30,055	44.9

• Based on 6/30/24 data.

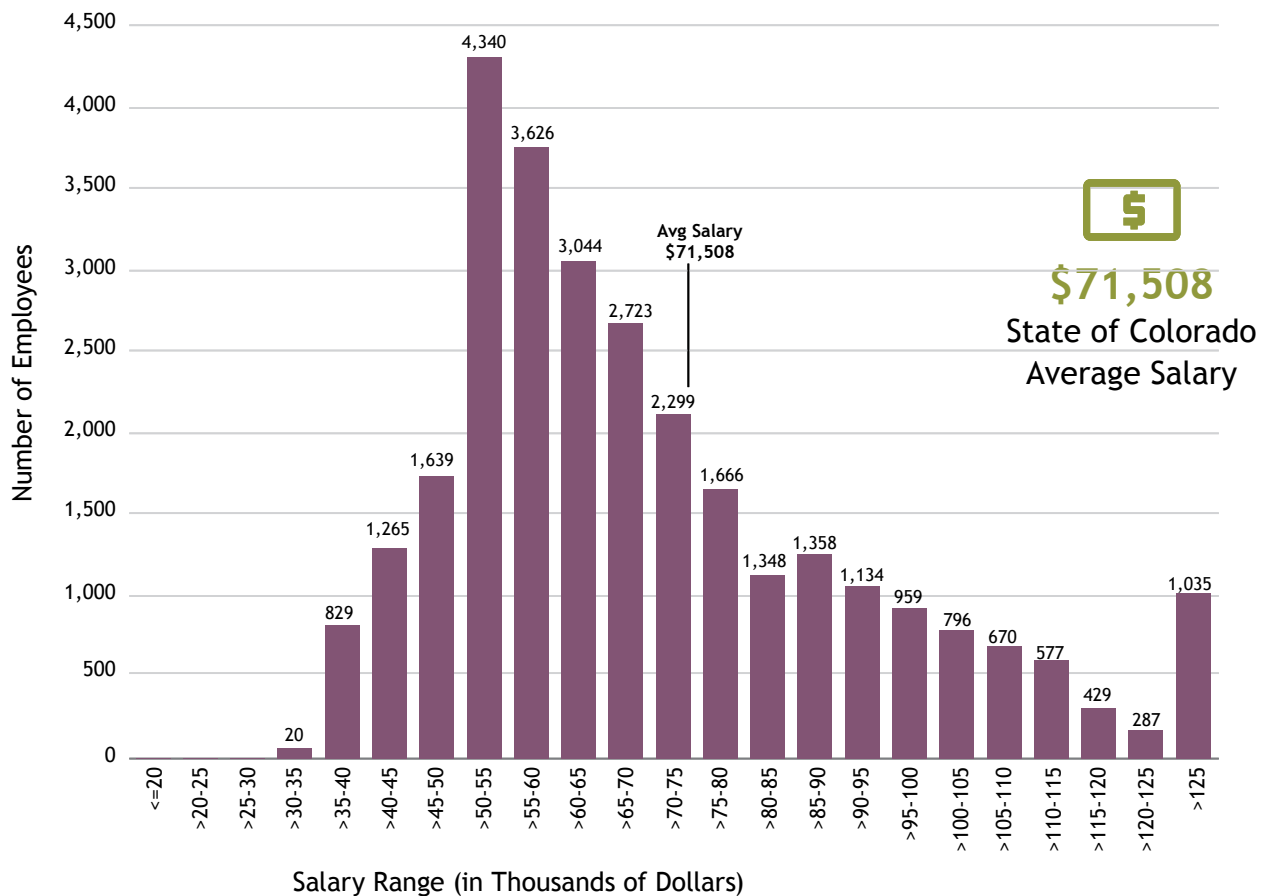
STATE OF COLORADO COMPENSATION

The total compensation package includes base salary and benefits (medical, dental, disability, life, wellness, and retirement). The FY 2024-25 Annual Compensation Report found the State's average base salary in FY 2023-24 was -7.9% below the market median.

Visit dhr.colorado.gov/dhr-resources/annual-compensation-reports for more information.

Salary

Figure 8. FY 2023-24 Classified Employee Annual Base Salary Distribution



• Based on 6/30/24 data

Salary Range Distribution by Department

Table 5. Distribution of Salary Range for Active Classified Employees by Department

Department	Less than \$40,000	\$40,000.01–\$60,000	\$60,000.01–\$80,000	\$80,000.01–\$100,000	Over \$100,000	Total Employees
Agriculture	0.0%	47.7%	30.4%	13.7%	8.2%	342
Corrections	0.3%	43.5%	43.2%	9.3%	3.8%	5,777
Early Childhood	0.0%	24.8%	37.8%	23.3%	14.1%	270
Education	10.8%	38.9%	30.5%	13.8%	6.0%	167
General Assembly	0.0%	10.8%	38.5%	13.8%	36.9%	65
Governor's Office	0.0%	4.3%	34.4%	37.1%	24.1%	299
Health Care Policy & Financing	0.0%	6.3%	38.9%	29.0%	25.8%	887
Higher Education	12.6%	58.8%	22.0%	5.1%	1.6%	2,859
Human Services	5.9%	41.4%	24.9%	16.9%	10.9%	4,852
Labor & Employment	0.8%	44.3%	34.3%	13.7%	6.9%	1,864
Law	0.0%	14.2%	41.5%	22.7%	21.5%	260
Local Affairs	0.3%	17.2%	51.4%	18.3%	12.8%	290
Military & Veterans Affairs	1.1%	33.1%	46.4%	13.3%	6.1%	181
Natural Resources	0.1%	23.0%	37.9%	19.8%	19.3%	1,675
Personnel & Administration	6.1%	27.2%	26.7%	18.0%	22.0%	445
Public Health & Environment	0.1%	9.7%	42.0%	26.3%	21.9%	2,093
Public Safety	0.0%	19.2%	25.3%	23.1%	32.4%	2,139
Regulatory Agencies	0.8%	18.2%	37.4%	21.4%	22.2%	626
Revenue	7.1%	46.4%	23.6%	14.3%	8.6%	1,656
State	0.0%	18.3%	31.7%	23.9%	26.1%	142
Transportation	0.3%	41.2%	26.8%	16.9%	14.9%	3,120
Treasury	0.0%	30.4%	26.1%	17.4%	26.1%	46
Statewide Total:	2.9%	36.2%	32.4%	16.0%	12.6%	30,055

• Based on 6/30/2024 data

Overall Demographics

Table 6. FY 2023-24 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	48.1	\$50,731	17.8%	46.4	\$48,115	16.8%	45.3	\$49,910	14.6%
Enforcement & Protective Services	41.5	\$73,262	74.5%	40.3	\$61,287	73.6%	38.4	\$64,407	71.0%
Health Care Services	45.0	\$77,097	20.9%	49.3	\$66,256	33.2%	42.7	\$66,023	23.3%
Information Technology Services	52.8	\$93,035	77.9%	51.0	\$86,310	79.3%	50.3	\$79,660	51.1%
Labor, Trades, & Crafts	49.0	\$57,006	89.3%	48.9	\$48,836	75.9%	48.5	\$51,938	74.4%
Physical Science & Engineering	44.7	\$92,032	66.2%	43.7	\$89,013	55.6%	40.1	\$81,382	68.2%
Professional Services	46.5	\$78,916	39.0%	47.2	\$74,022	34.9%	44.6	\$71,241	29.5%
Statewide Total:	45.5	\$75,614	51.8%	45.3	\$66,555	49.9%	43.0	\$65,251	47.5%

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	43.3	\$49,318	11.5%	47.8	\$49,943	20.0%	45.3	\$48,516	0.0%
Enforcement & Protective Services	38.0	\$64,208	70.2%	40.4	\$66,148	68.8%	38.3	\$59,995	71.4%
Health Care Services	42.9	\$72,969	29.5%	42.8	\$68,734	29.6%	47.5	\$68,529	28.6%
Information Technology Services	50.9	\$108,144	0.0%	49.4	\$98,427	65.9%	50.8	\$86,241	100.0%
Labor, Trades, & Crafts	45.9	\$55,232	87.0%	49.2	\$44,899	52.1%	49.9	\$54,927	71.4%
Physical Science & Engineering	42.2	\$80,177	77.8%	40.2	\$89,097	57.3%	55.2	\$96,141	50.0%
Professional Services	42.7	\$69,488	37.9%	42.7	\$76,202	25.4%	42.4	\$74,092	36.6%
Statewide Total:	41.1	\$66,815	53.7%	43.2	\$73,650	35.6%	43.1	\$67,289	47.4%

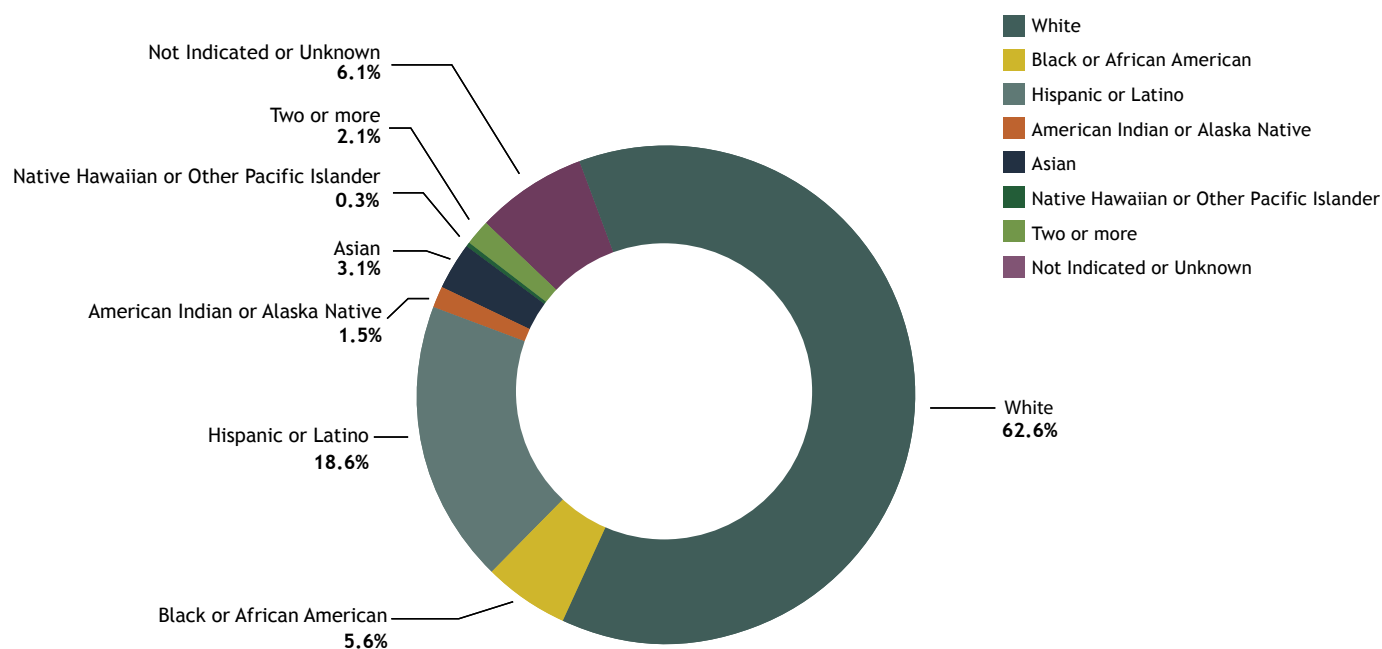
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Occupational Group	Two or More			Not Indicated or Unknown			Statewide Total		
	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males	Avg. Age	Avg. Salary	% Males
Administrative Support & Related	41.6	\$46,421	29.2%	45.7	\$50,042	16.0%	46.8	\$50,200	16.8%
Enforcement & Protective Services	34.6	\$65,677	69.0%	32.6	\$76,916	63.6%	40.4	\$69,612	73.2%
Health Care Services	36.3	\$67,471	24.7%	39.9	\$53,700	14.9%	44.2	\$71,881	22.8%
Information Technology Services	34.7	\$77,495	50.0%	30.6	\$56,482	100.0%	51.7	\$91,184	73.0%
Labor, Trades, & Crafts	43.7	\$51,300	83.9%	47.6	\$50,381	70.1%	48.5	\$53,905	80.7%
Physical Science & Engineering	37.5	\$81,656	54.2%	48.5	\$78,518	88.9%	44.2	\$90,009	66.8%
Professional Services	41.0	\$70,038	30.9%	50.1	\$60,560	27.3%	45.9	\$76,376	36.1%
Statewide Total:	39.7	\$67,672	40.8%	46.9	\$54,653	47.9%	44.9	\$71,508	49.9%

• Based on 6/30/24 data

Table 6 shows data points where each ethnic group and occupational group intersect. For example, of white employees who work in Administrative Support, the average age is 48.1 and the average salary is \$50,731, etc.

Figure 9. FY 2023-24 Classified Employees Distribution by Race/Ethnic Group



NEW HIRES

FY 2023-24 New Hires Key Findings



5,263 Total new hires



607 Most new hires in a month (January)



36.8 Statewide new hire average age

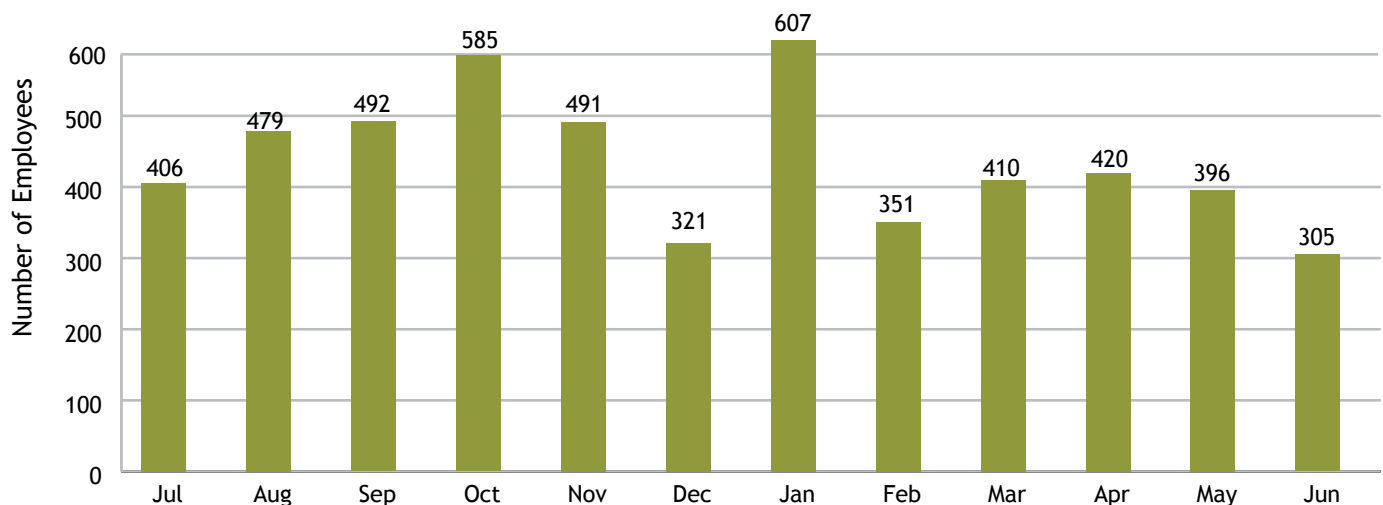


\$60,128 Average salary

Table 7. FY 2023-24 Snapshot of Classified New Hires

Occupational Group	Avg. Age	Avg. Salary
Administrative Support & Related	37.1	\$45,787
Enforcement & Protective Services	32.0	\$57,741
Health Care Services	35.9	\$64,166
Information Technology Services	41.4	\$90,369
Labor, Trades, & Crafts	40.9	\$48,464
Physical Science & Engineering	35.9	\$75,003
Professional Services	39.5	\$64,114
Statewide Total:	36.8	\$60,128

Figure 10. FY 2023-24 Classified New Hires by Month of Hire



New Hires by Occupational Group and Race/Ethnic Group

Table 8. FY 2023-24 Classified 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	38.3	\$45,875	19.1%	35.5	\$46,763	10.5%	34.5	\$45,222	14.7%
Enforcement & Protective Services	32.1	\$58,880	70.4%	34.3	\$55,506	71.7%	30.3	\$57,067	67.5%
Health Care Services	36.4	\$68,703	22.5%	40.4	\$65,868	32.1%	33.0	\$53,541	19.4%
Information Technology Services	48.7	\$100,835	80.0%	NA	NA	NA	34.8	\$60,936	100.0%
Labor, Trades, & Crafts	41.8	\$50,183	86.8%	42.7	\$46,666	84.0%	40.3	\$48,021	73.9%
Physical Science & Engineering	35.9	\$75,320	58.8%	32.8	\$78,662	40.0%	34.3	\$72,591	59.1%
Professional Services	40.4	\$65,672	36.1%	41.0	\$61,175	32.0%	37.3	\$60,537	30.5%
Statewide Total:	37.6	\$62,403	49.4%	37.2	\$57,818	54.4%	34.5	\$55,939	47.5%

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	37.1	\$48,109	16.7%	35.7	\$42,033	0.0%	32.2	\$46,849	0.0%
Enforcement & Protective Services	30.4	\$56,200	67.3%	32.1	\$56,469	83.3%	31.0	\$54,995	70.0%
Health Care Services	40.4	\$65,670	5.6%	36.2	\$64,632	24.5%	32.7	\$79,022	0.0%
Information Technology Services	NA	NA	NA	38.0	\$90,808	40.0%	NA	NA	NA
Labor, Trades, & Crafts	48.3	\$52,343	88.9%	41.8	\$43,718	55.6%	43.6	\$50,830	100.0%
Physical Science & Engineering	37.9	\$75,488	87.5%	36.8	\$74,268	43.8%	NA	NA	NA
Professional Services	37.7	\$62,635	34.4%	37.9	\$65,437	23.6%	34.8	\$62,880	50.0%
Statewide Total:	36.2	\$60,469	50.4%	37.0	\$64,289	30.5%	33.0	\$58,562	52.4%

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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	37.8	\$47,038	30.0%	38.4	\$45,271	14.8%	37.1	\$45,787	16.9%
Enforcement & Protective Services	34.1	\$57,785	63.6%	26.0	\$67,800	100.0%	32.0	\$57,741	69.7%
Health Care Services	34.3	\$64,431	36.4%	34.3	\$43,916	33.3%	35.9	\$64,166	23.0%
Information Technology Services	35.0	\$77,819	50.0%	NA	NA	NA	41.4	\$90,369	61.5%
Labor, Trades, & Crafts	41.4	\$46,683	70.8%	36.6	\$43,607	73.9%	40.9	\$48,464	81.0%
Physical Science & Engineering	33.9	\$71,830	76.9%	44.2	\$74,160	83.3%	35.9	\$75,003	60.2%
Professional Services	38.5	\$63,233	33.6%	34.4	\$50,820	7.7%	39.5	\$64,114	33.8%
Statewide Total:	37.1	\$60,701	46.0%	36.6	\$46,427	51.0%	36.8	\$60,128	48.7%

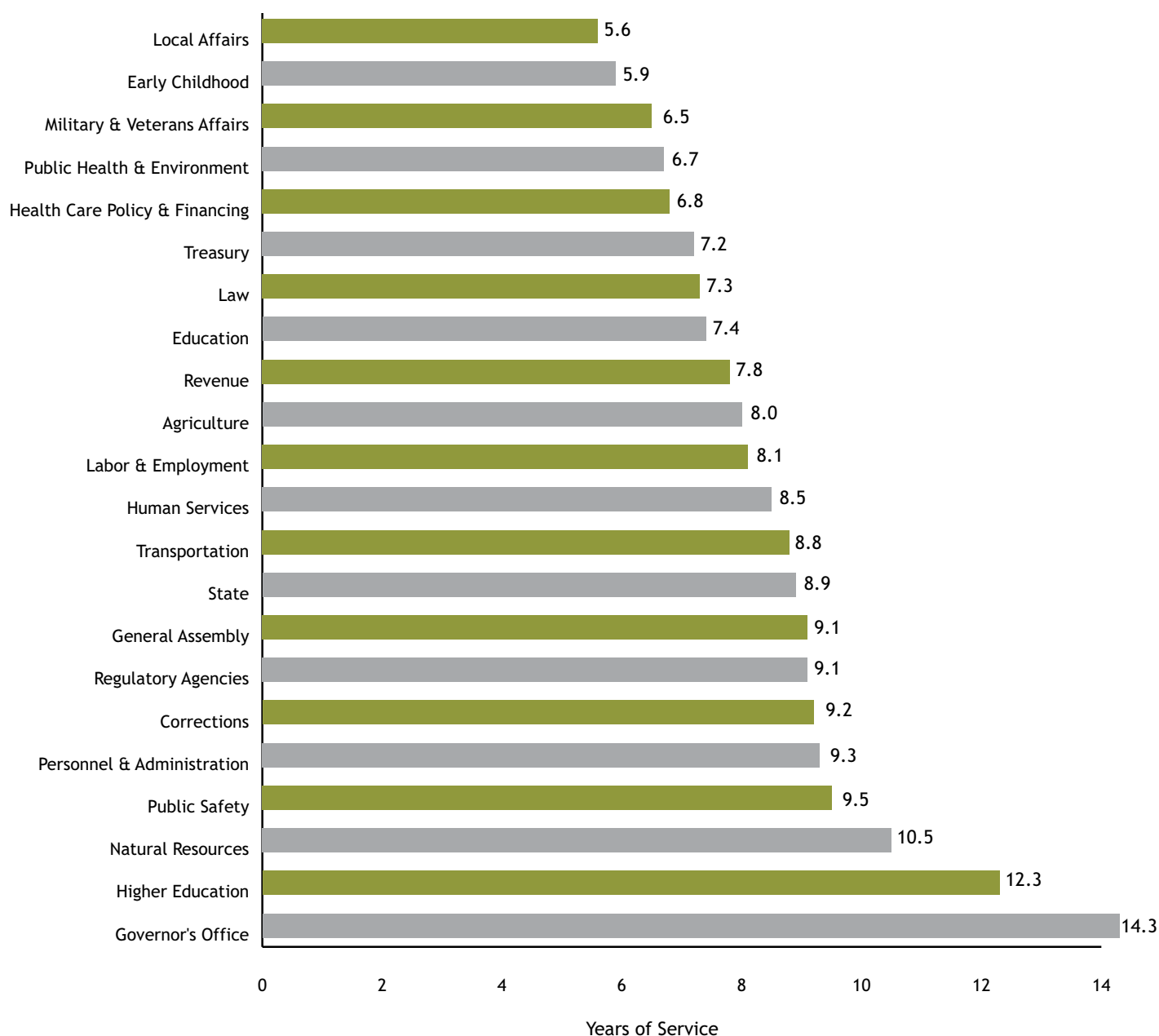
• Based on data from 7/1/23 - 6/30/24



YEARS OF SERVICE

9 Statewide average
years of service per employee

Figure 11. FY 2023-24 Classified Employees Average Years of Service by Department



• Based on 6/30/24 data

RETIREMENT ELIGIBILITY

Table 9. FY 2023-24 Retirement Eligibility of Classified Workforce by Department and Year

Department	Total Employees	Eligible To Retire Within (Years)				
		1	2	3	4	5
Agriculture	342	68	75	89	105	116
Corrections	5,777	929	1,074	1,234	1,399	1,580
Early Childhood	270	25	31	35	47	53
Education	167	28	31	38	40	44
General Assembly	65	9	9	10	13	14
Governor's Office	299	121	141	152	161	175
Health Care Policy & Financing	887	82	88	101	129	161
Higher Education	2,859	923	999	1,098	1,211	1,311
Human Services	4,852	836	960	1,087	1,242	1,419
Labor & Employment	1,864	338	388	441	504	590
Law	260	38	44	46	54	63
Local Affairs	290	31	37	46	57	69
Military & Veterans Affairs	181	34	39	45	53	64
Natural Resources	1,675	280	339	399	461	517
Personnel & Administration	445	91	100	116	137	161
Public Health & Environment	2,093	229	265	325	392	458
Public Safety	2,139	308	351	409	469	537
Regulatory Agencies	626	144	173	194	225	243
Revenue	1,656	316	361	417	480	547
State	142	32	39	39	41	56
Transportation	3,120	596	702	833	977	1,130
Treasury	46	9	9	11	14	17
Statewide Total:	30,055	5,467	6,255	7,165	8,211	9,325
Statewide Percentage:	100.0%	18.2%	20.8%	23.8%	27.3%	31.0%

• Based on 6/30/24 data

WORKFORCE TURNOVER

The overall turnover rate in FY 2023-24 is 14.5%, which is a 9.5% turnover rate reduction, or drop in 1.6 percentage points from the 16.1% turnover rate in FY 2022-23. Total separations include voluntary, retirement, and involuntary separations. Total separations are referred to as turnover.

Figure 12. FY 2023-24 Classified Workforce Turnover Rate

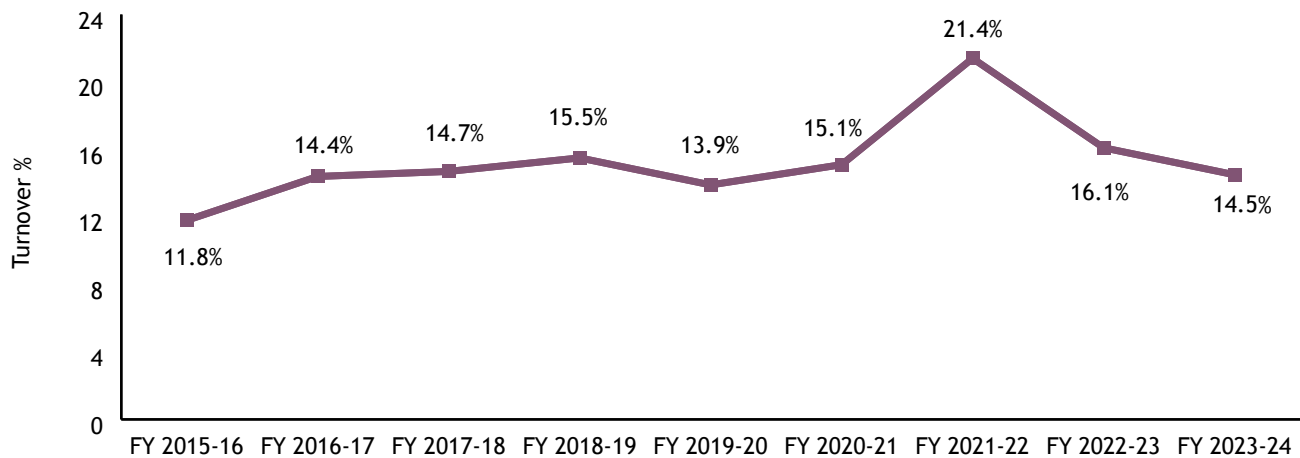


Table 10. FY 2023-24 Workforce Separation by Reason

Separation Reason	Total	% of Separations
INVOLUNTARY	764	17.8%
Death	41	1.0%
Dismissal	626	14.6%
Layoff	1	0.0%
Leave Rights Expired	96	2.2%
VOLUNTARY	2,962	69.0%
Military	6	0.1%
Resigned Classified Employment	2,866	66.7%
Not Reported	90	2.1%
RETIRED	569	13.2%
Disability Retirement	6	0.1%
Retirement	563	13.1%
Grand Total	4,295	100.0%

- Based on data from 7/1/23 - 6/30/24
- Permanent, Classified Employees

Turnover Rate

Table 11. FY 2023-24 Classified Workforce Turnover Rate by Department

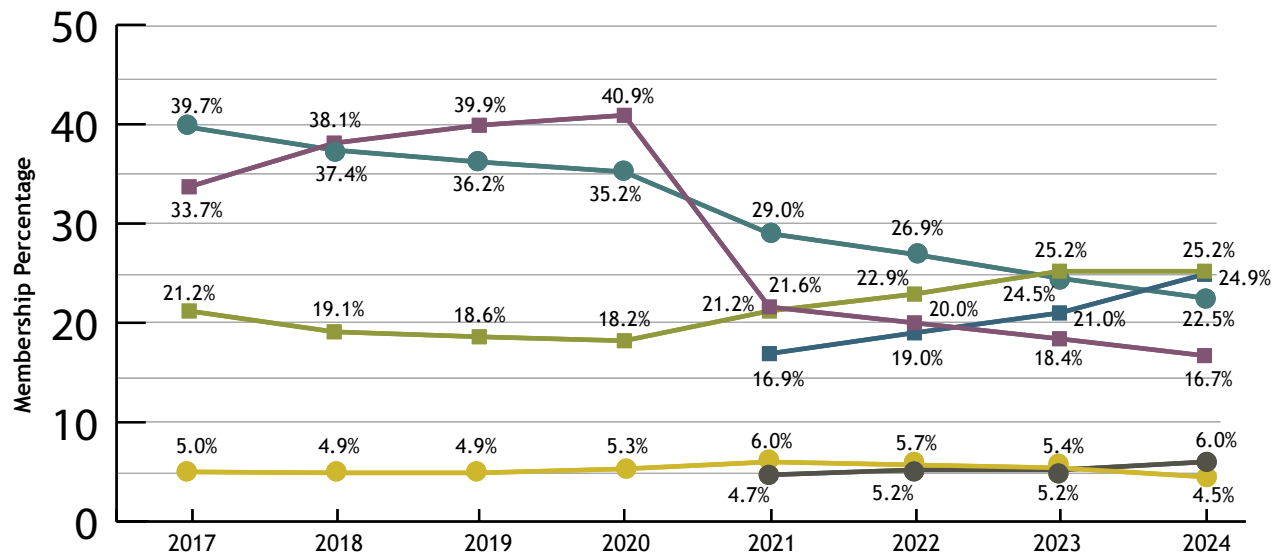
Department	Total	Involuntary	Retire	Voluntary	Turnover Rate
Agriculture	36	4	9	23	11.1%
Corrections	1,027	210	108	709	17.9%
Early Childhood	27	4	0	23	10.9%
Education	28	2	5	21	17.1%
General Assembly	12	4	0	8	18.0%
Governor's Office	9	1	7	1	2.9%
Health Care Policy & Financing	54	6	3	45	6.3%
Higher Education	259	30	59	170	8.7%
Human Services	1,292	332	81	879	26.8%
Labor & Employment	180	23	35	122	10.2%
Law	22	1	1	20	8.9%
Local Affairs	47	7	7	33	16.5%
Military & Veterans Affairs	22	2	6	14	12.7%
Natural Resources	92	12	38	42	5.7%
Personnel & Administration	49	6	6	37	11.3%
Public Health & Environment	212	8	22	182	10.4%
Public Safety	240	21	46	173	11.6%
Regulatory Agencies	50	8	15	27	8.2%
Revenue	202	24	38	140	12.5%
State	18	1	6	11	13.1%
Transportation	413	58	75	280	13.5%
Treasury	4	0	2	2	9.2%
Statewide Total:	4,295	764	569	2,962	14.5%

• Based on data from 7/1/23 - 6/30/24

HEALTH PLAN MEMBERSHIP

The State of Colorado Group Employee Medical Plan offers copayment and high deductible health plan (HDHP) medical insurance options through Cigna and Kaiser Permanente (KP). Each year, employees may elect a new insurance plan. Enrollment numbers for each plan in FY 2023-24 changed from the previous year, as shown in Figure 13.

Figure 13. Health Plan Membership Trend FY 2017-2024

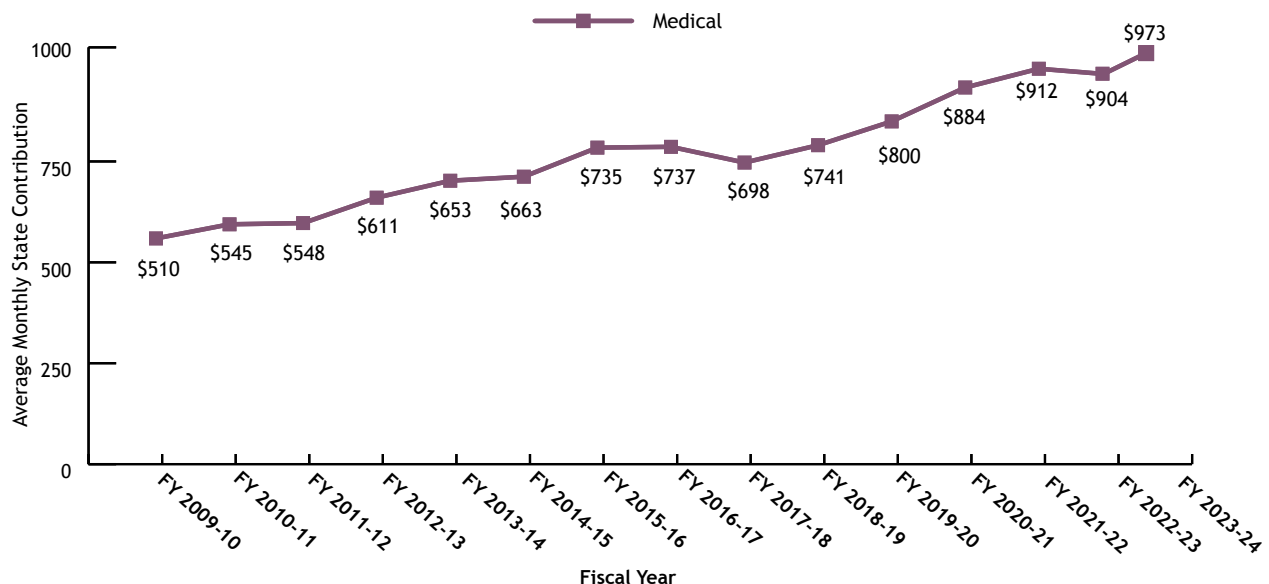


• Percentages do not equal 100% due to the exclusion of COBRA

● Kaiser CoPay Plus ● Kaiser CoPay Basic ● Kaiser HDHP ■ Cigna CoPay Plus ■ Cigna CoPay Basic ■ Cigna HDHP

United Healthcare (UHC) was the insurance provider prior to Cigna. Statistics indicated as Cigna before FY 2020-21 represent UHC CoPay or HDHP plans.

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



• Based on 6/30/24 data

Table 12. Medical Plan Participation by Department

Department	# of Enrolled Employees	Kaiser Copay Basic	%	Kaiser Copay Plus	%	Kaiser-HDHP	%
Agriculture	312	12	3.8%	47	15.1%	13	4.2%
Corrections	5,162	293	5.7%	1,535	29.7%	174	3.4%
Early Childhood	240	21	8.8%	50	20.8%	12	5.0%
Education	630	50	7.9%	136	21.6%	57	9.0%
Governor's Office	1,318	72	5.5%	261	19.8%	77	5.8%
Health Care Policy & Financing	805	58	7.2%	172	21.4%	56	7.0%
Higher Education	2,063	97	4.7%	375	18.2%	75	3.6%
Human Services	4,245	332	7.8%	1,298	30.6%	175	4.1%
Judicial Branch	4,488	285	6.4%	883	19.7%	166	3.7%
Labor & Employment	1,644	96	5.8%	364	22.1%	77	4.7%
Law	586	36	6.1%	88	15.0%	39	6.7%
Local Affairs	266	17	6.4%	61	22.9%	15	5.6%
Military & Veterans Affairs	144	11	7.6%	36	25.0%	7	4.9%
Natural Resources	1,552	55	3.5%	172	11.1%	55	3.5%
Personnel & Administration	406	26	6.4%	118	29.1%	24	5.9%
Public Health & Environment	1,843	153	8.3%	334	18.1%	123	6.7%
Public Safety	1,873	79	4.2%	335	17.9%	76	4.1%
Regulatory Agencies	576	36	6.3%	151	26.2%	29	5.0%
Revenue	1,439	98	6.8%	397	27.6%	78	5.4%
State	127	8	6.3%	27	21.3%	4	3.1%
General Assembly	383	25	6.5%	68	17.8%	24	6.3%
Transportation	2,860	111	3.9%	514	18.0%	136	4.8%
Treasury	43	1	2.3%	6	14.0%	3	7.0%
Statewide Totals:	33,005	1,972	6.0%	7,428	22.5%	1,495	4.5%

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Department	# of Enrolled Employees	Cigna Copay Basic	%	Cigna Copay Plus	%	CIGNA-HDHP	%
Agriculture	312	74	23.7%	87	27.9%	78	25.0%
Corrections	5,162	1,084	21.0%	1,481	28.7%	592	11.5%
Early Childhood	240	60	25.0%	66	27.5%	31	12.9%
Education	630	131	20.8%	141	22.4%	111	17.6%
Governor's Office	1,318	309	23.4%	345	26.2%	249	18.9%
Health Care Policy & Financing	805	220	27.3%	169	21.0%	128	15.9%
Higher Education	2,063	560	27.1%	496	24.0%	458	22.2%
Human Services	4,245	897	21.1%	1,062	25.0%	470	11.1%
Judicial Branch	4,488	1303	29.0%	1,028	22.9%	807	18.0%
Labor & Employment	1,644	456	27.7%	423	25.7%	227	13.8%
Law	586	174	29.7%	144	24.6%	102	17.4%
Local Affairs	266	80	30.1%	54	20.3%	38	14.3%
Military & Veterans Affairs	144	34	23.6%	29	20.1%	27	18.8%
Natural Resources	1,552	456	29.4%	353	22.7%	459	29.6%
Personnel & Administration	406	110	27.1%	71	17.5%	57	14.0%
Public Health & Environment	1,843	481	26.1%	421	22.8%	326	17.7%
Public Safety	1,873	531	28.4%	501	26.7%	349	18.6%
Regulatory Agencies	576	110	19.1%	147	25.5%	102	17.7%
Revenue	1,439	299	20.8%	362	25.2%	204	14.2%
State	127	24	18.9%	38	29.9%	26	20.5%
General Assembly	383	100	26.1%	107	27.9%	58	15.1%
Transportation	2,860	703	24.6%	785	27.4%	608	21.3%
Treasury	43	10	23.3%	16	37.2%	7	16.3%
Statewide Totals:	33,005	8,206	24.9%	8,326	25.2%	5,514	16.7%

- As of 6/30/24. Table 12 includes all active, classified and non-classified eligible employees. COBRA employees are included in the Statewide Total but not included in Table 12. For FY 2023-24, 64 employees are in COBRA. KP-BASIC: 1 or (0%) employees; KP-PLUS: 17 or (0.1%) employees; KP-HDHP: 1 or (0%) employees; Cigna-BASIC: 21 or (0.1%) employees; Cigna-PLUS: 18 or (0.1%) employees; Cigna-HDHP: 6 or (0%) employees.

Table 13. Dental Plan Participation by Department

The State of Colorado offers two comprehensive, high-quality dental plan options from Delta Dental. Both the Delta Basic and Delta Plus plans pay 100% for preventive care when State employees use in-network dental providers.

Department	# of Enrolled Employees	Delta Basic	%	Delta Plus	%
Agriculture	317	142	44.8%	174	54.9%
Corrections	5,231	1,614	30.9%	3,607	69.0%
Early Childhood	233	94	40.3%	139	59.7%
Education	651	297	45.6%	350	53.8%
Governor's Office	1,350	552	40.9%	793	58.7%
Health Care Policy & Financing	821	365	44.5%	455	55.4%
Higher Education	2,073	935	45.1%	1,131	54.6%
Human Services	4,304	1,570	36.5%	2,721	63.2%
Judicial Branch	4,547	2,250	49.5%	2,280	50.1%
Labor & Employment	1,669	660	39.5%	1,003	60.1%
Law	601	316	52.6%	282	46.9%
Local Affairs	269	131	48.7%	135	50.2%
Military & Veterans Affairs	164	64	39.0%	100	61.0%
Natural Resources	1,563	835	53.4%	726	46.4%
Personnel & Administration	406	169	41.6%	236	58.1%
Public Health & Environment	1,902	946	49.7%	950	49.9%
Public Safety	1,922	774	40.3%	1,147	59.7%
Regulatory Agencies	590	218	36.9%	371	62.9%
Revenue	1,465	580	39.6%	882	60.2%
State	130	44	33.8%	86	66.2%
General Assembly	398	217	54.5%	178	44.7%
Transportation	2,892	1,193	41.3%	1,693	58.5%
Treasury	43	20	46.5%	23	53.5%
Statewide Totals:	33,541	13,986	41.7%	19,462	58.0%

- As of 06/30/24. Table 13 includes all active, classified and non-classified eligible employees. COBRA employees are included in the Statewide Total but not included in Table 13 agency level detail. For FY 2023-24, 93 (0.3%) employees are in COBRA. Dental Basic: 34 or (0.1%) employees; Dental Basic Plus: 59 or (0.2%) employees.

EMPLOYEE HEALTH AND ENGAGEMENT

In FY 2023-24, the State focused on promoting the employee wellness program, STATE OF HEALTH, a comprehensive program designed to support the health and well-being of employees enrolled in State medical coverage.

Employer medical premiums increased by 7.9% and employer dental premiums increased by 2.6% for FY 2023-24. Employee medical premiums rose 3.9%, with employee dental premiums averaging a 2.6% increase. Vision premiums did not increase for either the State or for employees.

WEX replaced Optum Bank as the State's Health Savings Account (HSA) administrator resulting in the elimination of the monthly account fee for the HSA. Minor improvements were made to the State's medical plans including the FoodSmart nutritional counseling program offered by Cigna and a new Kaiser Urgent Care facility in Dillon.

The State provided free Cologuard tests to employees who hadn't had their recommended colonoscopies, saving the State \$4.8 million and resulting in 115 positive test results, which may have otherwise gone undetected. Survival rates for colon cancer increase dramatically with early detection.

Eliminating the majority of cost share for mental health visits has resulted in an increase in mental health utilization of over 27%. Cigna's actuarial analysis determined this increase in mental health utilization resulted in a decrease in other medical spending by \$1.2 million, a practical demonstration of the mind/body connection. Cigna estimates \$2.2 million in employee productivity improvement resulting from the reduction in depression symptoms. The State's contract with Cigna caps our mental health spending, which resulted in a \$6.7 million savings in spite of the increased utilization.

During the FY 2023-24 benefits open enrollment period, 87% of State employees elected healthcare benefits.

STATE OF HEALTH

The State continued the expansion of Colorado STATE OF HEALTH, focusing on long-term positive change in chronic health conditions such as diabetes, hypertension, obesity, high cholesterol, depression, and tobacco dependence. Over 930 employees struggling with these chronic conditions were enrolled in the Health Coaching Pathways this fiscal year. Over 5,700 employees enrolled in the new Self-Directed pathway.

The combined STATE OF HEALTH participation exceeded FY 2022-23 MotivateMe participation, resulting in the highest employee wellness participation ever. STATE OF HEALTH won the prestigious 2023 Moonshot Award for Wellness Innovation from the Purchasers Business Group on Health.

Results of a 2024 program evaluation confirmed the previous year's analysis showing that all STATE OF HEALTH coaching participants' biometric measures (A1C, cholesterol, blood pressure, and body mass index) improved on average. A1C levels dropped by approximately 1.6%, Total Cholesterol by about 3.7%, Triglycerides by about 10% and Body Mass Index by about 2%. By improving these biometric measures, these employees reduced their risk for having a heart attack, stroke, or developing diabetes. Additionally, measurable improvements in health engagement (nutrition tracking, strength training, physical activity, and sleep) were observed for nearly all participants.

COLORADO STATE EMPLOYEE ASSISTANCE PROGRAM (CSEAP)

CSEAP provides employee assistance services to State employees and their employers. Services include counseling (individual, family, couple), coaching (professional, health, financial), and organizational services. In FY 2023-24, CSEAP served 1,568 new counseling cases addressing various issues including excessive stress, phase of life concerns, relationship stressors, and symptoms of depression and or anxiety. Additionally, 24/7 urgent or crisis telephonic support was provided to 331 state employee callers. CSEAP provided coaching services to 204 employees seeking growth or focus on workplace soft skills, health, or personal finances.

In addition, CSEAP provided responses to 464 employees impacted by 23 unique critical incidents including deaths impacting the workplace and community violence. CSEAP critical incident response includes a consultation with leaders of impacted organizations, grief or trauma information, and urgent response to groups and individual employees uniquely impacted by tragic events. Additional services provided by CSEAP in FY 2023-24 include leader consultation (185 leaders served), webinars and on-site presentations (2,666 attendees), and mediation (18 employees served).

Table 14. FY 2023-24 Employee CSEAP Engagement

CSEAP Services	Measurement (FY 2023-24)
Counseling Cases	1,568
Health and Financial Coaching Cases	27
Professional Coaching Cases	77
Critical Incident Response	464 employees served
Wellbeing Webinars & On-site Presentations	2,666 attendees
Financial Assistance	179 grants at an average of \$316.50 per grant
24/7 Crisis Response to Employees & Leaders	331 state employee callers

► Visit dhr.colorado.gov/state-employees/state-of-colorado-employee-benefits and cseap.colorado.gov for more information.

GENERAL ASSUMPTIONS

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 social security number for each month.
2. **Employee Criteria:** The tables are generally based on permanent, classified employees. The 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 2024. 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. **Excluded Data:** The information provided to the Department of Personnel & Administration was not updated during the fiscal year for nine institutions of higher education. Due to this, data was excluded from the report for: Adams State University, Auraria Higher Education Center, Colorado Mesa University, Colorado School of Mines, Colorado State University-Pueblo, Colorado State University - Global Campus, Fort Lewis College, Metropolitan State University, University of Northern Colorado, and Western State Colorado University.

Workforce

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, 2024), and in other instances, the Department used the average count during the fiscal year to provide the necessary data.

For this report:

- Each table indicates 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 FY 2023-24 Colorado fiscal year runs from July 1, 2023 through June 30, 2024. This report is based on an extract of the State's workforce data from the Colorado Personnel and Payroll System for all months from July 1, 2023 through June 30, 2024, 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%.



Retirement eligibility is cumulative. If an employee is eligible to retire within one year, they are eligible to retire within all subsequent years.

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. Turnover rates were calculated as the total turnover count divided by the average number of positions in the fiscal year.

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.
- Benefits information includes non-classified employees who are not in higher education, specifically judicial and legislative employees, and those positions covered by Amendment S and SES.



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.

Data prepared by:

Glory Kinanee, Analyst
Nivedita Badwaik, Analyst
Lindsey Williamson, Analytics Manager

Report prepared by:

Annabel Asp,
DHR Statewide Communications Manager

Brenda Manzelli,
Integrated Document Solutions
Graphic Designer



COLORADO

Division of Human Resources

Department of Personnel & Administration