



People Forward: Human Capital Trends and Innovations Colorado

This factsheet provides an overview of state personnel trends and processes identified as part of *Grading the States 2008*, the Pew Center on the States' 50-state report card on state government management. To assess state performance in the People category, the Government Performance Project team examined how well a state manages its employees. Among many other factors, the team of management experts reviewed how state human resource systems go about hiring, retaining, developing and rewarding high performing employees. For full grading criteria, additional data reports, and a variety of promising new practices in recruitment strategies and leadership development identified during the course of the study, access the full report, *People Forward: Human Capital Trends and Innovations*, at www.pewcenteronthestates.org/gpp.

Criterion 1 Conducting and updating a thorough analysis of a state's human capital needs.

Observations

- There is no statewide oversight of workforce planning, and the state does not produce a workforce plan; however, the Department of Personnel and Administration (DPA) Web site provides agencies with report and survey information and a basic set of workforce planning tools.
- The annual workforce report produced by the DPA provides comprehensive data regarding demographics, retirement eligibility and separations during the previous fiscal year. DPA also conducts a yearly survey to compile statewide data on areas such as allocation requests, selection and leave administration.
- The Human Resource Management Information Technology system is somewhat limited and supports only basic HR functions.

Criterion 2 Acquiring the employees a state needs.

Average time to fill open classified positions	Average number of applications per classified job opening	New hire turnover rates	
53 days*	NA	Voluntary	NA
		Involuntary	NA

Observations

- The state's hiring Web site functions as a bulletin board, listing open positions in state government, and the site lacks general information about state employment. The site would be improved if it offered applicants the ability to apply online.
- New hires must be Colorado residents unless a waiver is obtained, thus limiting the pool of potential applicants.
- There is sporadic use of hiring-related compensation strategies such as referral and sign-on bonuses, especially in agencies that have hard-to-fill positions.

Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	14.2%
Voluntary	9.1%
Involuntary	1.5%
Retired	3.6%
Layoff	0.0%

Total classified compensation (2007 dollars)	\$64,000
Fringe benefits as a percentage of salary, classified employees	23.2%
Percentage of health insurance premiums paid by employees	13.1%
Grievances per 1,000 classified employees	6

Criterion 4 Developing a state's workforce.

Average hours of training	
Per employee	NA
Per manager	NA

Training expenditure	
As a percentage of total payroll cost	NA
Per employee	NA
Per manager	NA

Employee development	
Total number of development programs	0
Hours in senior leadership program	NA
Percentage of employees with a career plan	NA

Observations

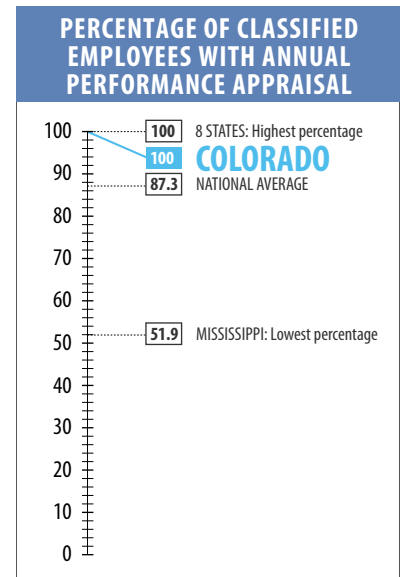
- Departments struggle to find the resources necessary to train their employees, and they have no way of measuring whether or not training is adequate.
- There is no required training for supervisors or managers. The state is considering a certificate supervisory program, but the cost is daunting.
- The state is developing a central succession planning model, and the Department of Corrections is developing its own succession plan that includes cross-training and mentoring.

Criterion 5 Managing a state's workforce performance programs effectively.

Percentage of classified employees with an annual performance appraisal	Time to terminate classified employees for	
100.0%	Performance problems	NA
	Behavior problems	NA

Observations

- Colorado requires that all employees receive a performance appraisal at least annually.
- The performance appraisal instruments in use at both the Department of Corrections and the Division of Child Welfare make use of the state's core competencies to help link employees' goals to those of the agencies.
- The state implemented a new "Achievement Pay" system in July 2007 to help agencies to recognize and reward high performers.



The Government Performance Project examined human capital management operations in all 50 states. States that did not submit sufficient data for inclusion in these data tables were assessed based on public documents and interviews. Information marked by an asterisk (*) was extracted from state sources independently of the GPP survey. "NA" indicates insufficient data. The information included in this report is current as of February 1, 2008.