

The State of Colorado

POST Certified Classifications Report



COLORADO
Department of Personnel
& Administration

August 15, 2022

Julie McCluskie
Chair, Joint Budget Committee
Colorado General Assembly
200 East 14th Avenue
Denver, Colorado 80203

Dear Joint Budget Committee,

In accordance with the *Request for Information concerning State of Colorado Peace Officer Standards and Training (POST) certified and security related salary ranges*, the Department of Personnel & Administration and the Office of State Planning and Budgeting submit this report.

This report provides detailed analysis of salary ranges and qualifications for all POST certified job classes within the State of Colorado's classified system, including the Executive Branch and Judicial Branch agencies. The report is based on the analysis of survey data from stakeholder agencies as well as private and public organizations.

Pursuant to Article 31.3 of the Partnership Agreement, the State and Colorado WINS are about to reopen the Partnership Agreement to bargain over wages and pay cycles. These negotiations are expected to last until some time in October. Under statute, materials used for Partnership negotiations are privileged. A complete report with recommendations will be provided as part of the Governor's November 1, budget submission.

Respectfully submitted,

Tony Gherardini
Executive Director and State Personnel Director
Colorado Department of Personnel & Administration

Lauren Larson,
Budget Director
Governor's Office of State Planning and Budgeting

cc: Joint Budget Committee Members, Colorado WINS, Carolyn Kampman, Robin Smart



Request for POST Information

The State of Colorado Joint Budget Committee issued a Request for Information concerning the State of Colorado Peace Officer Standards and Training (POST) certified and security related classifications. The following was requested:

The Department is requested to provide to the Joint Budget Committee, on or before August 1, 2022, a detailed analysis of salary ranges, on-call pay, and shift differential pay and qualifications for all POST certified job classes within the State of Colorado classified system, including those in Executive Branch and Judicial Branch agencies.

The data analysis should include, but need not be limited to:

- Required qualifications, training, and experience for each position within the agency;
- How the qualifications, training, and experience requirements and the salary ranges, on-call pay, and shift differential pay of each State agency compare with other State agencies with similar POST certified positions;
- How the qualifications, training, and experience requirements and the salary ranges, on-call pay, and shift differential pay for each State agency compare with local agencies that have like-POST certified job classes;
- How the qualifications, training, and experience requirements and the salary ranges, on-call pay, and shift differential pay for each State agency compare with other similar national agencies that have like-POST certified job classes, if no in-state comparison can be made.

In addition, the Department is asked to provide a detailed analysis of the recruitment and retention of POST certified law enforcement officers for each Executive Branch and Judicial Branch agency with POST certified classified positions, including monthly separation and retirement data for each agency, for each fiscal year beginning in FY 2017-18 through FY 2021-22. This analysis should be performed by rank.

The data should be presented by region of the state and identify the top five reasons why each agency (by region) experiences recruitment and/or retention challenges. If available, the data should identify the number of separated and/or retired POST certified officers who went to work for a different law enforcement agency after leaving State of Colorado employment.

The Department is further asked to provide an analysis of the impact (including the fiscal impact) of the recruitment and/or retention challenges of State of Colorado POST certified law enforcement officers on the following (by region): officer safety, local law enforcement agencies, interstate commerce, tourism, and natural resource management.

In the August report to the Joint Budget Committee, the Department is asked to examine Section 24-50-104 (1)(a)(III), C.R.S., and make recommendations concerning changes or clarifications to the statutory language and concerning pay range adjustments for classified POST certified positions in each Department, including adjustments required to address compression pay.

Finally, the Department is asked to provide data concerning the comparison of qualifications, training, experience, salary ranges, on-call pay, and shift differential pay for security-related classified positions across all State agencies in which the positions exist.

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Executive Summary

This review encompasses 22 agencies, 43 classifications and over 1,800 employees. Included in this report are the agencies that responded to a DPA survey as well as data pulled from the employee census. This report does not account for any vacancies in these positions. There may be additional agencies, classifications, and employees that are impacted but not captured in this report. The data in this report is not broken down by region and a national comparison was not executed.

During the survey review DPA found that there are varying degrees of the qualification, training and experience required for each POST position. Moreover, while some positions are in the same classification, the duties, scope and complexity may differ substantially. For example, Criminal Investigators at the Colorado Bureau of Investigation (CBI) and the Department of Law (DOL) only hire candidates with experience working as a detective and POST certification while some Criminal Investigators at the Department of Revenue (DOR) are not required to be POST certified. All of these investigators are responsible for criminal investigations and law enforcement. The Department of Labor & Employment (CDLE) and the Department of Regulatory Agencies (DORA) also employ Criminal Investigators and yet none of whom are required to be POST certified.

Pay grades and entry-pay rates between state agencies and various law enforcement classifications are competitive.

The table below summarizes average POST Certified employee salaries and pay grades.

Job Title	Average Salary all Incumbents	FY 2022-23 Pay Grade Midpoint
Criminal Investigator I	\$69,900	\$78,336
Criminal Investigator II	\$91,332	\$95,184
Police Officer I	\$58,968	\$70,476
Community Parole Officer	\$65,644	\$66,648
Community Parole Supervisor	\$90,072	\$84,480
Park Manager II	\$53,724	\$57,024
Park Manager IV	\$74,592	\$76,140
Wildlife Manager II	\$55,344	\$61,296
State Patrol Admin I	\$130,490	\$115,524
State Patrol Admin II	\$150,353	\$134,532
State Patrol Cadet	\$73,208	\$65,916
State Patrol Trooper	\$89,624	\$75,600
State Patrol Supervisor	\$116,425	\$97,236

The rates for shift differentials and on-call pay are set by the State to ensure consistency across all agencies. However, if not designated by the pay plan, each agency determines which positions are eligible for shift differential and on-call pay.

Summary of Recommendations

Due to upcoming negotiations with Colorado WINS on pay and pay cycles pursuant to the state's partnership agreement and state statute (HB20-1153), recommendations cannot be made at this time due to negotiations being privileged. A complete response to the JBC request for information will also be submitted November 1.

Summary of Turnover

The following summarizes the turnover rates for the impacted job classifications within each Department¹.

- **FY 2021-22 Turnover Rates**
 - Statewide turnover rate for all POST positions is 28.2%
 - DOC and DHS Correctional Officers turnover ranges from 36% to 84%, with Correctional Officers I positions experiencing the highest turnover rate
 - Criminal Investigator turnover statewide ranges from 6% to 36%
 - Park Manager Turnover is average and Wildlife Managers turnover was low despite below market compensation. The Park Manager I-III turnover ranged from 3.9% to 15.5% and Wildlife Manager I-III turnover ranged from 0% to 1.8%.
 - DPS State Trooper turnover ranges from 8% to 33%

- **FY 2020-21 Turnover Rates**
 - Correctional Officers turnover ranges from around 15% to 58%
 - Criminal Investigator turnover ranges from 8% to 100%
 - The Park Manager I-III turnover ranged from 3.8% to 14.1% and Wildlife Manager I-III turnover ranged from 0% to 4.1%.
 - DPS State Trooper turnover ranges from 10% to 33%

Please see the appendix for full turnover data.

¹ Institutions of Higher Education are not included in the turnover analysis below, because this data is not collected centrally within the Department of Personnel & Administration.

Recruitment and Retention Strategies Utilized by Reporting Agencies

Findings & Analysis

Recruitment Strategies

Many agencies use recruitment strategies to help recruit, attract and retain top talent for these positions. Here are some of the recruitment strategies that are currently used throughout the State of Colorado.

Department of Defense Skillbridge Program

CDPS began advertising in FY2022 for interns through the Department of Defense Skillbridge Program. This program enables active military members to explore careers outside of the military during the end of their term of service. CDPS has 15 interns through the program. This tool connects with military veterans and exposes them to the many careers at CDPSr.

Social Media, Market Opportunities, and EDI

CDPS advertises positions through community groups and platforms as well as online building upon the current social media presence to source talent from underrepresented communities and direct recruiting at events specifically geared toward minorities and women. CDPS partners with troop leaders (assigned per district as a point of contact) on identifying key community leaders and service organizations to market our opportunities.

Reduced Hiring Time

DNR shortened their hiring process time from 8 months to 4 months. DNR found that the time commitment of the interview process impacted qualified candidates. They reduced the number of in-person interviews and travel requirements during the application process which has improved recruitment.

Sign-on Bonus

The Department of Law offers a sign-on bonus of \$2,000. Despite these bonuses, they have not seen much improvement with their recruitment efforts. DOL learned through exit interviews that Criminal Investigators left for promotions and better career advancement opportunities. University of Colorado Boulder also offers sign-on bonuses of \$2,500 and this appears to be attracting talent from DOL and other agencies for campus Police Officers.

Lateral Academy

CDPS offers a 12 week lateral academy specifically for individuals interested in becoming a Colorado State Trooper. This academy includes applicants who are out of state and need a Colorado POST certification or other applicable lateral transfer from competing local or national agencies. This proved to be very effective with recruiting State Troopers.

Retention Strategies

Many agencies have retention strategies to retain their top talent. Turnover can be costly and lead to employee burnout. Below are the retention strategies to address this problem.

Agencies that offer shift differential:

- University of Colorado, Colorado Springs (Police Officers)
- Fort Lewis College (Police Officers)
- Department of Natural Resources (Park Managers II's only)²
- Department of Corrections (Community Parole Officer)

Agencies that offer on-call pay:

- University of Colorado, Colorado Springs (Police Officers)
- Department of Corrections (Criminal Investigator)
- Pikes Peak Community College (Police Officers)
- Red Rocks Community College (Police Officers)

Agencies that offer sign-on bonus:

- Department of Law - Sign-on Bonus of \$2,000 (Criminal Investigators)
- Colorado University - Boulder - Sign-on Bonus \$5,000 (Police Officers)

CDPS conducted extensive research and analysis on compensation strategies and made adjustments.

Bonuses appear to be an effective method to assist in retention efforts as well. Fort Lewis College offers a retention bonus in-lieu of permanent base building salary increase. University of Colorado Boulder also offers retention bonuses that appear to be positive on retention.

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² This is under review.

Summary of Classifications by Agency

Findings & Analysis

Data as of May 2022 from EE Census for all classifications by agency findings and analysis. The data shows that:

- Total of 1,827 employees in POST Certified Classifications
 - 316 Criminal Investigators Classification I-IV (classification has POST and Non-POST requirement)
 - 242 Community Parole Officer
 - 722 State Troopers
 - 122 Police Officers
 - 14 Safety Security Officers
 - 119 Park Managers
 - 244 Wildlife Managers (classification has POST and Non-POST requirement)
- DORA and CDLE utilize the Criminal Investigator classification but do not require a POST certification
- POST certification appears to be closely associated with positions with both enforcement and investigation duties

POST Certification Summary

In the charts provided in the appendix, incumbents are required to have POST certification for the State of Colorado with the exception of a few agencies. DOR - Motor Vehicles & Lottery criminal investigators act as enforcement agents that differ from other criminal investigators, primarily dealing with fraud cases and therefore do not require POST certification. CDLE, DORA, and DOLA utilize Criminal Investigator classifications, but do not require POST certification. These are different from other criminal investigators in the same classification that primarily operate as detectives and work on criminal investigations.

DOL, DPS, DOC, DNR, CHS, DOE, and Campus Police Officers all require POST Certification. All Campus Police Officers are required POST certification with the exception of the Police Intern. Within DNR's Wildlife Manager Series, biologists are not required to have a POST Certification.

General Job Duties and Job Summary

DOL, DPS, and CBI Criminal Investigators have different duties and responsibilities for other criminal investigators. They act as detectives and are dispatched to investigations daily. These investigations vary significantly in the degree of severity. When dispatched to crime scenes, Criminal Investigators are often in dangerous conditions and rarely patrol. DOR, CDLE, DORA, and DOLA Criminal Investigators act as enforcement agents that patrol agencies such as casinos, and are more likely to investigate cases of fraud, theft, and crimes of that nature.

DPS State Troopers differ from Criminal Investigators because they are dispatched and patrol the state highways. State Troopers are often isolated, traveling long distances, and operate in dangerous environments. DNR Park and Wildlife Managers are similar to State Troopers; however, they have a different scope. Park and Wildlife Managers patrol the State Parks and enforce conservation efforts while confronting illegal activity. State Troopers, Park, and Wildlife Managers are in dangerous and isolated environments that often put them at risk.

Police Officers differ from State Troopers, Criminal Investigators, and Parks and Wildlife Managers because they operate within their agency such as a college or university campus or at a DHS facility. Although they patrol and are in difficult situations their scope is geographically limited. DOC's Community Patrol Officers are similar to the Police Officers; however, they operate within the correctional facilities and deal with internal cases.

Overall, each position within the classification has slightly different duties and responsibilities. DOR, CDLE, DORA, and DOLA Criminal Investigators are different from DOL, DPS, and CBI Criminal Investigators. The DNR Park Rangers and Wildlife Managers do appear to have similar POST certification and job duties as Police Officers or Community Parole Officers and should have similar compensation levels.

Job Descriptions (Differences Between Agencies and Job Titles) Summary

DOL, DPS and CBI Criminal Investigators and State Troopers appear to be performing their criminal investigation duties such as investigations, arrests, etc., with higher frequency than other agencies. For example Criminal Investigators in DOL and CBI are consistently dispatched to assess crimes such as homicides. CBI also assists other agencies with criminal investigations. DNR Criminal Investigators, Park Managers, and Wildlife Managers may deal with a crime such as a homicide but this is infrequent.

State Troopers and Criminal Investigators³ are often assigned to crime scenes and dealing with the public, which can lead to extended working hours. Particularly concerning, State Troopers are operating with vacancies that have a direct impact on public safety. State Troopers, Criminal Investigators, and DNR's Park and Wildlife Managers are in danger, can be vulnerable, often alone, and in situations that require extreme caution.

Police Officers have no clear distinct differences between agencies. All require POST certification and operate similarly. Police Officer candidates serve as an Intern until they complete training requirements and obtain their POST certification.

Community Parole Officers do differ from many other agencies in their job description. All require POST certification and conduct operations/investigations internally to the department of corrections. They are not the same as Criminal Investigators in DPS, CBI, DOL, DNR, and State Troopers.

Experience Summary

The only positions that stand out are the CBI and DOL Criminal Investigators. They are highly experienced professionals who require at least 6 years of experience in law enforcement specific to criminal investigations. Most positions require 1-3 years to advance to the next rank or pay grade All agencies, with the exception of DNR, allow a year-for-year experience in a similar position as a substitute for college education.

Academy Summary

Not all Agencies sponsor or provide an academy for prospective POST certification statewide positions. Some Campuses and Universities will sponsor an applicant for their POST Certification if it is within their budget. However, they do not have an academy that they run independently. Sponsoring an applicant can be risky because an applicant could receive a POST certification then leave for a higher paying agency or local law enforcement positions. This is why some college campuses do not sponsor an applicant and require them to already have their POST certification.

State Troopers have an academy that is about 24 weeks long and a lateral academy for transfers that is 12 weeks long. They experience success with both. The lateral academy is particularly important because this

³ State Troopers also have their own Specialty Trooper Classification that operates as a Criminal Investigator.

allows for individuals from out of state to complete a condensed academy and obtain Colorado POST certification or other applicable certifications.

DNR runs a year round academy. The academy takes 12 months to complete and has training requirements included with that year.

Criminal Investigators require POST Certification and law enforcement experience therefore, do not offer an academy. This classification and series is tailored to experienced professionals who would have obtained their POST certification early in their career and would have remained current.

NOTE: Additional details and a breakdown by classification and agency can be found in the Appendix.

Appendix

Classifications by Agency with Qualifications, Training, Experience and POST Requirement

Criminal Investigators Classification I-IV

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR CRIMINAL INVESTIGATORS I					
Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
DOR - SBG Liquor and Tobacco	Criminal Investigator I	60	POST, Bachelor's Degree, and 1 year of full time professional investigatory experience with an enforcement or regulatory agency	Fully-operational investigator. Identifies suspects, interviews witnesses, examines books or records, verifies the authenticity of documents, collects evidence, prepares affidavits for search warrants and executes warrants, issues criminal summonses, writes reports of findings..	Yes
DOR - SBG Auto	Criminal Investigator I		POST, Bachelor's Degree, and 1 year of full time professional investigatory experience with an enforcement or regulatory agency	Fully-operational investigator or criminalist. Works nights and weekends, and maintains an on-call status. Certifies and maintains arrest control techniques. Perform heavy lifting.	Yes
DOR - Marijuana Enforc. Division	Criminal Investigator I		POST, Bachelor's Degree, and 1 year of full time professional investigatory experience with an enforcement or regulatory agency	Fully-operational investigator or criminalist. Works nights and weekends, and maintains an on-call status. Certifies and maintains arrest control techniques. Perform heavy lifting.	Yes
DOR - SBG Gaming	Criminal Investigator I		POST, and Bachelor's Degree	Fully-operational investigator or criminalist.	Yes
DOR - Lottery	Criminal Investigator I		POST, Bachelor's Degree, and 1 year of full time professional investigatory experience with an enforcement or	Fully-operational investigator or criminalist. Works nights and weekends, and maintains an on-call status. Certifies and maintains arrest	Yes

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR CRIMINAL INVESTIGATORS I

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
			regulatory agency	control techniques. Perform heavy lifting.	
DPS	Criminal Investigator I	4			Yes
DNR	Criminal Investigator I	-	At least a Bachelor's Degree, POST, substitute experience for degree requirement on a year-for-year basis	Fully-operational investigator or criminalist in our National Parks.	Yes
DOC	Criminal Investigator I (Executive Protection)	6	Bachelor's Degree, POST, 1 year of professional investigative criminal case experience; work experience will substitute for year-for-year basis for Bachelors Degree	Fully-operational investigator or criminalist within the Department of Corrections.	Yes

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR CRIMINAL INVESTIGATORS II

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
DOR - SBG Liquor and Tobacco	Criminal Investigator II	50	POST, Bachelor's Degree, and 2 years of full time professional investigatory experience with an enforcement or regulatory agency	Fully-operational investigator or criminalist. May have some supervisory duties assigned. Works nights and weekends, and maintains an on-call status. Certifies and maintains arrest control techniques. Perform heavy lifting.	Yes
DOR - SBG Auto	Criminal Investigator II		POST, Bachelor's Degree, and 2 years of full time professional investigatory experience with an enforcement or regulatory agency	Fully-operational investigator or criminalist. May have some supervisory duties assigned. Works nights and weekends, and maintains an on-call status. Certifies and maintains arrest control techniques. Perform heavy lifting.	Yes

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR CRIMINAL INVESTIGATORS II

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
DOR - SBG Racing	Criminal Investigator II		POST, Bachelor's Degree, and 2 years of full time professional investigatory experience with criminal and regulatory investigations	Fully-operational investigator or criminalist. May have some supervisory duties assigned. Works nights and weekends, and maintains an on-call status. Certifies and maintains arrest control techniques. Perform heavy lifting.	Yes
DOR - Maraijua na Enforc. Division	Criminal Investigator II		POST, Bachelor's Degree, and 2 years of full time professional investigatory experience in criminal investigations	Fully-operational investigator or criminalist. May have some supervisory duties assigned. Works nights and weekends, and maintains an on-call status. Certifies and maintains arrest control techniques. Perform heavy lifting.	Yes
DOR - SBG Gaming	Criminal Investigator II		POST, Bachelor's Degree, and 2 years of full time professional investigatory experience in criminal investigations	Fully-operational investigator or criminalist. May have some supervisory duties assigned. Works nights and weekends, and maintains an on-call status. Certifies and maintains arrest control techniques. Perform heavy lifting.	Yes
DNR	Criminal Investigator II	9	POST, Agency and Wildlife Officer or Parks Officer Commision, Bachelor's Degree, and 2 years of full time professional investigatory experience	Fully-operational investigator or criminalist. May have some supervisory duties assigned.	Yes
DPS	Criminal Investigator II	86	POST, Bachelor's Degree and 2 years or accredited investigative experience OR 6 years of investigative experience	Fully operational investigator within the department Public Safety. May have some supervisory duties assigned.	Yes - No Academy Offered
DOC	Criminal Investigator II	28	Bachelor's Degree, POST, 2 years of professional investigative criminal case experience; work experience will substitute for year-for-year basis for Bach. degree	Fully operational investigator within the department of corrections. May have some supervisory duties assigned.	Yes

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR CRIMINAL INVESTIGATORS II

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
DOL	Criminal Investigator II	21	POST, Bachelor's Degree, 2 years of full time sworn detective experience or criminal investigator experience at the felony level	Fully operational investigator. Requires travel and availability for overnight stays or extended travel. Investigating white collar crimes, white collar fraud, identity theft, embezzlement, controlled substance abuse, forgery, homicide, auto theft and environmental crimes. Not a supervisor role.	Yes

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR CRIMINAL INVESTIGATORS III

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
DOR - SBG Liquor and Tobacco	Criminal Investigator III	15	POST, Bachelor's Degree, and 3 year of full time professional investigatory experience with 1 year as a lead or supervisor	Fully-operational investigator or criminalist and supervisor. Knowledge of enforcing, and applying state liquor and tobacco laws. Conducts financial crimes, and works complex cases.	Yes
DOR - SBG Racing	Criminal Investigator III		POST, Bachelor's Degree, and 3 year of full time professional investigatory experience with 1 year as a lead or supervisor	Fully-operational investigator or criminalist and supervisor. Knowledge of enforcing, and applying drug or controlled substance enforcement experience in a regulated environment.	Yes
DOR - SBG Auto	Criminal Investigator III		POST, Bachelor's Degree, and 3 year of full time professional investigatory experience with 1 year as a lead or supervisor	Fully-operational investigator or criminalist and supervisor. Knowledge of rule making process, and supervises investigations in a regulated environment.	Yes
DOR - - Marijuana Enforc. Division	Criminal Investigator III		POST, Bachelor's Degree, and 3 year of full time professional investigatory experience with 1 year as a lead or supervisor	Fully-operational investigator or criminalist and supervisor. Knowledge of enforcing, and	Yes

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR CRIMINAL INVESTIGATORS III

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
				applying drug or controlled substance enforcement experience in a regulated environment.	
DOR - SBG Gaming	Criminal Investigator III		POST, Bachelor's Degree, and 3 year of full time professional investigatory experience with 1 year as a lead or supervisor	Fully-operational investigator or criminalist and supervisor. Knowledge of enforcing, and applying drug or controlled substance enforcement experience in a regulated environment.	Yes
DNR	Criminal Investigator III	-	POST, Agency and Wildlife Officer or Parks Officer Commission, Bachelor's Degree, and 3 year of full time professional investigatory experience	Fully-operational investigator or criminalist and supervisor for the National Parks.	Yes
DPS	Criminal Investigator III	19	POST, Bachelor's Degree and 1 years or accredited investigative experience as a CBI Agent	Fully-operational investigator or criminalist and supervisor.	Yes
DOL	Criminal Investigator III	5	POST, Bachelor's Degree, 3 years of full time sworn detective experience or criminal investigator experience at the felony level	Fully-operational investigator or criminalist and supervisor.	Yes
DOC	Criminal Investigator III	2	Bachelor's Degree, POST, 3 years of professional investigative criminal case experience; work experience will substitute for year-for-year basis for Bachelors degree	Fully-operational investigator or criminalist and supervisor. Completing case filings, criminal report writing, court testimony, supervising a crime scene, and proper handling of evidence.	Yes

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR CRIMINAL INVESTIGATORS IV

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
DOR - SBG Liquor and Tobacco	Criminal Investigator IV	5	POST, Bachelor's Degree, 4 years of criminal investigator experience, 2 of which needs to be supervisory	Assistant director in a law enforcement agency. Strategic planning development, budget development, program policies and rules, analyzing data, rule writing, and serves as a liaison between the Division of Office of Attorney General and administrative actions and recommendations.	Not Listed
DOR - Marijuana Enforc. Division	Criminal Investigator IV		POST, Bachelor's Degree, 4 years of criminal investigator experience, 2 of which needs to be supervisory	Assistant director in a law enforcement agency. Documents experiences and collaborates closely with state, federal, and local law enforcement agencies throughout the State of Colorado and supervises investigations.	Yes
DOR - SBG Gaming	Criminal Investigator IV		POST, Bachelor's Degree, 4 years of criminal investigator experience, 2 of which needs to be supervisory	Assistant director in a law enforcement agency. Documents experiences and collaborates closely with state, federal, and local law enforcement agencies throughout the State of Colorado and supervises investigations within Gaming.	Yes
DNR	Criminal Investigator IV	-	POST, Agency and Wildlife Officer or Parks Officer Commission, Bachelor's Degree, and 4 year of full time professional investigatory experience	Assistant director in a law enforcement agency and supervisor for the National Parks.	Yes
DPS	Criminal Investigator IV	4	POST, Bachelor's Degree and 6 years or accredited experience in law enforcement and 2 years supervisory experience OR professional	Assistant Director level of responsibility.	Yes

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR CRIMINAL INVESTIGATORS IV

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
			investigative experience may substitute for education		
DOC	Criminal Investigator IV	-	Bachelor's Degree, POST, 4 year of professional investigative criminal case experience with 2 of those years working as a supervisor; work experience will substitute for year-for-year basis for Bach. degree	Assistant Director level of responsibility. Completing case filings, criminal report writing, court testimony, supervising a crime scene, and proper handling of evidence.	Yes

Community Parole Officer

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR COMMUNITY PAROLE OFFICERS Department of Corrections

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
DOC	Community Parole Officer	179	Bachelor's Degree, POST, work experience will substitute for year-for-year basis for Bach. degree	Positions are assigned a caseload of offenders to oversee their transition from incarceration to successful community living. Monitor offenders status, ensure program compliance.	Yes
	Community Parole Team Leader	23	Bachelor's degree, POST, 4 years of professional corrections/parole	Team leader with reduced caseload described in this class. Trains, guides, and evaluates lower-level	Yes

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR COMMUNITY PAROLE OFFICERS Department of Corrections					
Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
			experience, Substitute: professional work for degree on year-for-year basis	officers' work. Responsible for offenders under intensive supervision, fugitive investigation & apprehension, risk assessment management, or other programs.	
	Community Parole Supervisor	28	Bachelor's degree, POST, 5 years of professional corrections/parole experience, Substitute: professional work for degree on year-for-year basis	First supervisory level of community parole work. Supervise units responsible for community parole activities. Assign cases to officers; monitor case management actions; resolve problems & differences of opinion on the more difficult, critical cases requiring modifications of procedures; coordinate inter-unit transfers or cooperative efforts; and evaluate programs' effectiveness.	Yes
	Community Parole Manager	7	Bachelor's degree, POST, 6 years of professional corrections/parole experience, 1 year as a supervisor Substitute: professional work for degree on year-for-year basis	Second supervisory level. Direct multiple units through unit supervisors for portions of the State's parole and community corrections functions. Differs from the Community Parole Supervisor class in the factors of Decision Making, Complexity, and in Line/Staff Authority.	Yes

State Troopers

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR STATE PATROL TROOPERS					
Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
DPS	State Patrol Cadet	62	Colorado Resident, HS Diploma or GED, 21 years old, Ability	Intern or cadet level. Positions in this level receive classroom and field training	Yes Upon Grad

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR STATE PATROL TROOPERS

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
			to be POST certified	designed to familiarize them with the duties of a trooper.	Academy - Offered Academy
	State Patrol Trooper	327	POST, and complete field training (FTO)	Fully-operational trooper. Primary responsibility for enforcing motor vehicle and criminal laws by patrol work that includes traffic control, investigating accidents, helping motorists with emergencies or mechanical breakdowns & crime prevention.	Yes
	State Patrol Trooper III (Corporal)	177	POST, 2 years of experience as a CSP Trooper completion of FTO	Patrol officer in a work leader role. Positions in this level perform enforcement work in a recognized specialty area characterized by lead work over others.	Yes
	State Patrol Trooper III (Specialty Trooper)		POST, 2 years of experience as a CSP Trooper completion of FTO; 1 year with a specialty unit	Patrol officer in a work leader role. Positions in this level perform enforcement work in a recognized specialty area characterized by lead work over others. Specialty areas can include investigations.	Yes
	State Patrol Supervisor (Sergeant)	101	POST, 3 years of experience as a CSP Trooper completion of FTO	First supervisory level. Supervise the work of three or more full time equivalent (FTE) positions. Supervisory duties include decisions that affect the pay, status, or tenure of others.	Yes
	State Patrol Administrator I (Captain)	29	POST, 1 year of experience as a State Patrol Supervisor (Sergeant)	Second supervisory level. Supervises two or more subordinates, responsible for a designated unit (troop or staff). Oversees two or more sections of troopers and entails such things as planning, scheduling, and evaluating operations.	Yes
	State Patrol Administrator II (Major)	8	POST, 1 year of experience as a State Patrol Administrator I (Captain)	Third-level supervisor. Supervisory and administrative responsibilities directing a field district or staff branch. Plans and evaluates patrol operations, interpreting patrol policies, and resolving inter-agency jurisdictional issues and problems.	Yes

**STATE JOB DESCRIPTION AND POST REQUIREMENT FOR STATE PATROL
TROOPERS**

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
	State Executive Services Lt. Colonel	-	Bachelor's Degree, POST, 1 year of experience as a State Patrol Administrator II, substitute degree for year-for-year experience	Plans, organizes and directs all activities of the CSP within a region, to include districts, branches and programs. Provides supervision and direction to area commanders to ensure effective agency deployment of resources in order to accomplish the mission of the CSP. This position is an appointing authority with the authorization to hire and terminate employees of the organization. This position is subject to specialized agency-wide project assignment at the direction of the Chief's Office.	Yes
	State Executive Services Chief	-	Bachelor's Degree, POST, 1 year of experience as a State Patrol Administrator II, substitute degree for year-for-year experience	Coordinates all activities of Patrol and provides overall organizational direction to all employees by setting forth rules and regulations governing all operating procedures for CSP and courtesies and customs for good order of the service in a manner consistent with preservation of public peace, health, and safety.	Yes

Police Officers

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR POLICE OFFICERS INTERNS

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
Adams State Univ.	Police Officer Intern	1	Did not Respond to Survey	Did not Respond to Survey	
Auraria Higher Education Center	Police Officer Intern	3	POST, substitute currently going to a law enforcement Academy	The Police Officer in training position responds to civil matters, enforces applicable local, state, and federal laws. Duties include, writing reports; performing preliminary investigations; collecting evidence; responding to various alarms; detecting and arresting wrongdoers; and community policing activities. The Auraria Campus Police Department performs foot, bike, vehicle patrol & crowd management at events.	Yes - No Academy Offered - Need Cert to Apply
CSU	Police Officer Intern	-	POST to be obtained, one year of college education, can substitute one year of experience for education or POST Certification, associates degree or higher desired	The Police Officer in training position responds to civil matters, enforces applicable local, state, and federal laws. Duties include, writing reports; performing preliminary investigations; collecting evidence; responding to various alarms; detecting and arresting wrongdoers; and community policing activities.	Yes
Fort Lewis College	Police Officer Intern	2	POST, substitute currently going to a law enforcement Academy, and completion of field training experience	Police Officer in training position.	Yes
RRCC	Police Officer Intern	-	POST, substitute currently going to a law enforcement Academy,	Police Officer in training position.	Yes
UCCS	Police Officer I	-	POST within 3 months, 1 year of college education	Police Officer in training position. Intern for 1 year until completion of academy, then on the job field training totaling 1 year. Promotion to Police Officer I after 1 year.	Yes

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR POLICE OFFICERS I

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
Adams State Univ.	Police Officer I	4	Did not Respond to Survey	Did not Respond to Survey	Yes
Arapahoe Comm. College	Police Officer I	-	POST, 1 year of experience in an occupational field to the work assigned for this position	Responsible for providing a safe working and learning environment by protecting life and property, detecting crime, preventing criminal activity, investigating, community services, and enforcing all laws, rules and regulations for Campus.	Yes - No Academy Offered
Auraria Higher Ed. Center	Police Officer I	11	Did not Respond to Survey	Did not Respond to Survey	Yes
Colorado School of Mines	Police Officer I	5	Did not Respond to Survey	Did not Respond to Survey	Yes
CU - Boulder	Police Officer I	1	POST, 1 year of law enforcement experience	Responsible for providing a safe working and learning environment by protecting life and property, detecting crime, preventing criminal activity, investigating, community services, and enforcing all laws, rules and regulations for Campus	Yes
CSU	Police Officer I	-	POST, associates degree, 2 or more years of experience as a certified police officer	Fully-operational police officer. Conduct vehicle or foot patrol to detect criminal activity, respond to communication orders, investigate and gather evidence at the scene, request assistance or emergency aid, establish and maintain control of situations, direct and control crowds and traffic, issue citations or warrants, restrain and take persons into custody, prepare reports and records, and follow-up on incidents or suspected activities.	Yes
CSU - Pueblo	Police Officer I	2	Did not Respond to Survey	Did not Respond to Survey	Yes

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR POLICE OFFICERS I

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
UCCS	Police Officer I	-	POST, 1 or more years of experience as a certified police officer	Fully-operational police officer. Conduct vehicle or foot patrol to detect criminal activity, respond to communication orders, investigate and gather evidence at the scene, request assistance or emergency aid, establish and maintain control of situations, direct and control crowds and traffic, issue citations or warrants, restrain and take persons into custody, prepare reports and records, and follow-up on incidents or suspected activities.	Yes
Fort Lewis College	Police Officer I	2	POST, Bachelor's Degree	Not Specific in Survey	Yes
DHS	Police Officer I	7	Did not Respond to Survey	Did not Respond to Survey	Yes
PPCC	Police Officer I	-	POST, 1 year of law enforcement experience	Parolling, apprehending, arresting, and enforcing criminal and civil laws	Yes
Pueblo Community College	Police Officer I	-	POST, 1 year of law enforcement experience	Did not specify in survey.	Yes
RRCC	Police Officer I	-	POST, 1 or more years of experience as a certified police officer	Not Specific in Survey.	Yes
UNC	Police Officer I	11	Did not Respond to Survey	Did not Respond to Survey	Yes

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR POLICE OFFICERS II

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
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Auraria Higher Ed. Center	Police Officer II	4	Did not Respond to Survey	Did not Respond to Survey	Yes
Arapahoe Com. College	Police Officer II	-	POST, 1 year of experience in an occupational field to the work assigned for this position	Responsible for providing a safe working and learning environment by protecting life and property, detecting crime, preventing criminal activity, investigating, community services, and enforcing all laws, rules and regulations for Campus.	Yes - No Academy Offered
CSU	Police Officer II	-	Must be current Police Officer CSUPD, 2 years of experiences as a Police Officer, and POST, no education requirement	Work leader responsibilities. Positions in this level oversee and direct the work of other police officers. See above job description.	Yes
CU - Boulder	Police Officer II	1	POST, 2 or more years of experience as a certified police officer	Work leader responsibilities. Positions in this level oversee and direct the work of other police officers.	Yes
UCCS	Police Officer II	-	POST, 2 or more years of experience as a certified police officer	Work leader responsibilities. Positions in this level oversee and direct the work of other police officers.	Yes
Fort Lewis College	Police Officer II	1	POST, and Bachelor's degree	Not Specified in Survey	Yes
DHS	Police Officer II	3	Did not Respond to Survey	Did not Respond to Survey	Yes
PPCC	Police Officer II	-	POST, 1 year of law enforcement experience	Parolling, apprehending, arresting, and enforcing criminal and civil laws	Yes
UNC	Police Officer II	2	Did not Respond to Survey	Did not Respond to Survey	Yes

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR POLICE OFFICERS III					
Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
Arapahoe Comm. College	Police Officer III	-	POST, 3 years of experience in an occupational field to the work assigned for this position.	First supervisory level. Responsibilities over positions in lower police officers or related security classes.	Yes

Auraria Higher Ed. Center	Police Officer III	4	Did not Respond to Survey	Did not Respond to Survey	Yes
Colorado School of Mines	Police Officer III	1	Did not Respond to Survey	Did not Respond to Survey	Yes
CSU	Police Officer III	-	Must be current Police Officer CSUPD, 3 years of experiences as a Police Officer, POST	First supervisory level. Did not specify in survey	Yes
DHS	Police Officer III	2	Did not Respond to Survey	Did not Respond to Survey	Yes
CU - Boulder	Police Officer II	-	POST, 3 or more years of experience as a certified police officer, Associates Degree	Work leader responsibilities. Positions in this level oversee and direct the work of other police officers.	Yes
PPCC	Police Officer III	2	POST, 1 year of law enforcement experience	Parolling, apprehending, arresting, and enforcing criminal and civil laws	Yes
RRCC	Police Officer III	1	POST, 3 or more years of experience as a certified police officer	First supervisory level. Did not specify in survey.	Yes
UNC	Police Officer III	1	Did not Respond to Survey	Did not Respond to Survey	Yes

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR POLICE ADMINISTRATOR I

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
UNC	Police Administrator I		Did not Respond to Survey	Did not Respond to Survey	Yes
DHS	Police Administrator I	1	Did not Respond to Survey	Did not Respond to Survey	Yes
CU - Boulder	Police Administrator I	-	POST, 3 or more years of experience as a certified police officer supervisor	Second supervisory level. In addition to higher levels of decisions and complexity in setting operations or investigative processes, positions in this level supervise at least one Unit Supervisor, as described by the Police Officer III class	Yes

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR POLICE ADMINISTRATOR II

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
DHS	Police Administrator II	1	Did not Respond to Survey	Police administrator level. Positions direct and manage a police organization at an agency. Responsible for all law enforcement operations including police operations, investigations, training, budget matters, equipment and facilities, etc. Positions plan, coordinate, and evaluate law enforcement activities in cooperation with local jurisdictions, i.e., city police or county sheriff departments.	Yes

Safety Security Officers

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR SAFETY SECURITY OFFICER I

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
DOE	Safety Security Officer I	2	Did not Respond to Survey	Did not Respond to Survey	N/A
DHS	Safety Security Officer I	9	Did not Respond to Survey	Did not Respond to Survey	N/A

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR SAFETY SECURITY OFFICER III

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
DOE	Safety Security Officer III	1	Did not Respond to Survey	Did not Respond to Survey	N/A
DHS	Safety Security Officer III	2	Did not Respond to Survey	Did not Respond to Survey	N/A

Park Rangers/Park Services/Park Officers

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR PARK MANAGERS SERIES (PARK RANGERS)

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
DNR	Park Manager I	10	Bachelor's Degree, POST, substitution of combination of experience and education	In Training. Park Rangers educate the public and patrol Colorado State Parks. They perform a wide variety of jobs, and most work is conducted outside in all seasons and weather conditions. Responsible for diversity of the state's geography, visitors, and recreational opportunities. Patrol on ATVs, vehicles, or by foot to being hiking guides, doing	Yes

				educational programs and administrative work.	
	Park Manager II-VI	43	Bachelor's Degree, POST and 1 year of professional experience, substitution of combination of experience and education	PM II is first year in the park. PM III is 2nd year in the park. PM IV is a Senior Ranger. PM V is an Operations Manager. Responsible for the Colorado State Parks. These roles vary in supervisor and administrative responsibility. Most work outdoors during all seasons and weather conditions patrolling on ATV's, vehicles, or by foot, hiking guides, and doing educational and park operations.	Yes
		25			
		8			
		27			
		4			

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR WILDLIFE MANAGER SERIES					
Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
DNR	Wildlife Manager I	11	Bachelor's Degree, POST, substitute combination of experience and education on a year-for-year basis	Responsible for game and wildlife. Oversees hatchery and aquatic coordination and safety of parks fish and game. Conservation and recovery to include native species, responsive management and gaming/hunting management.	Yes
	Wildlife Manager II	7	Bachelor's Degree, POST, 1 year of professional experience, substitute combination of experience and education on a year-for-year basis	Responsible for game and wildlife with potential supervisor duties. Oversees hatchery and aquatic coordination and safety of parks fish and game. Conservation and recovery to include native species, responsive management and gaming/hunting management.	Yes
	Wildlife Manager III-VI	169 13 45	At least a Bachelor's Degree, POST, 1 year of professional experience, substitute combination of experience and education on a year-for-year basis	Responsible for game and wildlife with some or all supervisor duties. Oversees hatchery and aquatic coordination and safety of parks fish and game. Conservation and recovery to include native species, responsive management and gaming/hunting management.	Yes except Biologists

STATE JOB DESCRIPTION AND POST REQUIREMENT FOR WILDLIFE MANAGER SERIES

Agency	Job Title	# of EE	Qualifications, Training and Experience	Job Description	POST Required
	Wildlife Technician	0	At least 3 years of work experience plus on year per class series in wildlife, substitute a Bachelor's degree with work experience on a year-for-year basis	Did not specify in survey.	No

Historical Changes Affecting Employees

HISTORICAL CHANGES AFFECTING EMPLOYEES AS PRESENTED IN THE ANNUAL COMPENSATION REPORT							
Fiscal Year	Actual State Base Salary % Compared to Market Median	Base Salary Recommendation & Market Projections	Salary Increase Funding in November 1 Request	Salary Increase Approval by General Assembly	Average Employee Health Premium % Change	Average Employee Dental Premium % Change	PERA Employee Contribution % Change*
FY 2021-22	-11.6%	3.0%	2.05%	3.0% ATB	-		0.50%
FY 2020-21	-4.8%	3.0%	2.0%	0.0%	-25.30%	-4.10%	1.25%
FY 2019-20	-7.0%	3.0%	3.0% Merit	3.0% ATB	11.60%	7.70%	0.75%
FY 2018-19	-6.3%	3.0%	3.0% ATB	3.0% ATB	-	-	-
FY 2017-18	-5.7%	3.0%	2.5% ATB	1.75% ATB, 0.75% Merit	-5.40%	-	-
FY 2016-17	-3.0%	3.0%	-	-	-	-	-
FY 2015-16	Provided at occupational group level	1% ATB, 1% Merit	1% ATB, 1% Merit	1% ATB, 1% Merit	25.50%	-	-
FY 2014-15	-3.8%	3.8%	1.5% ATB, 1.5% Merit	2.5% ATB, 1.2% Merit	-	-	-
FY 2013-14	-7.2%	1.5% ATB, 1.6% Merit	-	2.0% ATB, 1.6% Merit	-7.00%	9.80%	-
FY 2012-13	-5.2%	-	-	-	Data not available	Data not available	-

Turnover Data

FY 2021-22 Turnover					
Department	Class	Class Title	# of Separations	Average # of Employees	Turnover %
Corrections	A1D2TX	CORR/YTH/CLIN SEC OFF I	698.0	1,916.7	36.4%
	A1D3XX	CORR/YTH/CLIN SEC OFF II	128.0	652.5	19.6%
	A1D4XX	CORR/YTH/CLN SEC SPEC III	5.0	91.5	5.5%
	A1D5XX	CORR/YTH/CLN SEC SUPV III	33.0	203.8	16.2%
	A1D6XX	CORR/YTH SEC OFF IV	6.0	100.8	6.0%
	A2A2TX	CRIMINAL INVESTIGATOR I	1.0	5.1	19.7%
	A2A3XX	CRIMINAL INVESTIGATOR II	5.0	27.7	18.1%
	A2A4XX	CRIMINAL INVESTIGATOR III	1.0	3.1	32.4%
	A3C1XX	COMMUNITY PAROLE OFF	25.0	185.9	13.4%
	A3C2XX	COMMUNITY PAROLE TEAM LDR	-	23.6	0.0%
	A3C3XX	COMMUNITY PAROLE SUPV	1.0	27.5	3.6%
	A3C4XX	COMMUNITY PAROLE MGR	2.0	9.9	20.2%
Corrections Total			905.0	3,248.0	27.9%
Education	A4C1XX	SAFETY SECURITY OFF I	-	2.0	0.0%
	A4C2XX	SAFETY SECURITY OFF III	-	1.0	0.0%
Education Total			-	3.0	0.0%
Human Services	A1D2TX	CORR/YTH/CLIN SEC OFF I	426.0	509.9	83.5%
	A1D3XX	CORR/YTH/CLIN SEC OFF II	51.0	136.6	37.3%
	A1D4XX	CORR/YTH/CLN SEC SPEC III	-	4.8	0.0%
	A1D5XX	CORR/YTH/CLN SEC SUPV III	22.0	94.7	23.2%
	A1D6XX	CORR/YTH SEC OFF IV	-	2.0	0.0%
	A4B2TX	POLICE OFFICER I	-	7.3	0.0%
	A4B3XX	POLICE OFFICER II	-	3.0	0.0%
	A4B4XX	POLICE OFFICER III	-	2.0	0.0%
	A4B5XX	POLICE ADMINISTRATOR I	-	1.0	0.0%
	A4B6XX	POLICE ADMINISTRATOR II	-	1.0	0.0%
	A4C1XX	SAFETY SECURITY OFF I	5.0	9.4	53.1%
	A4C2XX	SAFETY SECURITY OFF III	-	2.7	0.0%
Human Services Total			504.0	774.4	65.1%
Labor & Employment	A2A1IX	CRIMINAL INVESTIGATOR INT	-	4.0	0.0%
	A2A2TX	CRIMINAL INVESTIGATOR I	1.0	5.0	20.0%
	A2A3XX	CRIMINAL INVESTIGATOR II	1.0	5.3	19.0%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	1.6	0.0%
Labor & Employment Total			2.0	15.8	12.6%
Law	A2A3XX	CRIMINAL INVESTIGATOR II	2.0	20.1	10.0%
	A2A4XX	CRIMINAL INVESTIGATOR III	2.0	5.4	36.9%
Law Total			4.0	25.5	15.7%

FY 2021-22 Turnover					
Department	Class	Class Title	# of Separations	Average # of Employees	Turnover %
Natural Resources	A2A3XX	CRIMINAL INVESTIGATOR II	2.0	9.3	21.6%
	H4M3XX	TECHNICIAN III	-	61.8	0.0%
	H6P1XX	PARK MANAGER I	-	9.9	0.0%
	H6P2XX	PARK MANAGER II	7.0	45.1	15.5%
	H6P3XX	PARK MANAGER III	1.0	25.6	3.9%
	H6P4XX	PARK MANAGER IV	1.0	7.4	13.5%
	H6P5XX	PARK MANAGER V	1.0	26.7	3.8%
	H6P6XX	PARK MANAGER VI	-	4.0	0.0%
	H6U1XX	WILDLIFE MANAGER I	-	8.5	0.0%
	H6U2XX	WILDLIFE MANAGER II	-	7.5	0.0%
	H6U3XX	WILDLIFE MANAGER III	3.0	166.6	1.8%
	H6U4XX	WILDLIFE MANAGER IV	-	13.5	0.0%
H6U5XX	WILDLIFE MANAGER V	2.0	44.1	4.5%	
Natural Resources Total			17.0	429.9	4.0%
Public Safety	A2A1IX	CRIMINAL INVESTIGATOR INT	-	4.3	0.0%
	A2A2TX	CRIMINAL INVESTIGATOR I	1.0	3.3	30.8%
	A2A3XX	CRIMINAL INVESTIGATOR II	3.0	83.8	3.6%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	19.9	0.0%
	A2A5XX	CRIMINAL INVESTIGATOR IV	-	3.9	0.0%
	A4A1IX	STATE PATROL CADET	22.0	65.5	33.6%
	A4A3TX	STATE PATROL TROOPER	36.0	347.2	10.4%
	A4A4XX	STATE PATROL TROOPER III	19.0	175.1	10.9%
	A4A5XX	STATE PATROL SUPERVISOR	9.0	100.9	8.9%
	A4A6XX	STATE PATROL ADMIN I	4.0	28.5	14.0%
	A4A7XX	STATE PATROL ADMIN II	2.0	8.8	22.6%
	Public Safety Total			96.0	841.2
Regulatory Agencies	A2A2TX	CRIMINAL INVESTIGATOR I	3.0	25.4	11.8%
	A2A3XX	CRIMINAL INVESTIGATOR II	3.0	8.4	35.6%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	1.0	0.0%
Regulatory Agencies Total			6.0	34.8	17.2%
Revenue	A2A1IX	CRIMINAL INVESTIGATOR INT	-	1.0	0.0%
	A2A2TX	CRIMINAL INVESTIGATOR I	10.0	56.9	17.6%
	A2A3XX	CRIMINAL INVESTIGATOR II	3.0	45.5	6.6%
	A2A4XX	CRIMINAL INVESTIGATOR III	2.0	15.5	12.9%
	A2A5XX	CRIMINAL INVESTIGATOR IV	2.0	5.5	36.4%
Revenue Total			17.0	124.4	13.7%
Grand Total			1,551.0	5,497.1	28.2%

FY 2020-21 Turnover						
Department	Class	Class Title	# of Separations	Average # of Employees	Turnover %	
Corrections	A1D2TX	CORR/YTH/CLIN SEC OFF I	472.0	2,219.4	21.3%	
	A1D3XX	CORR/YTH/CLIN SEC OFF II	106.0	695.5	15.2%	
	A1D4XX	CORR/YTH/CLN SEC SPEC III	12.0	79.5	15.1%	
	A1D5XX	CORR/YTH/CLN SEC SUPV III	18.0	231.9	7.8%	
	A1D6XX	CORR/YTH SEC OFF IV	14.0	101.8	13.7%	
	A2A1IX	CRIMINAL INVESTIGATOR INT	-	3.4	0.0%	
	A2A2TX	CRIMINAL INVESTIGATOR I	1.0	3.9	25.7%	
	A2A3XX	CRIMINAL INVESTIGATOR II	1.0	26.8	3.7%	
	A2A4XX	CRIMINAL INVESTIGATOR III	-	3.0	0.0%	
	A2A5XX	CRIMINAL INVESTIGATOR IV	1.0	1.0	100.0%	
	A3C1XX	COMMUNITY PAROLE OFF	26.0	210.4	12.4%	
	A3C2XX	COMMUNITY PAROLE TEAM LDR	1.0	22.6	4.4%	
	A3C3XX	COMMUNITY PAROLE SUPV	2.0	27.4	7.3%	
	A3C4XX	COMMUNITY PAROLE MGR	2.0	12.0	16.7%	
Corrections Total			656.0	3,638.7	18.0%	
Education	A4C1XX	SAFETY SECURITY OFF I	2.0	1.6	126.3%	
	A4C2XX	SAFETY SECURITY OFF III	-	1.0	0.0%	
Education Total			2.0	2.6	77.4%	
Human Services	A1D2TX	CORR/YTH/CLIN SEC OFF I	352.0	602.3	58.4%	
	A1D3XX	CORR/YTH/CLIN SEC OFF II	28.0	141.9	19.7%	
	A1D4XX	CORR/YTH/CLN SEC SPEC III	-	5.8	0.0%	
	A1D5XX	CORR/YTH/CLN SEC SUPV III	10.0	87.5	11.4%	
	A1D6XX	CORR/YTH SEC OFF IV	-	2.0	0.0%	
	A4B2TX	POLICE OFFICER I	3.0	10.3	29.0%	
	A4B3XX	POLICE OFFICER II	-	3.7	0.0%	
	A4B4XX	POLICE OFFICER III	1.0	1.5	66.7%	
	A4B5XX	POLICE ADMINISTRATOR I	-	1.0	0.0%	
	A4B6XX	POLICE ADMINISTRATOR II	-	1.0	0.0%	
	A4C1XX	SAFETY SECURITY OFF I	-	11.3	0.0%	
	A4C2XX	SAFETY SECURITY OFF III	-	3.0	0.0%	
	Human Services Total			394.0	871.3	45.2%
	Labor & Employment	A2A2TX	CRIMINAL INVESTIGATOR I	2.0	4.4	45.3%
A2A3XX		CRIMINAL INVESTIGATOR II	-	5.0	0.0%	
A2A4XX		CRIMINAL INVESTIGATOR III	-	1.0	0.0%	
Labor & Employment Total			2.0	10.4	19.2%	
Law	A2A3XX	CRIMINAL INVESTIGATOR II	5.0	20.3	24.7%	
	A2A4XX	CRIMINAL INVESTIGATOR III	1.0	6.5	15.4%	
Law Total			6.0	26.8	22.4%	

FY 2020-21 Turnover					
Department	Class	Class Title	# of Separations	Average # of Employees	Turnover %
Natural Resources	A2A3XX	CRIMINAL INVESTIGATOR II	-	10.0	0.0%
	H4M3XX	TECHNICIAN III	-	62.1	0.0%
	H6P1XX	PARK MANAGER I	-	8.5	0.0%
	H6P2XX	PARK MANAGER II	7.0	49.6	14.1%
	H6P3XX	PARK MANAGER III	1.0	26.7	3.8%
	H6P4XX	PARK MANAGER IV	1.0	8.8	11.3%
	H6P5XX	PARK MANAGER V	-	25.2	0.0%
	H6P6XX	PARK MANAGER VI	-	3.7	0.0%
	H6U1XX	WILDLIFE MANAGER I	-	7.1	0.0%
	H6U2XX	WILDLIFE MANAGER II	-	8.0	0.0%
	H6U3XX	WILDLIFE MANAGER III	7.0	170.5	4.1%
	H6U4XX	WILDLIFE MANAGER IV	-	13.9	0.0%
	H6U5XX	WILDLIFE MANAGER V	5.0	41.9	11.9%
Natural Resources Total			21.0	435.9	4.8%
Public Safety	A2A1IX	CRIMINAL INVESTIGATOR INT	-	1.1	0.0%
	A2A2TX	CRIMINAL INVESTIGATOR I	1.0	4.2	24.0%
	A2A3XX	CRIMINAL INVESTIGATOR II	6.0	86.7	6.9%
	A2A4XX	CRIMINAL INVESTIGATOR III	2.0	20.3	9.8%
	A2A5XX	CRIMINAL INVESTIGATOR IV	-	2.5	0.0%
	A4A1IX	STATE PATROL CADET	4.0	23.7	16.9%
	A4A3TX	STATE PATROL TROOPER	46.0	390.9	11.8%
	A4A4XX	STATE PATROL TROOPER III	24.0	187.8	12.8%
	A4A5XX	STATE PATROL SUPERVISOR	11.0	100.8	10.9%
	A4A6XX	STATE PATROL ADMIN I	6.0	28.7	20.9%
	A4A7XX	STATE PATROL ADMIN II	3.0	8.9	33.6%
Public Safety Total			103.0	855.6	12.0%
Regulatory Agencies	A2A2TX	CRIMINAL INVESTIGATOR I	2.0	26.3	7.6%
	A2A3XX	CRIMINAL INVESTIGATOR II	1.0	10.2	9.8%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	1.0	0.0%
Regulatory Agencies Total			3.0	37.5	8.0%
Revenue	A2A1IX	CRIMINAL INVESTIGATOR INT	-	1.9	0.0%
	A2A2TX	CRIMINAL INVESTIGATOR I	14.0	60.8	23.0%
	A2A3XX	CRIMINAL INVESTIGATOR II	3.0	40.1	7.5%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	13.2	0.0%
	A2A5XX	CRIMINAL INVESTIGATOR IV	-	5.5	0.0%
Revenue Total			17.0	121.4	14.0%
Grand Total			1,204.0	6,000.1	20.1%

FY 2019-20 Turnover					
Department	Class	Class Title	# of Separations	Average # of Employees	Turnover %
Corrections	A1D2TX	CORR/YTH/CLIN SEC OFF I	468.0	2,214.1	21.1%
	A1D3XX	CORR/YTH/CLIN SEC OFF II	67.0	691.0	9.7%
	A1D4XX	CORR/YTH/CLN SEC SPEC III	3.0	77.5	3.9%
	A1D5XX	CORR/YTH/CLN SEC SUPV III	16.0	231.1	6.9%
	A1D6XX	CORR/YTH SEC OFF IV	7.0	101.3	6.9%
	A2A1IX	CRIMINAL INVESTIGATOR INT	-	3.6	0.0%
	A2A2TX	CRIMINAL INVESTIGATOR I	-	1.0	0.0%
	A2A3XX	CRIMINAL INVESTIGATOR II	3.0	27.3	11.0%
	A2A4XX	CRIMINAL INVESTIGATOR III	2.0	3.3	61.5%
	A2A5XX	CRIMINAL INVESTIGATOR IV	-	1.0	0.0%
	A3C1XX	COMMUNITY PAROLE OFF	16.0	215.2	7.4%
	A3C2XX	COMMUNITY PAROLE TEAM LDR	1.0	22.9	4.4%
	A3C3XX	COMMUNITY PAROLE SUPV	2.0	25.8	7.8%
	A3C4XX	COMMUNITY PAROLE MGR	1.0	10.3	9.7%
Corrections Total			586.0	3,625.2	16.2%
Education	A4C1XX	SAFETY SECURITY OFF I	-	2.1	0.0%
	A4C2XX	SAFETY SECURITY OFF III	-	1.0	0.0%
Education Total			-	3.1	0.0%
Human Services	A1D2TX	CORR/YTH/CLIN SEC OFF I	335.0	584.7	57.3%
	A1D3XX	CORR/YTH/CLIN SEC OFF II	29.0	136.7	21.2%
	A1D4XX	CORR/YTH/CLN SEC SPEC III	1.0	5.5	18.2%
	A1D5XX	CORR/YTH/CLN SEC SUPV III	17.0	85.3	19.9%
	A1D6XX	CORR/YTH SEC OFF IV	-	2.0	0.0%
	A4B2TX	POLICE OFFICER I	5.0	12.6	39.7%
	A4B3XX	POLICE OFFICER II	-	4.0	0.0%
	A4B4XX	POLICE OFFICER III	-	2.0	0.0%
	A4B5XX	POLICE ADMINISTRATOR I	-	1.0	0.0%
	A4B6XX	POLICE ADMINISTRATOR II	-	1.0	0.0%
	A4C1XX	SAFETY SECURITY OFF I	1.0	9.9	10.1%
	A4C2XX	SAFETY SECURITY OFF III	-	3.0	0.0%
	Human Services Total			388.0	847.6
Labor & Employment	A2A1IX	CRIMINAL INVESTIGATOR INT	1.0	1.7	58.8%
	A2A2TX	CRIMINAL INVESTIGATOR I	1.0	1.0	100.0%
	A2A3XX	CRIMINAL INVESTIGATOR II	-	5.0	0.0%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	1.0	0.0%
Labor & Employment Total			2.0	8.7	23.0%
Law	A2A3XX	CRIMINAL INVESTIGATOR II	1.0	20.3	4.9%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	6.6	0.0%
Law Total			1.0	26.9	3.7%

FY 2019-20 Turnover					
Department	Class	Class Title	# of Separations	Average # of Employees	Turnover %
Natural Resources	A2A3XX	CRIMINAL INVESTIGATOR II	1.0	9.8	10.3%
	A2A4XX	CRIMINAL INVESTIGATOR III	1.0	1.0	100.0%
	H4M3XX	TECHNICIAN III	-	62.6	0.0%
	H6P1XX	PARK MANAGER I	4.0	10.7	37.3%
	H6P2XX	PARK MANAGER II	4.0	48.5	8.3%
	H6P3XX	PARK MANAGER III	-	26.8	0.0%
	H6P4XX	PARK MANAGER IV	-	8.8	0.0%
	H6P5XX	PARK MANAGER V	-	25.8	0.0%
	H6P6XX	PARK MANAGER VI	1.0	3.7	26.8%
	H6U1XX	WILDLIFE MANAGER I	-	9.3	0.0%
	H6U2XX	WILDLIFE MANAGER II	-	7.0	0.0%
	H6U3XX	WILDLIFE MANAGER III	2.0	172.9	1.2%
	H6U4XX	WILDLIFE MANAGER IV	-	13.6	0.0%
	H6U5XX	WILDLIFE MANAGER V	6.0	41.5	14.4%
Natural Resources Total			19.0	442.1	4.3%
Public Safety	A2A1IX	CRIMINAL INVESTIGATOR INT	-	1.0	0.0%
	A2A2TX	CRIMINAL INVESTIGATOR I	-	7.4	0.0%
	A2A3XX	CRIMINAL INVESTIGATOR II	1.0	84.3	1.2%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	19.5	0.0%
	A2A5XX	CRIMINAL INVESTIGATOR IV	-	2.9	0.0%
	A4A1IX	STATE PATROL CADET	6.0	25.4	23.6%
	A4A3TX	STATE PATROL TROOPER	21.0	416.7	5.0%
	A4A4XX	STATE PATROL TROOPER III	8.0	199.3	4.0%
	A4A5XX	STATE PATROL SUPERVISOR	3.0	102.6	2.9%
	A4A6XX	STATE PATROL ADMIN I	6.0	28.3	21.2%
	A4A7XX	STATE PATROL ADMIN II	2.0	9.4	21.2%
	Public Safety Total			47.0	896.8
Regulatory Agencies	A2A2TX	CRIMINAL INVESTIGATOR I	4.0	27.3	14.7%
	A2A3XX	CRIMINAL INVESTIGATOR II	1.0	10.4	9.6%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	1.0	0.0%
Regulatory Agencies Total			5.0	38.7	12.9%
Revenue	A2A2TX	CRIMINAL INVESTIGATOR I	9.0	68.8	13.1%
	A2A3XX	CRIMINAL INVESTIGATOR II	2.0	35.7	5.6%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	13.6	0.0%
	A2A5XX	CRIMINAL INVESTIGATOR IV	1.0	5.7	17.6%
Revenue Total			12.0	123.8	9.7%
Grand Total			1,060.0	6,012.9	17.6%

FY 2018-19 Turnover					
Department	Class	Class Title	# of Separations	Average # of Employees	Turnover %
Corrections	A1D2TX	CORR/YTH/CLIN SEC OFF I	591.0	2,160.3	27.4%
	A1D3XX	CORR/YTH/CLIN SEC OFF II	78.0	703.0	11.1%
	A1D4XX	CORR/YTH/CLN SEC SPEC III	3.0	75.8	4.0%
	A1D5XX	CORR/YTH/CLN SEC SUPV III	27.0	232.9	11.6%
	A1D6XX	CORR/YTH SEC OFF IV	18.0	101.7	17.7%
	A2A2TX	CRIMINAL INVESTIGATOR I	-	1.3	0.0%
	A2A3XX	CRIMINAL INVESTIGATOR II	1.0	26.9	3.7%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	4.0	0.0%
	A3C1XX	COMMUNITY PAROLE OFF	19.0	205.3	9.3%
	A3C2XX	COMMUNITY PAROLE TEAM LDR	2.0	21.3	9.4%
	A3C3XX	COMMUNITY PAROLE SUPV	2.0	24.8	8.1%
	A3C4XX	COMMUNITY PAROLE MGR	-	9.8	0.0%
	Corrections Total			741.0	3,566.8
Education	A4C1XX	SAFETY SECURITY OFF I	-	3.0	0.0%
Education Total			-	3.0	0.0%
Human Services	A1D2TX	CORR/YTH/CLIN SEC OFF I	337.0	585.8	57.5%
	A1D3XX	CORR/YTH/CLIN SEC OFF II	34.0	135.0	25.2%
	A1D4XX	CORR/YTH/CLN SEC SPEC III	2.0	5.1	39.3%
	A1D5XX	CORR/YTH/CLN SEC SUPV III	19.0	86.5	22.0%
	A1D6XX	CORR/YTH SEC OFF IV	-	1.1	0.0%
	A1D7XX	CORR/YTH SEC OFF V	1.0	11.5	8.7%
	A4B2TX	POLICE OFFICER I	3.0	13.2	22.8%
	A4B3XX	POLICE OFFICER II	-	4.0	0.0%
	A4B4XX	POLICE OFFICER III	-	2.5	0.0%
	A4B5XX	POLICE ADMINISTRATOR I	-	1.0	0.0%
	A4B6XX	POLICE ADMINISTRATOR II	2.0	1.0	200.0%
	A4C1XX	SAFETY SECURITY OFF I	1.0	9.7	10.3%
	A4C2XX	SAFETY SECURITY OFF III	-	3.0	0.0%
Human Services Total			399.0	859.4	46.4%
Labor & Employment	A2A1IX	CRIMINAL INVESTIGATOR INT	-	1.0	0.0%
	A2A2TX	CRIMINAL INVESTIGATOR I	-	1.0	0.0%
	A2A3XX	CRIMINAL INVESTIGATOR II	-	5.0	0.0%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	1.0	0.0%
Labor & Employment Total			-	8.0	0.0%
Law	A2A3XX	CRIMINAL INVESTIGATOR II	4.0	21.5	18.6%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	5.0	0.0%
	A2A5XX	CRIMINAL INVESTIGATOR IV	1.0	1.0	100.0%
Law Total			5.0	27.5	18.2%

FY 2018-19 Turnover					
Department	Class	Class Title	# of Separations	Average # of Employees	Turnover %
Natural Resources	A2A3XX	CRIMINAL INVESTIGATOR II	1.0	10.0	10.0%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	1.0	0.0%
	H4M3XX	TECHNICIAN III	-	63.8	0.0%
	H6P1XX	PARK MANAGER I	-	13.5	0.0%
	H6P2XX	PARK MANAGER II	3.0	40.7	7.4%
	H6P3XX	PARK MANAGER III	2.0	26.6	7.5%
	H6P4XX	PARK MANAGER IV	-	8.1	0.0%
	H6P5XX	PARK MANAGER V	-	25.2	0.0%
	H6P6XX	PARK MANAGER VI	-	4.0	0.0%
	H6U1XX	WILDLIFE MANAGER I	-	7.5	0.0%
	H6U2XX	WILDLIFE MANAGER II	-	8.0	0.0%
	H6U3XX	WILDLIFE MANAGER III	6.0	173.5	3.5%
	H6U4XX	WILDLIFE MANAGER IV	-	10.8	0.0%
	H6U5XX	WILDLIFE MANAGER V	3.0	42.7	7.0%
Natural Resources Total			15.0	435.3	3.4%
Public Safety	A2A1IX	CRIMINAL INVESTIGATOR INT	-	2.1	0.0%
	A2A2TX	CRIMINAL INVESTIGATOR I	-	8.8	0.0%
	A2A3XX	CRIMINAL INVESTIGATOR II	6.0	77.2	7.8%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	18.9	0.0%
	A2A5XX	CRIMINAL INVESTIGATOR IV	1.0	2.9	34.3%
	A4A1IX	STATE PATROL CADET	11.0	33.2	33.2%
	A4A3TX	STATE PATROL TROOPER	28.0	412.4	6.8%
	A4A4XX	STATE PATROL TROOPER III	14.0	205.6	6.8%
	A4A5XX	STATE PATROL SUPERVISOR	3.0	103.0	2.9%
	A4A6XX	STATE PATROL ADMIN I	2.0	29.8	6.7%
	A4A7XX	STATE PATROL ADMIN II	1.0	8.9	11.2%
Public Safety Total			66.0	902.8	7.3%
Regulatory Agencies	A2A2TX	CRIMINAL INVESTIGATOR I	4.0	30.2	13.3%
	A2A3XX	CRIMINAL INVESTIGATOR II	-	8.8	0.0%
	A2A4XX	CRIMINAL INVESTIGATOR III	1.0	1.6	63.2%
	A2A5XX	CRIMINAL INVESTIGATOR IV	2.0	1.0	200.0%
Regulatory Agencies Total			7.0	41.6	16.8%
Revenue	A2A2TX	CRIMINAL INVESTIGATOR I	8.0	72.4	11.0%
	A2A3XX	CRIMINAL INVESTIGATOR II	1.0	32.2	3.1%
	A2A4XX	CRIMINAL INVESTIGATOR III	3.0	13.5	22.2%
	A2A5XX	CRIMINAL INVESTIGATOR IV	1.0	6.5	15.4%
Revenue Total			13.0	124.6	10.4%
Grand Total			1,246.0	5,968.9	20.9%

FY 2017-18 Turnover					
Department	Class	Class Title	# of Separations	Average # of Employees	Turnover %
Corrections	A1D2TX	CORR/YTH/CLIN SEC OFF I	562.0	2,336.8	24.1%
	A1D3XX	CORR/YTH/CLIN SEC OFF II	90.0	766.9	11.7%
	A1D4XX	CORR/YTH/CLN SEC SPEC III	3.0	81.3	3.7%
	A1D5XX	CORR/YTH/CLN SEC SUPV III	17.0	255.1	6.7%
	A1D6XX	CORR/YTH SEC OFF IV	11.0	110.1	10.0%
	A2A2TX	CRIMINAL INVESTIGATOR I	-	1.9	0.0%
	A2A3XX	CRIMINAL INVESTIGATOR II	3.0	28.5	10.5%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	4.3	0.0%
	A3C1TX	COMM PAROLE OFF	-	227.8	0.0%
	A3C2XX	COMM PAROLE TEAM LDR	-	19.3	0.0%
	A3C3XX	COMM PAROLE SUPV	-	26.5	0.0%
	A3C4XX	COMM PAROLE MGR	-	8.9	0.0%
	Corrections Total			686.0	3,867.3
Education	A4C1TX	SAFETY SECURITY OFF I	-	1.0	0.0%
Education Total			-	1.0	0.0%
Human Services	A1D2TX	CORR/YTH/CLIN SEC OFF I	225.0	611.8	36.8%
	A1D3XX	CORR/YTH/CLIN SEC OFF II	24.0	127.5	18.8%
	A1D4XX	CORR/YTH/CLN SEC SPEC III	-	7.3	0.0%
	A1D5XX	CORR/YTH/CLN SEC SUPV III	12.0	75.8	15.8%
	A1D6XX	CORR/YTH SEC OFF IV	-	1.1	0.0%
	A1D7XX	CORR/YTH SEC OFF V	2.0	12.9	15.5%
	A4B2TX	POLICE OFFICER I	1.0	13.7	7.3%
	A4B3XX	POLICE OFFICER II	2.0	3.7	54.5%
	A4B4XX	POLICE OFFICER III	1.0	3.1	32.4%
	A4B5XX	POLICE ADMINISTRATOR I	-	1.1	0.0%
	A4B6XX	POLICE ADMINISTRATOR II	-	1.1	0.0%
	A4C1TX	SAFETY SECURITY OFF I	-	10.5	0.0%
	A4C3XX	SAFETY SECURITY OFF III	-	3.3	0.0%
Human Services Total			267.0	872.7	30.6%
Labor & Employment	A2A1IX	CRIMINAL INVESTIGATOR INT	-	1.0	0.0%
	A2A2TX	CRIMINAL INVESTIGATOR I	2.0	2.7	75.0%
	A2A3XX	CRIMINAL INVESTIGATOR II	-	5.4	0.0%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	1.1	0.0%
Labor & Employment Total			2.0	9.3	21.4%
Law	A2A3XX	CRIMINAL INVESTIGATOR II	3.0	23.7	12.7%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	4.6	0.0%
	A2A5XX	CRIMINAL INVESTIGATOR IV	-	1.0	0.0%
Law Total			3.0	28.7	10.5%

FY 2017-18 Turnover					
Department	Class	Class Title	# of Separations	Average # of Employees	Turnover %
Natural Resources	A2A2TX	CRIMINAL INVESTIGATOR I	-	1.0	0.0%
	A2A3XX	CRIMINAL INVESTIGATOR II	-	10.3	0.0%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	1.1	0.0%
	H4M3XX	TECHNICIAN III	-	71.2	0.0%
	H6P1TX	PARK MANAGER I	-	14.4	0.0%
	H6P2XX	PARK MANAGER II	5.0	37.6	13.3%
	H6P3XX	PARK MANAGER III	2.0	26.6	7.5%
	H6P4XX	PARK MANAGER IV	-	8.6	0.0%
	H6P5XX	PARK MANAGER V	2.0	27.0	7.4%
	H6P6XX	PARK MANAGER VI	1.0	5.2	19.4%
	H6U1TX	WILDLIFE MANAGER I	-	8.4	0.0%
	H6U2XX	WILDLIFE MANAGER II	-	8.7	0.0%
	H6U3XX	WILDLIFE MANAGER III	8.0	193.5	4.1%
	H6U4XX	WILDLIFE MANAGER IV	-	8.6	0.0%
	H6U5XX	WILDLIFE MANAGER V	4.0	46.1	8.7%
Natural Resources Total			22.0	467.4	4.7%
Public Safety	A2A1IX	CRIMINAL INVESTIGATOR INT	1.0	4.8	20.7%
	A2A2TX	CRIMINAL INVESTIGATOR I	1.0	10.3	9.7%
	A2A3XX	CRIMINAL INVESTIGATOR II	4.0	80.5	5.0%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	20.2	0.0%
	A2A5XX	CRIMINAL INVESTIGATOR IV	-	2.3	0.0%
	A4A1IX	STATE PATROL CADET	7.0	41.6	16.8%
	A4A3TX	STATE PATROL TROOPER	20.0	427.3	4.7%
	A4A4XX	STATE PATROL TROOPER III	9.0	224.2	4.0%
	A4A5XX	STATE PATROL SUPERVISOR	4.0	110.2	3.6%
	A4A6XX	STATE PATROL ADMIN I	-	32.0	0.0%
	A4A7XX	STATE PATROL ADMIN II	-	8.2	0.0%
	Public Safety Total			46.0	961.5
Regulatory Agencies	A2A2TX	CRIMINAL INVESTIGATOR I	-	30.3	0.0%
	A2A3XX	CRIMINAL INVESTIGATOR II	1.0	10.6	9.4%
	A2A4XX	CRIMINAL INVESTIGATOR III	-	2.1	0.0%
	A2A5XX	CRIMINAL INVESTIGATOR IV	-	1.1	0.0%
Regulatory Agencies Total			1.0	44.0	2.3%
Revenue	A2A2TX	CRIMINAL INVESTIGATOR I	10.0	79.3	12.6%
	A2A3XX	CRIMINAL INVESTIGATOR II	3.0	32.3	9.3%
	A2A4XX	CRIMINAL INVESTIGATOR III	2.0	13.4	14.9%
	A2A5XX	CRIMINAL INVESTIGATOR IV	-	5.9	0.0%
Revenue Total			15.0	131.0	11.5%
Grand Total			1,042.0	6,382.8	16.3%

Additional Market Detail

2022 Public Employer Salary Survey Data Job Description Criminal Investigators

Criminal Investigator	A	Performs original investigative work to support prosecution activities of the District Attorney's Department. Works closely with prosecutors in preparing criminal actions for courtroom presentation and testifying in court. Typically requires Associates degree in law enforcement or a related field, and 1 to 2 years of responsible law enforcement investigative experience.
Criminal Investigator (Senior)	A	Performs original investigative work on complex and more difficult cases to support prosecution activities of the District Attorney's Department. Works closely with prosecutors in preparing criminal actions for courtroom presentation and testifying in court. May supervise and/or train lower level Criminal Investigators. Typically requires Associates degree in law enforcement or a related field, and 3 or more years of responsible law enforcement investigative

2022 Public Employers Salary Survey Data Job Description

Police Officer/Sheriff Deputy	A	Under supervision, patrols an assigned area to enforce laws and regulations, prevent crime, and protect life and property. This is a sworn position, not including corporals, sergeants or equivalent promotional ranks or cadet ranks. This is a non-supervisory, post-certified position. Excludes correction/detention officers and Jail Deputies.
Police/Sheriff Deputy - Trainee	A	This is an entry level, non post-certified. position.

Police Sergeant	A	<p>Under the direction of higher ranking officers, assigns, directs and supervises the activities of line staff within the assigned division. Inspects equipment and appearance of line personnel. Disseminates and interprets special orders and information. Reviews records and reports submitted by line staff for accuracy and conformance to regulations. Performs management duties in the absence of a superior officer. Prepares necessary records and reports. Evaluates line staff. Typically requires a high school diploma or GED and two years of experience as a certified peace officer.</p>
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2022 Public Employer Salary Survey Data Job Description Community Parole Officers

Probation Officer	A	Under general supervision, supervises and monitors adults and juveniles on probation. Develops and implements treatment plans. Prepares reports and recommendations for the court. Typically requires a Bachelor's degree.
Probation Supervisor	A	Supervises, assigns, reviews and participates in the work of staff responsible for providing case management and investigatory services in the probation program. Ensures work quality and adherence to established policies and procedures. Responsible for the operation of the volunteers in the probation program and the supervision of its participants. Typically requires a bachelor's degree.

2022 Public Employer Salary Survey Data Job Description Park and Wildlife Managers

Manager of Open Space/Natural Resources	A	Responsible for the total operation of the Open Space Program. Develops and implements community open space program goals, objectives, policies and priorities. May be responsible for acquisition of open space, planning, patrol, construction-trails & facilities, maintenance, and/or application/administration of grants.
Open Space Coordinator	A	Assists in the development and implementation of community open space program goals, objectives, policies and priorities. Researches and makes recommendations regarding potential open space sites.

Manager of Parks	A	Responsible for the total operation of the Parks Department. Formulates, implements, and administers a broad public parks program, including parks maintenance, forestry/horticulture, open space maintenance, open space operations, park planning, cemetery, and/or fleet maintenance.
Supervisor - Park Maintenance	A	Reports to Parks Department Manager. Plans, organizes and directs day-to-day turf, natural open space, and irrigation maintenance operations. Supervises work of full-time and seasonal crews. Typically an exempt position.
Foreman - Parks	A	This is typically a non-exempt position. Reports to Supervisor - Parks Maintenance. Responsible for supervision and coordination of seasonal or full-time crews engaged in the operation/ maintenance/repair of one or more of the following areas: athletic fields/courts, playgrounds, shelters, trails, turf, irrigation system, and grounds. Typically a working supervisor.
Senior Park Ranger	A	Responsible for managing and supervising the park ranger program and general park maintenance. Supervises and participates in resource management, activities, fieldwork, inspections, and patrols. Acts as liaison to public and visitors. Typically requires an associate's degree or higher.
Park Ranger - Full Time	H	Responsible for work in wildlife management, environmental education, public relations, enforcement of District's parks rules and regulations and maintenance as required.
Park Ranger - Seasonal	H	Responsible for work in wildlife management, environmental education, public relations, enforcement of District's parks rules and regulations and maintenance as required.
Resource Specialist	H	Plans, administers and participates in resource management and facility development of park and open space areas. Assists with plan development, outreach and education, grants preparation, project development, and administration. Prepares and maintains records, reports, plans, and resource inventories. Trains, supervises and reviews work of volunteers and special groups working with the park. Typically requires a bachelor's degree in

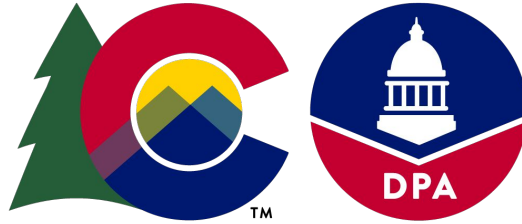
		biology, zoology, botany, or resource management and 2 years experience.
Education Specialist	H	Develops, implements, and conducts programs in the natural sciences emphasizing the fields of zoology, botany, and natural history. Develops curriculum guides, educational materials and resource guides for use by paid and volunteer staff when planning and conducting outreach educational activities for the public within the park. May supervise volunteers and/or part-time staff. Typically requires bachelor's degree in biological sciences, natural resources, education, interpretation or a related field.

Department	Job Title	Number of Incumbents	Average Salary of Incumbents	Department Size ⁴	Department Budget - Total Funds ⁵
DOC	Criminal Investigator I	6	\$74,244	6,001	\$900,633,923
DPS	Criminal Investigator I	4	\$65,796	1,768	\$196,228,138
DOR	Criminal Investigator I	60	\$69,516	1,497	\$136,605,322
DOC	Criminal Investigator II	28	\$80,016	6,001	\$900,633,923
DPS	Criminal Investigator II	86	\$93,588	1,768	\$196,228,138
DOR	Criminal Investigator II	50	\$86,028	1,497	\$136,605,322
DNR	Criminal Investigator II	9	\$96,504	1461	\$37,428,154

⁴ FY 2020-21 DPA DHR Workforce Report

⁵ FY 2022-23 Budget Package and Long Bill Narrative

DOL	Criminal Investigator II	21	\$92,652	201	\$19,761,958
DOC	Criminal Investigator III	2	\$113,328	6,001	\$900,633,923
DPS	Criminal Investigator III	19	\$116,760	1,768	\$196,228,138
DOR	Criminal Investigator III	15	\$108,348	1,497	\$136,605,322
DOL	Criminal Investigator III	5	\$111,684	201	\$19,761,958
DPS	Criminal Investigator IV	4	\$129,600	1,768	\$196,228,138
DOR	Criminal Investigator IV	5	\$125,448	1,497	\$136,605,322



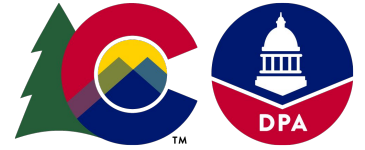
CO L O R A D O

**Department of Personnel
& Administration**

RFI POST Classifications

September 22, 2022

Agenda



- Summary of the Request
- Scope and Methodology
- Summary of Key Findings for POST positions
- State Patrol Troopers

Summary of the Request

- JBC requested DPA to conduct statewide analysis of POST Certified Positions
- POST Certified position-by-position comparisons within state agencies, across state agencies, and with local and national agencies:
 - Required qualifications, training, and experience
 - Salary ranges, on-call pay, and shift differential
- Detailed analysis of agency recruitment and retention challenge efforts, including separation and retirement data for each agency
- Provide statutory and/or budgetary change recommendations

Scope and Methodology

- POST Certified positions require successful completions of a POST Board approved basic academy, certification examination, and a background check.
- Review encompassed 22 agencies, 43 classifications and over 1800 employees
- Methodology
 - Surveyed and met with impacted agencies
 - Gathered relevant local market data and some federal data for classifications such as Park Managers
 - Incorporated statutory compensation requirements in Section 24-50-104 (1)(a)(III), C.R.S. State Troopers
- Pursuant to Article 31.3 of the Partnership Agreement, the State of Colorado and WINS are bargaining over wages and pay cycles. These negotiations are expected to last until some time in October. A complete report with recommendations will be provided as part of a budget request.

Summary of Key Findings

Qualifications, Training, and Experience

- Variation of the qualifications, training and experience
 - CDLE, DORA and DOLA Criminal Investigators and DNR Biologists Wildlife Managers do not require POST Certification
 - CBI and DOL Criminal Investigators are highly experienced and require at least 6 years of experience
 - Only CSP and DNR provide academies for prospective POST certification
- Duties, scope and complexity in the same classification can differ substantially
 - DOL and DPS Criminal Investigators perform different duties from other Criminal Investigators
 - Parks and Wildlife Managers enforce conservation efforts while confronting illegal activity
 - State Troopers and Parks and Wildlife Managers are often in dangerous and isolated environments

Summary of Key Findings

Salary ranges, on-call pay, and shift differential

- Pay grades and entry-pay rates between state agencies and various law enforcement classifications are competitive but actual pay lags market.
 - Criminal Investigator I and Investigator II average salaries are 17% and 6% behind market, respectively. Range encompasses varying duties.
 - Average salary of all Police Officer I lags market by roughly 25% in Colorado and 35.8% from public market data.
 - Average salaries for Community Parole Position are above market at 16% and 35%. Judicial appears to have roughly 879 filled probationary officers and the average salary is \$63,720 which aligns with DOC and market median.
 - For Park and Wildlife Managers pay for incumbents lag market in lower levels of the series and in comparison to other law enforcement positions requiring POST certification.

Summary of Key Findings

Recruitment and Retention

- Turnover Rates
 - Turnover rate for all POST positions is 28%
 - Criminal Investigator range from 4% to 45%
 - Parks and Wildlife Officer range from 4% to 14%
 - DPS State Trooper turnover range from 8% to 33%
- Retention and Recruitment Strategies
 - Department of Defense Skillbridge Program
 - Social Media, Market Opportunities, and EDI
 - Reduced Hiring Time
 - Sign-on Bonuses, Shift Differential, On-Call Pay

Summary of Key Findings State Trooper

- Minimal State Trooper pay difference between new employees and existing employees
 - For example, a one-year Trooper has a salary of \$87,672 and a ten year Trooper has a salary of \$89,976. This is less than a 3% difference
- Overall pay comparison shows State Troopers are 10.8% below the weighted market average (weighted by class size) for the top three law enforcement jurisdictions within the State of Colorado (see Section 24-50-104 (1)(a)(III))
- DPA estimates that the incremental impact to raise State Patrol salaries to 99% of weighted market average would cost the State about \$4.7 million

Thank You & Questions

