DEPARTMENT OF PERSONNEL
FY 2019-20 JOINT BUDGET COMMITTEE HEARING AGENDA

Tuesday, January 15, 2019
3:30 pm – 5:00 pm

3:30-3:45 INTRODUCTIONS AND OPENING COMMENTS

Presenter: Kara Veitch, Acting Executive Director

3:45-4:15 FY 2019-20 DEPARTMENT REQUEST RELATED ITEMS

Main Presenters:
- Kara Veitch, Acting Executive Director
- Adrian Leiter, Chief Financial Officer
- Abbey Clymer, Budget Director

Supporting Presenters:
- Tom Montross, Director – Division of Central Services
- Bob Jaros, State Controller – Office of the State Controller
- Matt Azer, Director – Office of Administrative Courts
- Richard Lee, Director – Division of Capital Assets
- Dana Shea-Reid, Director – State Personnel Board
- Aly Jabrocki, Director – Colorado State Archives and State Archivist
- Jackie Cash, Director – Address Confidentiality Program
- Larry Friedberg, State Architect – Office of the State Architect
- Scott Edwards, State Fleet Manager, State Fleet Management

Topics:
- R1 Fleet Vehicles and Fleet Information Management System: Pages 1-2, Questions 1-3 in the packet.
- R2 Integrated Document Solutions including increased costs and tax pipeline: Pages 2-6, Questions 4-9 in the packet.

4:15-5:00 COMMON POLICIES

Main Presenters:
- Kara Veitch, Acting Executive Director
- Adrian Leiter, Chief Financial Officer
- Abbey Clymer, Budget Director

Topics:
- Statewide Compensation Concerns and Compensation Specialist: Pages 6-11, Questions 10-16 in the packet.
- PERA Direct Distribution Common Policy: Pages 11-12, Questions 17-20 in the packet.

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Tuesday, January 15, 2019
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FY 2019-20 DEPARTMENT BUDGET REQUESTS

FLEET VEHICLES

1. Discuss lessons learned about technical limitations of the current fleet information management system and steps undertaken to avoid similar limitations in the new system.
   Response:

   The current Fleet information management system, the Colorado Automotive Reporting system (CARS) is a 21-year old custom designed system that can no longer be supported by the Governor's Office of Information Technology. In addition to no longer being feasible to support this old system, the current CARS information management platform is not as flexible as it needs to be to meet the requirements of State Fleet operational parameters, and integrate with other state operated database systems. This integration is key to the successful management of the State's fleet. This in-house system cannot be adapted to current and future needs.

   Developing technology solutions are labor intensive and require large teams for maintenance beyond initial implementation. State Fleet Management has seen challenges around the implementation of web-based solutions with the existing CARS system and secure access to those solutions. This is predominately due to the software that was used to create CARS has run its life cycle and struggles to integrate with newer software to expand into technology concepts that did not exist when CARS was initially created.

   The current system was built exclusively for the State of Colorado and therefore does not have an external user group community finding issues and requesting solutions of the vendor –the software is stagnant. CARS does not have standard updates and software improvements that can be vetted in a timely manner to minimize the delays to internal processes. Through its market research process prior to submitting the funding request, the Department has determined that the options best for its needs have both a user group community and standard updates.

   To avoid similar limitations in the new system State Fleet Management intends to procure a commercial off-the-shelf solution that will be supported by the vendor's development team including continuous upgrades that keep in line with evolving vehicle technology capabilities and the needs of a wider fleet management community.

2. What type of future operating costs, beyond the $130,000 requested annually in this request, should the General Assembly be informed are potential costs to operating a fleet information management system?
   Response:

   While the Department has done its due diligence, the potential costs of operating a fleet information management system include unforeseen hardware and software issues. If it is determined that the standard off-the-shelf system does not meet key requirements, and the department cannot adjust its business process to adapt to the off-the-shelf system, there is potential for additional costs. These costs are often indeterminate as the complexity of the solution dictates the investment of time, talent, and other required

technologies. It should be noted that the Department is willing to adjust its business processes to align with best practices and the needs of our customer base and the transition to a new system provides an excellent opportunity for these changes.

Additionally, State Fleet Management plans to implement a pilot telematics program using DPA's vehicles to determine if telematics can provide beneficial information for improving efficiency within the State fleet using its existing budget. If it is determined that telematics provides a valuable addition to data that is currently being collected, the Department may make a request for funding to implement telematics in all fleet vehicles.

3. Discuss the alternative fuel vehicle program including safeguards to prevent acquisition of alternative fuel vehicles that are not ideally suited for the purpose a Department is assigned the vehicle.
Response:

The Department is statutorily required, pursuant to Section 24-30-1104(2)(c)(II) C.R.S., to purchase alternative fuel vehicles (AFV) via the State Fleet Vehicle bid, if the AFV is within a 10% variance of expenses when compared against the petroleum counterpart over the lifetime of those vehicles. If the final evaluation criteria do not meet the total lifetime cost standards, then the AFV technologies are not procured.

When procuring AFVs, State Fleet Management works with the end users to decide if an AFV is a viable option. This includes determining if an AFV is appropriate based on daily operations, geographical location, and available fueling options (i.e. CNG stations, Electric Vehicle Chargers, etc.). Feedback from departments is key in ensuring that an AFV is the proper choice. Using this methodology, a recent cooperative evaluation of 57 vehicles in 7 agencies resulted in the procurement of 23 Electric Vehicles in FY 2018-19.

Additionally, State Fleet Management has been monitoring the current procurement of AFV solutions by entering into partnership programs with the Department of Energy-Nation Renewable Energy Laboratory, Colorado Energy Office, Sawatch Laboratories and multiple state agencies to monitor the use of current vehicles. Through the use of analytics State Feet Management has gained a better understanding of which vehicles present an opportunity for future AFV deployments.

INTEGRATED DOCUMENT SOLUTIONS

4. Discuss the tax pipeline request and any solutions the Department has thought are viable to allocate costs of the Document Solutions Group that provides user-agencies more certainty in budgeting.
Response:

Like all other agencies within the State, DPA is required to pay into the common policies (OIT, Capitol Complex Leased Space, etc.) it utilizes as an agency. These costs are largely outside the control of the agencies to which those common policy allocations are allocated, and yet must be covered by the rates charged.

Integrated Document Solutions' Document Solutions Group (DSG), which operates DPA's portion of the tax pipeline, employs an expense pooling methodology for all services it offers. DSG has two major customers, the Department of Revenue (DOR) and Secretary of State (SOS). Changes in either of these customers' share of volumes affects the way expenses are allocated to services provided to each customer. Additionally, rates must be set to cover all costs per statute. Centrally determined and non-negotiable common policy allocations and total compensation have increased over time, and these costs are not

within the control of the program. These increases lead directly to increases in rates, and cause the program to lose its competitive edge.

The Department has been looking into methods to provide less volatility to its customers, while still meeting its statutory mandate to cover all costs. One possible solution would be to directly charge DOR and SOS a portion of the total overhead expenses based on their historical usage. This method would help remove rate volatility caused by swings in volume between DOR and SOS. An alternative option would be to have IDS receive a general fund appropriation equal to the amount of common policy allocations that are allocated to DSG. This would lower the expense pool for DSG services, and as those are the expenses that drive the majority of rate increases, this would decrease rate volatility. The Department acknowledges that swings in the rates create challenges for its customers and is committed to finding a workable solution for all parties.

5. Knowing that the decision by the Postal Regulatory Commission to increase postage rates affected institutional mailers less than individual letter mailers, discuss whether the Department will adjust its postage request. If the Department does not wish to adjust its request, provide justification why assumptions in the request should be maintained.
Response:

The Postal Regulatory Commission took an action that impacted IDS' postal customers in a way that was substantially different than anticipated in the Decision Item, and therefore the Department agrees that it is appropriate to amend its funding request. IDS has sufficient spending authority in the operating line to cover the increase in postage previously requested in the Department's decision item, due to technological efficiencies and the reduction in print and mail volumes from the Colorado Benefits Management System (CBMS).

However, the Department's Decision Item identified agencies where additional operating funds were requested on behalf of those agencies to be able to pay for increases in postage costs without crowding out other critical operating needs. The Department believes that it is still appropriate for those agencies to receive additional operating funds to cover postage costs, and has recalculated those adjustments based on the updated postage rates.

The tables below depict the postage rates by calendar year and by fiscal year that were utilized to create the IDS Increased Input Costs decision item as well as the updated rates as of January 2019, with the incremental changes.

Calendar Year	Projected Postage Rate in Decision Item	Updated Postage Rate January 2019	Incremental Change in Postage Rate
2018	$0.408	$0.408	$0.000
2019	$0.430	$0.412	($0.018)
2020	$0.452	$0.433	($0.019)
2021	$0.475	$0.455	($0.020)
2022	$0.499	$0.478	($0.021)
2023	$0.524	$0.502	($0.022)

Fiscal Year	Projected Blended Postage Rate in Decision Item	Updated Blended Postage Rate January 2019	Incremental Change in Postage Rate
FY 2018-19	$0.4190	$0.4100	($0.009)
FY 2019-20	$0.4410	$0.4230	($0.018)
FY 2020-21	$0.4640	$0.4440	($0.020)
FY 2021-22	$0.4870	$0.4670	($0.020)

The tables below represent the initial postage request for the top ten departments along with the updated request as of January 2, 2019, and the incremental changes.

Requested in FY 2019-20 Decision Item						
Rank	Department	FY 2019-20 Request for Projected Postage Rate	FY 2020-21 Request for Projected Postage Rate	FY 2020-21 Additional 5% Contingency	FY 2020-21 Total Request	Total Funding Requested for Postage
1	Labor & Employment	$ 54,861	$ 57,355	$ 57,355	$ 114,710	$ 169,571
2	Natural Resources	$ 19,687	$ 20,582	$ 20,582	$ 41,164	$ 60,851
3	Human Services	$ 14,955	$ 15,635	$ 15,636	$ 31,271	$ 46,226
4	Personnel & Administration	$ 8,213	$ 8,587	$ 8,586	$ 17,173	$ 25,386
5	Higher Education	$ 7,564	$ 7,908	$ 7,909	$ 15,817	$ 23,381
6	Health Care Policy & Finance	$ 5,493	$ 5,742	$ 5,742	$ 11,484	$ 16,977
7	Regulatory Agencies	$ 2,830	$ 2,958	$ 2,959	$ 5,917	$ 8,747
8	Agriculture	$ 2,705	$ 2,827	$ 2,828	$ 5,655	$ 8,360
9	Public Safety	$ 2,537	$ 2,652	$ 2,652	$ 5,304	$ 7,841
10	Local Affairs	$ 2,364	$ 2,472	$ 2,472	$ 4,944	$ 7,308
	Total	**$ 121,209**	**$ 126,718**	**$ 126,721**	**$ 253,439**	**$ 374,648**

Updated FY 2019-20 Request as of January 2019						
Rank	Department	FY 2019-20 Request for Projected Postage Rate	FY 2020-21 Request for Projected Postage Rate	FY 2020-21 Additional 5% Contingency	FY 2020-21 Total Request	Total Funding Requested for Postage
1	Labor & Employment	$ 33,130	$ 53,516	$ 58,614	$ 112,130	$ 145,260
2	Natural Resources	$ 11,889	$ 19,204	$ 21,034	$ 40,238	$ 52,127
3	Human Services	$ 9,031	$ 14,589	$ 15,978	$ 30,567	$ 39,598
4	Personnel & Administration	$ 4,960	$ 8,012	$ 8,775	$ 16,787	$ 21,747
5	Higher Education	$ 4,568	$ 7,379	$ 8,082	$ 15,461	$ 20,029
6	Health Care Policy & Finance	$ 3,317	$ 5,358	$ 5,868	$ 11,226	$ 14,543
7	Regulatory Agencies	$ 1,709	$ 2,761	$ 3,023	$ 5,784	$ 7,493
8	Agriculture	$ 1,633	$ 2,639	$ 2,889	$ 5,528	$ 7,161
9	Public Safety	$ 1,532	$ 2,475	$ 2,710	$ 5,185	$ 6,717
10	Local Affairs	$ 1,428	$ 2,306	$ 2,526	$ 4,832	$ 6,260
	Total	**$ 73,197**	**$ 118,239**	**$ 129,499**	**$ 247,738**	**$ 320,935**

Incremental Change						
Rank	Department	FY 2019-20 Request for Projected Postage Rate	FY 2020-21 Request for Projected Postage Rate	FY 2020-21 Additional 5% Contingency	FY 2020-21 Total Request	Total Funding Requested for Postage
1	Labor & Employment	$ (21,731)	$ (3,839)	$ 1,259	$ (2,580)	$ (24,311)
2	Natural Resources	$ (7,798)	$ (1,378)	$ 452	$ (926)	$ (8,724)
3	Human Services	$ (5,924)	$ (1,046)	$ 342	$ (704)	$ (6,628)
4	Personnel & Administration	$ (3,253)	$ (575)	$ 189	$ (386)	$ (3,639)
5	Higher Education	$ (2,996)	$ (529)	$ 173	$ (356)	$ (3,352)
6	Health Care Policy & Finance	$ (2,176)	$ (384)	$ 126	$ (258)	$ (2,434)
7	Regulatory Agencies	$ (1,121)	$ (197)	$ 64	$ (133)	$ (1,254)
8	Agriculture	$ (1,072)	$ (188)	$ 61	$ (127)	$ (1,199)
9	Public Safety	$ (1,005)	$ (177)	$ 58	$ (119)	$ (1,124)
10	Local Affairs	$ (936)	$ (166)	$ 54	$ (112)	$ (1,048)
	Total	**$ (48,012)**	**$ (8,479)**	**$ 2,778**	**$ (5,701)**	**$ (53,713)**

6. Discuss the Department's observations concerning rising prices of pulp. Is it a short-term concern due to limited raw materials or will it persist long-term? Why?
   Response:

   Moody's Investor Services indicates that industry trends in the pulp market should plateau within 12-18 months and then "normalize" at that new level making this a long term concern. IDS has continually worked to find more economical means to acquire paper by comparing the best value to purchase directly from the mills or a distributor. The efforts achieved two specific needs, one to establish a more consistent supply chain, and two to align with the directives from the Greening Government Leadership Council (GGLC) to increase recycled content and raw materials.

7. Does the Department have sufficient legal flexibility to purchase paper from the supplier(s) it prefers to avoid costs when it identifies savings? How do the Department's storage facilities for bulk paper factor into paper-buying decisions?
   Response:

   The Procurement Code requires DPA to formally solicit purchases over $25,000. If a savings is identified, then the Department would need to run a solicitation and evaluate different bids before making a purchase. Although DPA may also make purchases from Statewide Price Agreements, one is not in place at this time. Without a Statewide Price Agreement or formal solicitation, the Procurement Code does not allow DPA to immediately purchase paper, despite any identified savings. IDS has the space to carry a 3-month supply of paper on-site. Although, the IDS facility has the square footage available to meet the need, building limitations and floor load capacities create limited options. Therefore, IDS has worked with a new vendor to store the balance of materials in a regional facility.

8. Provide any information the Department may share on statutory changes that would reduce the volume of items required to be sent through the mail for which electronic communications may be preferred by those required to be informed.
   Response:

   The Department provides print and mail services for our customers based on the statutes that govern their programs. If one of our customer agencies were seeking a statutory change that would result in lover mail volumes, the Department would work with the affected agencies to ensure that the lowered volumes were still processed efficiently. All of the state agency customers are looking at methods to continually drive digital adoption in areas that have traditionally been printed and mailed to align with the Green Government Goals for more efficient and sustainable government operations. In many cases, IDS is

working alongside agencies to help streamline processes and in some cases assisting in digital adoption. With the current population there is still a large segment that chooses print over digital, siting the vast amount of spam in the digital communication channels, to other issues such as complex customer interfaces requiring too many "clicks" to achieve an end result. There is also a significant amount of trust issues with regards to digital data safety that temper digital adoption rates.

9. Discuss any knowledge the Department can share concerning viability of the hemp industry competing with wood-based paper production to supplement the supply of pulp for paper and paper-based products.
   Response:

   Within the paper industry, the hemp industry paper segment remains largely boutique. The current Statewide Price Agreement for a ream of paper containing 30% Post-Consumer Waste (PCW) is $.0054 per sheet in comparison to a ream of Hemp paper at an average of $.04 per sheet – which is a 741% cost increase. From an industry perspective, Hemp paper can be considered a type of alternative natural fiber paper, which uses material grown either as a primary crop, or stemming from agricultural waste in the final sheet. In the early 2000's, Domtar, the largest integrated producer of uncoated free sheet paper in North America, offered a product manufactured from 15% Industrial Hemp. However, the paper was eventually discontinued due to inconsistent quality in the final product, stemming from fiber inputs, higher cost associated with hemp and a lack of interest by the general market. Today, only a small percentage of paper is derived from fibers other than wood - the majority of paper stems from forests, as the process offers both economic and efficiency benefits over alternative fibers. Further, by the market standards, about 75% of the sheet of "hemp paper" is actually recycled tree fiber. Although the Federal Hemp Farming Act of 2018, seeks to remove industrial hemp from Schedule I of the Controlled Substances Act, it is not law. The current patchwork of regulation surrounding industrial hemp makes the cost, quality and availability of responsibly-sourced wood fiber the most efficient choice for North American paper production.

COMMON POLICIES

STATEWIDE COMPENSATION CONCERNS AND COMPENSATION SPECIALIST

10. Discuss the request to accelerate the minimum wage increase.
    Response:

    The FY 2019-20 total compensation request included $2.4 million total funds (approximately $206K General Fund) to accelerate the increase to minimum wage for the State's lowest paid workers. Amendment 70, passed by voters in November 2016, increased the minimum wage for Colorado workers from $8.31 per hour to $9.30 per hour beginning in January 2017, with additional increases of $0.90 each January 1 until it reaches $12 per hour effective January 2020 (with annual adjustments made each year thereafter to account for increases in the cost of living). The Governor's Office requested funds to enable the State to accelerate the increase for FY 2019-20 and begin paying workers a minimum wage of $12 per hour beginning July 1, 2019. The request included two components: 1) funding to raise wages for anyone currently paid below $12 per hour to $12 per hour, and 2) additional funding to provide compression increases where necessary to maintain pay structures between various positions within departments. The Office of State Planning and Budgeting will work with the Department of Personnel & Administration to establish a plan on how to use the additional funding (requested at an additional $1 per hour for each impacted employee) for any necessary compressional pay adjustments.

11. Discuss the increase request for merit pay. Why Merit Pay?/Why not across-the-board?

Response:

The philosophy of the State is to provide prevailing total compensation to employees to ensure the recruitment, motivation, and retention of a qualified and competent work force (§24-50-104 (1)(a), C.R.S.). With respect to salary compensation, the State has two primary tools that provide salary adjustments to the State's work force en masse – across-the-board (ATB) adjustments and merit adjustments. Both approaches are leveraged in public and private sectors to address annual salary adjustments.

The purpose of Merit Pay is to provide salary increases for employees based on performance evaluations and salary placement within the appropriate salary range. Merit-based compensation is the predominant compensation philosophy for employers in public and private markets. An ATB adjustment impacts nearly all employees equally and it addresses deficits relative to market compensation while maintaining the relative position of each job class. An ATB adjustment can also be used to provide compensation adjustments to all employees following periods where no salary compensation adjustments have been provided. Finally, ATB can be requested in the context of other changes that will impact employees universally, such as the incremental impacts of SB 18-200, where all employees are now required to contribute additional salary to their retirement benefits.

Merit and ATB requests are made in the context of the State's position relative to market compensation and subject to the amount of funding that is available for employee adjustments. When the State finds itself trailing the market significantly or if the State is losing ground relative to market salary adjustments, the State may choose to implement an across-the-board funding methodology so that the entire workforce is buoyed by the salary adjustment. When the State is competitive with market base salaries and is anticipated to keep pace with salary adjustments, the State may consider a merit adjustment or a blended merit and across-the-board adjustment. This approach provides some funding for keeping the entire workforce at par with market adjustments, as well as some funding to reward exceptional performers. Finally, if the State appropriates a considerable level of funding for salary adjustments, a purely merit-based approach can be used to provide meaningful adjustments for nearly all employees (Needs Improvement cannot receive an adjustment in the State's merit-based system) and reward exceptional employees with a salary increases that are meaningful.

12. Discuss how the state approaches adjusted cost-of-living pay for state employees who live and work in regions of the state with higher than average housing and food costs?
Response:

The annual compensation process is done each year to determine if adjustments to state employee salaries are necessary to maintain the overall salary structure with comparison to the market. This annual process utilizes survey benchmark data from local, regional, and national markets, which are then adjusted with a geographical factor to adjust the market data to reflect the State of Colorado's labor market. An analysis is performed to determine whether the State's salary ranges are within an acceptable range with comparison to the geographically adjusted market data, and if any adjustments are recommended. The recommended adjustments are typically made in aggregate to the salary ranges, except in instances when there are specific job classifications or occupational groups that are misaligned with the market. For those job classifications or occupational groups that are misaligned with the market, the Department typically conducts System Maintenance Studies (SMS) to determine what type of adjustment is necessary for those job classifications or occupational groups to bring them back into alignment with the market. The resulting recommendations from the annual compensation process, if implemented, align the State's salary ranges with the market. These salary ranges provide the overall framework for classified employee salaries across the state, varying by type of jobs performed.

For state employees who work in regions of the state with higher than average housing and food costs, the salary ranges by job classification do not change; however, the State Personnel Director provides state agencies with a variety of compensation tools that can be utilized to adjust employee salaries as needed. For areas that typically need to pay higher salaries to retain their employees, state agencies can utilize their existing appropriations to increase salaries where needed (in addition to the compensation policies approved on a statewide basis by the JBC) with the following salary adjustment tools:

- Delayed Promotional Increase – When a promotion is made with no salary increase or partial salary increase because performance expectations are unproven and/or funds are unavailable, a one-time base salary increase may be implemented within 12 months of the promotion date.
- New Hire Salaries - When an employee is hired when performance expectations are unproven and/or funds are unavailable, a one-time base salary increase may be implemented within 12 months of the hire date. Additionally, if it is determined that there is recruitment difficulty at the minimum of a salary range, the appointing authority may hire an employee above the range minimum if the justification is documented at the agency level.
- Competency-Based Increase – If an employee demonstrates required competencies, this can be used to increase the base salary. The intent of this increase is to promote career development by aligning pay increases with achieving all required competencies to fully perform the job. Increases are limited to no more than two per 12-month period.

Additionally, departments may use other methods to adjust employee salaries for jobs in regions with a high cost of living. For example, the Colorado Department of Transportation (CDOT) recently conducted a study that resulted in increased pay differentials and housing premiums for employees that occupy essential positions and are required to live 30 minutes from the job site.

13. Discuss the Health, Life, and Dental request and whether additional increases are anticipated to be requested through a budget amendment.
Response:

The Department has submitted a Health, Life, and Dental (HLD) budget amendment to adjust the amounts that are currently included in the November 1 HLD request by approximately $7.8 million. Over the last several fiscal years, the Department has worked to minimize the impact to the State and its employees by utilizing existing fund balance to offset potential increases in costs, even when market premiums were increasing consistently each year. Additionally, the State's group benefit plans have had lower-than-average claims experience for several of the past consecutive fiscal years. However, within the last twelve months, claims experience in the State's group benefit plans have normalized relative to typical market cost-growth, and this trend is expected to continue in future years. The State's actuary estimates that health premiums will increase by 9.8% and the dental premiums are estimated to increase by 7.6% from the current published premiums. Nearly all of the cost increase in the State's medical and dental premiums is attributable to the State's claims experience returning to a level that would be considered average in other markets. The increases requested in the budget amendment will allow the Group Benefits Fund to continue to operate with an appropriate premium stabilization reserve. Additionally, by approving this request, the Health and Dental appropriations will be increased, and the State will continue to provide benefits to employees comparable to the prevailing market practices, at an overall employer to employee premium ratio of 84%/16%.

14. Discuss whether employee pay is sufficient to retain as well as fairly compensate them?
Response:

It is the State of Colorado's policy, in accordance with the philosophy in §24-50-104 (1)(a), C.R.S. (2018), to provide prevailing total compensation to employees to ensure the recruitment, motivation, and retention of a qualified and competent work force. Each year, the Department's Division of Human Resources publishes the Annual Compensation Report regarding the State of Colorado's total compensation package, which includes analysis required by statute to compare total and component costs and values of the State's total compensation against similar workforce structures, including private companies and other states. The report includes relevant findings from the State's analysis, and recommendations which are incorporated into the total compensation request each year to ensure salary ranges for classified staff and benefits for all employees are fairly compensated compared to the prevailing market. The recommendations included in the Annual Compensation Report are typically considered by the Governor's Office when submitting the November 1 budget request. With this in mind, to the extent that the recommendations included in the Annual Compensation Report are funded each fiscal year, the State pays employees enough to retain them as well as fairly compensate them with comparison to the market surveyed.

In some instances, departments may experience a more difficult time hiring, recruiting, or retaining employees due to the nature of the work performed, a stressful work environment, or circumstances unique to specific work locations. While DPA establishes the statewide total compensation framework (salary range minimums, midpoints, and maximums) through the annual compensation process, DPA does not play a direct role in the individual hiring decisions at each agency, including the salary offered to an individual for a specific job; departments are best situated to assess their unique situations and make decisions given their own resource constraints. Pursuant to § 24-50-104(1) (f) C.R.S. (2018), initial hiring is typically at the range minimum unless, upon showing recruiting difficulty, the appointing authority may authorize the appointment of an employee at a higher base salary within the pay grade. Additionally, in order to help statewide agencies further address the needs of their business, DPA promulgates rules that allow the use of a variety of tools that can help address hiring, recruitment, or retention issues, such as delayed promotional increases, and competency-based increases. Through a number of mechanisms, DPA and the State provide the tools necessary to ensure that all state employees are paid enough to be retained and fairly compensated, given sufficient funding is approved on an annual basis.

15. Does the Department track vacancies and turnover rates by departments or occupational classifications?
Response:

The Department tracks turnover rates on an annual basis by department/agency and at the occupational classification level. Additionally, the Department has collected data tracking vacancies for the last two years. Because the vacancy rate data is captured as a snapshot in time (rather than a historical database), the DPA analytics team began saving snapshots of vacancies on a regular basis two years ago.

- If so, please provide the Department's data and analysis related to this effort.

Response:

Please see the responses below, which represent vacancy and turnover data for the ten largest occupational classifications across the state and by department for the last five years (turnover) and for the last two years (vacancies).

- If not, can the Department provide such data and analysis?

Response:

Please see DPA's response below.

- If yes, please provide vacancy and turnover for the ten largest occupational classifications across the state, by department, for the last five years; as well as vacancy and turnover rates by department for the last five years.

Response:

The table below represents the turnover rate by department over the last five fiscal years, plus the vacancy rate for the last two fiscal years.

Summary of Classified Staff Turnover and Position Vacancy Rates by Department*							
Department	**FY2013-14 Turnover Rate**	**FY2014-15 Turnover Rate**	**FY2015-16 Turnover Rate**	**FY2016-17 Turnover Rate**	**Vacancy Rate (6/19/17)**	**FY2017-18 Turnover Rate**	**Vacancy Rate (6/28/18)**
Agriculture	10.2%	11.8%	14.1%	10.6%	19.1%	11.8%	50.8%
Corrections	12.3%	14.1%	14.3%	16.1%	12.4%	18.0%	11.6%
Education	8.8%	12.6%	14.0%	12.1%	13.6%	3.9%	22.1%
General Assembly	13.8%	9.8%	17.0%	7.4%	n/a	17.9%	n/a
Governor's Office	10.8%	7.1%	10.1%	7.1%	21.8%	9.3%	25.0%
Health Care Policy & Financing	17.0%	15.9%	18.6%	14.7%	13.1%	15.9%	15.1%
Higher Education	10.3%	12.0%	11.0%	11.9%	33.4%	10.4%	26.5%
Human Services	19.0%	21.3%	22.2%	24.2%	14.3%	23.1%	17.6%
Labor & Employment	10.1%	11.9%	12.6%	11.4%	10.6%	12.5%	9.9%
Law	15.1%	12.0%	16.3%	16.2%	n/a	16.0%	n/a
Local Affairs	8.4%	14.2%	15.4%	18.2%	16.9%	19.1%	15.9%
Military & Veterans Affairs	16.9%	12.7%	14.8%	11.3%	87.3%	12.9%	82.0%
Natural Resources	7.6%	7.1%	6.8%	8.1%	38.6%	7.6%	40.2%
Personnel & Administration	12.3%	9.5%	15.6%	13.8%	8.1%	15.2%	11.9%
Public Health & Environment	11.3%	12.2%	12.2%	12.2%	10.0%	12.7%	11.2%
Public Safety	6.7%	8.5%	7.6%	6.8%	11.5%	8.6%	12.5%
Regulatory Agencies	8.7%	10.1%	10.2%	8.8%	23.3%	9.4%	22.8%
Revenue	12.0%	13.5%	14.9%	16.0%	18.0%	16.1%	10.8%
State	13.1%	3.3%	9.7%	9.0%	n/a	10.5%	n/a
Transportation	8.7%	11.7%	9.4%	10.8%	11.8%	11.4%	13.5%
Treasury	7.3%	10.6%	14.6%	19.7%	n/a	29.9%	n/a
Statewide Total	**11.8%**	**13.4%**	**13.4%**	**14.4%**	**18.6%**	**14.7%**	**20.3%**

**Vacancy Data for FY2015-16, FY2014-15 and FY2013-14 is Not Available*

Please refer to Appendix A for the ten largest occupational classifications across the state by department, for the last five years, as well as the turnover and vacancy rate information, where available, for the last five fiscal years. The calculations in the table above and included in Attachment A do not include temporary employees or employees who transferred from one agency to another, and include only permanent, classified employees. Please note that Turnover Rates for FY 2013-14, FY 2014-15, and FY 2015-16 were calculated for this analysis using the Average Employee calculation methodology. This methodology is currently utilized in calculating turnover within the Annual Workforce Reports prepared by DPA. However, for the Annual Workforce Reports for fiscal years FY 2013-14, FY 2014-15, and FY 2015-16, the turnover rates published in those reports were calculated using a different methodology. For purposes of consistency and clarity in this analysis, the Average Employee methodology has been used for each fiscal year's calculation.

16. Discuss the staff recommendation for legislation to contract a compensation specialist to assess our statewide compensation system.

Response:

The Department is open to the JBC staff recommendation for legislation to contract a compensation specialist to assess the statewide compensation system, especially considering that there has been difficulty

recruiting for the vacant compensation specialist position within the Division of Human Resources. This position became vacant in 2016 and has been posted for recruitment four times in the past two years. In some instances, the pool of candidates interviewed included candidates with the required skill set for the position, but with much higher salary requirements than the hiring salary range. In other instances, the pool of candidates did not have anyone meeting the required skill set. Due to the difficulties experienced with filling the compensation specialist position, the Department agrees that a third-party assessment from a contract compensation specialist would be beneficial to the State.

Practically, it does not seem reasonable to have a third party compensation specialist report to both Executive Branch and Legislative Branch, due to the separation of roles between these two branches of state government. The Department suggests that it should manage the contract with the vendor and any additional reports or information required by the General Assembly would be included in the scope of work. The reports could include custom surveys, benchmarks, and a compensation annual report for specific job classifications.

PERA Direct Distribution Common Policy

17. What is the consequence of not approving the request for this common policy allocation?
    Response:

    If the PERA Direct Distribution common policy request is not approved, the consequence will be using additional General Funds for costs that could be distributed across all funding sources. Per OMB Uniform Guidance § 200.431 (i), pension expenses are allowable costs as long as they represent actual payments made to PERA on behalf of employees as part of the benefits provided by the State. According to SB 18-200, the PERA Direct Distribution is an annual contribution related to actual cash payments to PERA on behalf of state employees. Federal and cash sources currently provide funds for other pension-related expenses such as the PERA employer contributions, the Amortization Equalization Disbursement (AED), and the Supplemental Amortization Equalization Disbursement (SAED) expenses as part of normal program overhead, so providing funds to the PERA Direct Distribution common policy will allow for equal treatment of pension-related expenses across programs.

    Additionally, per OMB Uniform Guidance § 200.100 Cost Principles (Subpart E), it is important to collect reimbursement from all fund sources utilized by a program. Although, there is no formalized guidance for cash programs, the Uniform guidance's guiding principles "are designed to provide that Federal awards bear their fair share of cost." Costs are allowable under Federal awards if they are 1) necessary and reasonable, 2) conform to the limitations or exclusions set forth in OMB Uniform Guidance principles, 3) are consistent with policies and procedures that apply uniformly to both federally-financed and other activities, 4) are accorded consistent treatment, 5) determined in accordance with GAAP, 6) are not included as a cost or used to meet cost sharing or matching requirements of any other federally-financed program, and (7) are adequately documented. Calculating the full cost of a program is a prerequisite to determining its relative importance within an organization as a whole, from preparing accurate budget forecasts and financial statements, to setting fees for program services, and most importantly for grant administrators to request reimbursement from grant makers. Treating a portion of a program's allowable costs differently than the rest would create an inequity and adversely impact the State's General Fund.

18. Please explain why you believe this request is legal and appropriate as it relates to the concerns identified by JBC staff.
    Response:

Section 24-51-414 (2) C.R.S. (2018) states that "for the purpose of allocating appropriate indirect, cash funded, or federal costs for the direct distribution, the Office of State Planning and Budgeting may include funding sources other than the general fund in the Governor's annual budget request for the 2019-20 fiscal year and each fiscal year thereafter to satisfy the funding amounts of the direct distribution." In addition, as mentioned in the response above, the OMB uniform guidance § 200.431 and § 200.100 allow pension expenses to be allowable costs, as "these principles are designed to provide that Federal awards bear their fair share of cost recognized except where prohibited by statute." It should be noted that the verbal guidance received from the Department's federal oversight agency, Cost Allocation Services, aligns with the State's request to fund the PERA Direct Distribution as outlined in the budget request. However, as the federal government has not issued a final written determination, their decision is subject to change.

19. Please explain the approval process for federal funds payment sources. Is there guaranteed approval that federal sources will pay for this policy as included in the allocations in the request? If not guaranteed, how likely is approval?
Response:

The approval process for federal funds occurs after the fiscal year has ended and supporting documentation has been submitted to federal sources through the Statewide Cost Allocation Plan (SWCAP) process. For example, when the FY 2019-20 fiscal year has ended, any funds from federal sources will be documented though the SWCAP process following the close of FY 2019-20. The federal sources typically provide feedback within six months to one year of the SWCAP submission. Approval is not guaranteed. However, the Department has researched the OMB guidelines listed on Uniform Guidance and ensured that the amounts included in the PERA Direct Distribution common policy seem fair and reasonable according to OMB guidelines, it is likely that the request will be approved. The Department fully anticipates the federal negotiator to review the methodology and ensure that the allocations are equitable across state agencies and verify that the total contribution stays below the actuarially determined percentages for each fiscal year.

20. Are cash funds statutorily permitted to pay for statewide purposes, like a direct amortization payment to PERA, that are not related to cash funds program costs?
Response:

Section 24-51-414 (2) C.R.S. (2018) states that "for the purpose of allocating appropriate indirect, cash funded, or federal costs for the direct distribution, the office of state planning and budgeting may include funding sources other than the general fund in the Governor's annual budget request for the 2019-20 fiscal year and each fiscal year thereafter to satisfy the funding amounts of the direct distribution." Authorizing language, be it statutory, or Constitutional, can vary by cash fund, therefore each department can provide specific information on the cash funds they operate. DPA has not interpreted the authorizing language of any of its cash funds to preclude the ability to pay for this type of expense.

ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED. PLEASE RETAIN THE NUMBERING IN ORDER TO MAINTAIN CONSISTENT LABELING FOR COMMON QUESTIONS ACROSS DEPARTMENTS.

1. Provide a list of any legislation that the Department has: (a) not implemented, or (b) partially implemented. Explain why the Department has not implemented or has only partially implemented the

legislation on this list. Please explain any problems the Department is having implementing any legislation and any suggestions you have to modify legislation.
Response:

The Department does not currently have any legislation that is not implemented, however HB17-1296 Assignment of State-owned Vehicles, is partially implemented with full implementation anticipated by the end of January 2019. The bill requires the Department to review assignment of a vehicle to an officer or employee of the state agency, verify that the state agency's assignment of a vehicle complies with state and federal law, and calculate and report as income the value of the vehicle's fringe benefit in accordance with IRS regulations. The Department is finalizing required documents, consistent with the newly promulgated rules based on the criteria within HB17-1296.

2. Does the Department have any HIGH PRIORITY OUTSTANDING recommendations as identified in the "Annual Report: Status of Outstanding Audit Recommendations" that was published by the State Auditor's Office and dated June 30, 2018 (link below)? What is the Department doing to resolve the HIGH PRIORITY OUTSTANDING recommendations? Please indicate where in the Department's budget request actions taken towards resolving HIGH PRIORITY OUTSTANDING recommendations can be found.

   https://leg.colorado.gov/sites/default/files/documents/audits/1811s_status_of_outstanding_recommendations_report__0.pdf

   Response:

   Please see the attached Appendix B that addresses outstanding audit recommendations for the Department of Personnel & Administration.

3. If the Department receives federal funds of any type, please respond to the following:
   a. Are you expecting any changes in federal funding with the passage of the FFY 2018-19 or 2019-20 federal budget? If yes, in which programs, and what is the match requirement for each program?
   b. Does the Department have a contingency plan if federal funds are eliminated?
   c. Please provide a detailed description of any federal sanctions or potential sanctions for state activities of which the Department is already aware. In addition, please provide a detailed description of any sanctions that MAY be issued against the Department by the federal government during FFY 2018-19 or 2019-20.

   Response:

   The Department receives federal grants intended to augment existing programs within the Department. Federal funds represent only 0.2% of the Department's operation budget in FY 2018-19, and come from an average of three grants, received across only three programs (Colorado State Archives, Address Confidentiality Program, and State Fleet Management) within the Department.
   a. The Department anticipates applying for similar grants, at the same or slightly greater amounts than in recent years. However, Federal Fiscal Year 2018-19 and 2019-20 budgets will fund grants that the Department has not yet applied for, so exact amounts are unknown at this time.

   Most of the Department's grants are not awarded on a state fiscal year cycle, however, overlapping state FY 2019-20, the Department has been awarded the following grants with funding originating from the federal government:

Address Confidentiality Program: "Crime and Victim Services" / VOCA Grant (Colorado Department of Public Safety, through the U.S. Department of Justice), Calendar Years 2019/ 2020. Similar awards will likely be requested every two years, ongoing.

- $493,880 Federal Funds. Match Requirement - $123,470 (20%)
- The Division of Criminal Justice anticipate a potential decrease in VOCA grant funds expected to be appropriated in FFY 2018-19 and 2019-20. This potential decrease would have no effect on the current CY 2019/2020 award, but could affect a CY 2021/2022 award.

State Archives (on behalf of the Colorado Historical Records Advisory Board - CHRAB): "State Board Programming Grant" (National Historical Records Publication and Records Commission), State Fiscal Year 2019-20. Similar awards will likely be requested annually, ongoing.

- $40,000 Federal Funds. Match Requirement - $13,333 (25%)

State Fleet Management: "Charge Ahead Colorado" (Clean Air Fleet, Regional Air Quality Control Commission - RAQC, through federal funding from the Congestion Mitigation/Air Quality program), Calendar Years 2018 / 2019. Similar awards will likely be requested annually, ongoing.

- $165,200 (classified as Cash Funds because the grant is awarded by a non-state entity, however, the funds originate as Federal Funds.) Match Requirement - $41,300 (20%)

b. The Department has the following contingency plans if federal funds are eliminated:

Address Confidentiality Program: "Crime and Victim Services" / VOCA Grant
A loss of federal grant funding would require the Department to seek a backfill of state funds to remain operational - most notably, for core operating necessities such as sorting, scanning fees, authorization cards, some printing, and personnel. Without a backfill of grant funding, participants would experience reduced and delayed services and materials.

State Archives (on behalf of the CHRAB): "State Board Programming Grant"
A loss of federal grant funding would result in discontinuation of this re-grant program. The federal funding is used to provide small re-grants (up to $5,000) for institutions throughout the state and to fund outreach training workshops. There is no contingency plan if these federal funds were eliminated.

State Fleet Management: "Charge Ahead Colorado"
A loss of federal grant funding would necessitate that the program incorporate the number of vehicles originally slated for grant purchase into the state annual vehicle replacement request. The program would have to look to the next qualifying alternative fuel vehicle (AFV) for procurement, as the program is limited by Statute and not able to purchase electric vehicles. If there was not a qualified AFV, then the program would purchase a conventional vehicle.

c. At this time, the Department does not receive or anticipate any block grants that warrant federal sanctions, as all of its grants are discretionary. However, within the Department, program grant directors and financial staff coordinate closely to ensure that all terms and conditions of grant awards are met, and that only allowable costs are submitted for reimbursement. No withholding of payments or negative findings have been communicated by grantors that the Department is aware.

4. Is the Department spending money on public awareness campaigns? If so, please describe these campaigns, the goal of the messaging, the cost of the campaign, and distinguish between paid media and earned media. Further, please describe any metrics regarding effectiveness and whether the Department is working with other state or federal departments to coordinate the campaign?
   Response:

   The Department does not spend money on public awareness campaigns as its primary business is to support, or provide services to, other state agencies. The Department does have "earned media" to the extent that responding to media requests qualifies as such. The Department does not have any metrics to track the effectiveness of this media.

5. Based on the Department's most recent available record, what is the FTE vacancy and turnover rate by department and by division? To what does the Department attribute this turnover/vacancy? Do the statewide compensation policies administered by the Department of Personnel help or hinder in addressing vacancy or turnover issues?
   Response:

   The Department has included information on turnover data, by department, in Appendix C of this document.

   Within DPA, the vacancy rate used by the Department is equal to the number of vacant positions on October 31, 2018 divided by the total appropriated FTE. The Department has provided a chart below with that information by Program, Division, and Department:

DPA Vacancy Rate as of October 31, 2018			
Program/Division	**FY 2018-19 Appropriated FTE**	**Count of Vacant Positions on 10/31/18**	**Division Vacancy Rate**
Executive Director's Office	18.3	2.0	
CSEAP	11.0	0.5	
Office of the State Architect	8.0	0.0	
Executive Director's Office	37.3	2.5	6.57%
State Agency Services	19.2	6.3	
Statewide Training and Development	4.0	1.2	
Employee Benefits	12.0	2.4	
Risk Management Services	11.5	1.2	
Division of Human Resources	46.7	11.0	23.55%
State Personnel Board	4.8	0.0	0.00%
DCS Administration	5.2	0.0	
Integrated Document Solutions	96.6	11.5	
Address Confidentiality Program	5.9	2.0	
Colorado State Archives	13.0	3.0	
Division of Central Services	120.7	16.5	13.67%
Financial Ops and Reporting	30.3	2.0	
Collections	28.0	11.0	
Procurement and Contracts	17.7	2.0	
CORE Operations	21.3	2.0	
Division of Accounts & Control	97.3	17.0	17.47%
Administrative Courts	44.5	2.5	5.62%
DCA Administration	3.9	0.0	
Facilities Maintenance	54.2	1.0	
Fleet Management	16.0	3.0	
Division of Capital Assets	74.1	4.0	5.40%
Department Total	**425.4**	**53.5**	**12.56%**

- Division of Human Resources: turnover of 23.55%
  - The implementation of HRWorks is a continued priority of the Department, and in an effort to support the continued implementation, the review of certain positions is critical to ensure that those positions are filled with the appropriate skill levels for once the system goes live. The skill set of individual positions that is required during the implementation of the HR Works project is not necessarily aligned with the skill set needed post-implementation. The Department is taking a measured approach to filling these positions. As a result, several positions have been temporarily held open until the correct fit is determined.
- Division of Central Services: turnover of 13.67%
  - A majority of the 16.5 FTE vacancies noted within the Division of Central Services are within Integrated Document Solutions (IDS) with 11.5 FTEs vacant positions. These positions are entry level positions such as Data Entry Operators and Equipment Operators that offer salaries that are on the lower end of the spectrum. Due to the current economic conditions, there has been a relatively high turnover rate for these positions for the last few years. This trend can be seen in the FY 2017-18 vacancy rate at the same time where there were 8.0 vacant positions within IDS.
- Division of Accounts and Control: turnover of 17.47%

- The Central Collections Unit has implemented a new collections system in December 2018. In the timeframe leading up to implementation, the Department has waited to fill positions once the critical skillsets needed for the new system were known. The vacancy rate for this program is a one-time issue directly related to implementation of the new system.

6. Please identify how many rules you have promulgated in the past two years (FYs 2016-17 and 2017-18). With respect to these rules, have you done any cost- benefit analyses pursuant to Section 24-4-103 (2.5), C.R.S., regulatory analyses pursuant to Section 24-4-103 (4.5), C.R.S., or any other similar analysis? Have you conducted a cost- benefit analysis of the Department's rules as a whole? If so, please provide an overview of each analysis.
   Response:

   The Department has conducted rule setting four times over the past two years. Those rule settings included:

   1. Two rule hearings related to the Division of Human Resources (Dec. 2016 & Oct. 2017)
   2. Two rule hearings related to the Office of the State Controller to repeal authority governing electronic transactions from DPA to OIT (Mar. 2017) and one hearing to clarify repeal and adoption of the State Fiscal Rules (May 2018).

   The Department has not been required to perform a cost-benefit analysis on any of the rules above, pursuant to the allowances of 24-4-103 (2.5) and 24-4-103 (4.5). The Department has not conducted a cost benefit for its rules as a whole.

7. What are the major cost drivers impacting the Department? Is there a difference between the price inflation the Department is experiencing compared to the general CPI? Please describe any specific cost escalations.
   Response:

   The Department of Personnel & Administration includes services and programs that cover a vast range of policy and program areas. Cost drivers that impact the Office of State Controller and their financial systems are vastly different than the cost drivers for our Fleet Management program, for example.

   Despite the large diversity in programs, the Department's main cost drivers can be attributed to two major categories. Those categories include economic factors and statewide departmental allocations.
   Economic factors align with market conditions outside of the Department's control. The Department is impacted by these market trends in a number of areas, including market trends for fuel, vehicles, paper, and postage costs.
   Statewide departmental allocations are attributed to the costs associated with statewide common policies, OIT common policies, and things like risk management claims, which are adjusted to reflect the actual costs specific to those programs.

8. How is the Department's caseload changing and how does it impact the Department's budget? Are there specific population changes or service needs (e.g. aging population) that are different from general population growth?

Response:

The Department of Personnel & Administration (DPA) primarily provides internal agency services and has limited external exposure or programs that are caseload driven. The Address Confidentiality Program (ACP) is one of the few DPA programs that provide external services to Colorado residents.

The ACP provides survivors of domestic violence, sexual offenses, and/or stalking with a legal substitute address and confidential mail forwarding. All state and local government agencies must accept the substitute address as the participant's legal address of record. ACP services allow agencies to conduct business and comply with open record laws without jeopardizing survivor safety.

Operating costs, including mail and printing costs are generally increasing and effectively squeezing out appropriations for personal services, and reduce this program's ability to provide services. As a result, for FY 2018-19 the program requested and the General Assembly approved funding to support program operations and provide the outreach and training required to ensure the availability of ACP-trained advocates (Application Assistants), and therefore, statewide access to ACP services.

An outreach coordinator was hired and application assistant training and program outreach efforts have begun. As program access and awareness grows, so will the number of program participants. Counties with active application assistants has increased from fifteen at the time of the Department's funding request to a current count of twenty-six (of 64 counties). Increased caseload drives increases in program resources needed for both personal services (case management and daily operations staff) and operating expenses (including postage, mail processing, and printing costs). Increases in active participants have historically resulted in much greater increases in mail volumes. Program staff is required to separate and discard marketing mail from the mail that must be forwarded and when possible consolidate for mail forwarding to program participants. Even with more rigorous screening of all incoming mail, when coupled with increased rates for mail handling and processing and general program overhead through statewide allocations, operating costs are expected to climb rapidly driving potential future funding requests.

Address Confidentiality Program Caseload and State Population Comparison					
	FY14	**FY15**	**FY16**	**FY17**	**FY18**
Total Active Participants	1,944	2,424	2,694	2,998	3,278
percentage increase from previous year	6.8%	24.7%	11.1%	11.3%	9.3%
Total Active Households	823	1,011	1,135	1,290	1,445
percentage increase from previous year	10.2%	22.8%	12.3%	13.7%	12.0%
Incoming Pieces of Mail	98,634	127,072	193,821	217,763	272,047
percentage increase from previous year	9.2%	28.8%	52.5%	12.4%	24.9%
Outgoing Consolidated Pieces of Mail	49,317	55,796	60,646	66,645	68,765
percentage increase from previous year	9.2%	13.1%	8.7%	9.9%	3.2%
	CY14	**CY15**	**FY16**	**CY17**	**CY18**
State Population Estimates	5,342,311	5,440,445	5,530,105	5,607,154	5,684,203
percentage increase from previous year	1.5%	1.8%	1.6%	140.0%	1.4%

9. Please provide an overview of the Department's current and future strategies for the use of outward facing technology (e.g. websites, apps) and the role of these technologies in the Department's interactions with the public.

Response:

The Department oversees 13 mini-site domains for 8 agencies, the capitol building, the Disability Funding Committee, and the HRWorks project. In the past, the Department's strategy for maintaining sites was to provide various content managers access to a quality assurance reporting tool. Currently, the Department has assigned a lead to manage and audit website content while working with content managers and user experience for all our sites, utilizing a strategy for maintaining websites with a workflow strategy to assist in uniformity in communication standards and content management. This workflow has been used for the recent upgrade to the Department of Central Service's Address Confidentiality Program web section, and the new Grants page on Office of State Controller's website.

Additionally, recent improvements to the State Archives web site have allowed for more efficiencies when interacting with the public. In December of 2018 the Department implemented an online payment portal with a user interface that allows the public to pay for state archival services on the internet, in addition to the already offered methods of walk-in or phone payment to retrieve records.

This spring the Department will be overhauling the Department of Human Resources' benefits section in order to make the content more straightforward, understandable, and user-friendly, emphasizing the Department's mission statement to provide quality services that enhance State government success.

Top Ten Largest Occupational Classes by Fiscal Year & Department with Turnover & Vacancy Rates

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes with Vacancy Rates by Department (FY2017-18)				
Department	**Avg Employees**	**Separations**	**Turnover Rate**	**Vacancy Rate (06/28/2018)**
Agriculture	**288.7**	**34**	**11.8%**	**50.8%**
TECHNICIAN III	44.7	4	9.0%	4.2%
COMPLIANCE SPECIALIST III	28.6	4	14.0%	10.0%
TECHNICIAN II	22.3	3	13.4%	21.4%
ADMIN ASSISTANT III	19.8	2	10.1%	4.5%
ADMINISTRATOR III	16.8	3	17.8%	11.1%
TECHNICIAN IV	11.0	0	0.0%	0.0%
ADMINISTRATOR V	10.8	0	0.0%	0.0%
COMPLIANCE SPECIALIST IV	9.5	0	0.0%	0.0%
COMPLIANCE SPECIALIST II	8.9	3	33.6%	22.2%
ADMINISTRATOR IV	8.3	1	12.0%	16.7%
Corrections	**6,037.3**	**1,089**	**18.0%**	**11.6%**
CORR/YTH/CLIN SEC OFF I	2,186.7	558	25.5%	9.2%
CORR/YTH/CLIN SEC OFF II	708.4	90	12.7%	3.7%
CORR SUPP TRADES SUPV I	497.0	70	14.1%	10.0%
CORR/YTH/CLN SEC SUPV III	235.3	17	7.2%	7.0%
COMMUNITY PAROLE OFF	210.2	18	8.6%	16.8%
CORRECTIONS CASE MGR I	201.2	22	10.9%	4.6%
ADMIN ASSISTANT III	178.9	21	11.7%	8.5%
STATE TEACHER I	154.5	26	16.8%	14.5%
NURSE I	117.8	39	33.1%	39.6%
CORR OR YTH SEC OFF IV	101.5	11	10.8%	4.6%
Education	**128.9**	**5**	**3.9%**	**22.1%**
HEALTH CARE TECH I	17.9	0	0.0%	5.3%
STATE TEACHER AIDE	13.7	1	7.3%	12.5%
HEALTH CARE TECH II	11.3	2	17.6%	8.3%
ADMIN ASSISTANT III	10.3	0	0.0%	0.0%
PROGRAM ASSISTANT I	7.1	0	0.0%	25.0%
IT PROFESSIONAL	6.6	0	0.0%	0.0%
ADMIN ASSISTANT II	6.0	0	0.0%	11.1%
CUSTODIAN I	6.0	0	0.0%	0.0%
ANALYST III	5.0	0	0.0%	0.0%
NURSE I	4.0	0	0.0%	0.0%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes with Vacancy Rates by Department (FY2017-18)				
Department	**Avg Employees**	**Separations**	**Turnover Rate**	**Vacancy Rate (06/28/2018)**
General Assembly	**67.1**	**12**	**17.9%**	**n/a**
LEGISLATIVE AUDITOR	58.6	8	13.7%	n/a
TECHNICIAN V	1.0	0	0.0%	n/a
TECHNICIAN IV	1.0	0	0.0%	n/a
TECHNICIAN III	1.0	0	0.0%	n/a
PROGRAM ASSISTANT I	1.0	0	0.0%	n/a
STUDENT TRAINEE I	0.8	1	120.0%	n/a
IT TECHNICIAN	0.7	0	0.0%	n/a
GENERAL PROFESSIONAL V	0.7	0	0.0%	n/a
CONTROLLER I	0.6	1	171.4%	n/a
PROGRAM COORDINATOR	0.6	1	171.4%	n/a
Governor's Office	**538.3**	**50**	**9.3%**	**25.0%**
IT PROFESSIONAL	355.0	28	7.9%	13.9%
IT SUPERVISOR	39.8	2	5.0%	19.6%
IT TECHNICIAN	25.4	8	31.5%	25.9%
ELECTRONICS SPEC III	13.8	1	7.2%	0.0%
ELECTRONICS SPEC IV	12.5	1	8.0%	6.3%
CUST SUPPORT COORD II	11.1	2	18.0%	23.1%
COMPUTER OPERATOR II	7.6	1	13.2%	0.0%
PROJECT COORDINATOR	6.6	1	15.2%	40.0%
ELECTRONICS SPEC II	6.6	0	0.0%	25.0%
IT MANAGER	6.1	0	0.0%	22.2%
Health Care Policy & Financing	**529.1**	**84**	**15.9%**	**15.1%**
ADMINISTRATOR IV	62.4	8	12.8%	12.1%
ADMINISTRATOR III	60.8	11	18.1%	7.6%
ANALYST III	26.5	4	15.1%	13.3%
PROGRAM MANAGEMENT II	23.2	3	12.9%	11.1%
PROGRAM MANAGEMENT I	18.3	1	5.5%	0.0%
ADMINISTRATOR V	16.7	1	6.0%	5.9%
TECHNICIAN I	15.2	11	72.5%	44.4%
ANALYST IV	14.8	2	13.6%	20.0%
ADMINISTRATOR II	13.8	3	21.8%	33.3%
PROGRAM ASSISTANT II	11.6	0	0.0%	14.3%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes with Vacancy Rates by Department (FY2017-18)				
Department	**Avg Employees**	**Separations**	**Turnover Rate**	**Vacancy Rate (06/28/2018)**
Higher Education	**4,676.3**	**487**	**10.4%**	**n/a**
CUSTODIAN I	537.2	44	8.2%	n/a
ADMIN ASSISTANT III	462.7	45	9.7%	n/a
ADMIN ASSISTANT II	300.1	43	14.3%	n/a
PROGRAM ASSISTANT I	197.8	13	6.6%	n/a
ACCOUNTING TECHNICIAN III	171.5	20	11.7%	n/a
DINING SERVICES III	132.7	9	6.8%	n/a
STRUCTURAL TRADES II	119.9	12	10.0%	n/a
TECHNICIAN III	109.1	8	7.3%	n/a
PIPE/MECH TRADES II	102.4	10	9.8%	n/a
IT PROFESSIONAL	90.8	8	8.8%	n/a
Human Services	**4,885.0**	**1,127**	**23.1%**	**17.6%**
CORR/YTH/CLIN SEC OFF I	573.1	217	37.9%	15.6%
CLIENT CARE AIDE II	351.3	101	28.7%	14.1%
HEALTH CARE TECH I	275.5	46	16.7%	9.6%
NURSE I	232.3	65	28.0%	18.6%
HEALTH CARE TECH III	135.5	23	17.0%	11.8%
NURSE II	125.4	27	21.5%	7.6%
CORR/YTH/CLIN SEC OFF II	117.6	24	20.4%	16.0%
CUSTODIAN I	115.3	25	21.7%	34.2%
MENTAL HLTH CLINICIAN I	114.8	20	17.4%	13.2%
HCS TRAINEE I	110.8	87	78.6%	27.5%
Labor & Employment	**1,293.7**	**162**	**12.5%**	**9.9%**
LABOR/EMPLOYMENT SPEC II	252.9	26	10.3%	5.7%
LABOR/EMPLOYMENT SPEC I	130.0	20	15.4%	9.0%
REHABILITATION COUNS I	83.9	17	20.3%	14.9%
LABOR/EMPLOYMENT SPEC III	74.8	6	8.0%	5.6%
ADMIN ASSISTANT III	48.9	7	14.3%	13.7%
LABOR/EMPLOYMENT SPEC IV	35.0	0	0.0%	5.4%
UNEMP INSURANCE TECH	33.9	2	5.9%	0.0%
REHABILITATION COUNS II	28.1	2	7.1%	2.9%
ADMINISTRATOR IV	27.7	7	25.3%	10.7%
COMP INSURANCE SPEC II	25.9	4	15.4%	10.0%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes with Vacancy Rates by Department (FY2017-18)				
Department	**Avg Employees**	**Separations**	**Turnover Rate**	**Vacancy Rate (06/28/2018)**
Law	**181.2**	**29**	**16.0%**	**n/a**
LEGAL ASSISTANT II	46.2	6	13.0%	n/a
ADMIN ASSISTANT II	24.7	6	24.3%	n/a
CRIMINAL INVESTIGATOR II	21.9	3	13.7%	n/a
PROGRAM ASSISTANT I	11.1	4	36.1%	n/a
IT PROFESSIONAL	8.6	0	0.0%	n/a
ADMIN ASSISTANT III	6.6	1	15.2%	n/a
OFFICE MANAGER I	4.8	0	0.0%	n/a
CRIMINAL INVESTIGATOR III	4.3	0	0.0%	n/a
ADMINISTRATOR III	3.8	2	53.3%	n/a
COMPL INVESTIGATOR I	3.4	1	29.3%	n/a
Local Affairs	**167.4**	**32**	**19.1%**	**15.9%**
COMM & ECONOMIC DEVT III	21.4	6	28.0%	25.9%
COMM & ECONOMIC DEVT IV	15.3	2	13.0%	5.9%
PROGRAM ASSISTANT I	9.5	6	63.2%	0.0%
PROPERTY TAX SPEC I	7.7	1	13.0%	0.0%
PROPERTY TAX SPEC II	6.4	0	0.0%	22.2%
ADMIN ASSISTANT III	6.0	3	50.0%	25.0%
ADMINISTRATOR III	5.8	0	0.0%	14.3%
ANALYST V	5.5	0	0.0%	0.0%
PROPERTY TAX SPEC III	5.4	1	18.5%	0.0%
ADMIN ASSISTANT II	4.9	0	0.0%	33.3%
Military & Veterans Affairs	**140.0**	**18**	**12.9%**	**82.0%**
STRUCTURAL TRADES II	13.5	0	0.0%	13.3%
CUSTODIAN I	9.3	2	21.4%	45.5%
PIPE/MECH TRADES II	7.0	1	14.3%	60.0%
AIR TRAFFIC CONTRL II	6.0	1	16.7%	14.3%
PROGRAM ASSISTANT I	5.8	0	0.0%	33.3%
ADMIN ASSISTANT II	5.5	1	18.2%	50.0%
GENERAL LABOR I	4.4	1	22.6%	20.0%
ANG PATROL OFFICER I	4.0	0	0.0%	0.0%
SOC SERVICES SPEC III	3.8	4	106.7%	33.3%
GROUNDS & NURSERY I	3.0	0	0.0%	50.0%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes with Vacancy Rates by Department (FY2017-18)				
Department	**Avg Employees**	**Separations**	**Turnover Rate**	**Vacancy Rate (06/28/2018)**
Natural Resources	**1,453.3**	**110**	**7.6%**	**40.2%**
WILDLIFE MANAGER III	178.8	8	4.5%	3.8%
TECHNICIAN IV	121.1	9	7.4%	3.8%
ENGR/PHYS SCI TECH II	92.6	8	8.6%	8.9%
TECHNICIAN III	65.7	2	3.0%	0.0%
ADMIN ASSISTANT III	65.5	4	6.1%	3.0%
WILDLIFE MANAGER V	42.6	4	9.4%	0.0%
PROGRAM ASSISTANT I	40.8	7	17.1%	15.6%
ENGR/PHYS SCI TECH I	38.8	4	10.3%	9.5%
ENVIRON PROTECT SPEC II	35.6	2	5.6%	7.7%
PARK MANAGER II	35.1	5	14.3%	25.5%
Personnel & Administration	**387.6**	**59**	**15.2%**	**11.9%**
PRODUCTION II	18.4	8	43.4%	15.8%
ADMIN LAW JUDGE II	18.0	0	0.0%	5.3%
COLLECTIONS REP II	13.2	3	22.8%	37.5%
ACCOUNTANT II	12.8	1	7.8%	7.1%
ADMIN ASSISTANT III	12.8	0	0.0%	12.5%
DATA SPECIALIST	12.1	2	16.6%	0.0%
ADMIN ASSISTANT II	12.0	1	8.3%	20.0%
PROGRAM ASSISTANT II	11.5	1	8.7%	9.1%
TECHNICIAN IV	11.0	1	9.1%	8.3%
PROGRAM MANAGEMENT I	9.3	4	43.2%	10.0%
Public Health & Environment	**1,370.8**	**174**	**12.7%**	**11.2%**
HEALTH PROFESSIONAL III	149.3	22	14.7%	20.1%
ENVIRON PROTECT SPEC II	116.3	10	8.6%	3.2%
ENVIRON PROTECT SPEC III	48.4	3	6.2%	7.8%
PHY SCI RES/SCIENTIST II	40.0	3	7.5%	9.1%
ADMINISTRATOR III	37.8	7	18.5%	10.3%
ENVIRON PROTECT SPEC IV	34.9	3	8.6%	5.6%
HEALTH PROFESSIONAL IV	33.8	12	35.6%	20.9%
PH & CMTY OPW PRO III	32.4	6	18.5%	19.5%
ENVIRON PROTECT SPEC I	31.4	5	15.9%	15.6%
PROFESSIONAL ENGINEER I	29.5	3	10.2%	3.3%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes with Vacancy Rates by Department (FY2017-18)				
Department	**Avg Employees**	**Separations**	**Turnover Rate**	**Vacancy Rate (06/28/2018)**
Public Safety	**1,802.6**	**155**	**8.6%**	**12.5%**
STATE PATROL TROOPER	395.2	20	5.1%	7.0%
STATE PATROL TROOPER III	206.8	9	4.4%	13.9%
STATE PATROL SUPERVISOR	101.6	4	3.9%	3.8%
POLICE COMMUNICATION TECI	97.7	13	13.3%	9.0%
CRIMINAL INVESTIGATOR II	74.3	4	5.4%	12.0%
PORT OF ENTRY I	66.8	9	13.5%	13.6%
ADMIN ASSISTANT III	53.0	6	11.3%	7.3%
TECHNICIAN III	42.7	3	7.0%	22.2%
STATE PATROL CADET	40.8	7	17.1%	63.2%
STATE PATROL ADMIN I	29.5	0	0.0%	9.7%
Regulatory Agencies	**550.6**	**52**	**9.4%**	**22.8%**
ADMIN ASSISTANT III	52.6	7	13.3%	24.2%
INSPECTOR III	34.0	4	11.8%	0.0%
CRIMINAL INVESTIGATOR I	28.1	0	0.0%	6.1%
FIN/CREDIT EXAMINER II	24.8	2	8.1%	13.3%
TECHNICIAN IV	23.7	2	8.5%	18.5%
FIN/CREDIT EXAMINER III	20.6	2	9.7%	11.1%
RATE/FINANCIAL ANLYST IV	20.0	0	0.0%	13.0%
PROGRAM MANAGEMENT II	16.8	0	0.0%	5.9%
PROGRAM ASSISTANT I	16.4	1	6.1%	12.5%
RATE/FINANCIAL ANLYST II	16.1	2	12.4%	16.7%
Revenue	**1,456.0**	**234**	**16.1%**	**10.8%**
ADMIN ASSISTANT II	170.3	36	21.1%	10.8%
TAX EXAMINER I	110.0	29	26.4%	13.6%
TECHNICIAN II	85.7	16	18.7%	10.6%
TECHNICIAN I	82.0	36	43.9%	12.0%
CRIMINAL INVESTIGATOR I	73.7	10	13.6%	16.3%
ADMIN ASSISTANT III	61.3	11	17.9%	5.7%
TECHNICIAN III	60.7	10	16.5%	4.1%
TECHNICIAN IV	54.4	10	18.4%	10.3%
TAX EXAMINER II	46.8	3	6.4%	3.9%
PROGRAM ASSISTANT II	37.3	8	21.4%	11.9%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes with Vacancy Rates by Department (FY2017-18)				
Department	**Avg Employees**	**Separations**	**Turnover Rate**	**Vacancy Rate (06/28/2018)**
State	**113.9**	**12**	**10.5%**	**n/a**
IT PROFESSIONAL	25.8	2	7.7%	n/a
TECHNICIAN I	7.3	1	13.8%	n/a
TECHNICIAN II	7.3	1	13.8%	n/a
IT SUPERVISOR	6.7	1	15.0%	n/a
PROGRAM MANAGEMENT II	4.8	0	0.0%	n/a
TECHNICIAN III	4.0	0	0.0%	n/a
ELECTIONS SPECIALIST III	3.9	1	25.5%	n/a
PROGRAM ASSISTANT I	3.8	0	0.0%	n/a
ADMINISTRATOR II	3.7	0	0.0%	n/a
ELECTIONS SPECIALIST V	3.3	0	0.0%	n/a
Transportation	**2,940.3**	**334**	**11.4%**	**13.5%**
TRANSPORTATION MTC I	785.8	148	18.8%	12.3%
TRANSPORTATION MTC II	251.3	18	7.2%	6.4%
PROFESSIONAL ENGINEER I	161.3	7	4.3%	18.4%
TRANSPORTATION MTC III	99.0	7	7.1%	4.9%
PROFESSIONAL ENGINEER II	92.9	7	7.5%	8.1%
EQUIPMENT MECHANIC III	91.8	12	13.1%	6.3%
EQUIPMENT OPERATOR III	79.8	6	7.5%	7.1%
ADMIN ASSISTANT III	74.8	5	6.7%	7.3%
ENGR/PHYS SCI TECH III	72.8	5	6.9%	12.3%
ADMINISTRATOR IV	66.0	5	7.6%	12.3%
Treasury	**26.8**	**8**	**29.9%**	**n/a**
ADMIN ASSISTANT I	4.4	4	90.6%	n/a
ADMIN ASSISTANT II	3.0	0	0.0%	n/a
ADMINISTRATOR IV	2.8	1	36.4%	n/a
ACCOUNTANT I	2.0	0	0.0%	n/a
ADMIN ASSISTANT III	2.0	0	0.0%	n/a
INVESTMENT OFFICER II	1.0	0	0.0%	n/a
AUDITOR IV	1.0	0	0.0%	n/a
MANAGEMENT	1.0	0	0.0%	n/a
ACCOUNTANT II	1.0	0	0.0%	n/a
CONTROLLER II	1.0	0	0.0%	n/a
Grand Total	**29,034.7**	**4,267**	**14.7%**	**20.3%**

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes with Vacancy Rates by Department (FY2016-17)				
Department	**Avg Employees**	**Separations**	**Turnover Rate**	**Vacancy Rate (06/29/2017)**
Agriculture	**293.7**	**31**	**10.6%**	**19.1%**
TECHNICIAN III	39.3	4	10.2%	4.5%
COMPLIANCE SPECIALIST III	27.0	1	3.7%	3.4%
TECHNICIAN II	25.2	3	11.9%	23.3%
ADMIN ASSISTANT III	21.9	2	9.1%	4.3%
ADMINISTRATOR III	15.8	1	6.3%	5.3%
ADMINISTRATOR V	13.3	1	7.5%	7.1%
TECHNICIAN IV	11.8	1	8.5%	0.0%
COMPLIANCE SPECIALIST II	10.8	2	18.6%	16.7%
COMPLIANCE SPECIALIST I	9.5	3	31.6%	10.0%
ADMIN ASSISTANT II	7.1	2	28.2%	22.2%
Corrections	**6,146.8**	**991**	**16.1%**	**12.4%**
CORR/YTH/CLIN SEC OFF I	2,277.3	506	22.2%	10.0%
CORR/YTH/CLIN SEC OFF II	719.3	70	9.7%	6.4%
CORR SUPP TRADES SUPV I	496.3	65	13.1%	11.1%
CORR/YTH/CLN SEC SUPV III	237.0	18	7.6%	5.3%
COMMUNITY PAROLE OFF	207.9	23	11.1%	12.1%
CORRECTIONS CASE MGR I	193.6	12	6.2%	8.3%
ADMIN ASSISTANT III	181.8	28	15.4%	10.6%
STATE TEACHER I	158.8	17	10.7%	9.7%
NURSE I	120.5	34	28.2%	38.3%
CORR OR YTH SEC OFF IV	96.8	6	6.2%	11.4%
Education	**115.4**	**14**	**12.1%**	**13.6%**
HEALTH CARE TECH I	17.3	1	5.8%	22.7%
HEALTH CARE TECH II	11.8	0	0.0%	33.3%
STATE TEACHER AIDE	11.2	2	17.9%	37.5%
ADMIN ASSISTANT III	7.2	2	27.9%	0.0%
ANALYST III	5.9	1	16.9%	0.0%
CUSTODIAN I	5.2	1	19.4%	16.7%
IT PROFESSIONAL	5.1	0	0.0%	0.0%
PROGRAM ASSISTANT I	5.0	0	0.0%	0.0%
NURSE I	3.9	0	0.0%	0.0%
ACCOUNTING TECHNICIAN III	3.5	1	28.6%	50.0%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes with Vacancy Rates by Department (FY2016-17)				
Department	**Avg Employees**	**Separations**	**Turnover Rate**	**Vacancy Rate (06/29/2017)**
General Assembly	**67.8**	**5**	**7.4%**	**n/a**
LEGISLATIVE AUDITOR	60.2	5	8.3%	n/a
TECHNICIAN IV	1.0	0	0.0%	n/a
CONTROLLER I	1.0	0	0.0%	n/a
IT PROFESSIONAL	1.0	0	0.0%	n/a
TECHNICIAN V	1.0	0	0.0%	n/a
PROGRAM ASSISTANT I	1.0	0	0.0%	n/a
TECHNICIAN II	0.8	0	0.0%	n/a
GENERAL PROFESSIONAL V	0.8	0	0.0%	n/a
PROGRAM COORDINATOR	0.7	0	0.0%	n/a
LEGAL ASSISTANT I	0.2	0	0.0%	n/a
Governor's Office	**538.4**	**38**	**7.1%**	**21.8%**
IT PROFESSIONAL	354.1	27	7.6%	11.0%
IT SUPERVISOR	42.7	3	7.0%	16.3%
IT TECHNICIAN	28.3	1	3.5%	12.5%
CUST SUPPORT COORD II	12.1	0	0.0%	7.7%
ELECTRONICS SPEC III	11.9	1	8.4%	6.7%
ELECTRONICS SPEC IV	11.1	1	9.0%	15.4%
COMPUTER OPERATOR II	7.0	0	0.0%	0.0%
ELECTRONICS SPEC II	7.0	0	0.0%	22.2%
IT MANAGER	7.0	1	14.3%	22.2%
PROJECT COORDINATOR	5.8	1	17.4%	33.3%
Health Care Policy & Financing	**491.3**	**72**	**14.7%**	**13.1%**
ADMINISTRATOR III	56.5	11	19.5%	10.8%
ADMINISTRATOR IV	53.4	6	11.2%	3.2%
PROGRAM MANAGEMENT II	22.3	0	0.0%	4.2%
TECHNICIAN I	21.8	13	59.5%	28.0%
ANALYST III	20.1	4	19.9%	7.4%
PROGRAM MANAGEMENT I	19.3	1	5.2%	4.8%
ADMINISTRATOR V	16.6	4	24.1%	20.0%
ANALYST IV	15.8	0	0.0%	6.3%
ADMINISTRATOR II	14.3	0	0.0%	4.8%
PROGRAM ASSISTANT II	10.8	2	18.6%	14.3%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes with Vacancy Rates by Department (FY2016-17)				
Department	**Avg Employees**	**Separations**	**Turnover Rate**	**Vacancy Rate (06/29/2017)**
Higher Education	**4,995.5**	**593**	**11.9%**	**n/a**
CUSTODIAN I	519.8	71	13.7%	n/a
ADMIN ASSISTANT III	483.6	69	14.3%	n/a
ADMIN ASSISTANT II	341.3	38	11.1%	n/a
PROGRAM ASSISTANT I	220.1	20	9.1%	n/a
ACCOUNTING TECHNICIAN III	182.6	18	9.9%	n/a
STRUCTURAL TRADES II	124.9	10	8.0%	n/a
IT PROFESSIONAL	116.9	9	7.7%	n/a
TECHNICIAN III	113.6	10	8.8%	n/a
PIPE/MECH TRADES II	106.3	12	11.3%	n/a
PROGRAM ASSISTANT II	104.7	15	14.3%	n/a
Human Services	**4,905.3**	**1,187**	**24.2%**	**14.3%**
CORR/YTH/CLIN SEC OFF I	525.5	211	40.2%	19.7%
CLIENT CARE AIDE II	343.8	120	34.9%	11.4%
HEALTH CARE TECH I	261.3	62	23.7%	6.9%
NURSE I	253.1	82	32.4%	17.1%
CUSTODIAN I	139.8	39	27.9%	12.3%
MENTAL HLTH CLINICIAN I	117.0	21	17.9%	11.7%
HEALTH CARE TECH III	111.6	22	19.7%	11.4%
CORR/YTH/CLIN SEC OFF II	110.3	18	16.3%	23.3%
NURSE II	102.8	34	33.1%	11.6%
HCS TRAINEE I	93.0	63	67.7%	13.9%
Labor & Employment	**1,337.1**	**152**	**11.4%**	**10.6%**
LABOR/EMPLOYMENT SPEC II	249.2	18	7.2%	7.9%
LABOR/EMPLOYMENT SPEC I	135.5	17	12.5%	8.7%
REHABILITATION COUNS I	88.3	19	21.5%	15.0%
LABOR/EMPLOYMENT SPEC III	82.2	5	6.1%	7.0%
ADMIN ASSISTANT III	46.1	14	30.4%	7.5%
LABOR/EMPLOYMENT SPEC IV	38.1	2	5.3%	7.7%
LABOR/EMPLOY SPEC INT	36.2	13	35.9%	52.0%
UNEMP INSURANCE TECH	33.8	3	8.9%	5.6%
ADMIN ASSISTANT II	29.1	5	17.2%	21.6%
REHABILITATION COUNS II	27.8	3	10.8%	12.5%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes with Vacancy Rates by Department (FY2016-17)				
Department	**Avg Employees**	**Separations**	**Turnover Rate**	**Vacancy Rate (06/29/2017)**
Law	**179.0**	**29**	**16.2%**	**n/a**
LEGAL ASSISTANT II	45.6	2	4.4%	n/a
ADMIN ASSISTANT II	26.3	6	22.9%	n/a
CRIMINAL INVESTIGATOR II	22.8	4	17.6%	n/a
PROGRAM ASSISTANT I	12.5	1	8.0%	n/a
IT PROFESSIONAL	9.1	3	33.0%	n/a
ADMIN ASSISTANT III	5.8	4	69.6%	n/a
OFFICE MANAGER I	5.0	0	0.0%	n/a
ADMINISTRATOR III	3.9	1	25.5%	n/a
COMPL INVESTIGATOR I	3.8	1	26.1%	n/a
LEGAL ASSISTANT I	3.6	1	27.9%	n/a
Local Affairs	**159.2**	**29**	**18.2%**	**16.9%**
COMM & ECONOMIC DEVT III	21.6	4	18.5%	16.7%
COMM & ECONOMIC DEVT IV	14.3	3	20.9%	6.7%
PROGRAM ASSISTANT I	10.7	2	18.8%	14.3%
PROPERTY TAX SPEC I	5.9	1	16.9%	12.5%
PROPERTY TAX SPEC III	5.9	3	50.7%	33.3%
PROPERTY TAX SPEC II	5.6	1	17.9%	33.3%
ADMIN ASSISTANT III	5.5	3	54.5%	14.3%
ADMINISTRATOR III	5.2	1	19.4%	33.3%
TECHNICIAN III	4.0	1	25.0%	40.0%
PROPERTY TAX SPEC IV	4.0	0	0.0%	0.0%
Military & Veterans Affairs	**141.8**	**16**	**11.3%**	**87.3%**
STRUCTURAL TRADES II	13.4	1	7.5%	40.0%
CUSTODIAN I	10.5	0	0.0%	66.7%
PIPE/MECH TRADES II	8.1	1	12.4%	66.7%
ADMIN ASSISTANT II	7.3	0	0.0%	50.0%
AIR TRAFFIC CONTRL II	6.0	0	0.0%	28.6%
SOC SERVICES SPEC III	5.5	1	18.2%	71.4%
PROGRAM ASSISTANT I	5.2	0	0.0%	33.3%
ANG PATROL OFFICER I	3.6	0	0.0%	25.0%
STRUCTURAL TRADES I	3.3	1	30.8%	50.0%
TRANSPORTATION MTC I	3.1	1	32.4%	57.1%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes with Vacancy Rates by Department (FY2016-17)				
Department	**Avg Employees**	**Separations**	**Turnover Rate**	**Vacancy Rate (06/29/2017)**
Natural Resources	**1,447.4**	**117**	**8.1%**	**38.6%**
WILDLIFE MANAGER III	177.5	8	4.5%	3.3%
TECHNICIAN IV	120.6	9	7.5%	4.7%
ENGR/PHYS SCI TECH II	88.7	7	7.9%	10.7%
TECHNICIAN III	67.9	1	1.5%	4.3%
ADMIN ASSISTANT III	65.5	7	10.7%	2.9%
WILDLIFE MANAGER V	42.8	1	2.3%	0.0%
PROGRAM ASSISTANT I	42.8	4	9.4%	8.5%
ENGR/PHYS SCI TECH I	42.3	9	21.3%	10.0%
PARK MANAGER II	42.0	6	14.3%	32.1%
ENVIRON PROTECT SPEC II	36.2	1	2.8%	7.7%
Personnel & Administration	**383.2**	**53**	**13.8%**	**8.1%**
PRODUCTION II	18.4	4	21.7%	19.0%
ADMIN LAW JUDGE II	18.1	1	5.5%	5.3%
COLLECTIONS REP II	13.9	1	7.2%	0.0%
TECHNICIAN IV	11.9	1	8.4%	0.0%
DATA ENTRY OPERATOR I	11.9	1	8.4%	0.0%
DATA SPECIALIST	11.7	1	8.6%	15.4%
ADMIN ASSISTANT II	11.6	2	17.3%	7.7%
ACCOUNTANT II	9.8	4	40.7%	15.4%
SOCIAL WORK/COUNSELOR IV	9.6	2	20.9%	10.0%
PROGRAM ASSISTANT II	9.3	0	0.0%	0.0%
Public Health & Environment	**1,371.6**	**167**	**12.2%**	**10.0%**
HEALTH PROFESSIONAL III	143.1	28	19.6%	15.5%
ENVIRON PROTECT SPEC II	112.7	6	5.3%	4.1%
ENVIRON PROTECT SPEC III	48.7	4	8.2%	4.0%
PHY SCI RES/SCIENTIST II	42.7	1	2.3%	4.8%
HEALTH PROFESSIONAL IV	40.6	6	14.8%	10.0%
ADMINISTRATOR III	40.2	7	17.4%	4.9%
ENVIRON PROTECT SPEC I	38.0	4	10.5%	7.7%
ENVIRON PROTECT SPEC IV	36.5	3	8.2%	7.7%
PROGRAM ASSISTANT II	32.4	5	15.4%	11.8%
ADMINISTRATOR V	30.8	0	0.0%	3.2%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes with Vacancy Rates by Department (FY2016-17)				
Department	**Avg Employees**	**Separations**	**Turnover Rate**	**Vacancy Rate (06/29/2017)**
Public Safety	**1,736.1**	**118**	**6.8%**	**11.5%**
STATE PATROL TROOPER	377.8	10	2.6%	11.5%
STATE PATROL TROOPER III	213.8	15	7.0%	14.5%
POLICE COMMUNICATION TECH	103.4	13	12.6%	10.2%
STATE PATROL SUPERVISOR	100.6	4	4.0%	2.8%
PORT OF ENTRY I	68.8	3	4.4%	8.4%
CRIMINAL INVESTIGATOR II	68.0	3	4.4%	3.9%
ADMIN ASSISTANT III	53.6	1	1.9%	3.5%
TECHNICIAN III	42.4	9	21.2%	25.4%
STATE PATROL ADMIN I	30.9	1	3.2%	0.0%
STATE PATROL CADET	27.5	10	36.4%	50.9%
Regulatory Agencies	**531.8**	**47**	**8.8%**	**23.3%**
ADMIN ASSISTANT III	57.9	9	15.5%	14.1%
INSPECTOR III	34.8	4	11.5%	8.1%
FIN/CREDIT EXAMINER II	25.8	4	15.5%	17.2%
TECHNICIAN IV	22.4	0	0.0%	19.2%
CRIMINAL INVESTIGATOR I	22.1	0	0.0%	7.4%
RATE/FINANCIAL ANLYST IV	21.0	0	0.0%	12.5%
FIN/CREDIT EXAMINER III	19.8	2	10.1%	16.7%
PROGRAM MANAGEMENT II	16.9	3	17.7%	25.0%
COMPL INVESTIGATOR I	15.3	2	13.0%	20.8%
PROGRAM ASSISTANT I	15.0	3	20.0%	33.3%
Revenue	**1,398.2**	**224**	**16.0%**	**18.0%**
ADMIN ASSISTANT II	168.3	31	18.4%	6.3%
TAX EXAMINER I	107.9	25	23.2%	10.1%
TECHNICIAN I	101.0	56	55.4%	11.3%
CRIMINAL INVESTIGATOR I	77.5	6	7.7%	8.0%
TECHNICIAN II	62.8	14	22.3%	2.7%
TECHNICIAN III	59.2	6	10.1%	1.7%
ADMIN ASSISTANT III	56.0	6	10.7%	9.5%
TECHNICIAN IV	54.8	4	7.3%	3.4%
TAX EXAMINER II	41.2	1	2.4%	8.3%
AUDITOR III	37.6	4	10.6%	7.5%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes with Vacancy Rates by Department (FY2016-17)				
Department	**Avg Employees**	**Separations**	**Turnover Rate**	**Vacancy Rate (06/29/2017)**
State	**111.3**	**10**	**9.0%**	**n/a**
IT PROFESSIONAL	27.2	1	3.7%	n/a
TECHNICIAN II	9.0	5	55.6%	n/a
IT SUPERVISOR	7.0	0	0.0%	n/a
ELECTIONS SPECIALIST III	5.0	0	0.0%	n/a
TECHNICIAN III	4.1	1	24.5%	n/a
ADMINISTRATOR II	4.0	0	0.0%	n/a
ELECTIONS SPECIALIST V	3.9	0	0.0%	n/a
PROGRAM MANAGEMENT II	3.8	0	0.0%	n/a
PROGRAM ASSISTANT I	3.3	0	0.0%	n/a
ELECTIONS SPECIALIST II	3.3	1	30.0%	n/a
Transportation	**2,938.7**	**318**	**10.8%**	**11.8%**
TRANSPORTATION MTC I	788.3	132	16.7%	11.3%
TRANSPORTATION MTC II	252.3	22	8.7%	5.7%
PROFESSIONAL ENGINEER I	161.9	12	7.4%	14.7%
TRANSPORTATION MTC III	100.7	8	7.9%	3.8%
PROFESSIONAL ENGINEER II	92.8	2	2.2%	7.1%
EQUIPMENT MECHANIC III	92.7	4	4.3%	4.2%
EQUIPMENT OPERATOR III	85.1	4	4.7%	3.5%
ENGR/PHYS SCI TECH III	71.8	4	5.6%	11.9%
ADMIN ASSISTANT III	69.4	5	7.2%	12.2%
ADMINISTRATOR IV	62.2	9	14.5%	10.5%
Treasury	**25.3**	**5**	**19.7%**	**n/a**
ADMIN ASSISTANT I	3.3	1	30.0%	n/a
ADMIN ASSISTANT II	3.0	0	0.0%	n/a
ADMIN ASSISTANT III	2.0	0	0.0%	n/a
ACCOUNTANT I	2.0	0	0.0%	n/a
INVESTMENT OFFICER I	1.3	1	80.0%	n/a
INVESTMENT OFFICER II	1.0	0	0.0%	n/a
ACCOUNTANT II	1.0	0	0.0%	n/a
PROGRAM ASSISTANT I	1.0	0	0.0%	n/a
ACCOUNTING TECHNICIAN III	1.0	0	0.0%	n/a
ACCOUNTANT III	1.0	0	0.0%	n/a
Grand Total	**29,314.8**	**4,216**	**14.4%**	**18.6%**

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2015-16)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
Agriculture	**276.2**	**39**	**14.1%**
GENERAL PROFESSIONAL III	49.3	4	8.1%
TECHNICIAN III	39.0	4	10.3%
TECHNICIAN II	24.8	5	20.2%
ADMIN ASSISTANT III	22.5	2	8.9%
GENERAL PROFESSIONAL V	18.3	0	0.0%
GENERAL PROFESSIONAL IV	18.2	6	33.0%
TECHNICIAN IV	12.5	3	24.0%
GENERAL PROFESSIONAL II	9.7	1	10.3%
GENERAL PROFESSIONAL VI	8.8	2	22.9%
GENERAL PROFESSIONAL I	8.3	0	0.0%
Corrections	**6,176.4**	**881**	**14.3%**
CORR/YTH/CLIN SEC OFF I	2,277.1	418	18.4%
CORR/YTH/CLIN SEC OFF II	723.1	62	8.6%
CORR SUPP TRADES SUPV I	505.5	53	10.5%
CORR/YTH/CLN SEC SUPV III	233.3	19	8.1%
COMMUNITY PAROLE OFF	211.9	27	12.7%
CORRECTIONS CASE MGR I	196.5	14	7.1%
ADMIN ASSISTANT III	183.0	17	9.3%
STATE TEACHER I	159.3	25	15.7%
NURSE I	137.5	41	29.8%
GENERAL PROFESSIONAL III	120.8	21	17.4%
Education	**128.4**	**18**	**14.0%**
HEALTH CARE TECH I	16.5	3	18.2%
STATE TEACHER AIDE	14.2	3	21.2%
HEALTH CARE TECH II	11.0	1	9.1%
GENERAL PROFESSIONAL III	9.3	1	10.8%
ADMIN ASSISTANT III	9.0	0	0.0%
IT PROFESSIONAL	6.9	0	0.0%
PROGRAM ASSISTANT I	5.9	1	16.9%
CUSTODIAN I	5.0	1	20.0%
ACCOUNTING TECHNICIAN III	4.5	0	0.0%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2015-16)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
General Assembly	**64.8**	**11**	**17.0%**
LEGISLATIVE AUDITOR	56.9	10	17.6%
TECHNICIAN IV	1.2	1	85.7%
GENERAL PROFESSIONAL V	1.0	0	0.0%
PROGRAM ASSISTANT I	1.0	0	0.0%
IT PROFESSIONAL	1.0	0	0.0%
TECHNICIAN V	1.0	0	0.0%
LEGAL ASSISTANT I	1.0	0	0.0%
CONTROLLER I	1.0	0	0.0%
TECHNICIAN II	0.7	0	0.0%
DINING SERVICES I	4.3	1	23.5%
Governor's Office	**537.2**	**54**	**10.1%**
IT PROFESSIONAL	336.5	31	9.2%
IT SUPERVISOR	48.8	4	8.2%
IT TECHNICIAN	27.4	1	3.6%
CUST SUPPORT COORD II	12.0	1	8.3%
ELECTRONICS SPEC IV	11.9	1	8.4%
ELECTRONICS SPEC III	10.7	0	0.0%
GENERAL PROFESSIONAL IV	10.5	2	19.0%
IT MANAGER	7.8	1	12.8%
GENERAL PROFESSIONAL III	7.3	0	0.0%
ELECTRONICS SPEC II	6.5	2	30.8%
Health Care Policy & Financing	**441.4**	**82**	**18.6%**
GENERAL PROFESSIONAL III	85.3	12	14.1%
GENERAL PROFESSIONAL IV	80.2	12	15.0%
GENERAL PROFESSIONAL II	52.3	13	24.9%
GENERAL PROFESSIONAL V	39.8	5	12.6%
GENERAL PROFESSIONAL VI	23.9	5	20.9%
PROGRAM ASSISTANT I	10.6	1	9.4%
RATE/FINANCIAL ANLYST I	9.8	2	20.5%
TECHNICIAN I	9.7	7	72.4%
ACCOUNTANT II	8.4	0	0.0%
MANAGEMENT	8.3	3	36.4%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2015-16)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
Higher Education	**7,311.8**	**807**	**11.0%**
CUSTODIAN I	877.8	139	15.8%
ADMIN ASSISTANT III	730.7	66	9.0%
ADMIN ASSISTANT II	543.2	53	9.8%
PROGRAM ASSISTANT I	340.2	35	10.3%
IT PROFESSIONAL	237.1	18	7.6%
ACCOUNTING TECHNICIAN III	220.1	25	11.4%
STRUCTURAL TRADES II	178.6	11	6.2%
PIPE/MECH TRADES II	150.3	9	6.0%
PROGRAM ASSISTANT II	136.6	7	5.1%
DINING SERVICES II	127.6	18	14.1%
Human Services	**5,055.9**	**1,120**	**22.2%**
CORR/YTH/CLIN SEC OFF I	494.9	156	31.5%
CLIENT CARE AIDE II	334.2	128	38.3%
HEALTH CARE TECH I	310.6	84	27.0%
NURSE I	253.3	90	35.5%
GENERAL PROFESSIONAL III	244.7	42	17.2%
GENERAL PROFESSIONAL IV	179.1	26	14.5%
CUSTODIAN I	144.4	34	23.5%
MENTAL HLTH CLINICIAN I	119.2	17	14.3%
HEALTH CARE TECH II	110.4	22	19.9%
ADMIN ASSISTANT III	109.1	15	13.8%
Labor & Employment	**1,071.8**	**135**	**12.6%**
LABOR/EMPLOYMENT SPEC II	232.6	18	7.7%
LABOR/EMPLOYMENT SPEC I	136.8	23	16.8%
LABOR/EMPLOYMENT SPEC III	78.6	6	7.6%
GENERAL PROFESSIONAL IV	42.8	6	14.0%
LABOR/EMPLOYMENT SPEC IV	37.1	2	5.4%
LABOR/EMPLOY SPEC INT	35.6	12	33.7%
UNEMP INSURANCE TECH	33.8	3	8.9%
ADMIN ASSISTANT II	30.3	6	19.8%
GENERAL PROFESSIONAL V	27.9	3	10.7%
GENERAL PROFESSIONAL III	27.8	8	28.8%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2015-16)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
Law	**177.8**	**29**	**16.3%**
LEGAL ASSISTANT II	44.1	4	9.1%
ADMIN ASSISTANT II	26.8	7	26.2%
CRIMINAL INVESTIGATOR II	22.6	6	26.6%
PROGRAM ASSISTANT I	11.3	3	26.5%
IT PROFESSIONAL	9.1	3	33.0%
GENERAL PROFESSIONAL III	6.6	0	0.0%
OFFICE MANAGER I	5.0	0	0.0%
ADMIN ASSISTANT III	4.9	2	40.7%
LEGAL ASSISTANT I	4.6	0	0.0%
GENERAL PROFESSIONAL IV	4.5	0	0.0%
Local Affairs	**155.9**	**24**	**15.4%**
GENERAL PROFESSIONAL III	28.7	6	20.9%
GENERAL PROFESSIONAL IV	21.0	3	14.3%
PROGRAM ASSISTANT I	10.5	1	9.5%
GENERAL PROFESSIONAL VI	10.3	1	9.7%
GENERAL PROFESSIONAL V	9.3	0	0.0%
PROPERTY TAX SPEC III	8.6	0	0.0%
PROPERTY TAX SPEC II	6.3	1	15.8%
ADMIN ASSISTANT III	6.3	2	31.6%
TECHNICIAN III	4.3	1	23.5%
PROPERTY TAX SPEC INTERN	4.2	1	24.0%
Military & Veterans Affairs	**141.7**	**21**	**14.8%**
STRUCTURAL TRADES II	14.0	2	14.3%
CUSTODIAN I	11.5	1	8.7%
GENERAL PROFESSIONAL III	9.8	4	41.0%
PIPE/MECH TRADES II	6.3	1	15.8%
AIR TRAFFIC CONTRL II	6.0	0	0.0%
ADMIN ASSISTANT II	6.0	2	33.3%
PROGRAM ASSISTANT I	4.5	0	0.0%
GENERAL PROFESSIONAL II	4.2	0	0.0%
GENERAL PROFESSIONAL IV	4.2	1	24.0%
TRANSPORTATION MTC I	4.1	2	49.0%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2015-16)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
Natural Resources	**1,446.2**	**98**	**6.8%**
WILDLIFE MANAGER III	181.6	6	3.3%
TECHNICIAN IV	118.8	8	6.7%
ENGR/PHYS SCI TECH II	87.3	6	6.9%
GENERAL PROFESSIONAL IV	69.1	1	1.4%
TECHNICIAN III	67.5	7	10.4%
ADMIN ASSISTANT III	64.7	7	10.8%
GENERAL PROFESSIONAL III	46.4	8	17.2%
ENGR/PHYS SCI TECH I	44.1	2	4.5%
PARK MANAGER II	43.6	4	9.2%
PROGRAM ASSISTANT I	42.9	3	7.0%
Personnel & Administration	**371.8**	**58**	**15.6%**
GENERAL PROFESSIONAL IV	47.4	6	12.7%
GENERAL PROFESSIONAL V	21.0	6	28.6%
ADMIN LAW JUDGE II	17.8	1	5.6%
PRODUCTION II	14.7	5	34.1%
TECHNICIAN IV	13.8	1	7.2%
DATA SPECIALIST	13.3	1	7.5%
DATA ENTRY OPERATOR I	12.9	3	23.2%
GENERAL PROFESSIONAL III	12.8	5	39.0%
GENERAL PROFESSIONAL VI	12.3	3	24.3%
ADMIN ASSISTANT II	11.8	4	34.0%
Public Health & Environment	**1,317.7**	**161**	**12.2%**
GENERAL PROFESSIONAL III	135.8	27	19.9%
HEALTH PROFESSIONAL III	126.7	18	14.2%
ENVIRON PROTECT SPEC II	113.4	11	9.7%
GENERAL PROFESSIONAL V	60.3	11	18.3%
GENERAL PROFESSIONAL IV	54.9	5	9.1%
ENVIRON PROTECT SPEC III	48.3	3	6.2%
PHY SCI RES/SCIENTIST II	43.8	1	2.3%
HEALTH PROFESSIONAL IV	43.2	7	16.2%
ENVIRON PROTECT SPEC I	38.7	7	18.1%
PROGRAM ASSISTANT II	37.6	2	5.3%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2015-16)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
Public Safety	**1,681.3**	**127**	**7.6%**
STATE PATROL TROOPER	381.8	15	3.9%
STATE PATROL TROOPER III	213.8	7	3.3%
POLICE COMMUNICATION TECI	110.5	7	6.3%
STATE PATROL SUPERVISOR	98.2	4	4.1%
GENERAL PROFESSIONAL III	77.5	14	18.1%
GENERAL PROFESSIONAL IV	74.3	11	14.8%
PORT OF ENTRY I	65.3	2	3.1%
CRIMINAL INVESTIGATOR II	62.3	13	20.9%
ADMIN ASSISTANT III	55.6	3	5.4%
TECHNICIAN III	37.3	3	8.1%
Regulatory Agencies	**531.9**	**54**	**10.2%**
ADMIN ASSISTANT III	59.3	5	8.4%
GENERAL PROFESSIONAL III	32.9	11	33.4%
INSPECTOR III	32.8	3	9.1%
GENERAL PROFESSIONAL IV	28.7	3	10.5%
GENERAL PROFESSIONAL VI	25.7	1	3.9%
FIN/CREDIT EXAMINER II	25.6	2	7.8%
TECHNICIAN IV	24.2	4	16.6%
RATE/FINANCIAL ANLYST IV	22.6	5	22.1%
CRIMINAL INVESTIGATOR I	19.3	1	5.2%
FIN/CREDIT EXAMINER III	18.0	2	11.1%
Revenue	**1,300.1**	**194**	**14.9%**
ADMIN ASSISTANT II	161.1	32	19.9%
TECHNICIAN I	94.2	40	42.5%
TAX EXAMINER I	92.5	12	13.0%
CRIMINAL INVESTIGATOR I	69.6	6	8.6%
TECHNICIAN III	60.7	9	14.8%
ADMIN ASSISTANT III	54.3	4	7.4%
TECHNICIAN IV	50.1	6	12.0%
TECHNICIAN II	41.8	8	19.2%
TAX EXAMINER II	38.2	5	13.1%
GENERAL PROFESSIONAL III	35.2	4	11.4%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2015-16)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
State	**113.8**	**11**	**9.7%**
IT PROFESSIONAL	26.8	2	7.5%
GENERAL PROFESSIONAL II	12.3	2	16.3%
GENERAL PROFESSIONAL III	10.8	1	9.2%
TECHNICIAN II	10.4	3	28.8%
GENERAL PROFESSIONAL IV	7.8	0	0.0%
IT SUPERVISOR	7.0	0	0.0%
GENERAL PROFESSIONAL V	5.1	0	0.0%
TECHNICIAN III	5.0	1	20.0%
GENERAL PROFESSIONAL VI	4.0	0	0.0%
TECHNICIAN IV	3.1	2	64.9%
Transportation	**2,943.3**	**278**	**9.4%**
TRANSPORTATION MTC I	792.5	101	12.7%
TRANSPORTATION MTC II	252.2	19	7.5%
PROFESSIONAL ENGINEER I	166.8	12	7.2%
GENERAL PROFESSIONAL IV	155.7	14	9.0%
TRANSPORTATION MTC III	98.8	10	10.1%
GENERAL PROFESSIONAL III	94.8	5	5.3%
EQUIPMENT OPERATOR III	92.8	3	3.2%
EQUIPMENT MECHANIC III	90.9	4	4.4%
PROFESSIONAL ENGINEER II	88.9	10	11.2%
ENGR/PHYS SCI TECH III	72.6	6	8.3%
Treasury	**27.3**	**4**	**14.6%**
ADMIN ASSISTANT I	4.6	1	21.8%
ADMIN ASSISTANT II	3.0	0	0.0%
ADMIN ASSISTANT III	2.0	0	0.0%
GENERAL PROFESSIONAL IV	2.0	0	0.0%
ACCOUNTANT I	2.0	0	0.0%
INVESTMENT OFFICER II	1.0	0	0.0%
ACCOUNTING TECHNICIAN III	1.0	0	0.0%
ACCOUNTING TECHNICIAN II	1.0	0	0.0%
PROGRAM ASSISTANT I	1.0	0	0.0%
GENERAL PROFESSIONAL VI	1.0	0	0.0%
Grand Total	**31,272.3**	**4,206**	**13.4%**

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2014-15)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
Agriculture	**278.7**	**33**	**11.8%**
GENERAL PROFESSIONAL III	46.0	6	13.0%
TECHNICIAN III	42.9	6	14.0%
TECHNICIAN II	26.1	6	23.0%
ADMIN ASSISTANT III	22.5	1	4.4%
GENERAL PROFESSIONAL IV	22.5	0	0.0%
GENERAL PROFESSIONAL V	18.3	3	16.4%
TECHNICIAN IV	12.3	0	0.0%
GENERAL PROFESSIONAL II	10.4	2	19.2%
GENERAL PROFESSIONAL VI	9.3	1	10.7%
PROGRAM ASSISTANT I	7.0	0	0.0%
Corrections	**6,101.7**	**858**	**14.1%**
CORR/YTH/CLIN SEC OFF I	2,231.2	407	18.2%
CORR/YTH/CLIN SEC OFF II	715.7	58	8.1%
CORR SUPP TRADES SUPV I	498.0	50	10.0%
CORR/YTH/CLN SEC SUPV III	227.9	18	7.9%
COMMUNITY PAROLE OFF	211.0	20	9.5%
CORRECTIONS CASE MGR I	192.4	11	5.7%
ADMIN ASSISTANT III	180.3	26	14.4%
STATE TEACHER I	161.5	20	12.4%
NURSE I	148.8	51	34.3%
GENERAL PROFESSIONAL III	109.6	19	17.3%
Education	**142.8**	**18**	**12.6%**
HEALTH CARE TECH I	17.4	2	11.5%
STATE TEACHER AIDE	16.0	2	12.5%
HEALTH CARE TECH II	12.0	3	25.0%
ADMIN ASSISTANT III	10.7	3	28.1%
GENERAL PROFESSIONAL III	10.3	0	0.0%
IT PROFESSIONAL	7.8	1	12.8%
PROGRAM ASSISTANT I	6.7	0	0.0%
CUSTODIAN I	6.0	0	0.0%
ACCOUNTING TECHNICIAN III	5.2	1	19.4%
DINING SERVICES I	4.4	0	0.0%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2014-15)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
General Assembly	**61.5**	**6**	**9.8%**
LEGISLATIVE AUDITOR	53.7	6	11.2%
TECHNICIAN IV	2.6	0	0.0%
PROGRAM ASSISTANT I	1.0	0	0.0%
GENERAL PROFESSIONAL V	1.0	0	0.0%
IT PROFESSIONAL	1.0	0	0.0%
LEGAL ASSISTANT I	1.0	0	0.0%
CONTROLLER I	0.8	0	0.0%
TECHNICIAN V	0.4	0	0.0%
Governor's Office	**522.8**	**37**	**7.1%**
IT PROFESSIONAL	327.8	18	5.5%
IT SUPERVISOR	56.4	6	10.6%
IT TECHNICIAN	20.1	2	10.0%
ELECTRONICS SPEC IV	11.5	0	0.0%
GENERAL PROFESSIONAL IV	10.8	0	0.0%
CUST SUPPORT COORD II	9.7	2	20.7%
ELECTRONICS SPEC III	9.3	0	0.0%
IT MANAGER	8.0	0	0.0%
GENERAL PROFESSIONAL III	6.8	1	14.6%
ELECTRONIC ENGINEER II	6.0	0	0.0%
Health Care Policy & Financing	**420.6**	**67**	**15.9%**
GENERAL PROFESSIONAL IV	81.8	13	15.9%
GENERAL PROFESSIONAL III	66.3	12	18.1%
GENERAL PROFESSIONAL II	62.2	14	22.5%
GENERAL PROFESSIONAL V	35.7	7	19.6%
GENERAL PROFESSIONAL VI	23.8	3	12.6%
PROGRAM ASSISTANT I	10.6	2	18.9%
MANAGEMENT	9.1	0	0.0%
ACCOUNTANT II	8.7	0	0.0%
RATE/FINANCIAL ANLYST I	7.6	2	26.4%
ADMIN ASSISTANT II	7.0	2	28.6%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2014-15)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
Higher Education	**7,566.8**	**908**	**12.0%**
CUSTODIAN I	871.1	149	17.1%
ADMIN ASSISTANT III	730.0	72	9.9%
ADMIN ASSISTANT II	573.2	77	13.4%
PROGRAM ASSISTANT I	357.5	32	9.0%
IT PROFESSIONAL	258.8	15	5.8%
ACCOUNTING TECHNICIAN III	224.6	25	11.1%
STRUCTURAL TRADES II	167.2	20	12.0%
PIPE/MECH TRADES II	150.9	16	10.6%
PROGRAM ASSISTANT II	146.8	13	8.9%
ACCOUNTING TECHNICIAN II	133.4	20	15.0%
Human Services	**4,997.4**	**1,062**	**21.3%**
CORR/YTH/CLIN SEC OFF I	477.8	117	24.5%
CLIENT CARE AIDE II	358.3	144	40.2%
HEALTH CARE TECH I	353.4	60	17.0%
NURSE I	276.3	105	38.0%
GENERAL PROFESSIONAL III	229.7	45	19.6%
GENERAL PROFESSIONAL IV	164.3	30	18.3%
CUSTODIAN I	142.4	38	26.7%
ADMIN ASSISTANT III	114.7	17	14.8%
NURSE II	104.3	21	20.1%
HEALTH CARE TECH II	102.8	18	17.5%
Labor & Employment	**1,086.3**	**129**	**11.9%**
LABOR/EMPLOYMENT SPEC II	228.9	28	12.2%
LABOR/EMPLOYMENT SPEC I	162.7	32	19.7%
LABOR/EMPLOYMENT SPEC III	74.3	5	6.7%
GENERAL PROFESSIONAL IV	40.1	6	15.0%
UNEMP INSURANCE TECH	39.5	4	10.1%
LABOR/EMPLOYMENT SPEC IV	37.7	1	2.7%
GENERAL PROFESSIONAL III	34.3	9	26.2%
ADMIN ASSISTANT II	32.0	7	21.9%
GENERAL PROFESSIONAL V	26.6	0	0.0%
LABOR/EMPLOY SPEC INT	22.7	5	22.1%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2014-15)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
Law	**175.2**	**21**	**12.0%**
LEGAL ASSISTANT II	42.1	3	7.1%
ADMIN ASSISTANT II	26.7	2	7.5%
CRIMINAL INVESTIGATOR II	23.7	3	12.7%
IT PROFESSIONAL	11.6	2	17.3%
PROGRAM ASSISTANT I	10.6	3	28.3%
GENERAL PROFESSIONAL III	5.3	1	18.8%
OFFICE MANAGER I	4.8	1	20.7%
ADMIN ASSISTANT III	4.8	0	0.0%
GENERAL PROFESSIONAL IV	4.0	1	25.0%
COMPL INVESTIGATOR I	3.9	0	0.0%
Local Affairs	**148.3**	**21**	**14.2%**
GENERAL PROFESSIONAL III	26.9	3	11.1%
GENERAL PROFESSIONAL IV	16.8	1	6.0%
GENERAL PROFESSIONAL V	10.1	2	19.8%
GENERAL PROFESSIONAL VI	9.7	0	0.0%
PROPERTY TAX SPEC III	8.4	0	0.0%
PROPERTY TAX SPEC II	7.6	2	26.4%
PROGRAM ASSISTANT I	7.3	2	27.3%
ADMIN ASSISTANT III	6.9	2	28.9%
PROPERTY TAX SPEC I	5.2	2	38.7%
PROGRAM ASSISTANT II	4.6	2	43.6%
Military & Veterans Affairs	**133.7**	**17**	**12.7%**
STRUCTURAL TRADES II	9.7	2	20.7%
GENERAL PROFESSIONAL III	9.6	1	10.4%
STRUCTURAL TRADES I	7.9	1	12.6%
CUSTODIAN I	7.5	2	26.7%
ADMIN ASSISTANT II	5.6	1	17.9%
AIR TRAFFIC CONTRL II	5.5	1	18.2%
PROGRAM ASSISTANT I	5.0	0	0.0%
PIPE/MECH TRADES II	4.7	2	42.9%
ANG PATROL OFFICER I	4.0	0	0.0%
PROJECT PLANNER I	3.7	1	27.3%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2014-15)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
Natural Resources	**1,427.1**	**101**	**7.1%**
WILDLIFE MANAGER III	177.3	7	3.9%
TECHNICIAN IV	121.7	6	4.9%
ENGR/PHYS SCI TECH II	82.1	10	12.2%
GENERAL PROFESSIONAL IV	68.4	6	8.8%
TECHNICIAN III	66.8	1	1.5%
ADMIN ASSISTANT III	65.3	4	6.1%
PROGRAM ASSISTANT I	43.1	2	4.6%
WILDLIFE MANAGER V	43.0	1	2.3%
PARK MANAGER II	42.7	4	9.4%
GENERAL PROFESSIONAL III	42.2	5	11.9%
Personnel & Administration	**357.4**	**34**	**9.5%**
GENERAL PROFESSIONAL IV	43.4	2	4.6%
GENERAL PROFESSIONAL III	17.8	2	11.2%
ADMIN LAW JUDGE II	16.7	2	12.0%
GENERAL PROFESSIONAL V	15.8	2	12.6%
TECHNICIAN IV	14.9	4	26.8%
PRODUCTION II	14.5	2	13.8%
DATA SPECIALIST	13.0	0	0.0%
DATA ENTRY OPERATOR I	12.0	0	0.0%
ADMIN ASSISTANT II	11.3	3	26.5%
PROGRAM ASSISTANT I	11.0	1	9.1%
Public Health & Environment	**1,298.3**	**159**	**12.2%**
GENERAL PROFESSIONAL III	145.3	18	12.4%
ENVIRON PROTECT SPEC II	106.0	12	11.3%
HEALTH PROFESSIONAL III	104.2	18	17.3%
GENERAL PROFESSIONAL V	57.4	8	13.9%
GENERAL PROFESSIONAL IV	52.2	5	9.6%
HEALTH PROFESSIONAL IV	49.4	9	18.2%
ENVIRON PROTECT SPEC I	46.8	4	8.5%
ENVIRON PROTECT SPEC III	42.3	1	2.4%
PHY SCI RES/SCIENTIST II	39.3	3	7.6%
PROGRAM ASSISTANT II	37.0	4	10.8%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2014-15)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
Public Safety	**1,639.0**	**140**	**8.5%**
STATE PATROL TROOPER	386.3	18	4.7%
STATE PATROL TROOPER III	205.7	11	5.3%
POLICE COMMUNICATION TECI	111.9	11	9.8%
STATE PATROL SUPERVISOR	99.3	6	6.0%
GENERAL PROFESSIONAL IV	66.7	4	6.0%
GENERAL PROFESSIONAL III	65.4	7	10.7%
CRIMINAL INVESTIGATOR II	63.1	2	3.2%
PORT OF ENTRY I	62.0	10	16.1%
ADMIN ASSISTANT III	53.7	5	9.3%
TECHNICIAN III	35.3	7	19.9%
Regulatory Agencies	**542.1**	**55**	**10.1%**
ADMIN ASSISTANT III	60.8	7	11.5%
INSPECTOR III	34.9	5	14.3%
GENERAL PROFESSIONAL III	34.2	2	5.9%
FIN/CREDIT EXAMINER II	31.9	3	9.4%
GENERAL PROFESSIONAL IV	27.2	3	11.0%
RATE/FINANCIAL ANLYST IV	23.5	0	0.0%
TECHNICIAN IV	23.3	5	21.5%
RATE/FINANCIAL ANLYST II	20.0	5	25.0%
GENERAL PROFESSIONAL VI	20.0	0	0.0%
CRIMINAL INVESTIGATOR I	19.8	1	5.0%
Revenue	**1,241.7**	**168**	**13.5%**
ADMIN ASSISTANT II	148.3	21	14.2%
TAX EXAMINER I	98.4	8	8.1%
TECHNICIAN III	69.9	7	10.0%
CRIMINAL INVESTIGATOR I	68.8	9	13.1%
TECHNICIAN I	59.4	22	37.0%
ADMIN ASSISTANT III	54.4	6	11.0%
TECHNICIAN IV	46.0	4	8.7%
TAX EXAMINER II	37.1	9	24.3%
REVENUE AGENT II	33.1	8	24.2%
GENERAL PROFESSIONAL IV	32.9	5	15.2%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2014-15)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
State	**120.8**	**4**	**3.3%**
IT PROFESSIONAL	26.9	0	0.0%
GENERAL PROFESSIONAL II	14.4	1	6.9%
GENERAL PROFESSIONAL III	9.6	0	0.0%
GENERAL PROFESSIONAL IV	8.9	1	11.2%
TECHNICIAN II	8.7	0	0.0%
IT SUPERVISOR	6.3	0	0.0%
TECHNICIAN I	5.5	0	0.0%
TECHNICIAN III	4.8	0	0.0%
GENERAL PROFESSIONAL V	4.5	1	22.2%
TECHNICIAN IV	4.0	0	0.0%
Transportation	**2,965.8**	**348**	**11.7%**
TRANSPORTATION MTC I	783.9	125	15.9%
TRANSPORTATION MTC II	255.6	27	10.6%
PROFESSIONAL ENGINEER I	177.2	12	6.8%
GENERAL PROFESSIONAL IV	140.3	10	7.1%
EQUIPMENT OPERATOR III	106.2	17	16.0%
TRANSPORTATION MTC III	101.4	3	3.0%
GENERAL PROFESSIONAL III	100.8	17	16.9%
EQUIPMENT MECHANIC III	90.1	10	11.1%
PROFESSIONAL ENGINEER II	87.7	10	11.4%
ENGR/PHYS SCI TECH III	77.3	8	10.4%
Treasury	**28.3**	**3**	**10.6%**
ADMIN ASSISTANT I	5.0	0	0.0%
ADMIN ASSISTANT II	3.0	0	0.0%
GENERAL PROFESSIONAL IV	2.0	0	0.0%
ADMIN ASSISTANT III	2.0	0	0.0%
INVESTMENT OFFICER II	1.9	2	104.3%
ACCOUNTING TECHNICIAN III	1.5	0	0.0%
GENERAL PROFESSIONAL VI	1.0	0	0.0%
CONTROLLER II	1.0	0	0.0%
ACCOUNTANT III	1.0	0	0.0%
MANAGEMENT	1.0	0	0.0%
Grand Total	**31,256.1**	**4,189**	**13.4%**

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2013-14)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
Agriculture	**275.1**	**28**	**10.2%**
TECHNICIAN III	43.3	3	6.9%
GENERAL PROFESSIONAL III	39.9	6	15.0%
TECHNICIAN II	30.0	6	20.0%
ADMIN ASSISTANT III	20.3	1	4.9%
GENERAL PROFESSIONAL IV	19.5	0	0.0%
GENERAL PROFESSIONAL V	18.8	0	0.0%
TECHNICIAN IV	12.2	0	0.0%
GENERAL PROFESSIONAL II	11.8	0	0.0%
GENERAL PROFESSIONAL VI	8.9	1	11.2%
ADMIN ASSISTANT II	8.0	3	37.5%
Corrections	**6,042.8**	**745**	**12.3%**
CORR/YTH/CLIN SEC OFF I	2,193.3	381	17.4%
CORR/YTH/CLIN SEC OFF II	720.3	51	7.1%
CORR SUPP TRADES SUPV I	503.6	59	11.7%
CORR/YTH/CLN SEC SUPV III	231.3	16	6.9%
COMMUNITY PAROLE OFF	219.2	21	9.6%
ADMIN ASSISTANT III	190.1	19	10.0%
STATE TEACHER I	161.4	11	6.8%
CORRECTIONS CASE MGR I	153.8	12	7.8%
NURSE I	139.6	29	20.8%
GENERAL PROFESSIONAL III	102.0	14	13.7%
Education	**158.9**	**14**	**8.8%**
HEALTH CARE TECH I	16.6	0	0.0%
STATE TEACHER AIDE	15.1	0	0.0%
ADMIN ASSISTANT III	14.3	3	20.9%
HEALTH CARE TECH II	14.0	0	0.0%
GENERAL PROFESSIONAL III	9.8	1	10.3%
PROGRAM ASSISTANT I	9.3	2	21.4%
APP PROGRAMMER I	8.5	2	23.5%
ACCOUNTING TECHNICIAN III	6.6	0	0.0%
CUSTODIAN I	6.0	0	0.0%
PROGRAM ASSISTANT II	4.8	0	0.0%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2013-14)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
General Assembly	**58.2**	**8**	**13.8%**
LEGISLATIVE AUDITOR	51.2	6	11.7%
TECHNICIAN IV	2.5	0	0.0%
PROGRAM ASSISTANT I	1.0	0	0.0%
CONTROLLER I	1.0	0	0.0%
GENERAL PROFESSIONAL V	1.0	0	0.0%
LEGAL ASSISTANT I	0.8	0	0.0%
GENERAL PROFESSIONAL IV	0.3	1	300.0%
APP PROGRAMMER I	0.3	0	0.0%
APP PROGRAMMER INTERN	0.1	1	1200.0%
Governor's Office	**547.7**	**59**	**10.8%**
APP PROGRAMMER I	330.6	26	7.9%
APP PROGRAMMER II	69.1	11	15.9%
APP PROGRAMMER INTERN	17.8	2	11.3%
GENERAL PROFESSIONAL IV	13.1	0	0.0%
CUST SUPPORT COORD II	11.8	4	33.8%
ELECTRONICS SPEC IV	10.9	2	18.3%
ELECTRONICS SPEC III	10.0	0	0.0%
APP PROGRAMMER III	8.7	1	11.5%
GENERAL PROFESSIONAL III	7.3	3	41.4%
COMPUTER OPERATOR I	6.0	0	0.0%
Health Care Policy & Financing	**381.4**	**65**	**17.0%**
GENERAL PROFESSIONAL IV	80.8	15	18.6%
GENERAL PROFESSIONAL III	60.6	14	23.1%
GENERAL PROFESSIONAL II	47.8	9	18.8%
GENERAL PROFESSIONAL V	31.8	2	6.3%
GENERAL PROFESSIONAL VI	20.4	2	9.8%
MANAGEMENT	12.2	2	16.4%
STATISTICAL ANALYST II	9.7	0	0.0%
ACCOUNTANT II	8.6	0	0.0%
PROGRAM ASSISTANT I	8.4	1	11.9%
ADMIN ASSISTANT II	7.3	2	27.3%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2013-14)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
Higher Education	**7,963.3**	**818**	**10.3%**
CUSTODIAN I	877.6	127	14.5%
ADMIN ASSISTANT III	751.8	58	7.7%
ADMIN ASSISTANT II	629.8	60	9.5%
PROGRAM ASSISTANT I	370.3	23	6.2%
APP PROGRAMMER I	293.8	24	8.2%
ACCOUNTING TECHNICIAN III	235.3	13	5.5%
STRUCTURAL TRADES II	173.7	18	10.4%
PROGRAM ASSISTANT II	150.8	16	10.6%
ACCOUNTING TECHNICIAN II	150.5	15	10.0%
PIPE/MECH TRADES II	149.6	8	5.3%
Human Services	**5,005.7**	**953**	**19.0%**
CORR/YTH/CLIN SEC OFF I	453.8	110	24.2%
HEALTH CARE TECH I	388.8	78	20.1%
CLIENT CARE AIDE II	358.2	114	31.8%
NURSE I	272.7	79	29.0%
GENERAL PROFESSIONAL III	225.9	33	14.6%
GENERAL PROFESSIONAL IV	169.6	22	13.0%
CUSTODIAN I	146.4	37	25.3%
ADMIN ASSISTANT III	117.6	12	10.2%
NURSE II	106.3	22	20.7%
DINING SERVICES III	95.2	28	29.4%
Labor & Employment	**1,150.2**	**116**	**10.1%**
LABOR/EMPLOYMENT SPEC II	246.7	17	6.9%
LABOR/EMPLOYMENT SPEC I	172.7	22	12.7%
LABOR/EMPLOYMENT SPEC III	71.1	6	8.4%
LABOR/EMPLOY SPEC INT	51.4	7	13.6%
GENERAL PROFESSIONAL IV	42.5	5	11.8%
UNEMP INSURANCE TECH	42.4	7	16.5%
ADMIN ASSISTANT II	39.6	6	15.2%
GENERAL PROFESSIONAL III	38.0	4	10.5%
LABOR/EMPLOYMENT SPEC IV	37.8	3	7.9%
GENERAL PROFESSIONAL V	22.9	1	4.4%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2013-14)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
Law	**165.3**	**25**	**15.1%**
LEGAL ASSISTANT II	40.1	6	15.0%
CRIMINAL INVESTIGATOR II	24.2	2	8.3%
ADMIN ASSISTANT II	23.3	9	38.6%
APP PROGRAMMER I	11.1	2	18.0%
PROGRAM ASSISTANT I	9.3	1	10.7%
GENERAL PROFESSIONAL IV	5.0	0	0.0%
ADMIN ASSISTANT III	4.7	1	21.4%
OFFICE MANAGER I	4.6	1	21.8%
LEGAL ASSISTANT I	4.0	2	50.0%
GENERAL PROFESSIONAL VI	3.0	0	0.0%
Local Affairs	**142.8**	**12**	**8.4%**
GENERAL PROFESSIONAL III	26.6	6	22.6%
GENERAL PROFESSIONAL IV	16.0	0	0.0%
GENERAL PROFESSIONAL V	10.0	0	0.0%
GENERAL PROFESSIONAL VI	9.5	0	0.0%
PROPERTY TAX SPEC II	9.1	3	33.0%
ADMIN ASSISTANT III	7.4	0	0.0%
PROPERTY TAX SPEC III	7.0	0	0.0%
PROGRAM ASSISTANT I	6.3	0	0.0%
PROGRAM ASSISTANT II	4.7	0	0.0%
PROPERTY TAX SPEC I	3.5	0	0.0%
Military & Veterans Affairs	**129.9**	**22**	**16.9%**
STRUCTURAL TRADES II	11.1	1	9.0%
GENERAL PROFESSIONAL III	9.8	0	0.0%
STRUCTURAL TRADES I	8.2	2	24.5%
ADMIN ASSISTANT II	6.5	3	46.2%
AIR TRAFFIC CONTRL II	5.8	1	17.1%
TRANSPORTATION MTC I	5.3	1	18.8%
CUSTODIAN I	4.7	4	85.7%
PROGRAM ASSISTANT I	4.0	1	25.0%
PROJECT PLANNER I	4.0	0	0.0%
ANG PATROL OFFICER I	3.7	1	27.3%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2013-14)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
Natural Resources	**1,416.7**	**107**	**7.6%**
WILDLIFE MANAGER III	181.7	9	5.0%
TECHNICIAN IV	122.6	4	3.3%
ENGR/PHYS SCI TECH II	83.8	9	10.7%
ADMIN ASSISTANT III	65.4	6	9.2%
TECHNICIAN III	65.0	5	7.7%
GENERAL PROFESSIONAL IV	64.3	5	7.8%
PARK MANAGER II	47.3	5	10.6%
WILDLIFE MANAGER V	43.1	0	0.0%
GENERAL PROFESSIONAL III	43.1	8	18.6%
PROGRAM ASSISTANT I	41.9	2	4.8%
Personnel & Administration	**348.7**	**43**	**12.3%**
GENERAL PROFESSIONAL IV	42.2	8	19.0%
ADMIN LAW JUDGE II	15.4	2	13.0%
GENERAL PROFESSIONAL V	15.3	3	19.7%
PRODUCTION II	14.7	1	6.8%
GENERAL PROFESSIONAL III	14.2	0	0.0%
DATA ENTRY OPERATOR I	13.0	0	0.0%
TECHNICIAN IV	12.8	2	15.7%
PROGRAM ASSISTANT I	12.3	3	24.5%
DATA SPECIALIST	12.0	0	0.0%
GENERAL PROFESSIONAL VI	10.8	1	9.3%
Public Health & Environment	**1,284.0**	**145**	**11.3%**
GENERAL PROFESSIONAL III	138.9	11	7.9%
ENVIRON PROTECT SPEC II	104.0	9	8.7%
HEALTH PROFESSIONAL III	93.4	15	16.1%
HEALTH PROFESSIONAL IV	59.0	10	16.9%
GENERAL PROFESSIONAL V	58.8	5	8.5%
GENERAL PROFESSIONAL IV	51.8	4	7.7%
ENVIRON PROTECT SPEC III	40.2	5	12.4%
PHY SCI RES/SCIENTIST II	36.9	1	2.7%
ENVIRON PROTECT SPEC IV	36.8	2	5.4%
GENERAL PROFESSIONAL II	36.8	6	16.3%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2013-14)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
Public Safety	**1,580.8**	**106**	**6.7%**
STATE PATROL TROOPER	389.8	15	3.8%
STATE PATROL TROOPER III	208.3	8	3.8%
POLICE COMMUNICATION TECI	99.4	7	7.0%
STATE PATROL SUPERVISOR	98.6	3	3.0%
PORT OF ENTRY I	64.8	7	10.8%
GENERAL PROFESSIONAL III	60.3	6	9.9%
CRIMINAL INVESTIGATOR II	56.0	5	8.9%
ADMIN ASSISTANT III	54.0	4	7.4%
GENERAL PROFESSIONAL IV	53.7	6	11.2%
STATE PATROL ADMIN I	29.4	2	6.8%
Regulatory Agencies	**540.9**	**47**	**8.7%**
ADMIN ASSISTANT III	62.1	4	6.4%
GENERAL PROFESSIONAL III	36.4	2	5.5%
INSPECTOR III	33.1	2	6.0%
FIN/CREDIT EXAMINER II	30.8	4	13.0%
GENERAL PROFESSIONAL IV	27.2	3	11.0%
TECHNICIAN IV	23.2	0	0.0%
RATE/FINANCIAL ANLYST IV	21.0	3	14.3%
RATE/FINANCIAL ANLYST II	19.7	1	5.1%
GENERAL PROFESSIONAL V	19.6	3	15.3%
ADMIN ASSISTANT II	18.3	2	10.9%
Revenue	**1,195.8**	**143**	**12.0%**
ADMIN ASSISTANT II	153.9	18	11.7%
TAX EXAMINER I	98.5	12	12.2%
DRIVER'S LIC EXAM II	84.2	13	15.4%
CRIMINAL INVESTIGATOR I	60.7	4	6.6%
ADMIN ASSISTANT III	55.0	4	7.3%
DRIVER'S LIC EXAM I	54.6	15	27.5%
TAX EXAMINER II	42.3	4	9.4%
DRIVER'S LIC EXAM III	40.3	8	19.9%
REVENUE AGENT II	32.3	2	6.2%
GENERAL PROFESSIONAL IV	29.2	3	10.3%

Classified Staff Turnover Summary for Top 10 Largest Occupational Classes by Department (FY2013-14)			
Department	**Avg Employees**	**Separations**	**Turnover Rate**
State	**114.9**	**15**	**13.1%**
APP PROGRAMMER I	24.3	3	12.3%
GENERAL PROFESSIONAL II	12.5	4	32.0%
GENERAL PROFESSIONAL III	10.3	0	0.0%
TECHNICIAN I	10.3	1	9.8%
GENERAL PROFESSIONAL IV	8.3	2	24.0%
APP PROGRAMMER II	6.0	0	0.0%
GENERAL PROFESSIONAL V	4.9	1	20.3%
TECHNICIAN III	4.8	0	0.0%
TECHNICIAN II	3.8	0	0.0%
TECHNICIAN IV	3.4	0	0.0%
Transportation	**2,967.1**	**258**	**8.7%**
TRANSPORTATION MTC I	782.4	84	10.7%
TRANSPORTATION MTC II	254.9	11	4.3%
PROFESSIONAL ENGINEER I	180.7	10	5.5%
GENERAL PROFESSIONAL IV	136.0	10	7.4%
EQUIPMENT OPERATOR III	122.2	15	12.3%
TRANSPORTATION MTC III	100.0	6	6.0%
GENERAL PROFESSIONAL III	97.1	8	8.2%
EQUIPMENT MECHANIC III	92.4	8	8.7%
ENGR/PHYS SCI TECH III	84.8	5	5.9%
PROFESSIONAL ENGINEER II	83.9	5	6.0%
Treasury	**27.6**	**2**	**7.3%**
ADMIN ASSISTANT I	4.0	2	50.0%
ADMIN ASSISTANT II	3.0	0	0.0%
GENERAL PROFESSIONAL IV	2.0	0	0.0%
ACCOUNTING TECHNICIAN III	2.0	0	0.0%
INVESTMENT OFFICER II	2.0	0	0.0%
ADMIN ASSISTANT III	1.6	0	0.0%
ACCOUNTANT III	1.0	0	0.0%
AUDITOR IV	1.0	0	0.0%
ACCOUNTANT I	1.0	0	0.0%
INVESTMENT OFFICER III	1.0	0	0.0%
Grand Total	**31,497.6**	**3,731**	**11.8%**

DEPARTMENT OF PERSONNEL
APPENDIX B

High Priority Outstanding Audit Recommendations			
Audit Name: Rec No	Recommendation	Agency Comments	Current Status
Statewide Single Audit, Fiscal Year Ended 6/30/2017- CPPS IT Controls: 2017-005	The Department of Personnel & Administration should strengthen application information security controls over the Colorado Personnel Payroll System by working with the Governor's Office of Information Technology to ensure that mitigating controls identified and agreed upon in prior year audit recommendations are implemented.	The Department of Personnel & Administration's Office of State Controller is working with the Office of Information Technology to ensure that written policy be established that clarifies and documents control responsibilities between DPA and OIT. It is anticipated that the policy will be in place by March 2019. DPA/OSC is also working with OIT regarding implementation of the mitigating controls related to prior year audit recommendations.	Full implementation expected by 3/31/2019
Statewide Single Audit, Fiscal Year Ended 6/30/2017- CORE IT Controls: 2017-036C	The Department of Personnel & Administration's (DPA) Office of the State Controller (OSC) should strengthen application information security controls over the the Colorado Resource Engine (CORE) system by: (A) Following the OSC's Security and Workflow Policy and Procedure for provisioning administrative user access in order to meet Colorado Information Security Policies (Security Policies). (B) Configuring and verifying CORE audit logging to log database and application events, including administrative access privilege changes, to meet current Security Policies. (C) Working with CGI to ensure that the SOC 1, Type II report covering the CGI managed components of the CORE system contains database layer controls relevant to internal controls over financial reporting.	The OSC will request that CGI provide a SOC 1, Type II report covering the CGI managed components of the CORE system contains database layer controls relevant to internal controls over financial reporting. CGI's auditors will need to perform additional audit work beyond the previous SOC 1, Type II report to include database layer controls, which will result in additional costs for the report. As a result, full implementation of this recommendation is conditional upon funding.	Full implementation expected by 12/31/2021
Statewide Single Audit, Fiscal Year Ended 6/30/2017- Finanicial Reporitng Controls: 2017-035	The Department of Personnel & Administration's Office of the State Controller (OSC) should strengthen its internal controls over financial reporting to ensure that the OSC's fiscal year-end accounting processes result in compliance with statutory deadlines	The Office of the State Controller agrees on t the importance of providing timely and accurate financial information to stakeholders. The OSC will consider working with the General Assembly to continue the current closing deadline of 35-day after the end of the fiscal year, with a clarification that this deadline should be for the "department close" rather than for the "official close." With a modernized accounting environment, there are additional period closes after the department close to account for OSC entries, which are significantly more complex with the recent implementation of various governmental accounting standards and continuing changes in federal grant requirements. In addition, to ensure accurate and timely financial statements and to prevent delays in the audit, the OSC plans to implement a new Human Resources Information System during Fiscal Year 2019, which will streamline the labor allocation process and shorten the monthly accounting period closing.	Full implementation expected by June 2019
Statewide Single Audit, Fiscal Year Ended 6/30/2016-CPPS IT Controls 2017-043A	The Department of Personnel & Administration's (DPA's) Office of the State Controller (OSC) should remediate over the Colorado Personnel Payroll System (CPPS) security risks by working with the Governor's Office of Information Technology (OIT) to create processes to (a) review all data transmissions related to CPPS and ensure that sensitive data are encrypted during internal and external transmissions; (b) review all interfaces related to CPPS, ensuring that interfaces are reviewed on a periodic basis, security controls are enforced, and personnel are identified and held accountable for managing these interfaces; (c) update the CPPS disaster recovery plan, incorporating all critical components associated with CPPS and the requirements of the Colorado Information Security Policies.	The Department of Personnel & Administration's (DPA) Office of the State Controller (OSC) has been working with the Office of Information & Technology (OIT) to review all CPPS data transmissions to ensure encryption of sensitive data. OIT has introduced the enterprise SFTP (MoveIT) solution. Most of the CPPS interface files now leverage the enterprise SFTP application to deliver files internally and externally. All new CPPS integrations and interface file processes are required to follow this process. In addition, DPA/OSC is working with OIT to ensure all CPPS interfaces are periodically reviewed and security controls are enforced. OSC's Central Payroll Manager and/or Lead will work with the OIT application services manager to establish a process for performing and documenting joint reviews of CPPS interfaces by the end of Fiscal Year 2018. The reviews will be performed on an annual basis to ensure proper security controls are in place. Further, DPA/OSC is coordinating with OIT to update the CPPS disaster recovery plan. Incorporating the plan's mission, objectives and boundaries, roles, responsibilities, incident management, notifications, escalations and lessons learned for this application is critical. OIT presently has a very basic plan in place which is currently being reviewed to include all relevant details so it can be effectively updated and used in the application's disaster recovery testing.	Full implementation expected by June 2019

FY 2017-18 Classified Employee Turnover

Statewide and Department Summary

The following information provides a summary of turnover data for State of Colorado classified employees for fiscal year 2017-18. Information is summarized at the state and cabinet (department) levels. Assumptions and methodological notes applicable to the analysis are included below.

1. Permanent, classified staff is included in this analysis. Temporary and non-classified employees are excluded. Some institutions of higher education are included in this analysis, depending on availability of separations information in DPA's data.

2. Internal transfers (from one State agency to another) were not included as turnover. This was done to maintain consistency with several other reports the Department produces that intend to show the State's overall turnover. It is understandable that an individual department would consider a transfer to another agency turnover because they need to go through the hiring and training process again.

3. DPA's methodology looked at total separations as well as average monthly employee counts based on the entire fiscal year ("Avg Employees"). The "Turnover Rate" is calculated as follows: Turnover Rate = Separations / Avg Employees.

DEPARTMENT OF PERSONNEL
APPENDIX C

Summary of Classified Staff Turnover for FY 2017-18 by Department										
FY 2017-18 Separations By Department				Separation Type			Employees in Quartile of Class Salary Range			
Department	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
Agriculture	34	289	11.8%	26	1	7	25	4	2	3
Corrections	1,089	6,037	18.0%	730	127	232	823	113	61	92
Education	5	129	3.9%	2	1	2	4	0	0	1
General Assembly	12	67	17.9%	11	0	1	2	8	2	0
Governor's Office	50	538	9.3%	25	4	21	17	17	14	2
Health Care Policy & Financing	84	529	15.9%	63	8	13	61	19	2	2
Higher Education	488	4,676	10.4%	223	49	216	276	101	79	32
Human Services	1,127	4,885	23.1%	828	180	119	726	212	148	41
Labor & Employment	162	1,294	12.5%	101	21	40	118	19	14	11
Law	29	181	16.0%	15	4	10	7	8	12	2
Local Affairs	32	167	19.1%	26	1	5	15	14	3	0
Military & Veterans Affairs	18	140	12.9%	12	2	4	15	3	0	0
Natural Resources	110	1,453	7.6%	48	9	53	38	21	38	13
Personnel & Administration	59	388	15.2%	38	4	17	39	11	7	2
Public Health & Environment	174	1,371	12.7%	119	8	47	51	42	56	25
Public Safety	155	1,803	8.6%	94	14	47	44	56	34	21
Regulatory Agencies	52	551	9.4%	32	1	19	31	9	10	2
Revenue	234	1,456	16.1%	172	20	42	199	17	11	7
State	12	114	10.5%	9	1	2	1	5	4	2
Transportation	334	2,940	11.4%	207	35	92	128	107	64	35
Treasury	8	27	29.9%	6	0	2	5	0	3	0
Statewide Total	**4,268**	**29,035**	**14.7%**	**2,787**	**490**	**991**	**2,625**	**786**	**564**	**293**

Note: The number of "Avg Employees" is based on the average number of employees in a department during the fiscal year.

DEPARTMENT OF PERSONNEL
APPENDIX C

Statewide: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
CORR/YTH/CLIN SEC OFF I	775	2,760	28.1%	608	121	46	747	6	10	12
TRANSPORTATION MTC I	148	791	18.7%	114	23	11	68	42	10	28
ADMIN ASSISTANT III	124	1,152	10.8%	70	13	41	96	11	14	3
ADMIN ASSISTANT II	120	683	17.6%	81	13	26	90	16	13	1
CORR/YTH/CLIN SEC OFF II	114	826	13.8%	67	10	37	77	10	9	18
NURSE I	107	363	29.5%	93	4	10	62	28	17	0
CLIENT CARE AIDE II	104	364	28.5%	85	18	1	50	27	21	6
HCS TRAINEE I	87	111	78.3%	62	25	0	11	73	3	0
CUSTODIAN I	76	681	11.2%	49	21	6	66	4	3	3
CORR SUPP TRADES SUPV I	74	513	14.4%	43	8	23	49	6	6	13
PROGRAM ASSISTANT I	61	495	12.3%	30	4	27	34	12	15	0
PROGRAM ASSISTANT II	57	356	16.0%	30	2	25	26	13	17	1
HEALTH CARE TECH I	55	332	16.6%	39	5	11	11	16	27	1
TECHNICIAN I	49	119	41.2%	42	7	0	48	1	0	0
TECHNICIAN III	47	477	9.9%	29	2	16	37	3	4	3
TECHNICIAN II	43	234	18.4%	35	5	3	32	7	3	1
ADMINISTRATOR III	42	288	14.6%	29	2	11	22	7	7	6
IT PROFESSIONAL	41	519	7.9%	20	4	17	15	17	9	0
ACCOUNTING TECHNICIAN III	41	311	13.2%	23	2	16	29	4	8	0
DINING SERVICES II	38	108	35.3%	27	6	5	32	3	1	2
DINING SERVICES III	37	221	16.7%	21	8	8	31	4	1	1
ADMINISTRATOR IV	37	316	11.7%	21	4	12	19	12	6	0
TECHNICIAN IV	35	356	9.8%	21	3	11	18	8	6	3
STATE TEACHER I	33	180	18.4%	18	3	12	21	7	2	3
CORR/YTH/CLN SEC SUPV III	29	305	9.5%	14	2	13	15	2	2	10
Top Classes Total	**2,374**	**12,862**	**18.5%**	**1,671**	**315**	**388**	**1,706**	**339**	**214**	**115**
Statewide Total	**4,268**	**29,035**	**14.7%**	**2,787**	**490**	**991**	**2,625**	**786**	**564**	**293**

Note: The number of "Avg Employees" is based on the average number of employees in a department during the fiscal year.

DEPARTMENT OF PERSONNEL
APPENDIX C

Statewide: Job Class Turnover Rate by Average Employees in Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
CORR/YTH/CLIN SEC OFF I	775	2,760	28.1%	608	121	46	747	6	10	12
ADMIN ASSISTANT III	124	1,152	10.8%	70	13	41	96	11	14	3
CORR/YTH/CLIN SEC OFF II	114	826	13.8%	67	10	37	77	10	9	18
TRANSPORTATION MTC I	148	791	18.7%	114	23	11	68	42	10	28
ADMIN ASSISTANT II	120	683	17.6%	81	13	26	90	16	13	1
CUSTODIAN I	76	681	11.2%	49	21	6	66	4	3	3
IT PROFESSIONAL	41	519	7.9%	20	4	17	15	17	9	0
CORR SUPP TRADES SUPV I	74	513	14.4%	43	8	23	49	6	6	13
PROGRAM ASSISTANT I	61	495	12.3%	30	4	27	34	12	15	0
TECHNICIAN III	47	477	9.9%	29	2	16	37	3	4	3
STATE PATROL TROOPER	20	395	5.1%	9	4	7	0	12	0	8
CLIENT CARE AIDE II	104	364	28.5%	85	18	1	50	27	21	6
NURSE I	107	363	29.5%	93	4	10	62	28	17	0
TECHNICIAN IV	35	356	9.8%	21	3	11	18	8	6	3
PROGRAM ASSISTANT II	57	356	16.0%	30	2	25	26	13	17	1
HEALTH CARE TECH I	55	332	16.6%	39	5	11	11	16	27	1
ADMINISTRATOR IV	37	316	11.7%	21	4	12	19	12	6	0
ACCOUNTING TECHNICIAN III	41	311	13.2%	23	2	16	29	4	8	0
CORR/YTH/CLN SEC SUPV III	29	305	9.5%	14	2	13	15	2	2	10
ADMINISTRATOR III	42	288	14.6%	29	2	11	22	7	7	6
LABOR/EMPLOYMENT SPEC II	26	253	10.3%	14	1	11	22	1	1	2
TRANSPORTATION MTC II	18	252	7.2%	7	1	10	7	7	4	0
PROGRAM MANAGEMENT II	25	251	10.0%	11	2	12	14	3	8	0
TECHNICIAN II	43	234	18.4%	35	5	3	32	7	3	1
DINING SERVICES III	37	221	16.7%	21	8	8	31	4	1	1
Top Classes Total	**2,256**	**13,495**	**16.7%**	**1,563**	**282**	**411**	**1,637**	**278**	**221**	**120**
Statewide Total	**4,268**	**29,035**	**14.7%**	**2,787**	**490**	**991**	**2,625**	**786**	**564**	**293**

Note: The number of "Avg Employees" is based on the average number of employees in a department during the fiscal year.

Department of Agriculture: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
TECHNICIAN III	4	44.7	9.0%	2	0	2	2	0	1	1
COMPLIANCE SPECIALIST III	4	28.6	14.0%	3	0	1	3	0	0	1
TECHNICIAN II	3	22.3	13.4%	3	0	0	2	1	0	0
ADMINISTRATOR III	3	16.8	17.8%	2	0	1	3	0	0	0
COMPLIANCE SPECIALIST II	3	8.9	33.6%	3	0	0	3	0	0	0
COMPLIANCE SPECIALIST I	3	5.2	58.1%	3	0	0	3	0	0	0
Top Classes Total	**20**	**127**	**15.8%**	**16**	**0**	**4**	**16**	**1**	**1**	**2**
Department Total	**34**	**193.6**	**17.6%**	**26**	**1**	**7**	**25**	**4**	**2**	**3**

Department of Agriculture: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
TECHNICIAN III	4	44.7	9.0%	2	0	2	2	0	1	1
COMPLIANCE SPECIALIST III	4	28.6	14.0%	3	0	1	3	0	0	1
TECHNICIAN II	3	22.3	13.4%	3	0	0	2	1	0	0
ADMIN ASSISTANT III	2	19.8	10.1%	2	0	0	2	0	0	0
ADMINISTRATOR III	3	16.8	17.8%	2	0	1	3	0	0	0
Top Classes Total	**16**	**132**	**12.1%**	**12**	**0**	**4**	**12**	**1**	**1**	**2**
Department Total	**34**	**193.6**	**17.6%**	**26**	**1**	**7**	**25**	**4**	**2**	**3**

Department of Agrigulture: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
DEPARTMENT OF AGRICULTURE	34	193.6	17.6%	26	1	7	25	4	2	3
Department Total	**34**	**193.6**	**17.6%**	**26**	**1**	**7**	**25**	**4**	**2**	**3**

Department of Corrections: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Employees in Class	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
CORR/YTH/CLIN SEC OFF I	558	2,186.7	25.5%	434	83	41	534	3	10	11
CORR/YTH/CLIN SEC OFF II	90	708.4	12.7%	49	8	33	59	9	6	16
CORR SUPP TRADES SUPV I	70	497.0	14.1%	39	8	23	45	6	6	13
NURSE I	39	117.8	33.1%	33	1	5	25	14	0	0
STATE TEACHER I	26	154.5	16.8%	13	1	12	16	6	1	3
CORRECTIONS CASE MGR I	22	201.2	10.9%	9	0	13	10	0	4	8
Top Classes Total	**805**	**3,865.5**	**20.8%**	**577**	**101**	**127**	**689**	**38**	**27**	**51**
Department Total	**1,089**	**6,037.3**	**18.0%**	**730**	**127**	**232**	**821**	**115**	**61**	**92**

Department of Corrections: Job Class Turnover Rate by Average Employees in Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Employees in Class	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
CORR/YTH/CLIN SEC OFF I	558	2,186.7	25.5%	434	83	41	534	3	10	11
CORR/YTH/CLIN SEC OFF II	90	708.4	12.7%	49	8	33	59	9	6	16
CORR SUPP TRADES SUPV I	70	497.0	14.1%	39	8	23	45	6	6	13
CORR/YTH/CLN SEC SUPV III	17	235.3	7.2%	6	0	11	6	2	1	8
COMMUNITY PAROLE OFF	18	210.2	8.6%	14	0	4	10	6	0	2
CORRECTIONS CASE MGR I	22	201.2	10.9%	9	0	13	10	0	4	8
Top Classes Total	**775**	**4,038.7**	**19.2%**	**551**	**99**	**125**	**664**	**26**	**27**	**58**
Department Total	**1,089**	**6,037.3**	**18.0%**	**730**	**127**	**232**	**821**	**115**	**61**	**92**

Department of Corrections: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
CANTEEN	1	27.9	3.6%	0	1	0	0	0	1	0

CORRECTIONAL INDUSTRIES	22	164.3	13.4%	8	3	11	15	3	2	2
CORRECTIONS ADMINISTRATION	1,066	5,845.1	18.2%	722	123	221	806	112	58	90
Department Total	**1,089**	**6,037.3**	**18.0%**	**730**	**127**	**232**	**821**	**115**	**61**	**92**

Department of Education: Job Class Turnover Rate by Number of Separations										
Class & Separations				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
HEALTH CARE TECH II	2	11.3	17.6%	0	1	1	1	0	0	1
STATE TEACHER AIDE	1	13.7	7.3%	1	0	0	1	0	0	0
ADMIN ASSISTANT I	1	2.3	44.4%	0	0	1	1	0	0	0
DINING SERVICES I	1	1.8	57.1%	1	0	0	1	0	0	0
Top Classes Total	**5**	**29.0**	**17.2%**	**2**	**1**	**2**	**4**	**0**	**0**	**1**
Department Total	**5**	**128.9**	**3.9%**	**2**	**1**	**2**	**4**	**0**	**0**	**1**

Department of Education: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
STATE TEACHER AIDE	1	13.7	7.3%	1	0	0	1	0	0	0
HEALTH CARE TECH II	2	11.3	17.6%	0	1	1	1	0	0	1
ADMIN ASSISTANT I	1	2.3	44.4%	0	0	1	1	0	0	0
DINING SERVICES I	1	1.8	57.1%	1	0	0	1	0	0	0
Top Classes Total	**5**	**29.0**	**17.2%**	**2**	**1**	**2**	**4**	**0**	**0**	**1**
Department Total	**5**	**128.9**	**3.9%**	**2**	**1**	**2**	**4**	**0**	**0**	**1**

Department of Education: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				**Separation Type**			**Employees in Quartile of Class Salary Range**			
Agency	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**

DEPARTMENT OF EDUCATION	1	31.8	3.1%	0	0	1	1	0	0	0
SCHOOL FOR THE DEAF AND BLIND	4	97.1	4.1%	2	1	1	3	0	0	1
Department Total	**5**	**128.9**	**3.9%**	**2**	**1**	**2**	**4**	**0**	**0**	**1**

DEPARTMENT OF PERSONNEL
APPENDIX C

General Assembly: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
LEGISLATIVE AUDITOR	8	58.6	13.7%	8	0	0	0	7	1	0
STUDENT TRAINEE I	1	0.8	120.0%	1	0	0	1	0	0	0
PROGRAM COORDINATOR	1	0.6	171.4%	1	0	0	0	0	1	0
CONTROLLER I	1	0.6	171.4%	0	0	1	0	1	0	0
IT PROFESSIONAL	1	0.1	1200.0%	1	0	0	1	0	0	0
Top Classes Total	**12**	**60.7**	**19.8%**	**11**	**0**	**1**	**2**	**8**	**2**	**0**
Department Total	**12**	**67.1**	**17.9%**	**11**	**0**	**1**	**2**	**8**	**2**	**0**

General Assembly: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
LEGISLATIVE AUDITOR	8	58.6	13.7%	8	0	0	0	7	1	0
STUDENT TRAINEE I	1	0.8	120.0%	1	0	0	1	0	0	0
PROGRAM COORDINATOR	1	0.6	171.4%	1	0	0	0	0	1	0
CONTROLLER I	1	0.6	171.4%	0	0	1	0	1	0	0
IT PROFESSIONAL	1	0.1	1200.0%	1	0	0	1	0	0	0
Top Classes Total	**12**	**60.7**	**19.8%**	**11**	**0**	**1**	**2**	**8**	**2**	**0**
Department Total	**12**	**67.1**	**17.9%**	**11**	**0**	**1**	**2**	**8**	**2**	**0**

General Assembly: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
STATE AUDITOR	12	67.1	17.9%	11	0	1	2	8	2	0
Department Total	**12**	**67.1**	**17.9%**	**11**	**0**	**1**	**2**	**8**	**2**	**0**

Governor's Office: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
IT PROFESSIONAL	28	355.0	7.9%	15	2	11	8	12	8	0
IT TECHNICIAN	8	25.4	31.5%	7	0	1	5	2	1	0
IT SUPERVISOR	2	39.8	5.0%	0	0	2	1	0	1	0
CUST SUPPORT COORD II	2	11.1	18.0%	0	0	2	0	1	0	1
ELECTRONICS SPEC III	1	13.8	7.2%	1	0	0	0	1	0	0
ELECTRONICS SPEC IV	1	12.5	8.0%	0	0	1	0	0	1	0
Top Classes Total	**42**	**458**	**9.2%**	**23**	**2**	**17**	**14**	**16**	**11**	**1**
Department Total	**50**	**538.3**	**9.3%**	**25**	**4**	**21**	**17**	**17**	**14**	**2**

Governor's Office: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
IT PROFESSIONAL	28	355.0	7.9%	15	2	11	8	12	8	0
IT SUPERVISOR	2	39.8	5.0%	0	0	2	1	0	1	0
IT TECHNICIAN	8	25.4	31.5%	7	0	1	5	2	1	0
ELECTRONICS SPEC III	1	13.8	7.2%	1	0	0	0	1	0	0
ELECTRONICS SPEC IV	1	12.5	8.0%	0	0	1	0	0	1	0
Top Classes Total	**40**	**446.5**	**9.0%**	**23**	**2**	**15**	**14**	**15**	**11**	**0**
Department Total	**50**	**538.3**	**9.3%**	**25**	**4**	**21**	**17**	**17**	**14**	**2**

Governor's Office: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**

OFFICE OF INFORMATION TECHNOLOGY	50	538.3	9.3%	25	4	21	17	17	14	2
Department Total	**50**	**538.3**	**9.3%**	**25**	**4**	**21**	**17**	**17**	**14**	**2**

Department of Health Care Policy & Financing: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
ADMINISTRATOR III	11	60.8	18.1%	8	2	1	10	1	0	0
TECHNICIAN I	11	15.2	72.5%	10	1	0	11	0	0	0
ADMINISTRATOR IV	8	62.4	12.8%	3	2	3	5	3	0	0
ANALYST III	4	26.5	15.1%	4	0	0	3	1	0	0
PROGRAM MANAGEMENT II	3	23.2	12.9%	1	0	2	0	2	1	0
Top Classes Total	**37**	**188.0**	**19.7%**	**26**	**5**	**6**	**29**	**7**	**1**	**0**
Department Total	**84**	**404.3**	**20.8%**	**63**	**8**	**13**	**61**	**19**	**2**	**2**

Department of Health Care Policy & Financing: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
ADMINISTRATOR IV	8	62.4	12.8%	3	2	3	5	3	0	0
ADMINISTRATOR III	11	60.8	18.1%	8	2	1	10	1	0	0
ANALYST III	4	26.5	15.1%	4	0	0	3	1	0	0
PROGRAM MANAGEMENT II	3	23.2	12.9%	1	0	2	0	2	1	0
PROGRAM MANAGEMENT I	1	18.3	5.5%	1	0	0	1	0	0	0
Top Classes Total	**27**	**191.1**	**14.1%**	**17**	**4**	**6**	**19**	**7**	**1**	**0**
Department Total	**84**	**404.3**	**20.8%**	**63**	**8**	**13**	**61**	**19**	**2**	**2**

Department of Health Care Policy & Financing: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
DEPARTMENT OF HEALTH CARE POLICY & FINANCING	84	404.3	20.8%	63	8	13	61	19	2	2
Department Total	**84**	**404.3**	**20.8%**	**63**	**8**	**13**	**61**	**19**	**2**	**2**

Department of Higher Education: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
ADMIN ASSISTANT III	45	462.7	9.7%	22	1	22	29	7	9	0
CUSTODIAN I	44	537.2	8.2%	24	14	6	35	3	3	3
ADMIN ASSISTANT II	43	300.1	14.3%	20	4	19	27	9	7	0
ACCOUNTING TECHNICIAN III	20	171.5	11.7%	7	1	12	11	2	7	0
PROGRAM ASSISTANT II	17	85.3	19.9%	5	0	12	3	4	9	1
Top Classes Total	**169**	**1,556.7**	**10.9%**	**78**	**20**	**71**	**105**	**25**	**35**	**4**
Department Total	**488**	**4,676.4**	**10.4%**	**223**	**49**	**216**	**276**	**102**	**78**	**32**

Department of Higher Education: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
CUSTODIAN I	44	537.2	8.2%	24	14	6	35	3	3	3
ADMIN ASSISTANT III	45	462.7	9.7%	22	1	22	29	7	9	0
ADMIN ASSISTANT II	43	300.1	14.3%	20	4	19	27	9	7	0
PROGRAM ASSISTANT I	13	197.8	6.6%	8	0	5	9	2	2	0
ACCOUNTING TECHNICIAN III	20	171.5	11.7%	7	1	12	11	2	7	0
Top Classes Total	**165**	**1,669.2**	**9.9%**	**81**	**20**	**64**	**111**	**23**	**28**	**3**
Department Total	**488**	**4,676.4**	**10.4%**	**223**	**49**	**216**	**276**	**102**	**78**	**32**

Department of Higher Education: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
ARAPAHOE COMMUNITY COLLEGE	0	84.6	0.0%	0	0	0	0	0	0	0
COLORADO COMMUNITY COLLEGE SYSTEM	0	30.8	0.0%	0	0	0	0	0	0	0
COLORADO STATE UNIVERSITY	264	1,887.3	14.0%	98	22	144	161	49	43	11
COMMUNITY COLLEGE OF AURORA	0	63.3	0.0%	0	0	0	0	0	0	0
COMMUNITY COLLEGE OF DENVER	0	28.1	0.0%	0	0	0	0	0	0	0
CU - BOULDER	132	1,267.0	10.4%	76	18	38	62	31	22	17
CU - COLORADO SPRINGS	18	172.2	10.5%	11	3	4	16	2	0	0
CU - SYSTEM OFFICES	2	8.1	24.7%	0	0	2	0	1	0	1
FRONT RANGE COMMUNITY COLLEGE	0	162.8	0.0%	0	0	0	0	0	0	0
LAMAR COMMUNITY COLLEGE	1	13.9	7.2%	0	0	1	0	0	1	0
MORGAN COMMUNITY COLLEGE	0	8.8	0.0%	0	0	0	0	0	0	0
NORTHEASTERN JUNIOR COLLEGE	0	30.9	0.0%	0	0	0	0	0	0	0
NORTHWESTERN COMMUNITY COLLEGE	0	16.3	0.0%	0	0	0	0	0	0	0
OTERO JUNIOR COLLEGE	0	20.6	0.0%	0	0	0	0	0	0	0
PIKES PEAK COMMUNITY COLLEGE	0	198.2	0.0%	0	0	0	0	0	0	0
PUEBLO COMMUNITY COLLEGE	2	76.1	2.6%	1	1	0	2	0	0	0
RED ROCKS COMMUNITY COLLEGE	0	85.1	0.0%	0	0	0	0	0	0	0
STATE HISTORICAL SOCIETY	1	3.6	27.9%	0	0	1	0	1	0	0
TRINIDAD STATE JUNIOR COLLEGE	0	14.5	0.0%	0	0	0	0	0	0	0
UNIVERSITY OF COLORADO DENVER	68	504.2	13.5%	37	5	26	35	18	12	3
Department Total	**488**	**4,676.4**	**10.4%**	**223**	**49**	**216**	**276**	**102**	**78**	**32**

Department of Human Services: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
CORR/YTH/CLIN SEC OFF I	217	573.1	37.9%	174	38	5	213	3	0	1
CLIENT CARE AIDE II	101	351.3	28.7%	84	16	1	49	26	20	6
HCS TRAINEE I	87	110.8	78.6%	62	25	0	11	73	3	0
NURSE I	65	232.3	28.0%	57	3	5	34	14	17	0
HEALTH CARE TECH I	46	275.5	16.7%	31	5	10	10	12	23	1
Top Classes Total	**516**	**1,543.0**	**33.4%**	**408**	**87**	**21**	**317**	**128**	**63**	**8**
Department Total	**1,127**	**4,885.1**	**23.1%**	**828**	**180**	**119**	**726**	**212**	**148**	**41**

Department of Human Services: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
CORR/YTH/CLIN SEC OFF I	217	573.1	37.9%	174	38	5	213	3	0	1
CLIENT CARE AIDE II	101	351.3	28.7%	84	16	1	49	26	20	6
HEALTH CARE TECH I	46	275.5	16.7%	31	5	10	10	12	23	1
NURSE I	65	232.3	28.0%	57	3	5	34	14	17	0
HEALTH CARE TECH III	23	135.5	17.0%	16	3	4	3	4	14	2
Top Classes Total	**452**	**1,567.8**	**28.8%**	**362**	**65**	**25**	**309**	**59**	**74**	**10**
Department Total	**1,127**	**4,885.1**	**23.1%**	**828**	**180**	**119**	**726**	**212**	**148**	**41**

Department of Human Services: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
COLO. MENTAL HEALTH INSTITUTE - FORT LOGAN	51	342.7	14.9%	41	2	8	35	6	6	4
COLO. MENTAL HEALTH INSTITUTE - PUEBLO	250	1,083.6	23.1%	180	37	33	180	33	29	8
DEPARTMENT OF HUMAN SERVICES	189	1,000.0	18.9%	135	22	32	126	25	26	12
DIVISION OF YOUTH CORRECTIONS	308	1,058.8	29.1%	235	52	21	277	16	8	7
FITZSIMONS STATE NURSING HOME	69	245.3	28.1%	58	8	3	34	19	13	3
GRAND JUNCTION REGIONAL CENTER	28	263.6	10.6%	17	2	9	0	9	18	1
PUEBLO REGIONAL CENTER	31	169.3	18.3%	18	12	1	5	13	13	0
RIDGE REGIONAL CENTER	105	386.2	27.2%	75	23	7	4	69	29	3
STATE VETERANS CENTER AT HOMELAKE	25	83.1	30.1%	20	4	1	23	1	1	0
VETERANS NURSING HOME AT FLORENCE	30	144.7	20.7%	16	12	2	24	6	0	0
VETERANS NURSING HOME AT RIFLE	41	107.8	38.0%	33	6	2	18	15	5	3
Department Total	**1,127**	**4,885.1**	**23.1%**	**828**	**180**	**119**	**726**	**212**	**148**	**41**

Department of Labor & Employment: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
LABOR/EMPLOYMENT SPEC II	26	252.9	10.3%	14	1	11	22	1	1	2
LABOR/EMPLOYMENT SPEC I	20	130.0	15.4%	11	7	2	20	0	0	0
REHABILITATION COUNS I	17	83.9	20.3%	14	3	0	15	2	0	0
ADMIN ASSISTANT III	7	48.9	14.3%	5	1	1	6	0	0	1
ADMINISTRATOR IV	7	27.7	25.3%	3	0	4	5	2	0	0
Top Classes Total	**77**	**543.4**	**14.2%**	**47**	**12**	**18**	**68**	**5**	**1**	**3**
Department Total	**162**	**1,293.7**	**12.5%**	**101**	**21**	**40**	**118**	**19**	**14**	**11**

Department of Labor & Employment: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
LABOR/EMPLOYMENT SPEC II	26	252.9	10.3%	14	1	11	22	1	1	2
LABOR/EMPLOYMENT SPEC I	20	130.0	15.4%	11	7	2	20	0	0	0
REHABILITATION COUNS I	17	83.9	20.3%	14	3	0	15	2	0	0
LABOR/EMPLOYMENT SPEC III	6	74.8	8.0%	1	3	2	2	2	2	0
ADMIN ASSISTANT III	7	48.9	14.3%	5	1	1	6	0	0	1
Top Classes Total	**76**	**590.5**	**12.9%**	**45**	**15**	**16**	**65**	**5**	**3**	**3**
Department Total	**162**	**1,293.7**	**12.5%**	**101**	**21**	**40**	**118**	**19**	**14**	**11**

Department of Labor & Employment: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
DEPT OF LABOR & EMPLOYMENT	162	1,293.7	12.5%	101	21	40	118	19	14	11
Department Total	**162**	**1,293.7**	**12.5%**	**101**	**21**	**40**	**118**	**19**	**14**	**11**

Department of Law: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
LEGAL ASSISTANT II	6	46.2	13.0%	2	1	3	3	1	2	0
ADMIN ASSISTANT II	6	24.7	24.3%	5	1	0	0	3	3	0
PROGRAM ASSISTANT I	4	11.1	36.1%	3	1	0	1	2	1	0
CRIMINAL INVESTIGATOR II	3	21.9	13.7%	1	0	2	1	1	1	0
ADMINISTRATOR III	2	3.8	53.3%	1	0	1	0	0	1	1
Top Classes Total	**21**	**107.6**	**19.5%**	**12**	**3**	**6**	**5**	**7**	**8**	**1**
Department Total	**29**	**181.2**	**16.0%**	**15**	**4**	**10**	**7**	**8**	**12**	**2**

Department of Law: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
LEGAL ASSISTANT II	6	46.2	13.0%	2	1	3	3	1	2	0
ADMIN ASSISTANT II	6	24.7	24.3%	5	1	0	0	3	3	0
CRIMINAL INVESTIGATOR II	3	21.9	13.7%	1	0	2	1	1	1	0
PROGRAM ASSISTANT I	4	11.1	36.1%	3	1	0	1	2	1	0
ADMIN ASSISTANT III	1	6.6	15.2%	0	0	1	1	0	0	0
Top Classes Total	**20**	**110.4**	**18.1%**	**11**	**3**	**6**	**6**	**7**	**7**	**0**
Department Total	**29**	**181.2**	**16.0%**	**15**	**4**	**10**	**7**	**8**	**12**	**2**

Department of Law: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
DEPARTMENT OF LAW	29	181.2	16.0%	15	4	10	7	8	12	2
Department Total	**29**	**181.2**	**16.0%**	**15**	**4**	**10**	**7**	**8**	**12**	**2**

Department of Local Affairs: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
COMM & ECONOMIC DEVT III	6	21.4	28.0%	5	0	1	3	3	0	0
PROGRAM ASSISTANT I	6	9.5	63.2%	5	1	0	6	0	0	0
ADMIN ASSISTANT III	3	6.0	50.0%	2	0	1	2	1	0	0
ACCOUNTANT I	3	3.9	76.6%	3	0	0	0	2	1	0
COMM & ECONOMIC DEVT IV	2	15.3	13.0%	1	0	1	0	2	0	0
PROPERTY TAX SPEC I	1	7.7	13.0%	1	0	0	1	0	0	0
Top Classes Total	**20**	**56.2**	**35.6%**	**16**	**1**	**3**	**11**	**8**	**1**	**0**
Department Total	**32**	**167.4**	**19.1%**	**26**	**1**	**5**	**15**	**14**	**3**	**0**

Department of Local Affairs: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
COMM & ECONOMIC DEVT III	6	21.4	28.0%	5	0	1	3	3	0	0
COMM & ECONOMIC DEVT IV	2	15.3	13.0%	1	0	1	0	2	0	0
PROGRAM ASSISTANT I	6	9.5	63.2%	5	1	0	6	0	0	0
PROPERTY TAX SPEC I	1	7.7	13.0%	1	0	0	1	0	0	0
ADMIN ASSISTANT III	3	6.0	50.0%	2	0	1	2	1	0	0
Top Classes Total	**18**	**59.9**	**30.0%**	**14**	**1**	**3**	**12**	**6**	**0**	**0**
Department Total	**32**	**167.4**	**19.1%**	**26**	**1**	**5**	**15**	**14**	**3**	**0**

Department of Local Affairs: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
DEPARTMENT OF LOCAL AFFAIRS	32	167.4	19.1%	26	1	5	15	14	3	0
Department Total	**32**	**167.4**	**19.1%**	**26**	**1**	**5**	**15**	**14**	**3**	**0**

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Department of Military & Veterans Affairs: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
SOC SERVICES SPEC III	4	3.8	106.7%	4	0	0	4	0	0	0
CUSTODIAN I	2	9.3	21.4%	2	0	0	2	0	0	0
ACCOUNTING TECHNICIAN III	2	1.6	126.3%	1	1	0	2	0	0	0
PIPE/MECH TRADES II	1	7.0	14.3%	1	0	0	0	1	0	0
AIR TRAFFIC CONTRL II	1	6.0	16.7%	1	0	0	1	0	0	0
ADMIN ASSISTANT II	1	5.5	18.2%	0	1	0	1	0	0	0
GENERAL LABOR I	1	4.4	22.6%	1	0	0	1	0	0	0
Top Classes Total	**12**	**37.6**	**31.9%**	**10**	**2**	**0**	**11**	**1**	**0**	**0**
Department Total	**18**	**140.0**	**12.9%**	**12**	**2**	**4**	**15**	**3**	**0**	**0**

Department of Military & Veterans Affairs: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
CUSTODIAN I	2	9.3	21.4%	2	0	0	2	0	0	0
PIPE/MECH TRADES II	1	7.0	14.3%	1	0	0	0	1	0	0
AIR TRAFFIC CONTRL II	1	6.0	16.7%	1	0	0	1	0	0	0
ADMIN ASSISTANT II	1	5.5	18.2%	0	1	0	1	0	0	0
GENERAL LABOR I	1	4.4	22.6%	1	0	0	1	0	0	0
Top Classes Total	**6**	**32**	**18.6%**	**5**	**1**	**0**	**5**	**1**	**0**	**0**
Department Total	**18**	**140.0**	**12.9%**	**12**	**2**	**4**	**15**	**3**	**0**	**0**

Department of Military & Veterans Affairs: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
MILITARY AFFAIRS	14	126.0	11.1%	8	2	4	11	3	0	0
VETERANS AFFAIRS	4	14.0	28.6%	4	0	0	4	0	0	0
Department Total	**18**	**140.0**	**12.9%**	**12**	**2**	**4**	**15**	**3**	**0**	**0**

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Department of Natural Resources: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
TECHNICIAN IV	9	121.1	7.4%	4	1	4	4	1	3	1
WILDLIFE MANAGER III	8	178.8	4.5%	3	0	5	2	1	2	3
ENGR/PHYS SCI TECH II	8	92.6	8.6%	5	0	3	2	2	3	1
PROGRAM ASSISTANT I	7	40.8	17.1%	1	0	6	2	2	3	0
PARK MANAGER II	5	35.1	14.3%	3	2	0	5	0	0	0
ADMIN ASSISTANT III	4	65.5	6.1%	2	0	2	4	0	0	0
WILDLIFE MANAGER V	4	42.6	9.4%	0	0	4	0	0	3	1
ENGR/PHYS SCI TECH I	4	38.8	10.3%	3	0	1	3	0	0	1
ADMIN ASSISTANT II	4	24.8	16.2%	2	1	1	3	1	0	0
PHY SCI RES/SCIENTIST II	3	28.6	10.5%	3	0	0	0	2	1	0
PHY SCI RES/SCIENTIST IV	3	15.3	19.7%	1	0	2	0	0	2	1
ENGR/PHYS SCI ASST II	3	9.4	31.9%	2	0	1	0	2	0	1
TECHNICIAN III	2	65.7	3.0%	1	0	1	0	1	1	0
Top Classes Total	**64**	**759.0**	**8.4%**	**30**	**4**	**30**	**25**	**12**	**18**	**9**
Department Total	**110**	**1,453.3**	**7.6%**	**48**	**9**	**53**	**38**	**21**	**38**	**13**

Department of Natural Resources: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Employees in Class**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
WILDLIFE MANAGER III	8	178.8	4.5%	3	0	5	2	1	2	3
TECHNICIAN IV	9	121.1	7.4%	4	1	4	4	1	3	1
ENGR/PHYS SCI TECH II	8	92.6	8.6%	5	0	3	2	2	3	1
TECHNICIAN III	2	65.7	3.0%	1	0	1	0	1	1	0
ADMIN ASSISTANT III	4	65.5	6.1%	2	0	2	4	0	0	0
Top Classes Total	**31**	**523.7**	**5.9%**	**15**	**1**	**15**	**12**	**5**	**9**	**5**
Department Total	**110**	**1,453.3**	**7.6%**	**48**	**9**	**53**	**38**	**21**	**38**	**13**

Department of Natural Resources: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
BOARD OF LAND COMMISSIONERS	3	42.8	7.0%	3	0	0	1	1	0	1
DIV RECLAMATION, MINING, SAFETY	7	56.1	12.5%	2	0	5	0	0	6	1
DIVISION OF WATER RESOURCES	19	263.8	7.2%	7	1	11	7	4	5	3
DNR - EXECUTIVE DIRECTOR	6	46.0	13.0%	3	1	2	3	1	2	0
OIL & GAS CONSERVATION COMM	10	102.3	9.8%	5	1	4	1	4	4	1
PARKS AND WILDLIFE	57	899.3	6.3%	22	6	29	25	9	17	6
WATER CONSERVATION BOARD	8	43.2	18.5%	6	0	2	1	2	4	1
Department Total	**110**	**1,453.3**	**7.6%**	**48**	**9**	**53**	**38**	**21**	**38**	**13**

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				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
PRODUCTION II	8	18.4	43.4%	8	0	0	8	0	0	0
PROGRAM MANAGEMENT I	4	9.3	43.2%	3	0	1	2	1	1	0
CUSTODIAN I	4	7.6	52.7%	3	1	0	4	0	0	0
COLLECTIONS REP II	3	13.2	22.8%	2	0	1	3	0	0	0
SAFETY SPECIALIST III	3	2.6	116.1%	2	1	0	2	1	0	0
DATA SPECIALIST	2	12.1	16.6%	0	0	2	2	0	0	0
ACCOUNTANT I	2	8.6	23.3%	2	0	0	1	1	0	0
SOCIAL WORK/COUNSELOR IV	2	8.2	24.5%	2	0	0	1	1	0	0
TECHNICIAN III	2	6.6	30.4%	1	0	1	1	0	1	0
Top Classes Total	**30**	**86**	**34.7%**	**23**	**2**	**5**	**24**	**4**	**2**	**0**
Department Total	**59**	**212.5**	**27.8%**	**38**	**4**	**17**	**39**	**11**	**7**	**2**

				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
PRODUCTION II	8	18.4	43.4%	8	0	0	8	0	0	0
COLLECTIONS REP II	3	13.2	22.8%	2	0	1	3	0	0	0
ACCOUNTANT II	1	12.8	7.8%	1	0	0	0	0	1	0
DATA SPECIALIST	2	12.1	16.6%	0	0	2	2	0	0	0
ADMIN ASSISTANT II	1	12.0	8.3%	1	0	0	1	0	0	0
PROGRAM ASSISTANT II	**1**	**11.5**	**8.7%**	**0**	**0**	**1**	**0**	**1**	**0**	**0**
TECHNICIAN IV	**1**	**11.0**	**9.1%**	**0**	**0**	**1**	**0**	**1**	**0**	**0**

				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
DPA - EXECUTIVE DIRECTOR	59	212.5	27.8%	38	4	17	39	11	7	2
Department Total	**59**	**212.5**	**27.8%**	**38**	**4**	**17**	**39**	**11**	**7**	**2**

Department of Public Health & Environment: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
HEALTH PROFESSIONAL III	22	149.3	14.7%	20	1	1	7	8	6	1
HEALTH PROFESSIONAL IV	12	33.8	35.6%	5	0	7	0	1	6	5
ENVIRON PROTECT SPEC II	10	116.3	8.6%	7	0	3	2	1	4	3
ADMINISTRATOR III	7	37.8	18.5%	3	0	4	0	2	2	3
ADMINISTRATOR V	7	28.3	24.8%	2	0	5	1	3	3	0
PH & CMTY OPW PRO III	6	32.4	18.5%	6	0	0	2	2	2	0
ADMIN ASSISTANT I	6	7.4	80.9%	6	0	0	6	0	0	0
ENVIRON PROTECT SPEC I	5	31.4	15.9%	5	0	0	5	0	0	0
PROGRAM ASSISTANT II	5	27.6	18.1%	3	0	2	1	2	2	0
STATISTICAL ANALYST II	5	24.8	20.1%	4	1	0	1	2	1	1
ADMIN ASSISTANT II	5	6.3	78.9%	4	1	0	4	0	1	0
EMER PREP & COMM SPEC III	4	11.4	35.0%	4	0	0	0	3	1	0
PH & CMTY OPW PRO IV	4	8.6	46.6%	4	0	0	0	2	2	0
DATA MANAGEMENT II	4	7.2	55.8%	4	0	0	0	4	0	0
ENVIRON PROTECT SPEC III	3	48.4	6.2%	0	0	3	0	0	2	1
PHY SCI RES/SCIENTIST II	3	40.0	7.5%	1	0	2	0	0	1	2
Top Classes Total	**108**	**610.9**	**17.7%**	**78**	**3**	**27**	**29**	**30**	**33**	**16**
Department Total	**174**	**1,370.8**	**12.7%**	**119**	**8**	**47**	**51**	**42**	**56**	**25**

Department of Public Health & Environment: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
HEALTH PROFESSIONAL III	22	149.3	14.7%	20	1	1	7	8	6	1
ENVIRON PROTECT SPEC II	10	116.3	8.6%	7	0	3	2	1	4	3
ENVIRON PROTECT SPEC III	3	48.4	6.2%	0	0	3	0	0	2	1
PHY SCI RES/SCIENTIST II	3	40.0	7.5%	1	0	2	0	0	1	2
ADMINISTRATOR III	7	37.8	18.5%	3	0	4	0	2	2	3
Top Classes Total	**45**	**391.8**	**11.5%**	**31**	**1**	**13**	**9**	**11**	**15**	**10**

Department Total	**174**	**1,370.8**	**12.7%**	**119**	**8**	**47**	**51**	**42**	**56**	**25**

Department of Public Health & Environment: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
DEPT OF PUB HLTH & ENVIRONMENT	174	1,370.8	12.7%	119	8	47	51	42	56	25
Department Total	**174**	**1,370.8**	**12.7%**	**119**	**8**	**47**	**51**	**42**	**56**	**25**

Department of Public Safety: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
STATE PATROL TROOPER	20	395.2	5.1%	9	4	7	0	12	0	8
POLICE COMMUNICATION TECH	13	97.7	13.3%	9	2	2	1	11	1	0
STATE PATROL TROOPER III	9	206.8	4.4%	1	0	8	0	1	8	0
PORT OF ENTRY I	9	66.8	13.5%	4	3	2	8	1	0	0
STATE PATROL CADET	7	40.8	17.1%	6	1	0	0	7	0	0
ADMIN ASSISTANT III	6	53.0	11.3%	3	1	2	3	2	1	0
SECURITY I	6	19.9	30.1%	5	1	0	0	1	5	0
STATE SERV PROF TRAIN I	5	16.6	30.2%	4	1	0	0	4	1	0
STATE PATROL SUPERVISOR	4	101.6	3.9%	1	0	3	0	0	3	1
CRIMINAL INVESTIGATOR II	4	74.3	5.4%	1	0	3	0	1	2	1
Top Classes Total	**83**	**1,072.6**	**7.7%**	**43**	**13**	**27**	**12**	**40**	**21**	**10**
Department Total	**155**	**1,802.6**	**8.6%**	**94**	**14**	**47**	**44**	**56**	**34**	**21**

Department of Public Safety: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
STATE PATROL TROOPER	20	395.2	5.1%	9	4	7	0	12	0	8
STATE PATROL TROOPER III	9	206.8	4.4%	1	0	8	0	1	8	0
STATE PATROL SUPERVISOR	4	101.6	3.9%	1	0	3	0	0	3	1
POLICE COMMUNICATION TECH	13	97.7	13.3%	9	2	2	1	11	1	0
CRIMINAL INVESTIGATOR II	4	74.3	5.4%	1	0	3	0	1	2	1
Top Classes Total	**50**	**875.5**	**5.7%**	**21**	**6**	**23**	**1**	**25**	**14**	**10**
Department Total	**155**	**1,802.6**	**8.6%**	**94**	**14**	**47**	**44**	**56**	**34**	**21**

Department of Public Safety: Summary of Classified Staff Turnover for FY 2017-18 by Agency		
FY 2017-18 Separations By Agency	**Separation Type**	**Employees in Quartile of Class Salary Range**

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Agency	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
DEPARTMENT OF PUBLIC SAFETY	155	1,802.6	8.6%	94	14	47	44	56	34	21
Department Total	**155**	**1,802.6**	**8.6%**	**94**	**14**	**47**	**44**	**56**	**34**	**21**

Department of Regulatory Agencies: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
ADMIN ASSISTANT III	7	52.6	13.3%	6	0	1	6	0	0	1
COMPL INVESTIGATOR I	6	15.8	37.9%	6	0	0	2	4	0	0
INSPECTOR III	4	34.0	11.8%	1	0	3	2	0	2	0
ADMIN ASSISTANT II	4	16.1	24.9%	4	0	0	4	0	0	0
FIN/CREDIT EXAMINER II	2	24.8	8.1%	2	0	0	1	1	0	0
TECHNICIAN IV	2	23.7	8.5%	2	0	0	1	0	1	0
FIN/CREDIT EXAMINER III	2	20.6	9.7%	1	0	1	0	0	2	0
Top Classes Total	**27**	**187.6**	**14.4%**	**22**	**0**	**5**	**16**	**5**	**5**	**1**
Department Total	**52**	**550.6**	**9.4%**	**32**	**1**	**19**	**30**	**10**	**10**	**2**

Department of Regulatory Agencies: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
ADMIN ASSISTANT III	7	52.6	13.3%	6	0	1	6	0	0	1
INSPECTOR III	4	34.0	11.8%	1	0	3	2	0	2	0
FIN/CREDIT EXAMINER II	2	24.8	8.1%	2	0	0	1	1	0	0
TECHNICIAN IV	2	23.7	8.5%	2	0	0	1	0	1	0
FIN/CREDIT EXAMINER III	2	20.6	9.7%	1	0	1	0	0	2	0
Top Classes Total	**17**	**156**	**10.9%**	**12**	**0**	**5**	**10**	**1**	**5**	**1**
Department Total	**52**	**550.6**	**9.4%**	**32**	**1**	**19**	**30**	**10**	**10**	**2**

Department of Regulatory Agencies: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
ACCOUNTANCY BOARD	0	2.1	0.0%	0	0	0	0	0	0	0
BARBERS & COSMETOLOGISTS BOARD	0	4.7	0.0%	0	0	0	0	0	0	0
CIVIL RIGHTS DIVISION	5	25.3	19.8%	5	0	0	1	4	0	0
COMPLAINTS & INVESTIGATIONS	1	0.9	109.1%	0	0	1	0	1	0	0
DENTAL BOARD	0	3.8	0.0%	0	0	0	0	0	0	0
DIRECTOR OF REGISTRATIONS	11	86.4	12.7%	8	1	2	9	1	0	1
DIVISION OF BANKING	5	35.6	14.1%	2	0	3	1	2	2	0
DIVISION OF FINANCIAL SERVICES	2	12.2	16.4%	2	0	0	2	0	0	0
DIVISION OF INSURANCE	9	82.7	10.9%	7	0	2	8	1	0	0
DIVISION OF REAL ESTATE	4	56.9	7.0%	2	0	2	3	0	1	0
DIVISION OF SECURITIES	3	26.2	11.5%	2	0	1	1	1	1	0
DORA - EXECUTIVE DIRECTOR	0	25.0	0.0%	0	0	0	0	0	0	0
ELECTRICAL BOARD	3	37.4	8.0%	1	0	2	2	0	1	0
ENGINEERS & LAND SURVEYORS BD	0	5.0	0.0%	0	0	0	0	0	0	0
MASSAGE THERAPISTS	0	4.1	0.0%	0	0	0	0	0	0	0
MEDICAL EXAMINERS BOARD	2	8.5	23.5%	2	0	0	1	0	1	0
MENTAL HEALTH BOARDS	0	5.6	0.0%	0	0	0	0	0	0	0
NURSING BOARD	0	14.0	0.0%	0	0	0	0	0	0	0
NURSING HOME ADMINISTRATORS BD	0	1.0	0.0%	0	0	0	0	0	0	0
OFFICE OF CONSUMER COUNSEL	0	7.0	0.0%	0	0	0	0	0	0	0
OPTOMETRIC BOARD	0	1.7	0.0%	0	0	0	0	0	0	0
OUTFITTERS BOARD	0	0.2	0.0%	0	0	0	0	0	0	0
PASSENGER TRAMWAY SAFETY BD	0	2.0	0.0%	0	0	0	0	0	0	0
PHARMACY BOARD	0	5.8	0.0%	0	0	0	0	0	0	0
PHYSICAL THERAPY BOARD	0	1.0	0.0%	0	0	0	0	0	0	0
PLUMBERS BOARD	2	11.0	18.2%	0	0	2	1	0	1	0
PUBLIC UTILITIES COMMISSION	5	84.8	5.9%	1	0	4	1	0	3	1
Department Total	**52**	**550.6**	**9.4%**	**32**	**1**	**19**	**30**	**10**	**10**	**2**

Department of Revenue: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
ADMIN ASSISTANT II	36	170.3	21.1%	30	4	2	34	1	1	0
TECHNICIAN I	36	82.0	43.9%	30	6	0	36	0	0	0
TAX EXAMINER I	29	110.0	26.4%	21	5	3	28	0	0	1
TECHNICIAN II	16	85.7	18.7%	15	0	1	16	0	0	0
ADMIN ASSISTANT III	11	61.3	17.9%	6	2	3	8	1	2	0
CRIMINAL INVESTIGATOR I	10	73.7	13.6%	9	0	1	10	0	0	0
Top Classes Total	**138**	**582.9**	**23.7%**	**111**	**17**	**10**	**132**	**2**	**3**	**1**
Department Total	**234**	**1,456.0**	**16.1%**	**172**	**20**	**42**	**199**	**17**	**11**	**7**

Department of Revenue: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
ADMIN ASSISTANT II	36	170.3	21.1%	30	4	2	34	1	1	0
TAX EXAMINER I	29	110.0	26.4%	21	5	3	28	0	0	1
TECHNICIAN II	16	85.7	18.7%	15	0	1	16	0	0	0
TECHNICIAN I	36	82.0	43.9%	30	6	0	36	0	0	0
CRIMINAL INVESTIGATOR I	10	73.7	13.6%	9	0	1	10	0	0	0
Top Classes Total	**127**	**521.6**	**24.3%**	**105**	**15**	**7**	**124**	**1**	**1**	**1**
Department Total	**234**	**1,456.0**	**16.1%**	**172**	**20**	**42**	**199**	**17**	**11**	**7**

Department of Revenue: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
REVENUE - ADMINISTRATION	220	1,259.3	17.5%	163	19	38	188	16	9	7
REVENUE - GAMING DIVISION	8	81.4	9.8%	6	1	1	8	0	0	0
STATE LOTTERY DIVISION	6	115.3	5.2%	3	0	3	3	1	2	0

Department Total	**234**	**1,456.0**	**16.1%**	**172**	**20**	**42**	**199**	**17**	**11**	**7**

Secretary of State: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
IT PROFESSIONAL	2	25.8	7.7%	1	0	1	0	2	0	0
ADMIN ASSISTANT II	2	1.7	120.0%	1	0	1	0	1	1	0
TECHNICIAN I	1	7.3	13.8%	1	0	0	0	1	0	0
TECHNICIAN II	1	7.3	13.8%	1	0	0	0	0	0	1
IT SUPERVISOR	1	6.7	15.0%	1	0	0	0	0	1	0
ELECTIONS SPECIALIST III	1	3.9	25.5%	1	0	0	0	0	0	1
Top Classes Total	**8**	**52.6**	**15.2%**	**6**	**0**	**2**	**0**	**4**	**2**	**2**
Department Total	**12**	**113.9**	**10.5%**	**9**	**1**	**2**	**1**	**5**	**4**	**2**

Secretary of State: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
IT PROFESSIONAL	2	25.8	7.7%	1	0	1	0	2	0	0
TECHNICIAN I	1	7.3	13.8%	1	0	0	0	1	0	0
TECHNICIAN II	1	7.3	13.8%	1	0	0	0	0	0	1
IT SUPERVISOR	1	6.7	15.0%	1	0	0	0	0	1	0
ELECTIONS SPECIALIST III	1	3.9	25.5%	1	0	0	0	0	0	1
Top Classes Total	**6**	**50.9**	**11.8%**	**5**	**0**	**1**	**0**	**3**	**1**	**2**
Department Total	**12**	**113.9**	**10.5%**	**9**	**1**	**2**	**1**	**5**	**4**	**2**

Secretary of State: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
DEPARTMENT OF STATE	12	113.9	10.5%	9	1	2	1	5	4	2
Department Total	**12**	**113.9**	**10.5%**	**9**	**1**	**2**	**1**	**5**	**4**	**2**

Department of Transportation: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
TRANSPORTATION MTC I	148	785.8	18.8%	114	23	11	68	42	10	28
TRANSPORTATION MTC II	18	251.3	7.2%	7	1	10	7	7	4	0
EQUIPMENT MECHANIC III	12	91.8	13.1%	7	1	4	7	2	3	0
PROFESSIONAL ENGINEER I	7	161.3	4.3%	4	1	2	3	1	3	0
TRANSPORTATION MTC III	7	99.0	7.1%	2	0	5	0	1	4	2
PROFESSIONAL ENGINEER II	7	92.9	7.5%	2	0	5	0	3	4	0
Top Classes Total	**199**	**1,482.2**	**13.4%**	**136**	**26**	**37**	**85**	**56**	**28**	**30**
Department Total	**334**	**2,940.3**	**11.4%**	**207**	**35**	**92**	**128**	**107**	**63**	**36**

Department of Transportation: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
TRANSPORTATION MTC I	148	785.8	18.8%	114	23	11	68	42	10	28
TRANSPORTATION MTC II	18	251.3	7.2%	7	1	10	7	7	4	0
PROFESSIONAL ENGINEER I	7	161.3	4.3%	4	1	2	3	1	3	0
TRANSPORTATION MTC III	7	99.0	7.1%	2	0	5	0	1	4	2
PROFESSIONAL ENGINEER II	7	92.9	7.5%	2	0	5	0	3	4	0
EQUIPMENT MECHANIC III	12	91.8	13.1%	7	1	4	7	2	3	0
Top Classes Total	**199**	**1,482.2**	**13.4%**	**136**	**26**	**37**	**85**	**56**	**28**	**30**
Department Total	**334**	**2,940.3**	**11.4%**	**207**	**35**	**92**	**128**	**107**	**63**	**36**

Department of Transportation: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	**Separations**	**Avg Employees**	**Turnover Rate**	**Voluntary**	**Involuntary**	**Retire**	**1st**	**2nd**	**3rd**	**4th**
COLO DEPT OF TRANSPORTATION	334	2,940.3	11.4%	207	35	92	128	107	63	36
Department Total	**334**	**2,940.3**	**11.4%**	**207**	**35**	**92**	**128**	**107**	**63**	**36**

Department of Treasury: Job Class Turnover Rate by Number of Separations										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
ADMIN ASSISTANT I	4	4.4	90.6%	4	0	0	4	0	0	0
PROGRAM MANAGEMENT II	2	0.6	342.9%	0	0	2	0	0	2	0
ADMINISTRATOR IV	1	2.8	36.4%	1	0	0	0	0	1	0
INVESTMENT OFFICER I	1	0.9	109.1%	1	0	0	1	0	0	0
Top Classes Total	**8**	**8.7**	**92.3%**	**6**	**0**	**2**	**5**	**0**	**3**	**0**
Department Total	**8**	**26.8**	**29.9%**	**6**	**0**	**2**	**5**	**0**	**3**	**0**

Department of Treasury: Job Class Turnover Rate by Average Employees In Class										
Class & Separations				Separation Type			Employees in Quartile of Class Salary Range			
Class Title	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
ADMIN ASSISTANT I	4	4.4	90.6%	4	0	0	4	0	0	0
ADMINISTRATOR IV	1	2.8	36.4%	1	0	0	0	0	1	0
INVESTMENT OFFICER I	1	0.9	109.1%	1	0	0	1	0	0	0
PROGRAM MANAGEMENT II	2	0.6	342.9%	0	0	2	0	0	2	0
Top Classes Total	**8**	**8.7**	**92.3%**	**6**	**0**	**2**	**5**	**0**	**3**	**0**
Department Total	**8**	**26.8**	**29.9%**	**6**	**0**	**2**	**5**	**0**	**3**	**0**

Department of Treasury: Summary of Classified Staff Turnover for FY 2017-18 by Agency										
FY 2017-18 Separations By Agency				Separation Type			Employees in Quartile of Class Salary Range			
Agency	Separations	Avg Employees	Turnover Rate	Voluntary	Involuntary	Retire	1st	2nd	3rd	4th
DEPARTMENT OF TREASURY	8	26.8	29.9%	6	0	2	5	0	3	0
Department Total	**8**	**26.8**	**29.9%**	**6**	**0**	**2**	**5**	**0**	**3**	**0**