

# 2008 HUMAN RESOURCES ANNUAL REPORT



**Presented By**  
**Roz Bedell**  
**Human Resources Director**



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Colorado Department  
of Public Health  
and Environment

▶ **TABLE OF CONTENTS**

<b>EXECUTIVE SUMMARY</b>	<b>3</b>
<b>DEPARTMENT DEMOGRAPHICS</b>	<b>5</b>
<b>STAFFING</b>	<b>9</b>
<b>SELECTION</b>	<b>9</b>
<b>TURN OVER</b>	<b>15</b>
<b>RETIREMENT</b>	<b>19</b>
<b>EMPLOYEE EFFECTIVENESS</b>	<b>20</b>
<b>TRAINING</b>	<b>20</b>
<b>PERFORMANCE MANAGEMENT</b>	<b>22</b>
<b>HUMAN RESOURCE SERVICES</b>	<b>34</b>
<b>JOB EVALUATION</b>	<b>34</b>
<b>COMPENSATION</b>	<b>35</b>
<b>BENEFITS</b>	<b>40</b>
<b>CONTRACTS</b>	<b>42</b>
<b>EMPLOYEE RELATIONS</b>	<b>43</b>
<b>GRIEVANCES</b>	<b>43</b>
<b>PROGRESSIVE DISCIPLINE</b>	<b>44</b>
<b>LEGAL FEES</b>	<b>45</b>

# Annual Human Resources Report Fiscal Year 2008

## EXECUTIVE SUMMARY

### FISCAL YEAR 2008

#### STAFFING

- Total number of employees employed in FY 2008: **1295**
- Department appropriated: **1173.7 FTE**
- Total Requests for Referral (RFRs): **275**
- Total number of temporaries hired: **136**
- Average number of days from receipt of RFR to referral: **65 days**
- CDPHE turnover rate: **10.03%**
- Percentage of employees eligible to retire in five years: **35%**

#### EMPLOYEE EFFECTIVENESS

- Total attendance in training programs **717**
- Performance Ratings: Level 1: 23 (**2%**), Level 2: **844 (74%)** and Level **3281 (24%)**

#### HUMAN RESOURCE SERVICES

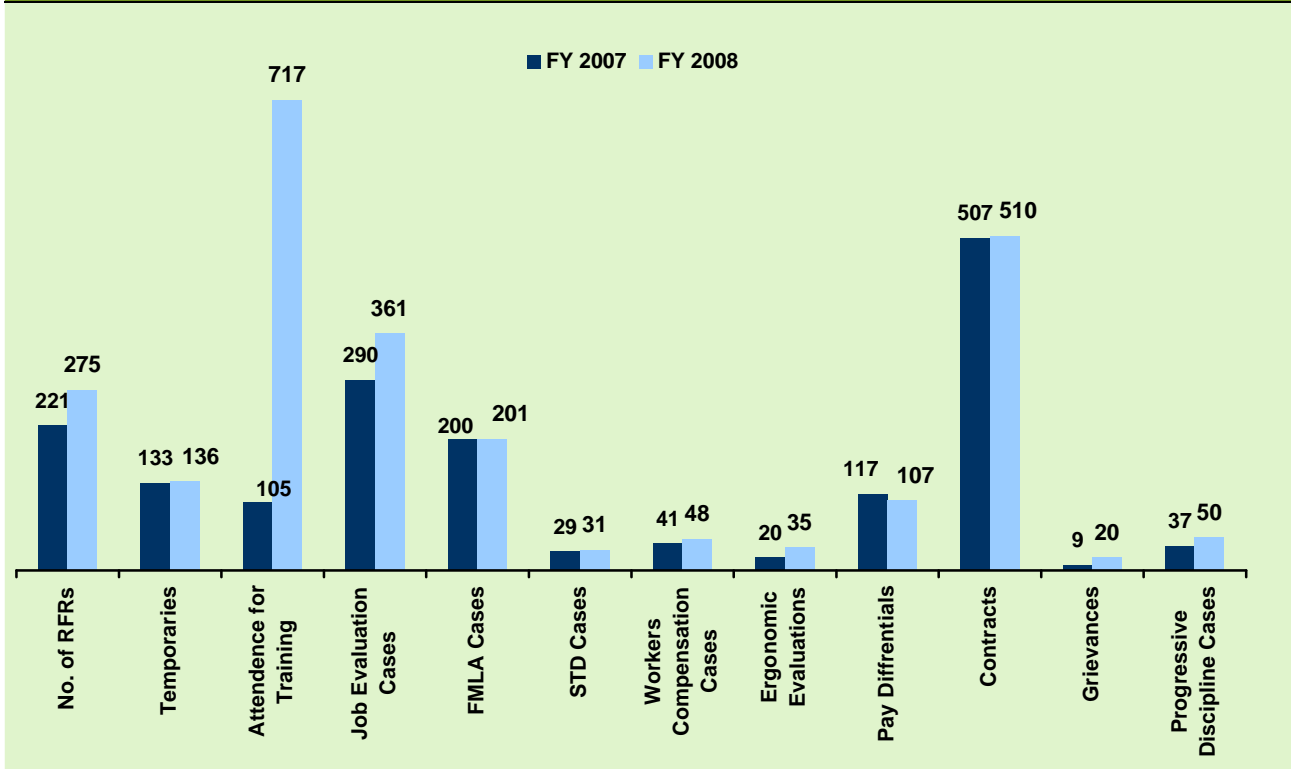
- Total Job Evaluation Cases: **361**
- Average compa-ratio for CDPHE: **102%** (On average, employees are paid 2% above mid-range (market rate))
- Total FMLA Cases: **201**
- Total STD Cases: **31**
- Total Workers' compensation Cases: **48**
- Total Ergonomic evaluations: **35**
- Total Pay Differential cases: **107**
- Total unemployment Insurance cost: **\$ 47148**
- Total cost of Legal Fees: **\$ 45858**
- Total number of Personal Services Contracts: **510**

#### EMPLOYEE RELATIONS

- Total number of progressive discipline cases: **50**
- Total number of Grievances: **20**

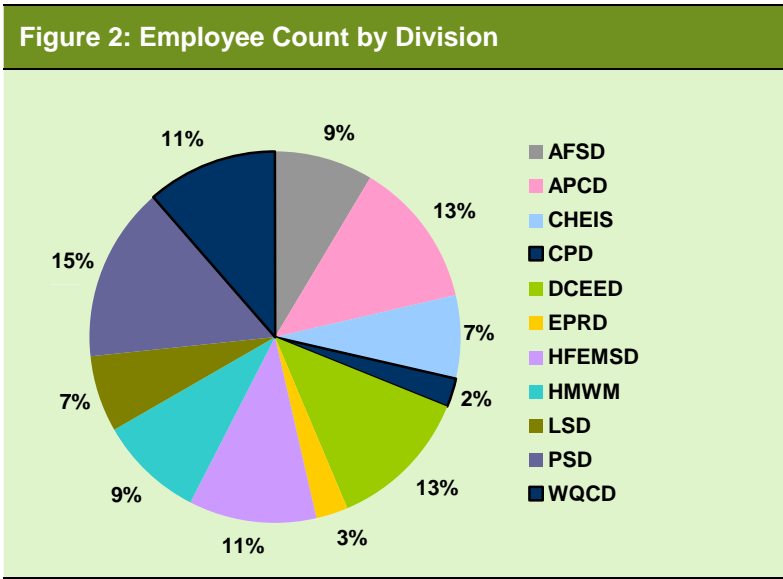
# Annual Human Resources Report Fiscal Year 2008

Figure 1: HR Workload Indicators FY 2007 V/S FY 2008



**DEPARTMENT DEMOGRAPHICS**

**DISTRIBUTION BY DIVISION**

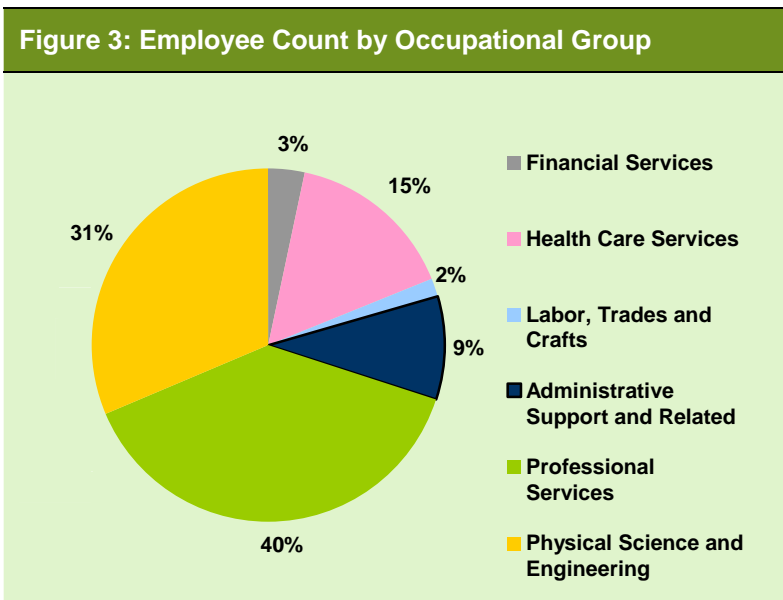


**Table 1: Employee Count by Division**

Division	Number of Employees
AFSD	112
APCD	164
CHEIS inc. (ITS)	96
CPD	30
DCEED	163
EPRD	35
HFEMSD	143
HMWM	121
LSD	87
PSD	197
WQCD	147
<b>TOTAL</b>	<b>1295</b>

- The department employed a total of 1,295 employees throughout Fiscal Year 2008.

**DISTRIBUTION BY OCCUPATIONAL GROUP**



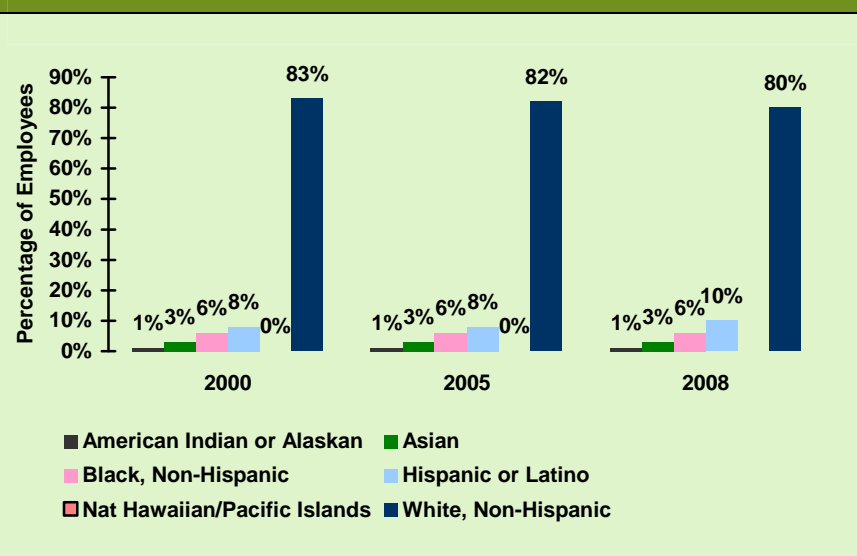
**Table 2: Employee Count by Occupational Group**

Occupational Group	Employee Count
Financial Services	44
Health Care Services	199
Labor, Trades and Crafts	23
Administrative Support and Related	121
Professional Services	501
Physical Science and Engineering	405
<b>Grand Total</b>	<b>1293</b>

- The PSE and GP occupational groups comprise the most employees with 31% (n = 405) and 40% (n = 501), respectively.

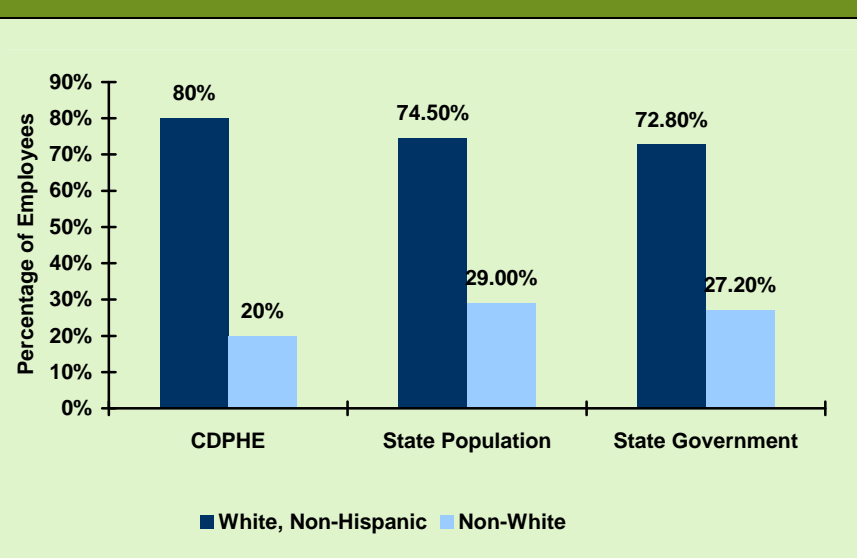
## DISTRIBUTION BY RACE

**Figure 4: Trends in Department Race Composition**



- The department is predominantly white at 80%, which is a slight decrease over the last eight (8) years.
- While the White population has decreased, the Hispanic population has increased by two percent.

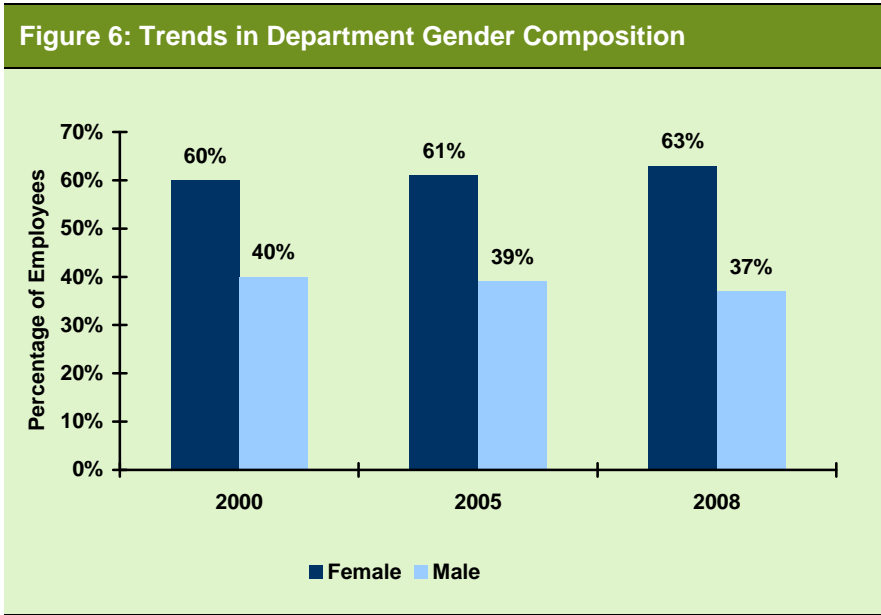
**Figure 5: Race Composition: Department V/S State Population and State Government**



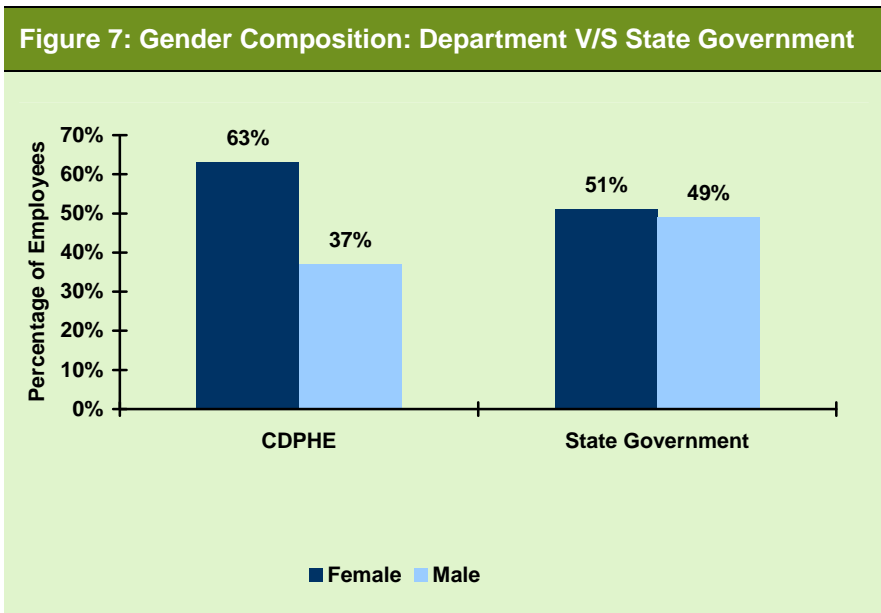
- Overall, the department is more White than all of State government (74.50%) and the State's general population (72.80%).

[Back to Table of Contents](#)

DISTRIBUTION BY GENDER



- The department continues to be predominantly female slightly increasing throughout the last eight (8) years.

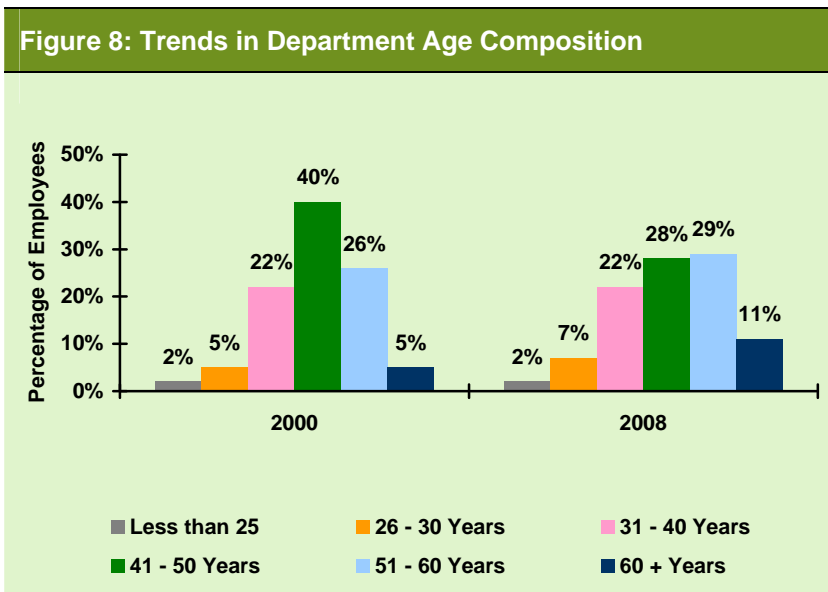


- Overall, the department has more female employees than all of State government: 63% (CDPHE) V/S 51% (State Government).

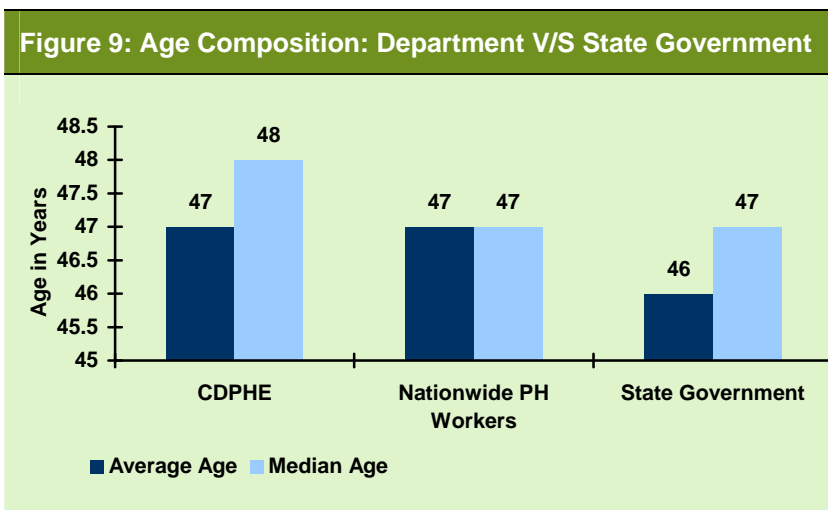
## DISTRIBUTION BY AGE

Table 3: Average Age in each Division	
Division	Average Age
EPRD	43
LSD	44
WQCD	44
CHEIS	45
CPD	45
DCEED	45
AFSD	46
PSD	47
APCD	48
HMWM	49
HFEMSD	51

- The average age of CDPHE employees is 47, which is an increase since FY 2005 when the average age was 46.
- EPRD is the youngest division at 43 and HFEMSD is the oldest at 51.



- The current distribution of age reflects a bimodal distribution with a significant increase of the number employees 60 years and older.
- This shift in age is attributed to the aging of our workforce.



- The average age of CDPHE employees is reflective of the nations public health workforce as reported in the 2007 Workforce Survey by ASTHO. This is also comparable to overall State government workforce.



STAFFING

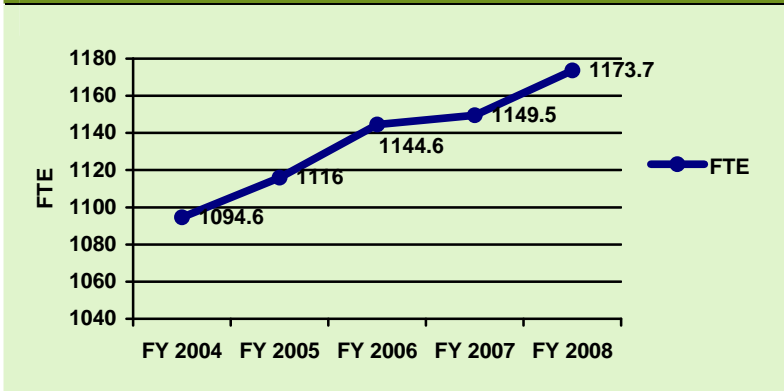
SELECTION

FTE ANALYSIS

**Table 4: FTEs Appropriated in Last Five Years**

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
<b>FTE</b>	1094.6	1116	1144.6	1149.5	1173.7
<b>% Diff</b>		2%	3%	0%	2%

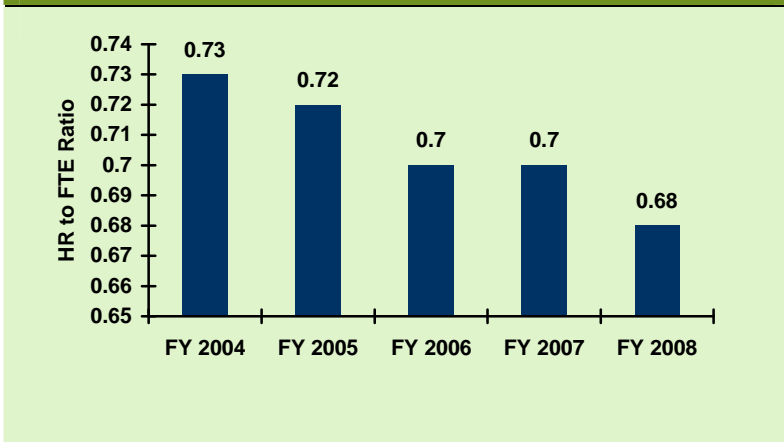
**Figure 10: FTE Appropriated in last 5 years**



**Table 5: HR to FTE Ratio**

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
<b>FTE</b>	1094.6	1116	1144.6	1149.5	1173.7
<b>HR FTE</b>	8	8	8	8	8
<b>FTE/ HR</b>	137	140	143	144	147

**Figure 11: HR to FTE Ratio**



- The department was appropriated 1,173.7 FTE in FY 2008.
- The number of FTE has grown approximately 7% within the last four years with the biggest growth year in 2006.
- Despite this growth in FTE the number of HR professionals has stayed the same since FY 2003.

- During FY 2003 one FTE was eliminated in the office of Human Resources (OHR) leaving OHR with only eight (8) FTE to perform the full ranges of services. Of these, three (3) are responsible for recruitment, selection, and job evaluation and employee relations.

- Industry standards recommend at least one HR professional per 100 employees. According to the Department of Personnel and Administration, Colorado's HR ratios average 0.87 HR staff per 100 employees. The current ratio of 8.0 HR staff is 0.68.

## REQUESTS FOR REFERRALS (RFRs)

Figure 12: RFRs by Division FY 2008

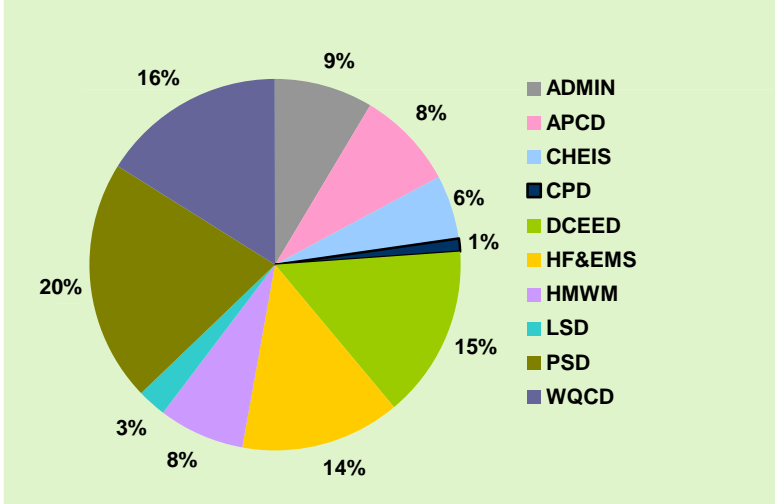


Table 6: RFRs by Division FY 2008

Division	Number of RFRs
ADMIN	24
APCD	23
CHEIS	16
CPD	3
DCEED	41
HF&EMS	38
HMWM	21
LSD	7
PSD	58
WQCD	44
<b>TOTAL</b>	<b>275</b>

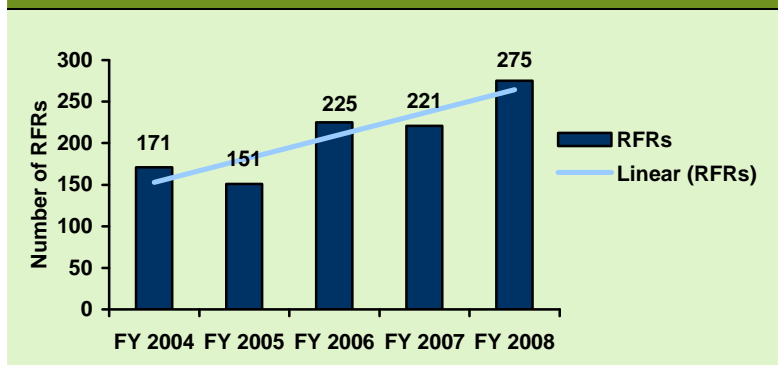
## RFRS IN LAST FIVE YEARS

Table 7: RFRs by Division: Trend in Last Five Years

Division	FY 04	FY 05	FY 06	FY 07	FY 08
ADMIN	15	10	21	14	24
APCD	6	14	24	20	23
CHEIS	18	11	13	13	16
CPD	3	4	9	6	3
DCEED	21	20	33	25	41
HF&EMS	32	26	21	34	38
HMWM	8	10	15	15	21
LSD	10	10	19	11	7
PSD	47	29	42	41	58
WQCD	11	17	28	42	44
<b>TOTAL</b>	<b>171</b>	<b>151</b>	<b>225</b>	<b>221</b>	<b>275</b>
<b>% Diff</b>		<b>-12%</b>	<b>49%</b>	<b>-2%</b>	<b>24%</b>

- The number of request for referrals continues to increase substantially due to legislation, approved decision items and staff turnover.
- Table 7 and Figure 13 demonstrates the amount of growth the Department has experienced with FY 2008 experiencing the biggest increase of 24% in the last five years. This increase is exacerbated by the requirement that HR is now conducting criminal background checks on new hires.

Figure 13: Number of RFRs: Last Five years



SOURCES OF FILLED VACANCIES

Figure 14: Department Wide Sources of Filled Vacancies

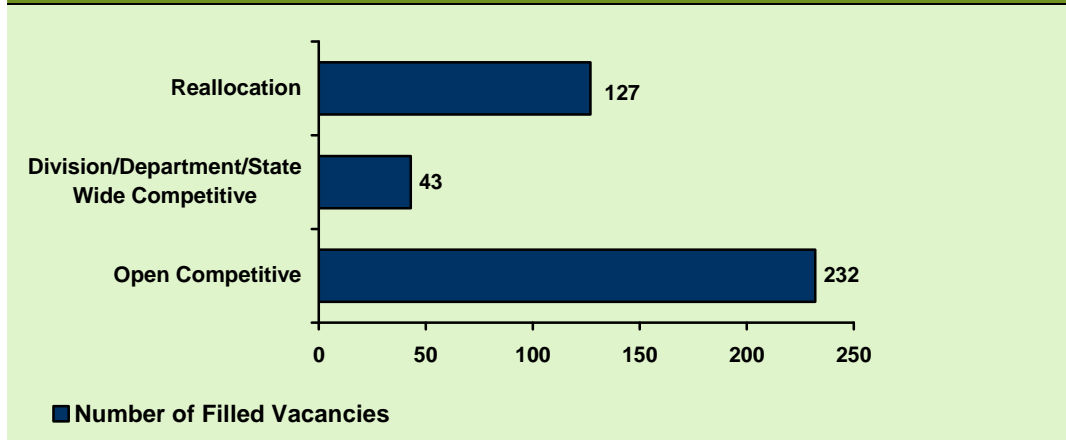


Table 8: Sources of Filled Vacancies by Division

Division	OUTSIDE HIRES			INTERNAL HIRES		
	OC	State Wide	Total Outside Hires	Promotions	Reallocations	Total Internal Hires
AFSD	22	2	24		20	20
APCD	19		19	4	24	28
CHEIS	11		11	5	15	20
CPD	2		2	1	2	3
DCEED	29	1	30	10	15	25
EPRD	1		1		3	3
HMWM	15	1	16	5	8	13
LSD	7		7		6	6
PSD	48	3	51	7	11	18
WQCD	39	1	40	4	14	18
HFEMS	31		31	7	9	16
<b>Grand Total</b>	<b>224</b>	<b>8</b>	<b>232</b>	<b>43</b>	<b>127</b>	<b>170</b>

- This analysis is a different approach to presenting workload data. This analysis looked at the sources of positions that were filled during the fiscal year. The department still primarily fills position with individuals (232) outside the State personnel system as well as the department. This is referred to as “Outside Hires” in Figure 14 and Table 8. The department filled 43 vacant positions with internal candidates and processed 127 promotions through reallocations. This is referred to as “Internal Hires.”

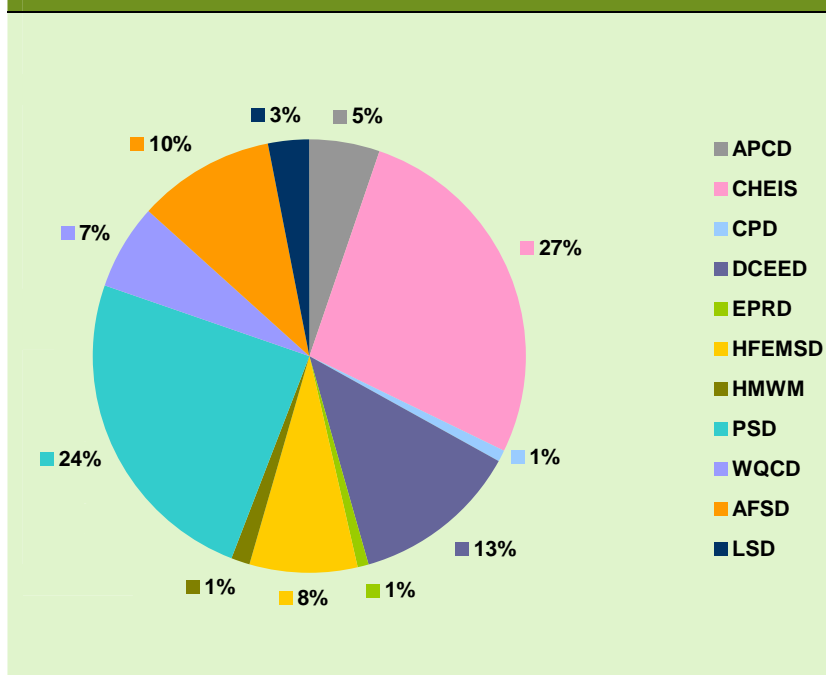
## TEMPORARIES

**Table 9: Distribution of Temporaries by Division**

Division	Number of Temporaries	Percentage of Total
APCD	7	5%
CHEIS	37	27%
CPD	1	1%
DCEED	17	13%
EPRD	1	1%
HFEMSD	11	8%
HMWM	2	1%
PSD	33	24%
WQCD	9	7%
AFSD	14	10%
LSD	4	3%
Grand Total	136	100%

- The department heavily utilizes State temporary employees. This excludes temporaries from staffing agencies.
- In FY 2008 the department employed 136 State temporaries with PSD and CHEIS responsible for approximately 50% of the total.
- This number has not substantially changed since FY 2007 in which there were 133 temporary employees hired by the department.

**Figure 15: Distribution of Temporaries by Division**

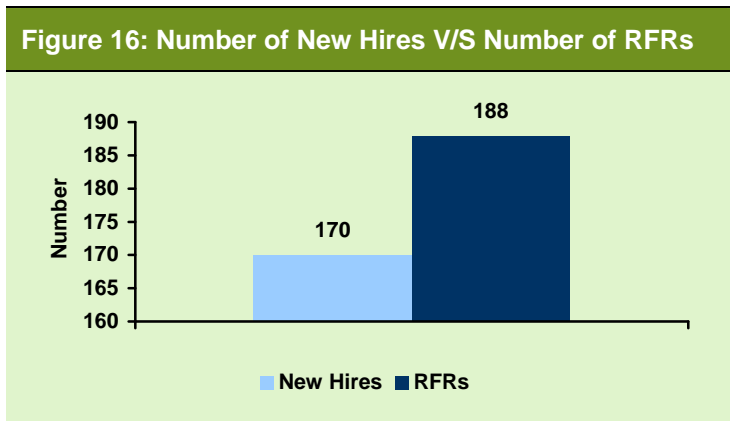


[Back to Table of Contents](#)

SELECTION METRICS

Selection Volume

Figure 16: Number of New Hires V/S Number of RFRs



Speed Of Selection

Figure 17: Average Number of Days from receipt of RFR to Referral

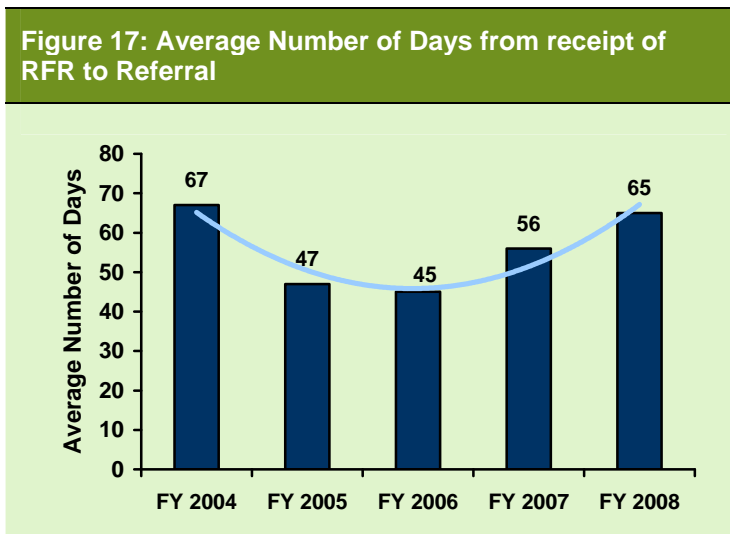
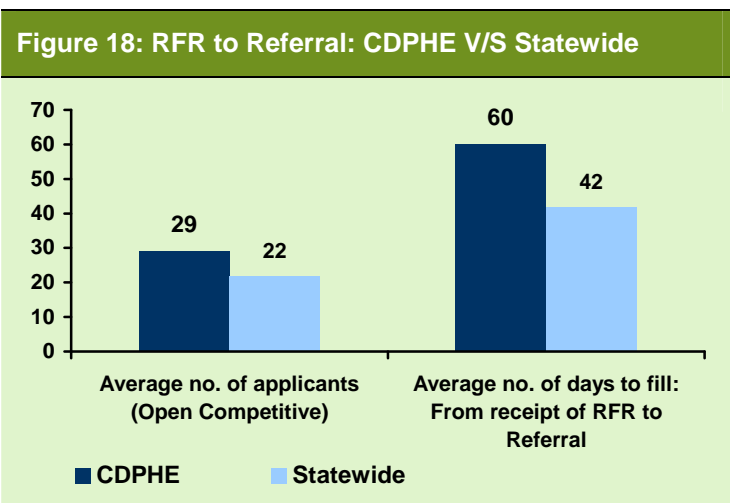


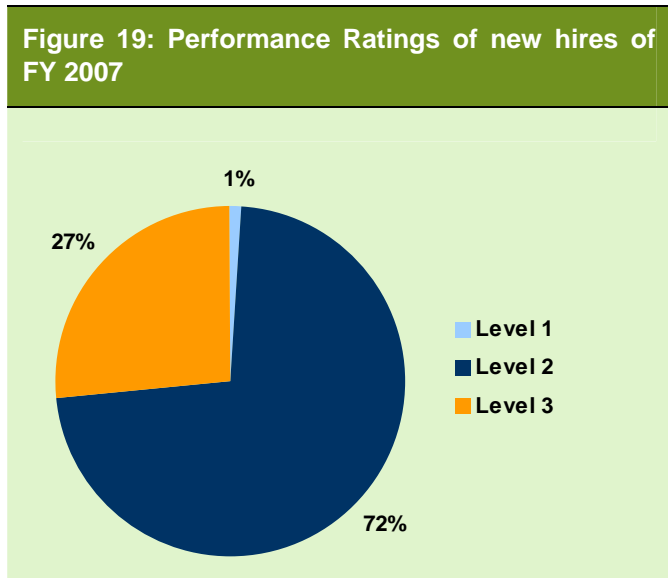
Figure 18: RFR to Referral: CDPHE V/S Statewide



- The number of days it takes to fill a position from the time OHR receives the request for referral (RFR) to the actual referral was 65 days for open competitive exams.
- This is a significant increase over the last three years.
- This increase is attributed to increase in the number of positions received from legislation, decision items and staff turnover exacerbated with internal HR staff turnover.
- Comparatively the department's turn around time is higher than the State average.
- However, after further inquiry it was discovered that the other agencies fill multiple positions from one eligible list whereas this department announces and develops customized selection process a vast majority of the time.
- However the department did fill 33 positions utilizing existing lists, which only took 39 days to fill from the time OHR, received the RFR to the actual referral.
- OHR tested and communicated with approximately 4500 applicants averaging 29 applicants per exam. The number of applicants per exam varied ranging from 100 applicants per test to two applicants.

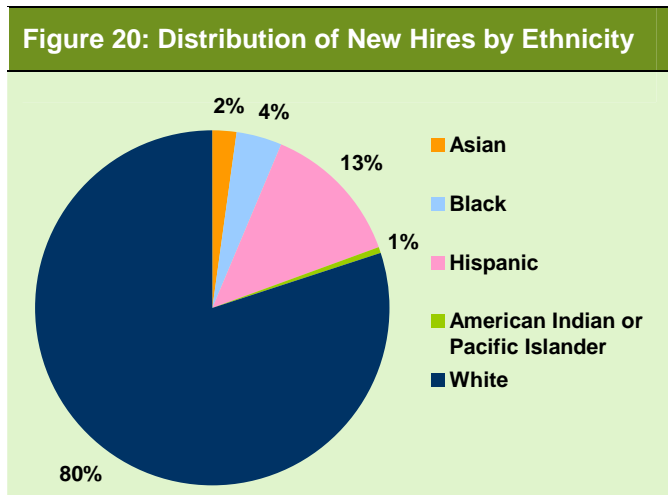
[Back to Table of Contents](#)

**Quality of Selection**

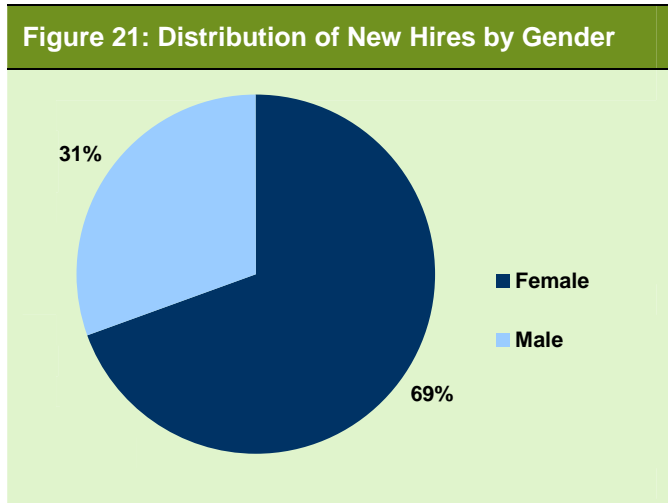


- A good measure of quality of selection is looking at Performance ratings of new hires in their second year. There fore, the quality of new hires (only looking at performance ratings) for FY 2008 can be ascertained after ratings are obtained in April of 2009.
- However, amongst the 94 new hires of FY 2007, 25 employees have achieved the Level 3 rating and 68 employees are at Level 2 and only 1 employee has received a Level 1 rating.

**Diversity in Selection**



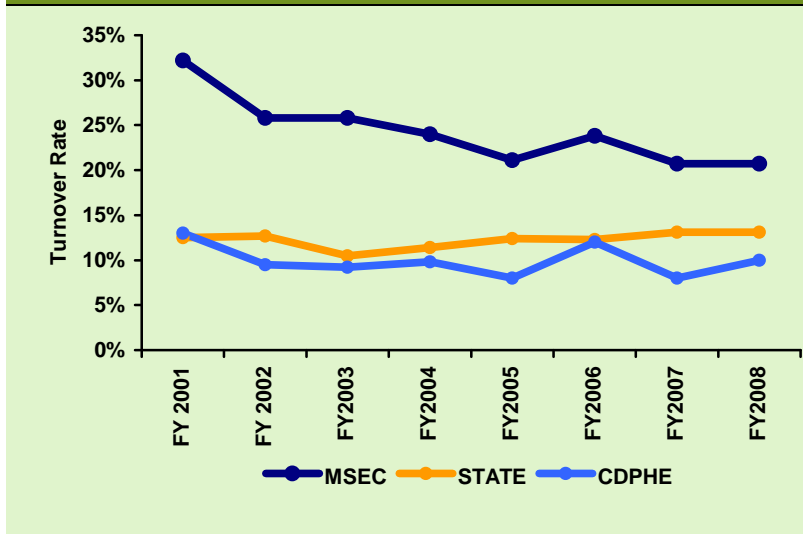
- Similar to department demographics new hires were 80% white and 69% female.
- The average age of new hires was 40 years.



## TURN OVER

### TREND IN LAST 5 YEARS

Figure 22: Trend of Turnover rates for CDPHE V/S MSEC, Statewide

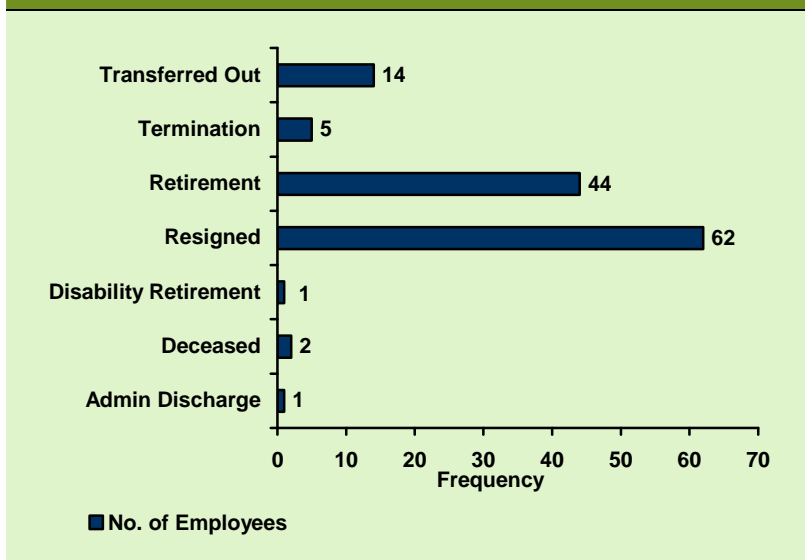


- During FY 2008, CDPHE had a 10.03% turnover in the total workforce.
- This is less than 13.1% turnover experienced by State of Colorado as an Employer and the total turnover rate of the larger Colorado population of 20.7% (estimated by Mountain States Employers Council).
- The current turnover rate of CDPHE also represents an overall increase of 2% from fiscal year 2007.

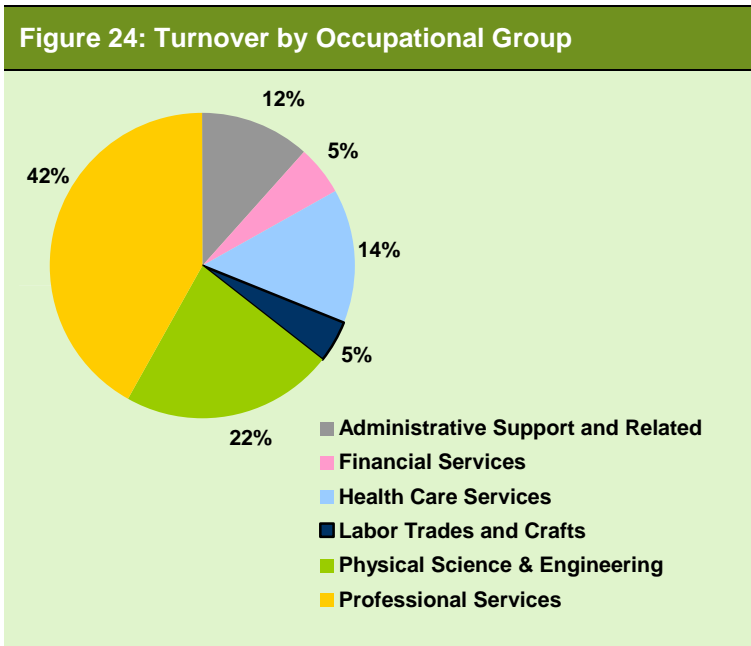
- Of the seven categories of turnover (Administrative Discharge (.8%), Deceased (1.6%), Disability Retirement (.8%), Resigned (48.1%), Retirement (34.1%), Termination (3.9%), Transferred Out (10.9%), Resignations (48.1%) and Retirements (34.1%) overwhelmingly account for majority of turnover actions (see bar graph below).

### REASON BEHIND TURNOVER

Figure 23: Reason behind Turnover



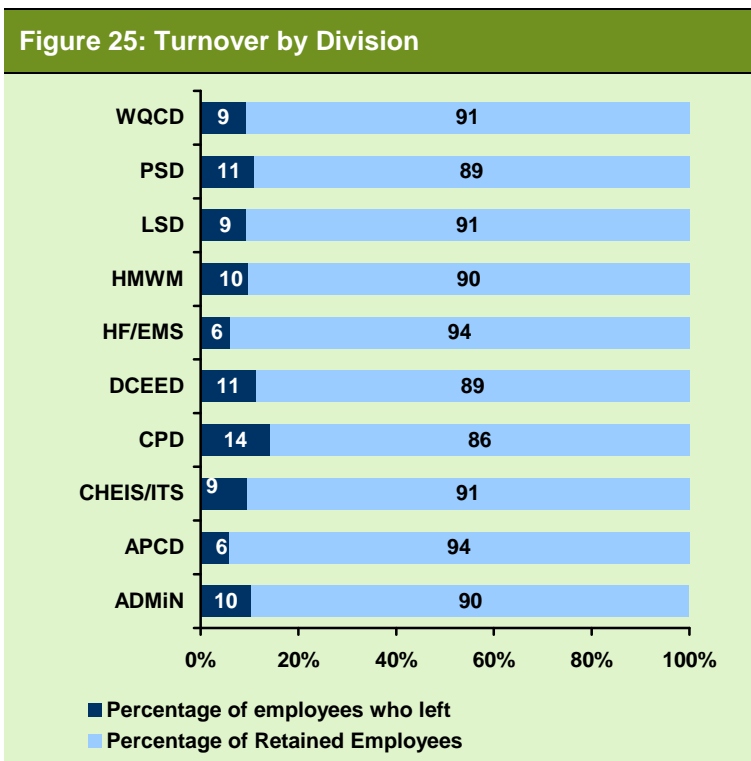
TURNOVER BY OCCUPATIONAL GROUP



**Table 10: Turnover by Occupational Group**

Occupational Group	Frequency
Administrative Support and Related	15
Financial Services	7
Health Care Services	18
Labor Trades and Crafts	6
Physical Science & Engineering	29
Professional Services	54

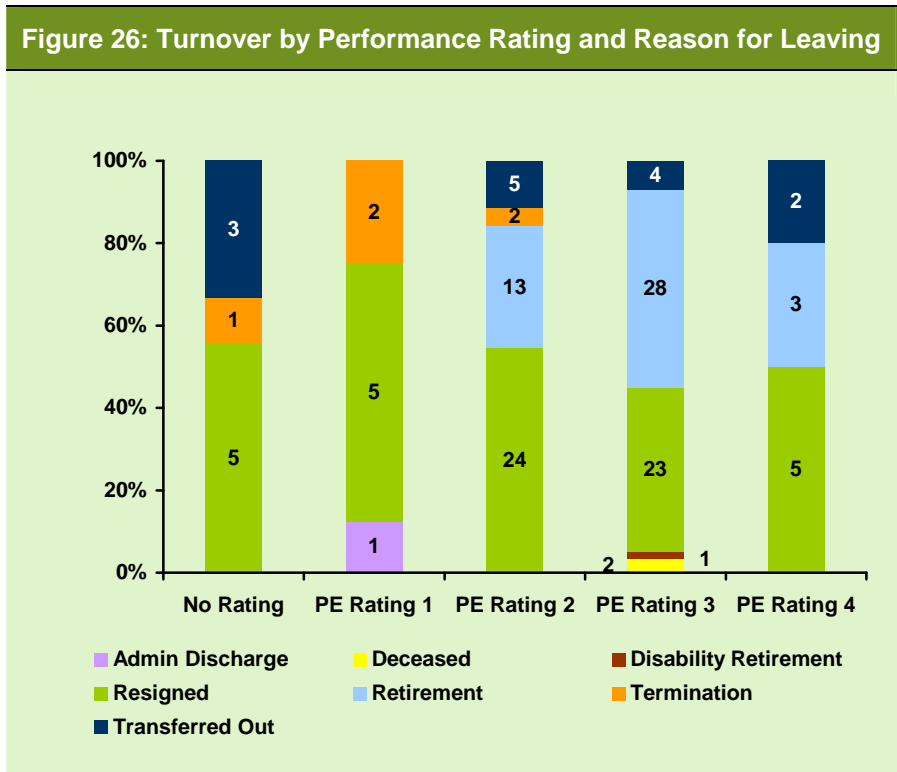
TURNOVER BY DIVISION



- Turnover rates in each of the divisions in relationship to the total division workforce were also investigated.
- Turnover rates by division were: Admin (11.6%), APCD (6.09%), CHEIS/ITS (10.41 %), CPD (16.60%), DCEED (12.88%), HF/EMS (6.29%) HMWM (10.74%), LSD (10.3%), PSD (12.18%) and WQCD at (10.20%).
- Figure 25 depicts the relationship between division workforce and respective turnover rates.

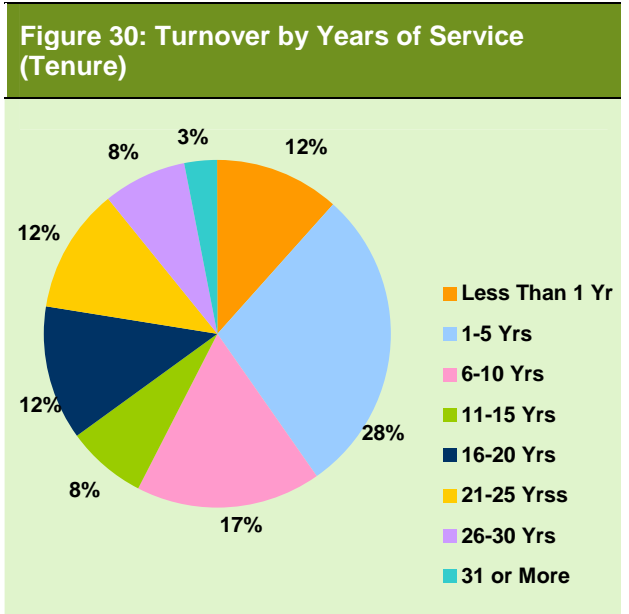
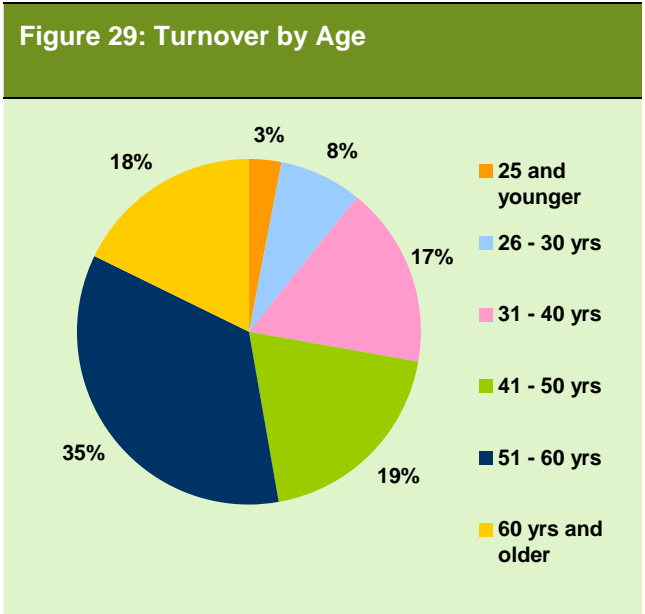
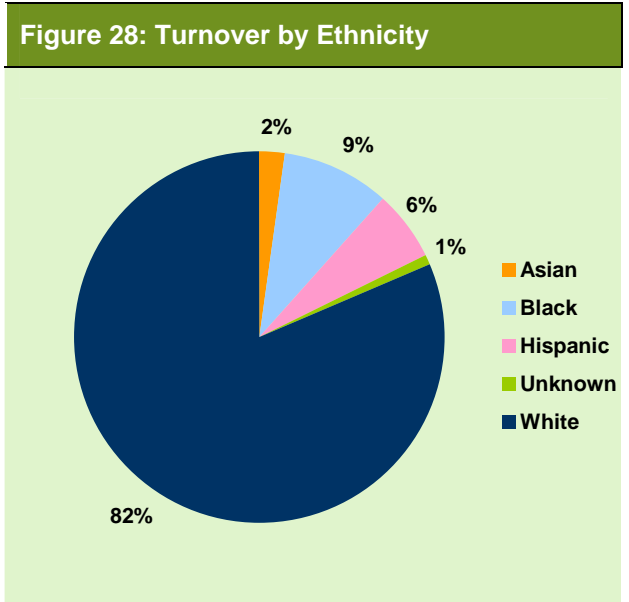
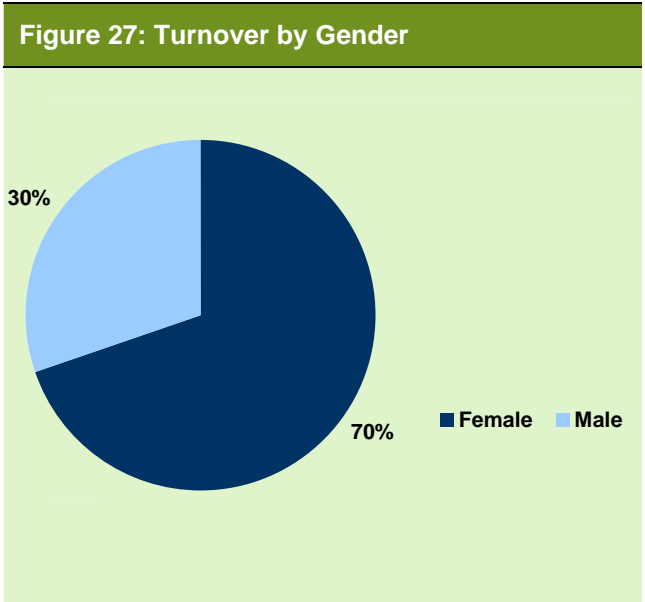


TURNOVER BY PERFORMANCE RATING

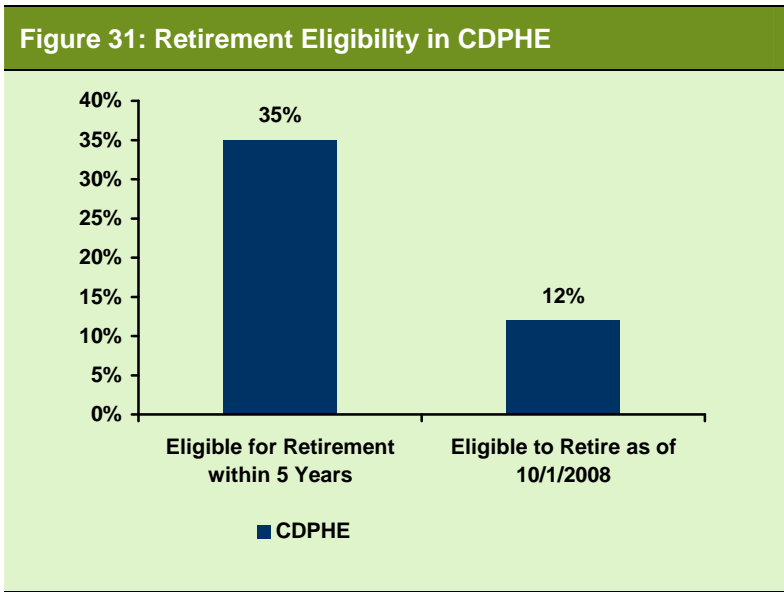


- Turnover category was also investigated in light of performance rating during the last evaluation.
- Those employees earning a rating of 1 during their last performance evaluation were present in 3 out of the 7 categories for reasons for leaving.
- Percent of those earning a level one by category are: Administrative Discharge (100%), Resigned (8 %) and Terminated (40%).
- Conversely of those who resigned 8% had performance ratings of 4, of those who retired, 6.8% earned a level 4 and of those that chose to transfer out, 14.28% earned a level 4.

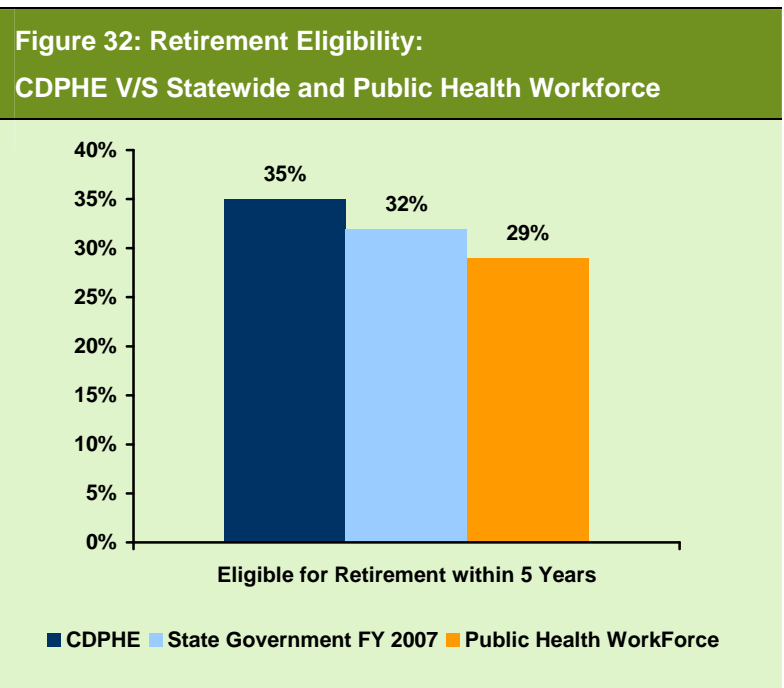
TURNOVER: DIVERSITY ANALYSIS



RETIREMENT



- Figure 31 and Figure 32 shows the percentage and number of employees eligible to retire in the next five years.
- Thirty-five percent of the department’s employees are eligible to retire within five years.
- As of October 1, 2008, 12% of the department’s total employees are eligible to retire.

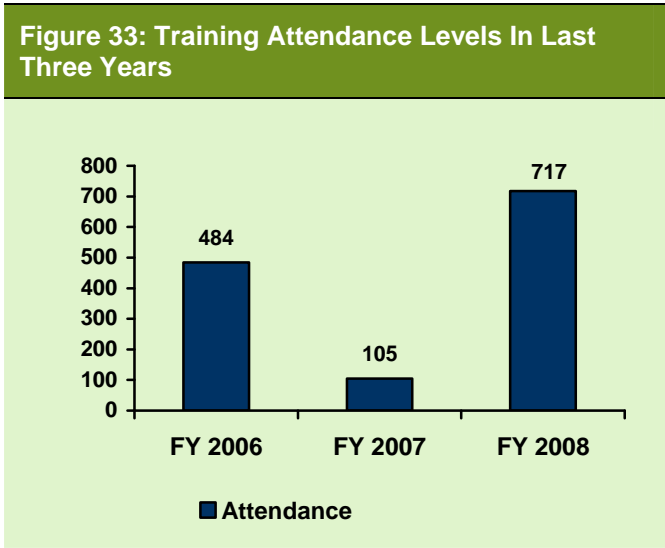


- ASTHO reported in the 2007 State Public Health Workforce Survey Results that 29% of the public health workforce is eligible to retire within five years and the Department of Personnel and Administration reported in 2007 that 32% of the State of Colorado workforce is eligible for retirement.
- This does not take into account those employees who may have purchased service credit or who have worked for other Public Employees Retirement Association (PERA) employers.

▶ EMPLOYEE EFFECTIVENESS

TRAINING

TREND OF TRAINING ATTENDANCE LEVELS IN LAST THREE YEARS

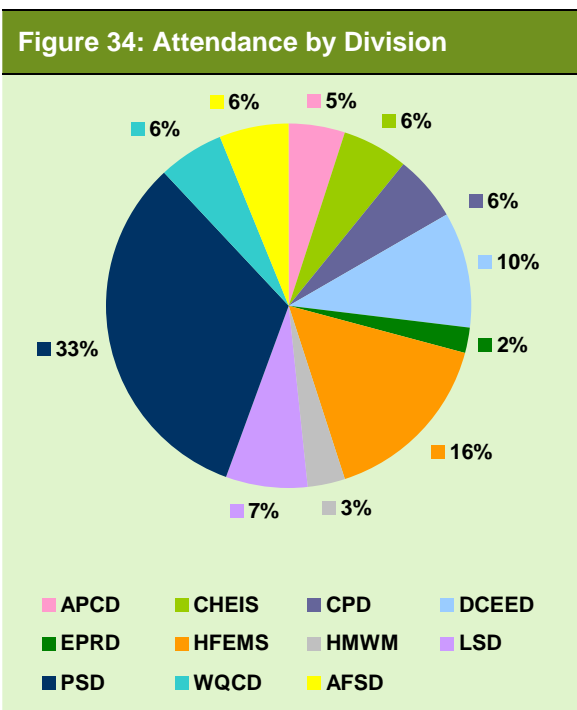


- Total Attendance is defined as count of participants per session.
- The total attendance for FY 07-08 classes was 717.
- The department offered 18 different class titles and presented a total of 39 classes in FY 2008. See Table 12, on the next page, for a breakdown of participants by class title and division.

FISCAL YEAR 2008: PARTICIPATION BY DIVISION

**Table 11: Participation Levels by Division**

Division	Number of Employees	Percentage
APCD	35	5%
CHEIS	42	6%
CPD	42	6%
DCEED	74	10%
EPRD	17	2%
HFEMS	112	16%
HMWM	24	3%
LSD	52	7%
PSD	234	33%
WQCD	42	6%
AFSD	43	6%
<b>Grand Total</b>	<b>717</b>	<b>100%</b>



## Annual Human Resources Report Fiscal Year 2008

**Table 12: Participation Levels in Training classes offered by Division**

Course	APCD	CHEIS	CPD	DCEED	EPRD	HFEMS	HMWM	LSD	PSD	WQCD	AFSD	Grand Total
Family Medical Leave Act	2	2	2	4		10	1	2	9	4		36
Fish Philosophy at Work										10		10
'I Care' Customer Service	3	1		7		5	4	1	4	2	3	30
LDP	6	4	2	4	5	2	2	2	5	1	5	38
MBTI		24		5		20		30				79
Navigating Your Personnel Resources on The Intranet			2	3				1	2			8
New Employee Seminar	12	2		16	2	19	7	3	19	5	15	100
PDQ 101/ Classification					1	2			5		1	9
Preventing Sexual Harassment	1		25	4	3	6	2		58		5	104
Preventing Workplace Violence		1		2		6		1	4			14
Speaking Up For A Respectful Workplace		1		1		27			32			61
The Rules for Supervisors and Managers	1	2	3	4		1	2	3	19	1	3	39
Welcome to Performance Management	1	1	2	6			1	2	3	3		19
Welcome to Selection	2	1	1	4		1	1		3	1		14
Writing Skills Workshop I - Punctuation Pitfalls	2		2	4	2	5	1	1	28	3	4	52
Writing Skills Workshop II - Structuring Sentences for Clarity and Comprehension Part I	1	1		4	1	1	1	3	19	4	3	38
Writing Skills Workshop III- Structuring Sentences for Clarity and Comprehension Part 2	2	1	2	3	1	4	1	2	15	5	2	38
Writing Skills Workshop IV - Writing for Your Audience	2	1	1	3	2	3	1	1	9	3	2	28
<b>Grand Total</b>	<b>35</b>	<b>42</b>	<b>42</b>	<b>74</b>	<b>17</b>	<b>112</b>	<b>24</b>	<b>52</b>	<b>234</b>	<b>42</b>	<b>43</b>	<b>717</b>

# Annual Human Resources Report Fiscal Year 2008

## PERFORMANCE MANAGEMENT

This section presents an analysis of employee performance evaluation ratings in CDPHE for the year 2007 – 2008. The performance evaluations included in this analysis totaled 1148 (N=1148). Demographical characteristics of CDPHE include only those employees who were evaluated for their performance.

### Performance Evaluations 2007 – 2008: Change in rating Scale

This year employee performance evaluations were determined using a three (3) point scale. The Levels of performance are defined as follows:

#### Level 3 (Exceptional)

This rating represents consistently exceptional and documented performance or consistently superior achievement beyond the regular assignment. Employees make exceptional contribution(s) that have a significant and positive impact on the performance of the unit or the organization and may materially advance the mission of the organization. The employee provides a model for excellence and helps others to do their jobs better. Peers, immediate supervision, higher-level management and others can readily recognize such a level of performance.

#### Level 2 (Successful)

This rating level encompasses a range of expected performance. It includes employees who are successfully developing in the job, employees who exhibit competency in work behaviors, skills, and assignments, and accomplished performers who consistently exhibit the desired competencies effectively and independently. These employees are meeting all the expectations, standards, requirements, and objectives on their performance plan and, on occasion, exceed them. This is the employee who reliably performs the job assigned and may even have a documented impact beyond the regular assignments and performance objectives that directly supports the mission of the organization.

#### Level 1 (Needs Improvement)

This rating level encompasses those employees whose performance does not consistently and independently meet expectations set forth in the performance plan as well as those employees whose performance is clearly unsatisfactory and consistently fails to meet requirements and expectations. Marginal performance requires substantial monitoring and close supervision to ensure progression toward a level of performance that meets expectations. Although these employees are not currently meeting expectations, they may be progressing satisfactorily toward a level 2 rating and need coaching/direction in order to satisfy the core expectations of the position.

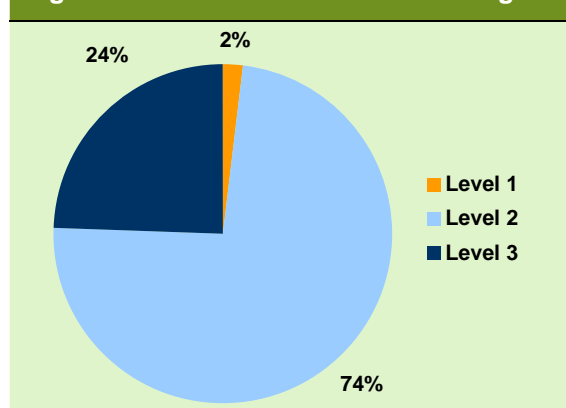
### OVERALL DEPARTMENT RATINGS

Table 13: CDPHE Performance Ratings

Rating / Level	Frequency	Percentage (%)
Level 1	23	2
Level 2	844	74
Level 3	281	24

- While majority of employees are at Level 2 (Successful), 24% of the total employees have been rated at Level 3 (Exceptional) and 2% at Level 1 (Need improvement).

Figure 35: CDPHE Performance Ratings



[Back to Table of Contents](#)

# Annual Human Resources Report Fiscal Year 2008

## PERFORMANCE RATINGS BY DIVISION

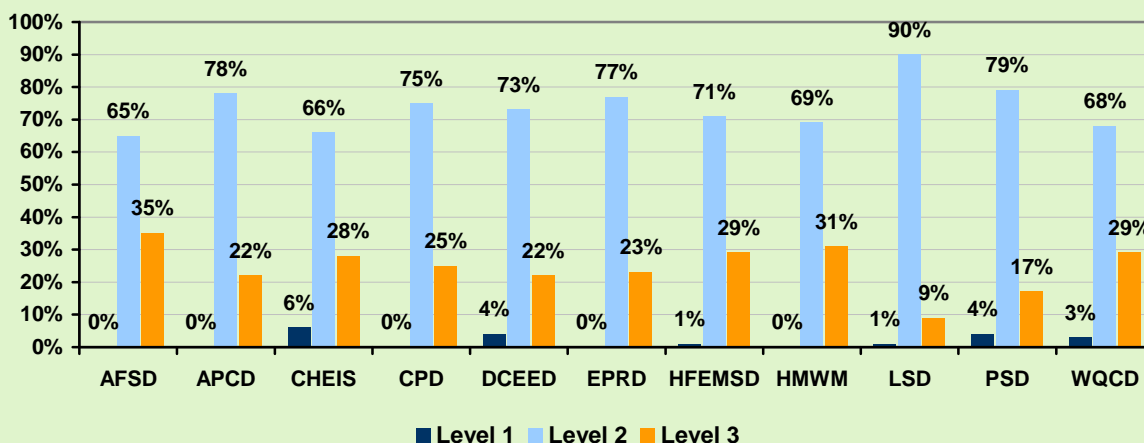
**Table 14: Distribution of total number of CDPHE Performance Evaluations by Division**

Division	Frequency	Percentage
Administration and Financial Services Division (AFSD)	93	8 %
Air Pollution Control Division (APCD)	151	13 %
Center for Health and Environmental Information and Statistics (CHEIS)	85	7 %
Consumer Protection Division (CPD)	24	2 %
Disease Control and Environmental Epidemiology Division (DCEED)	139	12 %
Emergency Preparedness and Response Division (EPRD)	35	3 %
Health Facilities and Emergency Medical Services Division (HFEMSD)	129	11 %
Hazardous Materials and Waste Management Division (HMWM)	113	10 %
Laboratory Services Division (LSD)	80	7 %
Prevention Services Division (PSD)	164	14 %
Water Quality Control Division (WQCD)	135	12 %
<b>Grand Total</b>	<b>1148</b>	<b>100 %</b>

**Table 15: Comparison of Performance Ratings across Divisions**

Division	Level 1		Level 2		Level 3		Grand Total	
	#	% in Division	#	% in Division	#	% in Division	#	% in Division
AFSD	0	0%	60	65%	33	35%	93	100%
APCD	0	0%	118	78%	33	22%	151	100%
CHEIS	5	6%	56	66%	24	28%	85	100%
CPD	0	0%	18	75%	6	25%	24	100%
DCEED	6	4%	102	73%	31	22%	139	100%
EPRD	0	0%	27	77%	8	23%	35	100%
HFEMSD	1	1%	91	71%	37	29%	129	100%
HMWM	0	0%	78	69%	35	31%	113	100%
LSD	1	1%	72	90%	7	9%	80	100%
PSD	6	4%	130	79%	28	17%	164	100%
WQCD	4	3%	92	68%	39	29%	135	100%

**Figure 36: Comparison of Performance Ratings across Divisions**



# Annual Human Resources Report Fiscal Year 2008

## ANALYSIS OF EACH PERFORMANCE RATING

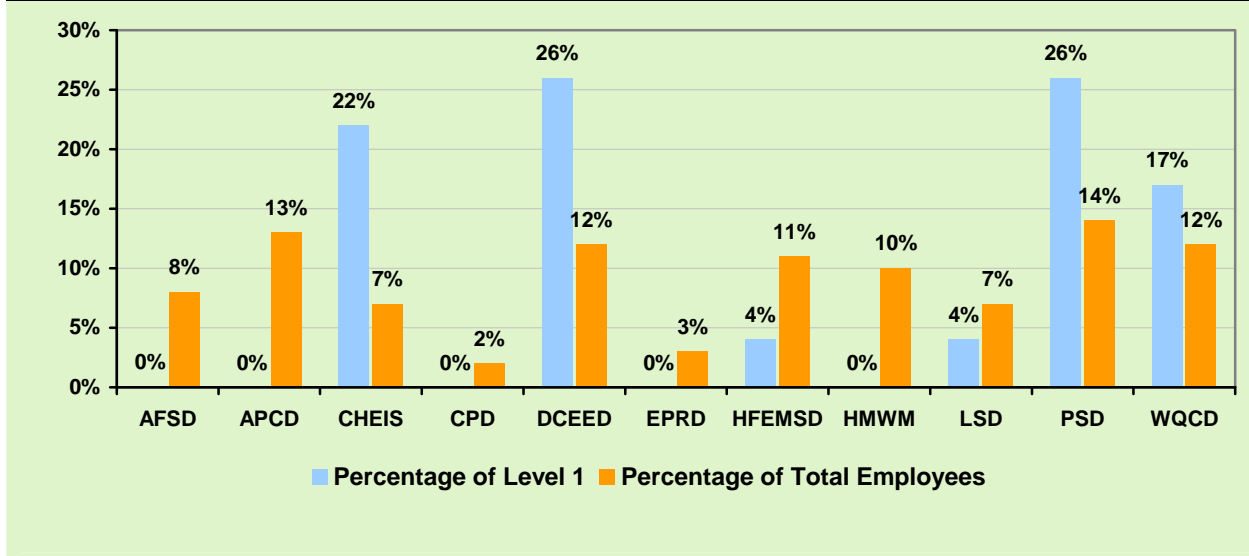
### LEVEL 1

**Table 16: Distribution of Level 1 Performers by Divisions**

Division	% Of Level 1	% Of Total
AFSD	0%	8%
APCD	0%	13%
CHEIS	22%	7%
CPD	0%	2%
DCEED	26%	12%
EPRD	0%	3%
HFEMSD	4%	11%
HMWM	0%	10%
LSD	4%	7%
PSD	26%	14%
WQCD	17%	12%

- Overall, the percentages of employees with Level 1 performance for CHIES, DCEED and PSD are higher when compared to percentage employees in these divisions.
- Out of 23 employees rated at Level 1, 5 (22%) employees come from CHEIS considering they form only 7% of total Population.

**Figure 37: Percentage of Level 1 performers V/S Percentage of total employees in each division**





# Annual Human Resources Report Fiscal Year 2008

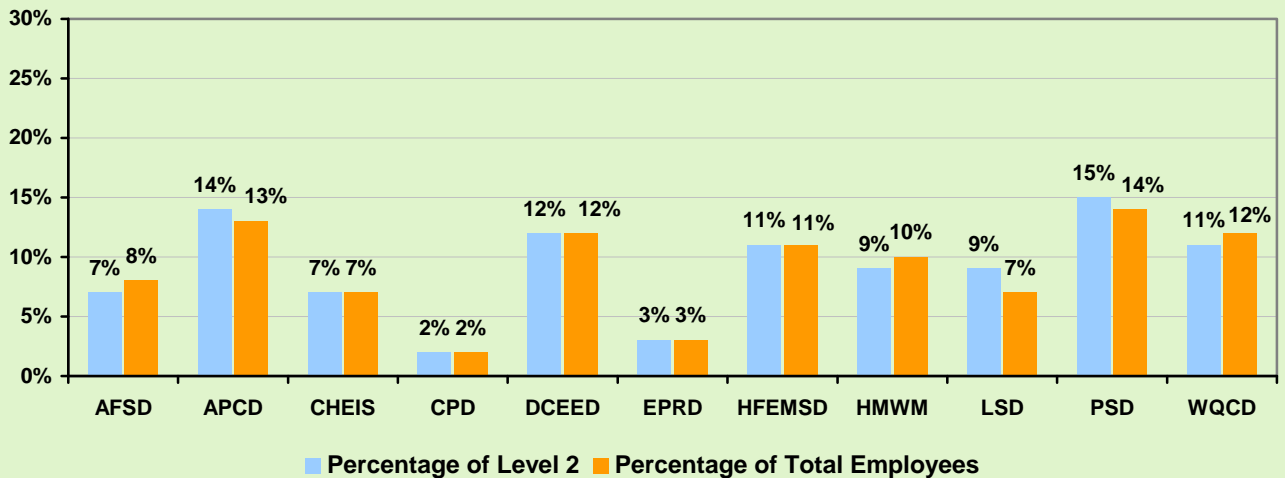
## LEVEL 2

**Table 17: Distribution of Level 2 Performers by Divisions**

Division	% Of Level 1	% Of Total
AFSD	7%	8%
APCD	14%	13%
CHEIS	7%	7%
CPD	2%	2%
DCEED	12%	12%
EPRD	3%	3%
HFEMSD	11%	11%
HMWM	9%	10%
LSD	9%	7%
PSD	15%	14%
WQCD	11%	12%

- The percentage of employees with Level 2 performance overall are proportional to the percentage of employees in that division.

**Figure 38: Percentage of Level 2 performers V/S Percentage of total employees in each division**



# Annual Human Resources Report Fiscal Year 2008

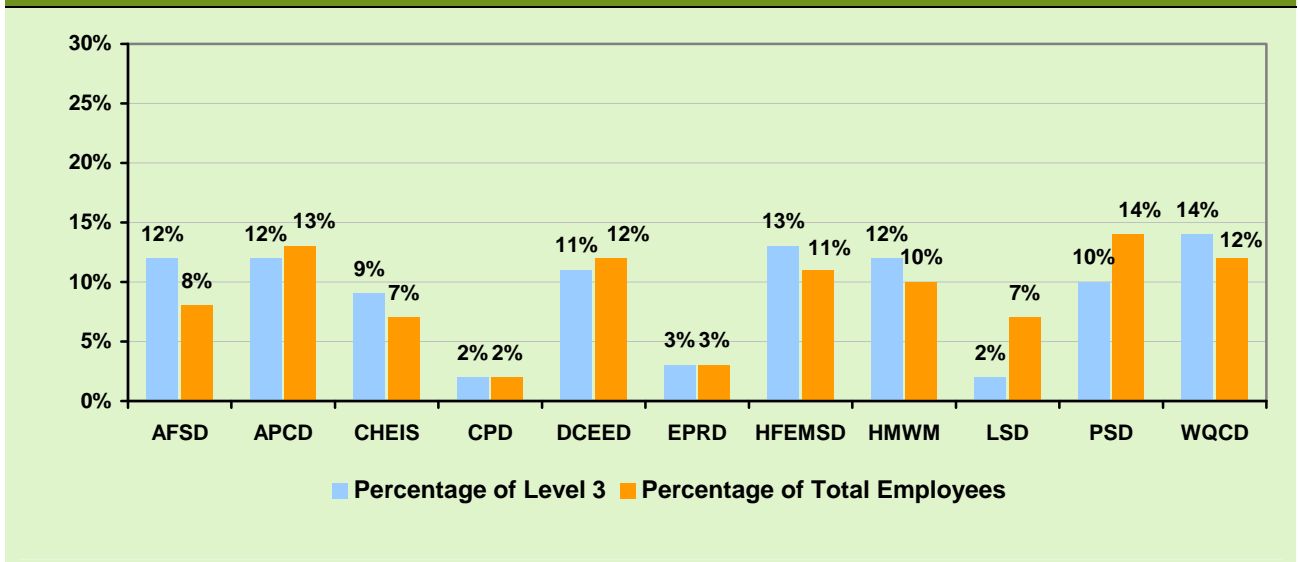
## LEVEL 3

**Table 18: Distribution of Level 3 Performers by Division**

Division	% Of Level 1	% Of Total
AFSD	12%	8%
APCD	12%	13%
CHEIS	9%	7%
CPD	2%	2%
DCEED	11%	12%
EPRD	3%	3%
HFEMSD	13%	11%
HMWM	12%	10%
LSD	2%	7%
PSD	10%	14%
WQCD	14%	12%

- Percentage of Level 3 performers is higher in HMWM, ADM, HFEMSD and WQCD when compared to percentage of employees in the respective divisions.

**Figure 39: Percentage of Level 3 performers V/S Percentage of total employees in each division**

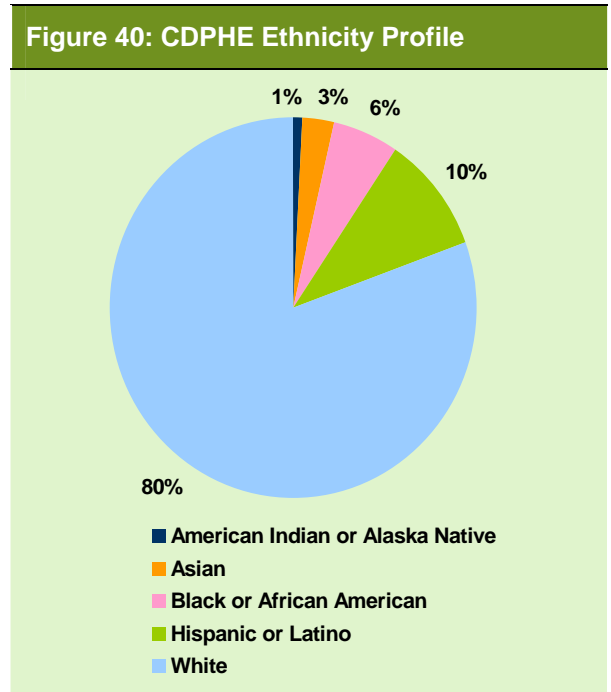


# Annual Human Resources Report Fiscal Year 2008

## PERFORMANCE MANAGEMENT: DIVERSITY ANALYSIS

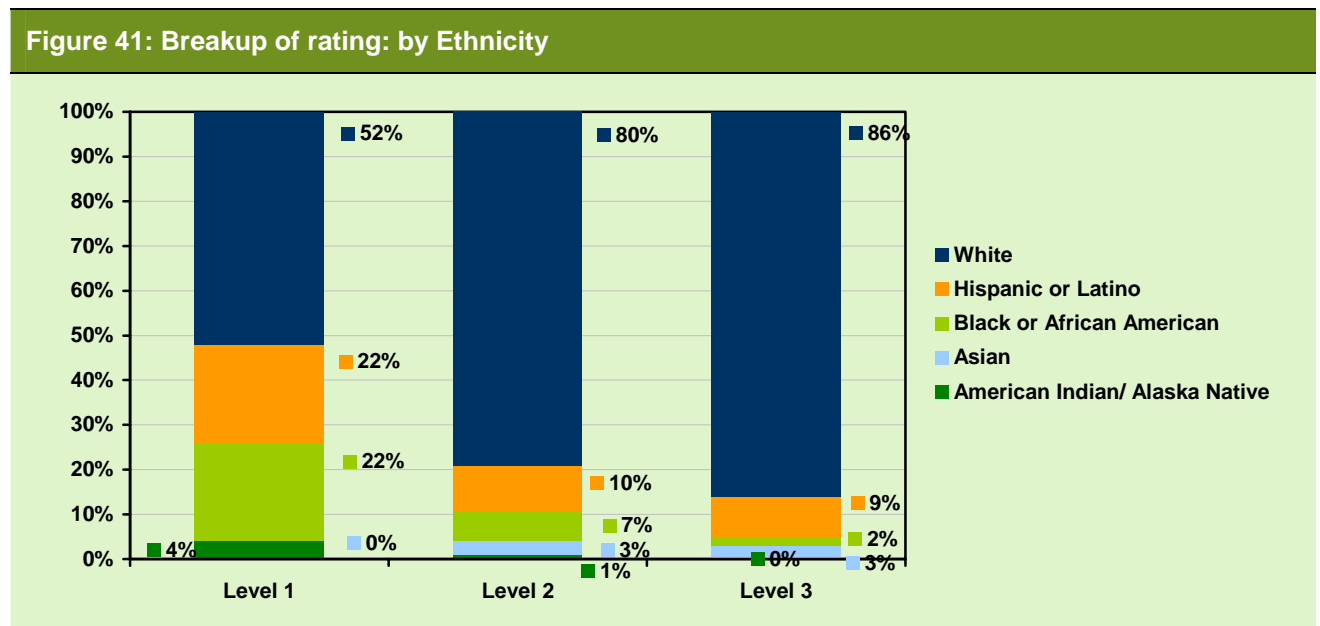
### ETHNICITY

Table 19: CDPHE Ethnicity Profile		
Ethnicity	Frequency	%
American Indian/Alaska Native	8	1%
Asian	33	3%
Black or African American	67	6%
Hispanic or Latino	114	10%
White	925	81%
Grand Total	1147	100%



- Table 19 shows the ethnic distribution of CDPHE for employees whose performance was evaluated. This does not include 4 employees (White) whose performance ratings were not available. Ethnicity for 1 employee was not available.
- The majority of CDPHE employees are of "White" ethnicity (81%). Hispanic or Latino is a distant second (10%)

Table 20: Distribution of ratings across Ethnicity				
Ethnicity	Level 1	Level 2	Level 3	Total
American Indian/ Alaska Native	1	7	0	8
Asian	0	24	9	33
Black or African American	5	56	6	67
Hispanic or Latino	5	85	24	114
White	12	671	242	925
<b>Grand Total</b>	<b>23</b>	<b>844</b>	<b>281</b>	<b>1147</b>



## Annual Human Resources Report Fiscal Year 2008

### Is there a relationship between employee ethnicity and performance ratings?

A chi-square test of independence was performed to examine the relation between ethnicity and Performance ratings. The relation between these variables **was significant**,  $\chi^2(8, N = 1147) = 32.08, p < .01$ .

#### Rater – Ratee Interaction

Considering the interaction between ethnicities of supervisors and the employees, data was categorized in 4 groups.

- Supervisor and Employee belong to Minority (other than “White”)
- Supervisor belongs to Minority and Employee is “White”
- Supervisor is “White” and Employee belongs to “Minority” ethnicity
- Supervisor and employee are “White”

The Chi-square test of independence revealed that there is a significant relationship between the category of relationship of the ethnicities between supervisor and employee and the employee’s performance rating,  $\chi^2(6, N = 1147) = 23.0, p < .001$ .

Additionally, looking at percentages of total employees rated at a particular levels for each relationship, it is evident that “White” supervisors have more often rated “White” employees a Level 3 than they have rated employees belonging to a “minority” ethnicity. Also, only 1% of employees falling into “White supervisor, White employee” relationship have a Level 1, versus 5% of employees falling into “White supervisor, Minority employee” relationship.

Conversely, in the case of supervisors belonging to minority ethnicities, they have rated employees also from minorities’ ethnicities for 6% of total Level 1 ratings in comparison to 2% for “White” subordinates.

Table 21: Ethnicity: Rater – Ratee Interaction						
Rater - Ratee Ethnicity	Level 1	Level 2	Level 3	Total	Percentage of Level 1 performers for each rater-ratee relationship	Percentage of Level 3 performers for each rater-ratee relationship
Minority - Minority	3	41	5	49	6%	10%
Minority - White	1	44	9	54	2%	17%
White - Minority	8	132	34	174	5%	20%
White - White	11	626	233	870	1%	27%
Grand Total	23	843	281	1147		

[Back to Table of Contents](#)

# Annual Human Resources Report Fiscal Year 2008

## GENDER

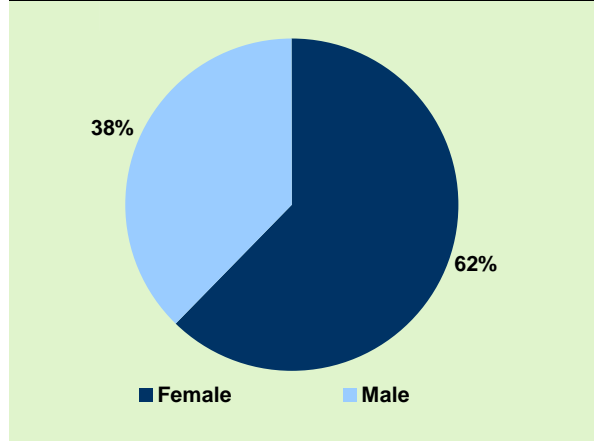
**Table 22: CDPHE Gender Profile**

Gender	Frequency	%
Female	717	62%
Male	435	38%

Table 22 shows the gender distribution of CDPHE. The total of 1148 does not include 2 Male and 2 female employees whose performance ratings were not available.

Table 22 and Figure 42 show that CDPHE population comprises of 25% more women than men.

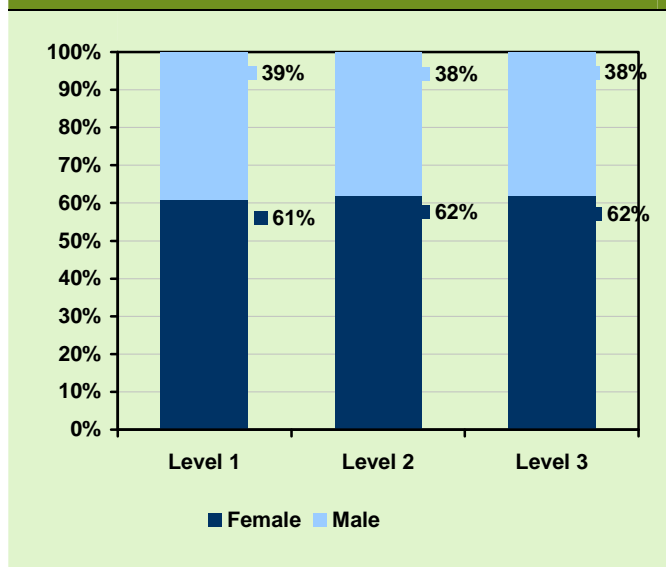
**Figure 42: CDPHE Gender Profile**



**Table 23: Distribution of ratings between Genders**

Gender	Level 1	Level 2	Level 3	Total
Female	14	527	174	715
Male	9	317	107	433
Total	23	844	281	1148

**Figure 43: Breakup of rating: by Gender**



**Table 24: Gender: Rater – Ratee Interaction**

Relationship	Level 1	Level 2	Level 3	Total
Female - Female	11	339	108	458
Female - Male	5	130	40	175
Male - Female	3	187	66	256
Male - Male	4	187	67	258
Grand Total	23	844	281	1148

### Is there a relationship between employee gender and performance ratings?

Gender and Performance ratings are independent of each other.  $\chi^2 (2, N = 1147) = 0.044, p = .978$ .

Considering the interaction between genders of supervisors and the employees, data was categorized in 4 groups.

- Supervisor and Employee are Female
- Supervisor is Female and Employee is Male
- Supervisor is Male and Employee is female
- Supervisor and employee are Male

There is no significant relationship between the characteristic of the relationship between Supervisor and employee with respect to gender and employees performance rating. ( $\chi^2 (6, N = 1147) = 2.97, p = .813$ )

# Annual Human Resources Report Fiscal Year 2008

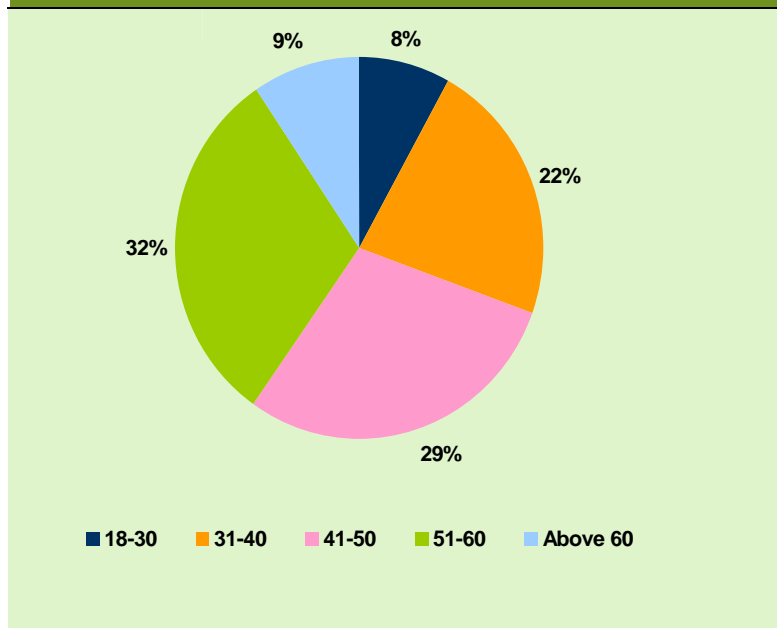
## AGE

**Table 25: CDPHE Age Profile**

Age Categories	Frequency	%
18-30	94	8%
31-40	258	22%
41-50	334	29%
51-60	354	31%
Above 60	108	9%
Grand Total	1148	100%

- Table 25 shows the distribution of CDPHE within various categories of age. The age distribution is skewed towards the higher end of the age range, the average age being 46.5 years.

**Figure 44: CDPHE Age Profile**



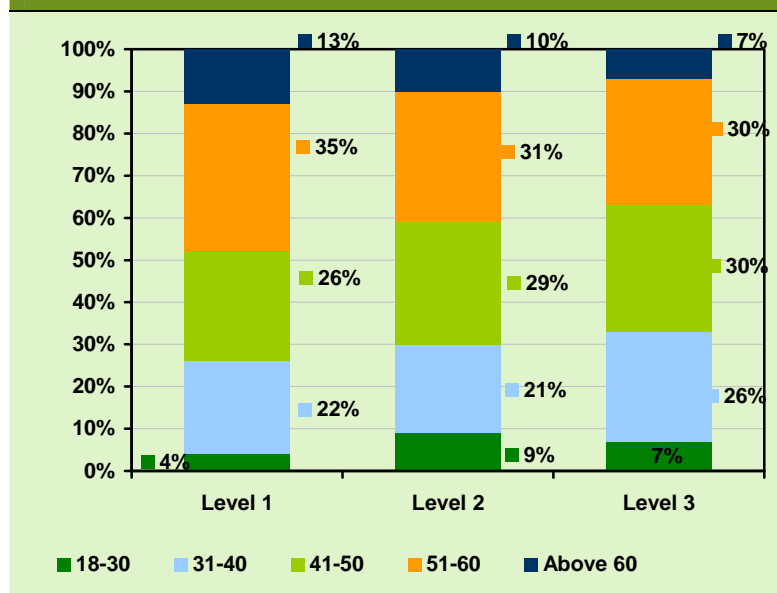
**Table 26: Distribution of ratings across Age Categories**

Age Category	Level 1	Level 2	Level 3	Total
18-30	1	72	21	94
31-40	5	181	72	258
41-50	6	244	84	334
51-60	8	263	83	354
Above 60	3	84	21	108
Grand Total	23	844	281	1148

### Is there a relationship between employee age and performance rating?

- A chi-square test of independence was performed to examine the relation between age categories and performance ratings. The two variables are independent of each other. i.e. there is no relationship between age of ratee and performance rating.  
 $\chi^2(8, N = 1147) = 4.50, p = 0.809$ .

**Figure 45: Breakup of rating: by Age Category**



[Back to Table of Contents](#)

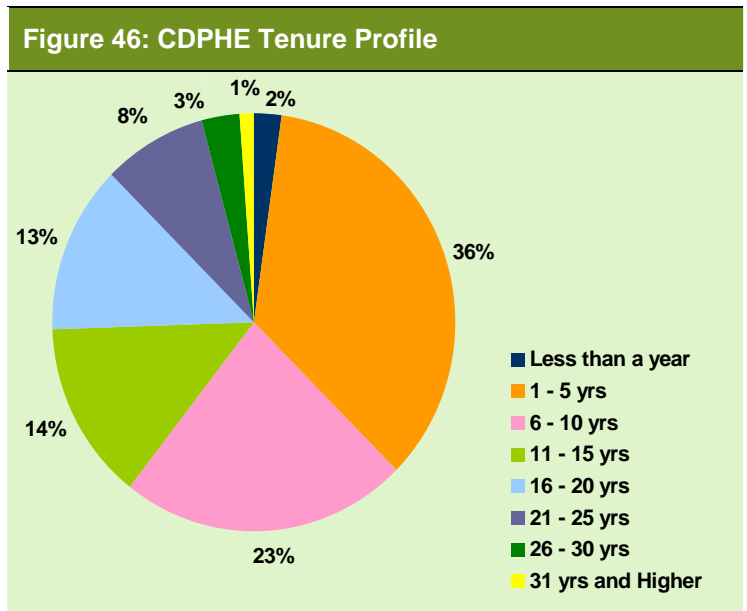
# Annual Human Resources Report Fiscal Year 2008

## TENURE

**Table 27: CDPHE Tenure Profile**

Age Categories	Frequency	%
Less than a year	24	2%
1 - 5	407	35%
6 - 10	263	23%
11 - 15	162	14%
16 - 20	148	13%
21 - 25	95	8%
26 - 30	35	3%
31 and Higher	14	1%

- Table 27 shows the distribution of CDPHE within various categories of tenure with CDPHE. The average tenure is 10 years

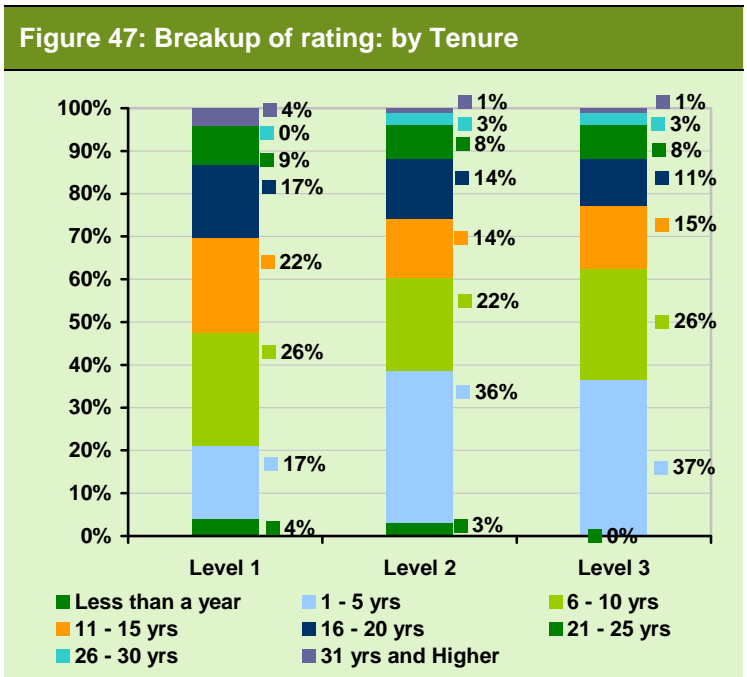


**Table 28: Distribution of ratings across categories of Tenure**

Tenure Category	Level 1	Level 2	Level 3	Total
Less than a year	1	23	0	24
1 - 5	4	300	103	407
6 - 10	6	184	73	263
11 - 15	5	115	42	162
16 - 20	4	114	30	148
21 - 25	2	70	23	95
26 - 30		27	8	35
31 and Higher	1	11	2	14

### Is there a relationship between employee tenure and performance rating?

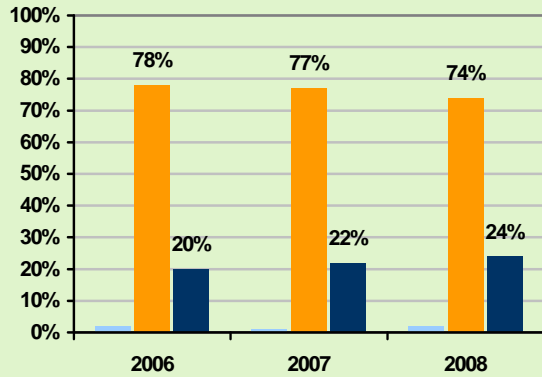
- A chi-square test of independence was performed to examine the relation between tenure categories and performance ratings. The two variables are independent of each other. I.e. there is no relationship between tenure of ratee and performance rating.  
 $X^2(14, N = 1147) = 18.2, p = 0.197.$



# Annual Human Resources Report Fiscal Year 2008

## PERFORMANCE COMPARISON OF LAST THREE FISCAL YEARS

**Figure 48: CDPHE Performance Ratings in Last 3 years**



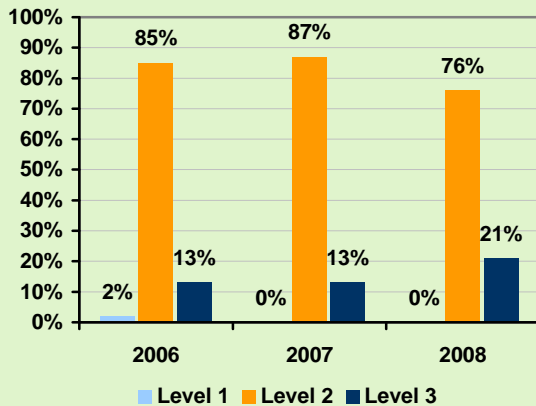
Fiscal year 2007 – 2008 is the first year of a Three-point rating. Thus for purposes of comparison with performance ratings of last three fiscal years, levels 2 and Levels 3 for years 2006 and 2007 have been clubbed into Level 2

Figure 48 shows comparison of last three-year ratings for entire CDPHE.

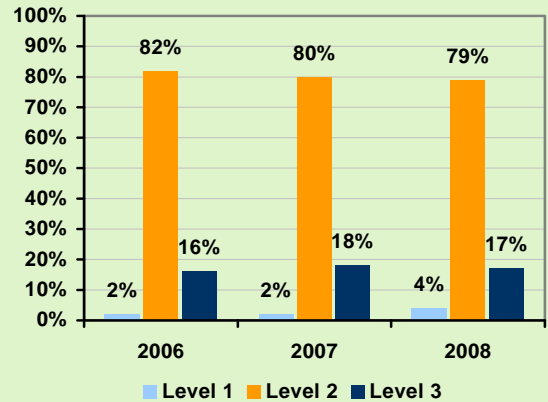
Comparisons for each division are presented below. Please note the following:

- 1) CHEIS includes ratings for ITS
- 2) DCEED includes ratings for EPRD
- 3) Percentages for SPCD (2008) do not add up to 100, because of missing ratings for 4 employees

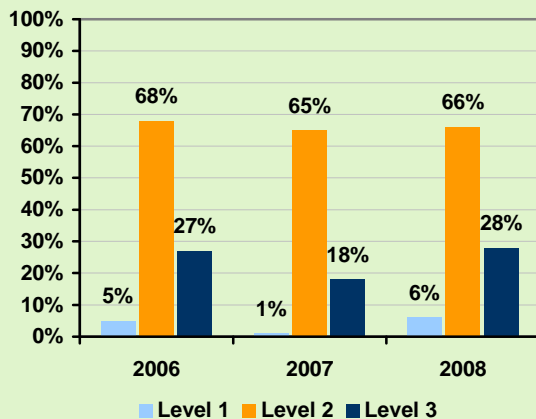
**Figure 49: APCD**



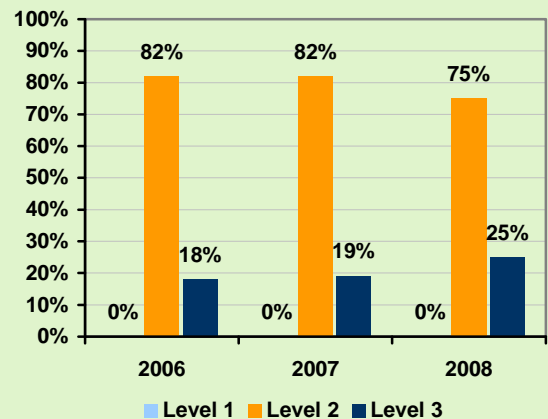
**Figure 50: AFSD**



**Figure 51: CHEIS**



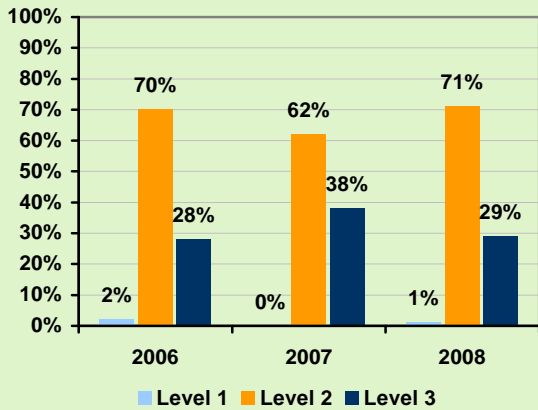
**Figure 52: CPD**



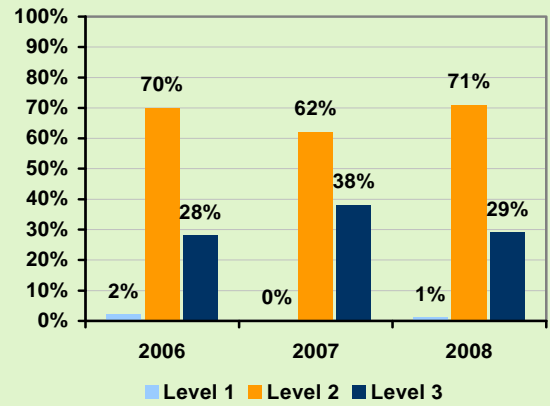


# Annual Human Resources Report Fiscal Year 2008

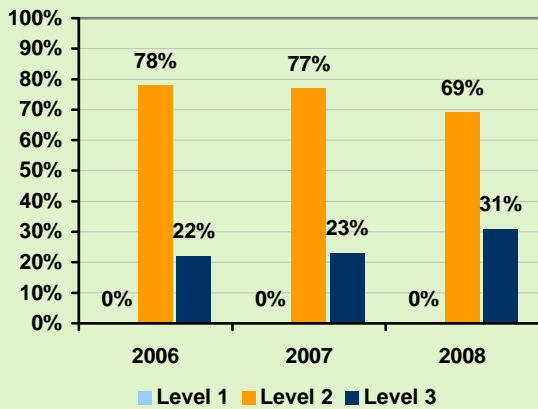
**Figure 53: DCEED**



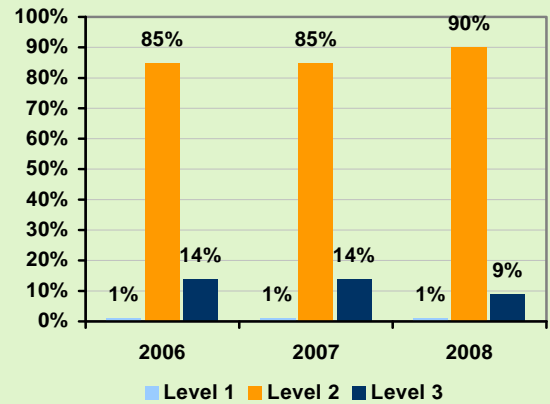
**Figure 54: HFEMSD**



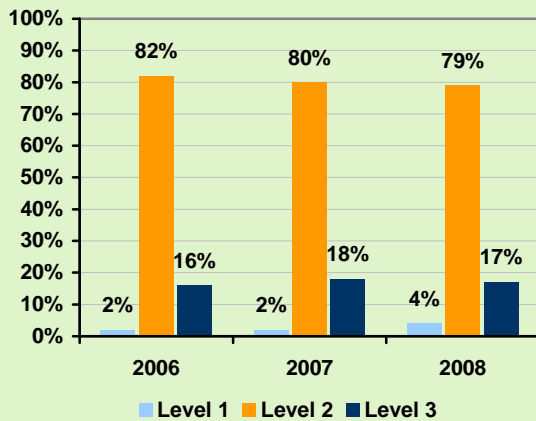
**Figure 55: HMWM**



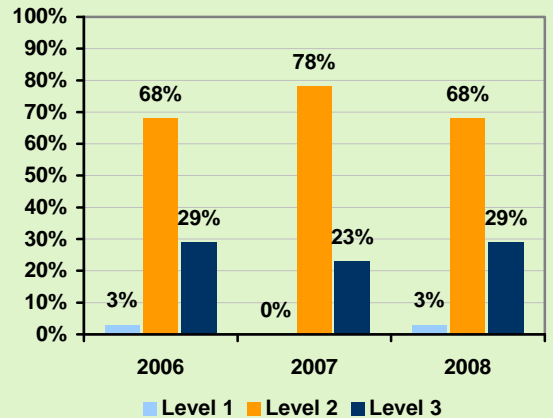
**Figure 56: LSD**



**Figure 57: PSD**



**Figure 58: WQCD**



HUMAN RESOURCE SERVICES

JOB EVALUATION

Figure 60: Job Evaluation Trend

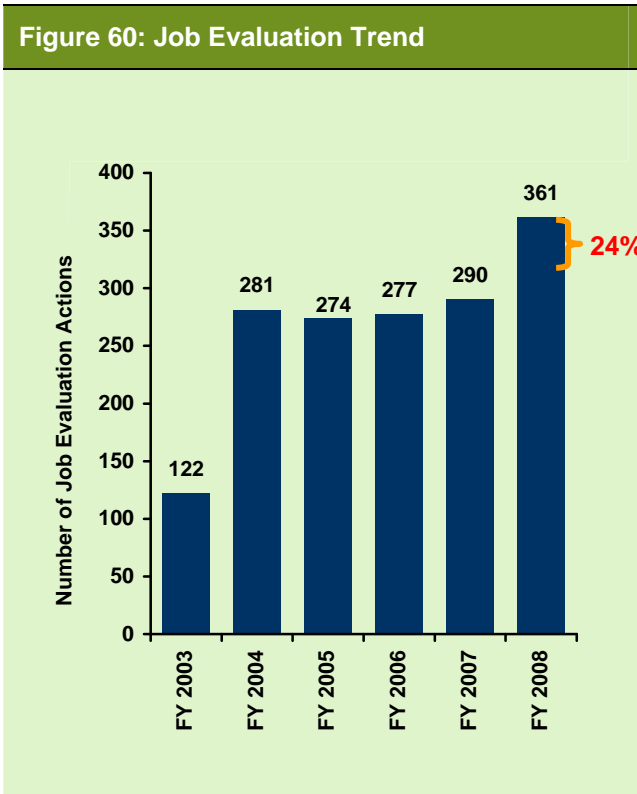


Figure 59: Job Evaluation Actions by Division

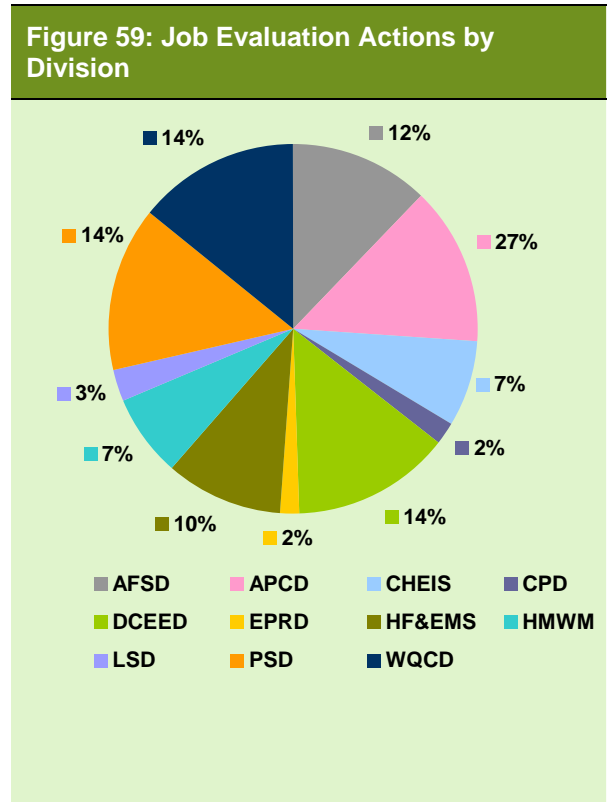
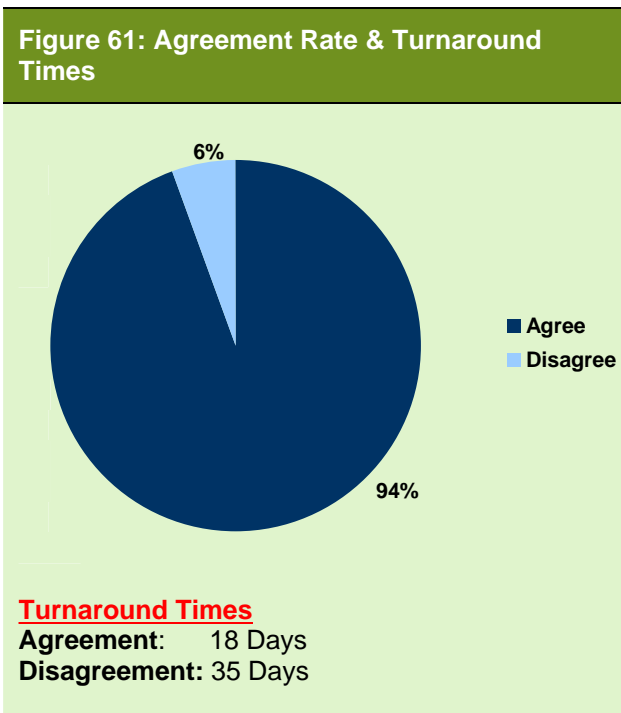


Figure 61: Agreement Rate & Turnaround Times

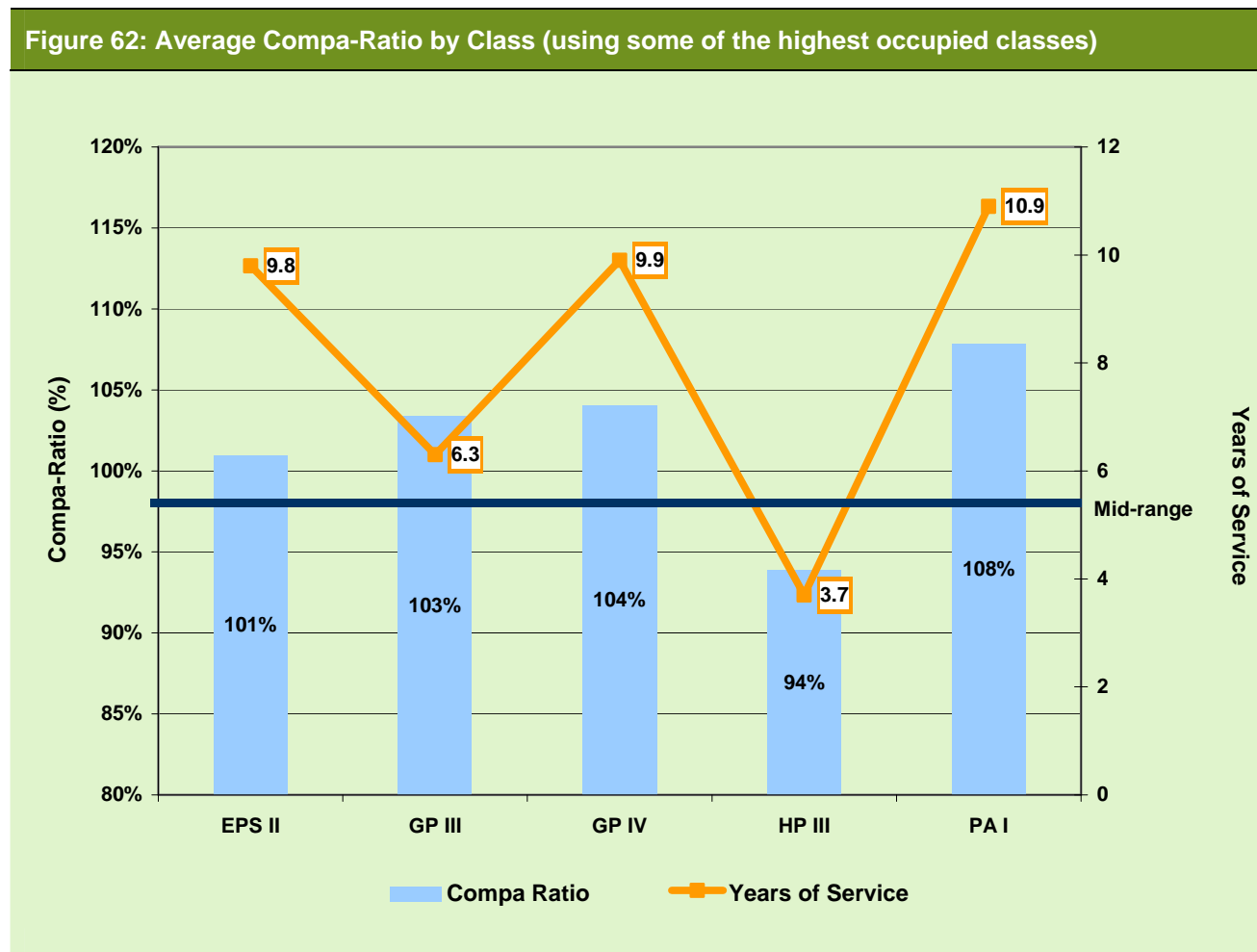


- Job evaluation cases have increased by 24% over the last year.
- Although cases where HR analyst disagrees with requested class takes 35 days for turnaround, disagreement cases only comprise 6% of total job evaluation requests.

COMPENSATION

A **compa-ratio analysis** provides an employer with a benchmark to determine how close actual pay rates compare to the company-defined midpoint of a pay range; it is the average of employee actual pay divided by the range midpoint. The midpoint is used in compensation analysis to compare against the current market rate, in determining the competitiveness of a pay rate. Using compa-ratios will help to identify or establish and monitor an overall **pay philosophy**, which may then be used for staffing and budget plans. A standard pay range has a spread of about 40% between the minimum and the maximum (the minimum and maximum are 20% below and above the mid-point, respectively).

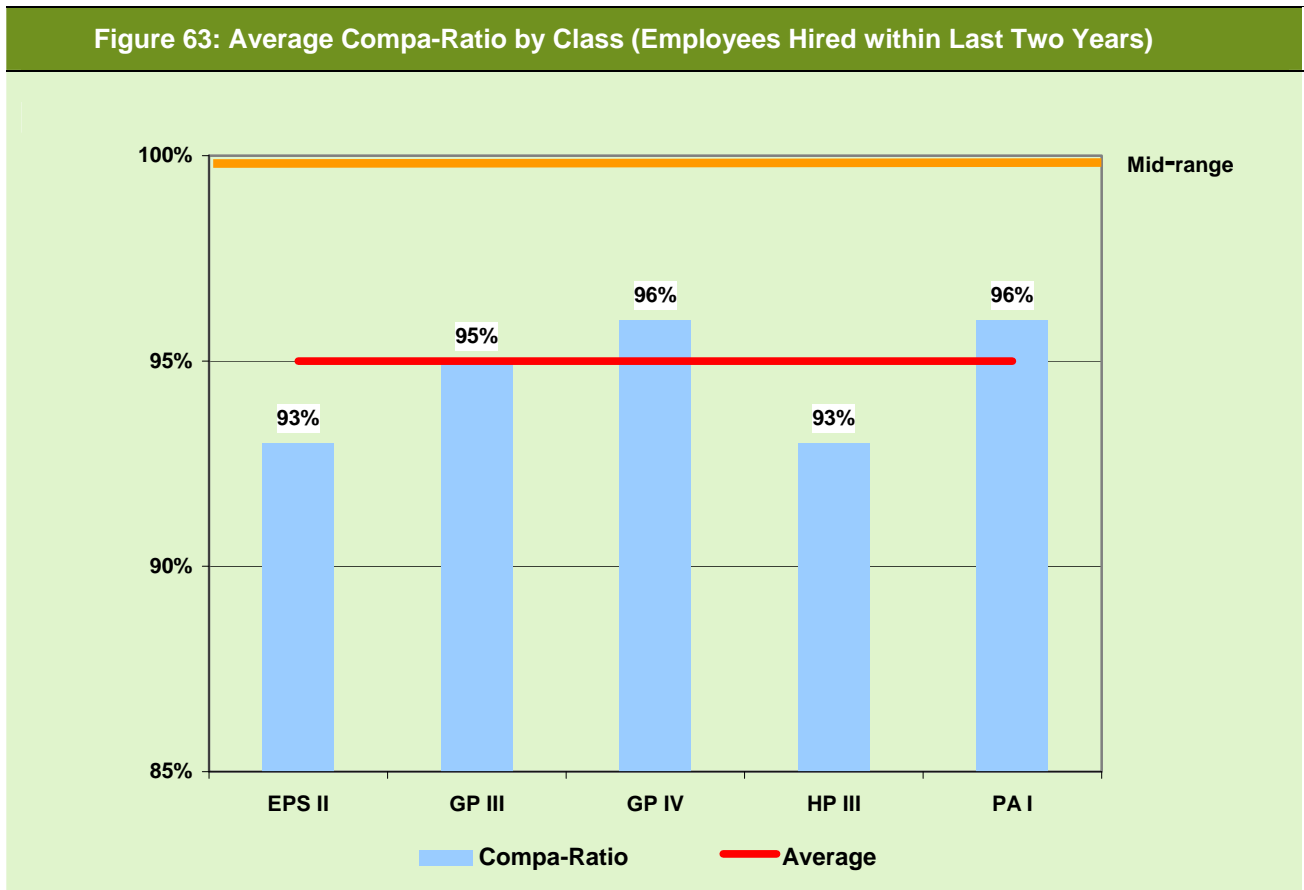
The information provided below shows the average compa-ratio for some of the highest-occupied positions in the 2007-2008 fiscal year, along with the average years of service of the incumbents. The average compa-ratio for the overall Department is **102%**, which means **employees were paid 2% above the mid-range** (market rate), on average. The average **years of service** by Department employees during the fiscal year was **9.6 years**.



The class with the highest compa-ratio is **Program Assistant I**, at **108%**. This class also has the highest tenure of the five classes, at **10.9 years** of service.

The class with the lowest compa-ratio is the **Health Professional III** class, at **94%** of the mid-range, and also has the lowest average years of service, at **3.7 years**. Employees in the **Environmental Protection Specialist II**, **General Professional III**, and **General Professional IV** classes were all paid within **4%** of the mid-range, but ranged in years of service from **6.3 years** to **9.9 years**.

## Annual Human Resources Report Fiscal Year 2008

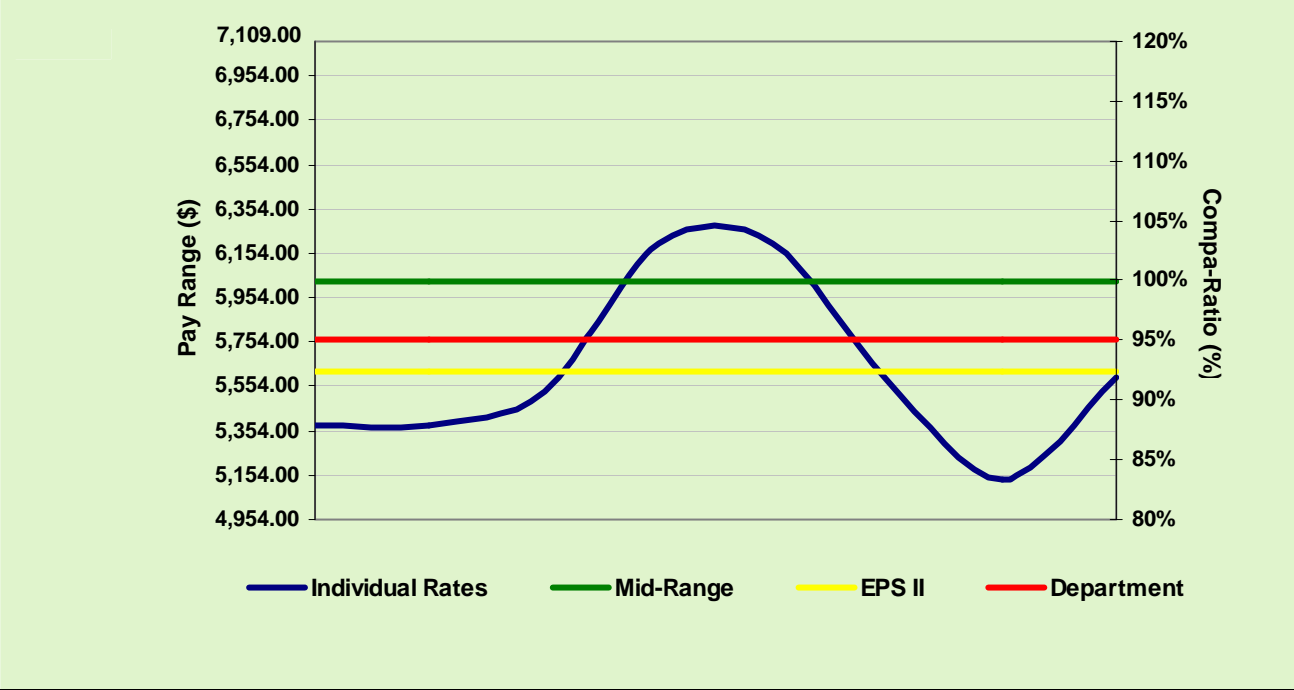


The information below shows the average compa-ratios for employees who were hired within the last 2 years. **On average, employees were hired within 5% of the mid-range (or market rate)** during the 2007-2008 fiscal year.

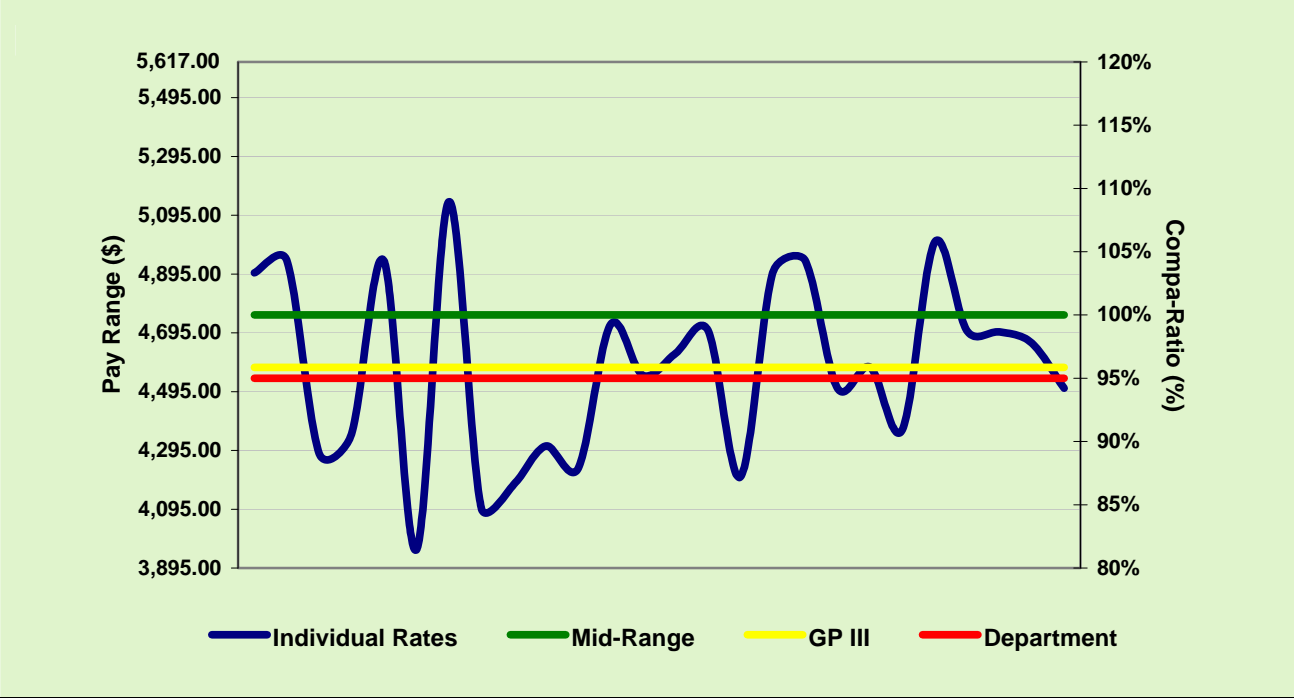
The information below shows the **entire pay range** for the class, and the **pay rates** for employees who were **hired within the last 2 years**. Also shown is the compa-ratio for the class, compared to the Department average, which was **95%**.

# Annual Human Resources Report Fiscal Year 2008

**Figure 64: EPS II Compa-Ratio Analysis (Employees Hired Within Last Two Years)**



**Figure 65: GP III Compa-Ratio Analysis (Employees Hired Within Last Two Years)**



Annual Human Resources Report Fiscal Year 2008

Figure 66: GP IV Compa-Ratio Analysis (Employees Hired Within Last Two Years)

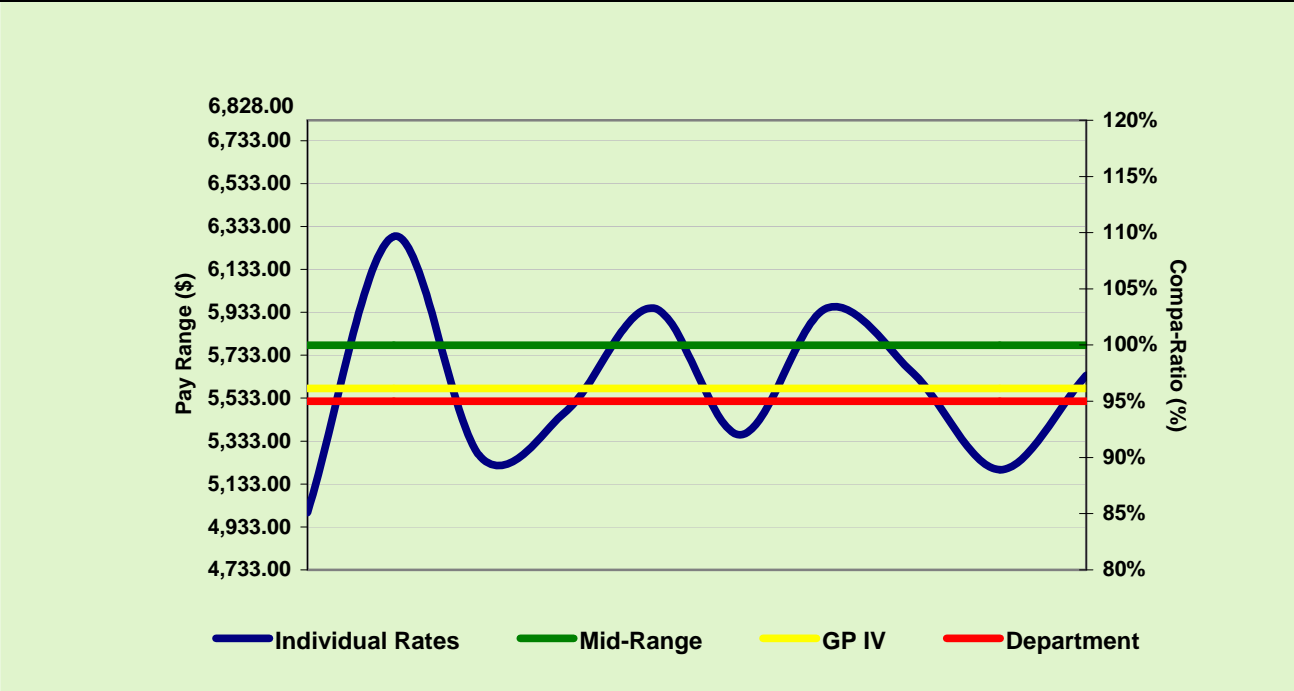


Figure 67: PA I Compa-Ratio Analysis (Employees Hired Within Last Two Years)

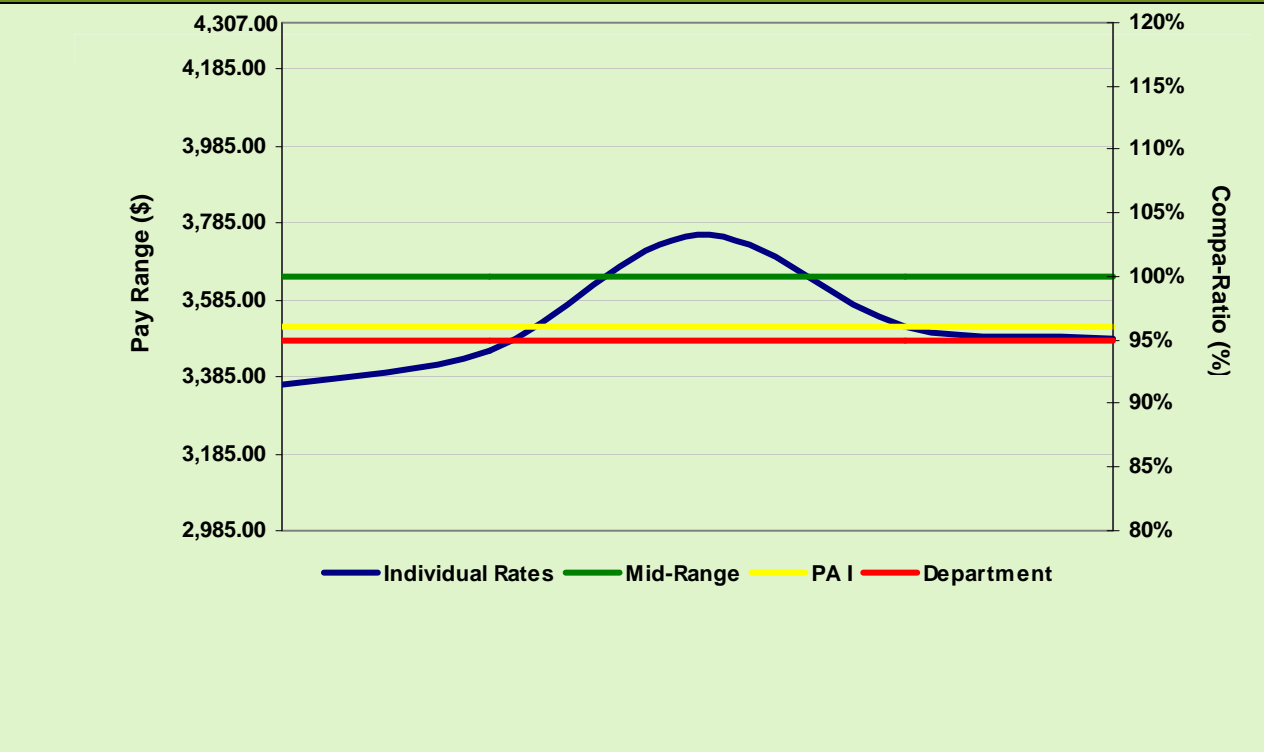
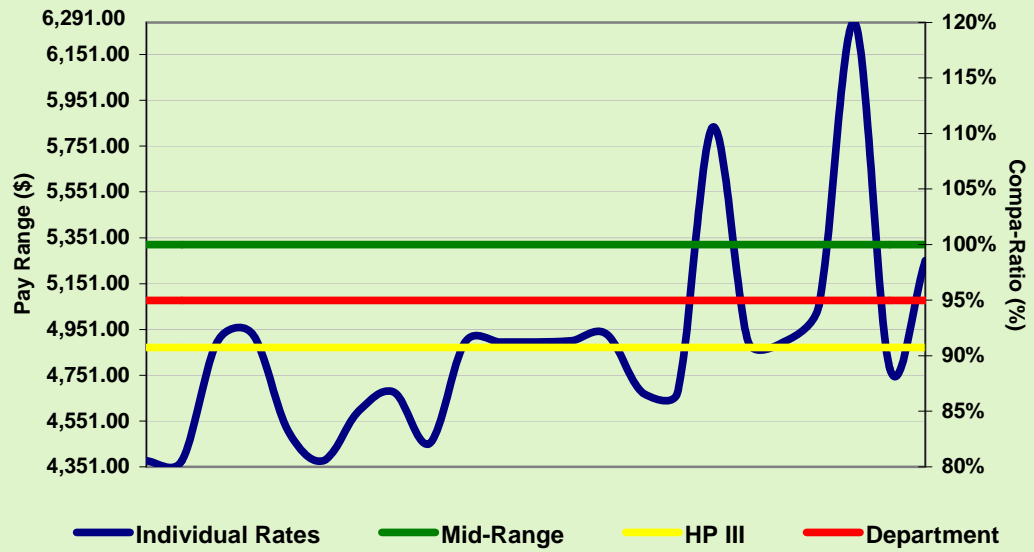
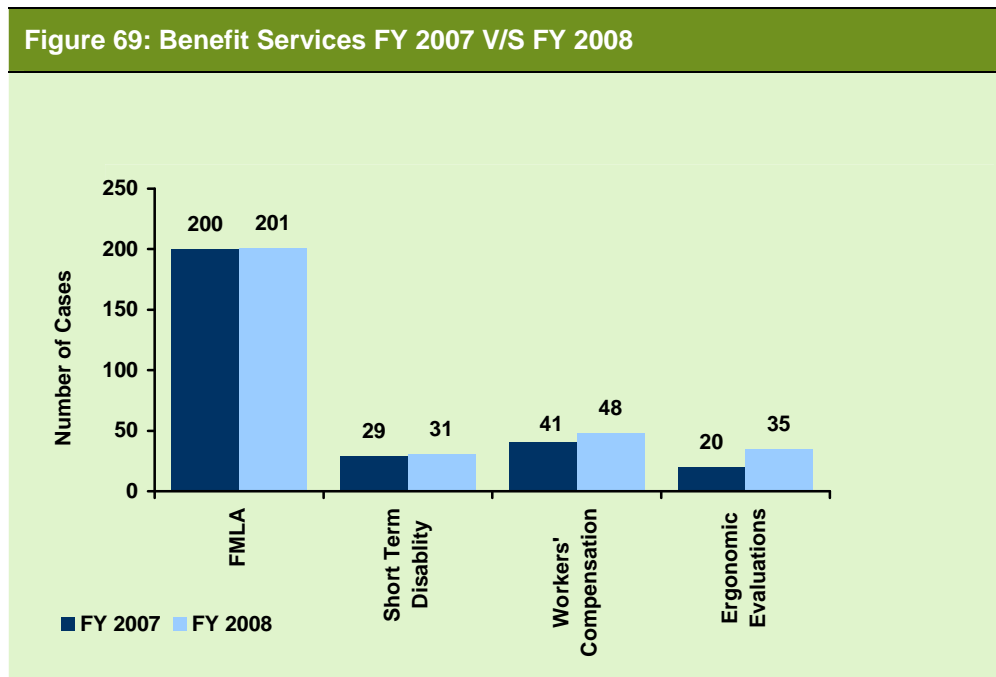


Figure 68: HP III Compa-Ratio Analysis (Employees Hired Within Last Two Years)



**BENEFITS**

Table 29: FY 2008 Benefit Services				
Division	FMLA Cases	Short term Disability Cases	Workers' Compensation Claims	Ergonomic Evaluations
ADMIN/EDO	19	1	4	1
APCD	13	1	1	3
CHEIS	9	2	7	1
CPD	10	1	2	3
DCEED	38	6	5	10
EPRD	0	0	1	0
HFEMSD	30	4	5	2
HMWM	8	3	2	1
LSD	25	3	6	1
PSD	36	9	8	12
WQCD	13	1	7	1
<b>TOTALS</b>	<b>201</b>	<b>31</b>	<b>48</b>	<b>35</b>





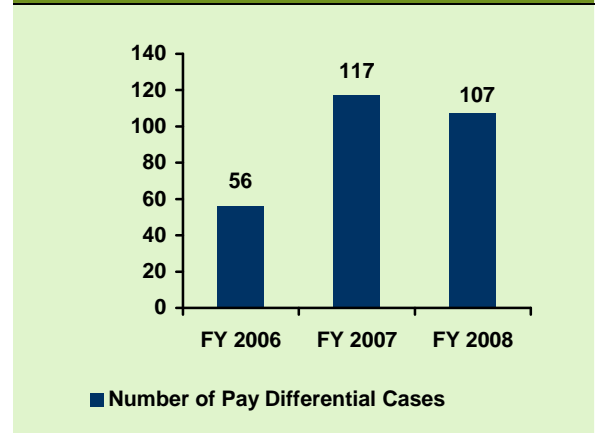
# Annual Human Resources Report Fiscal Year 2008

## PAY DIFFERENTIALS

**Table 30: Pay Differential cases in Last Three years by Division**

Division	FY 2006	FY 2007	FY 2008
APCD	5	16	9
CHEIS	3	4	4
CPD	2	10	2
DCEED	9	14	31
EPRD	7	3	11
HFEMS	10	10	11
HMWM	5	6	10
LSD	1	13	8
PSD	13	18	9
WQCD	1	23	12
Grand Total	56	117	107

**Figure 70: Trend for Pay Differentials in Last Three Years**



## UNEMPLOYMENT INSURANCE

**Table 31: Dollar Spending in Unemployment Insurance by Division**

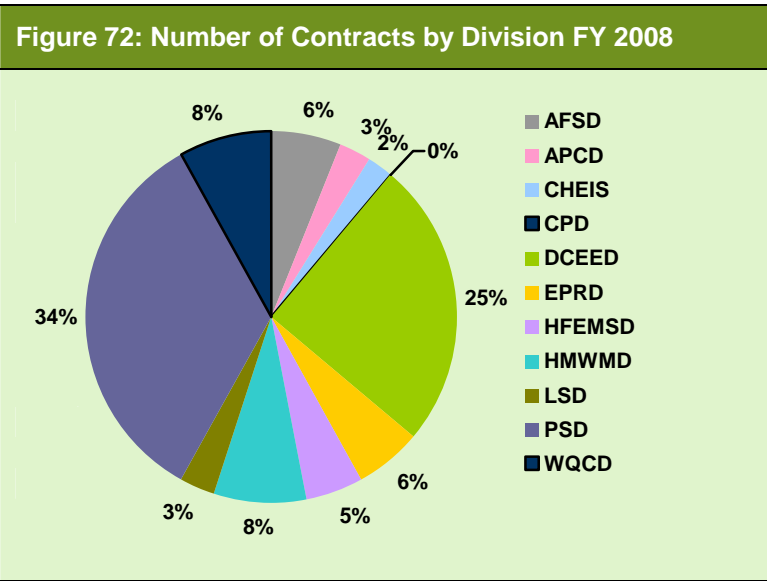
Division	FY 2006	FY 2007
AFSD	\$ 0.00	\$ 7,203.60
APCD	\$ 0.00	\$ 1,802.34
CHEIS	\$ 5,132.75	\$ 690.39
DCEED	\$ 5,745.00	\$ 9,996.00
HFEMSD	\$ 2,663.87	\$ 0.00
LSD	\$ 7,505.00	\$ 0.00
PSD	\$ 14,092.96	\$ 5,583.92
WQCD	\$ 17,269.00	\$ 21,871.59
Total	\$ 52,408.58	\$ 47,147.84
% Diff		-10%

**Figure 71: Unemployment Insurance**

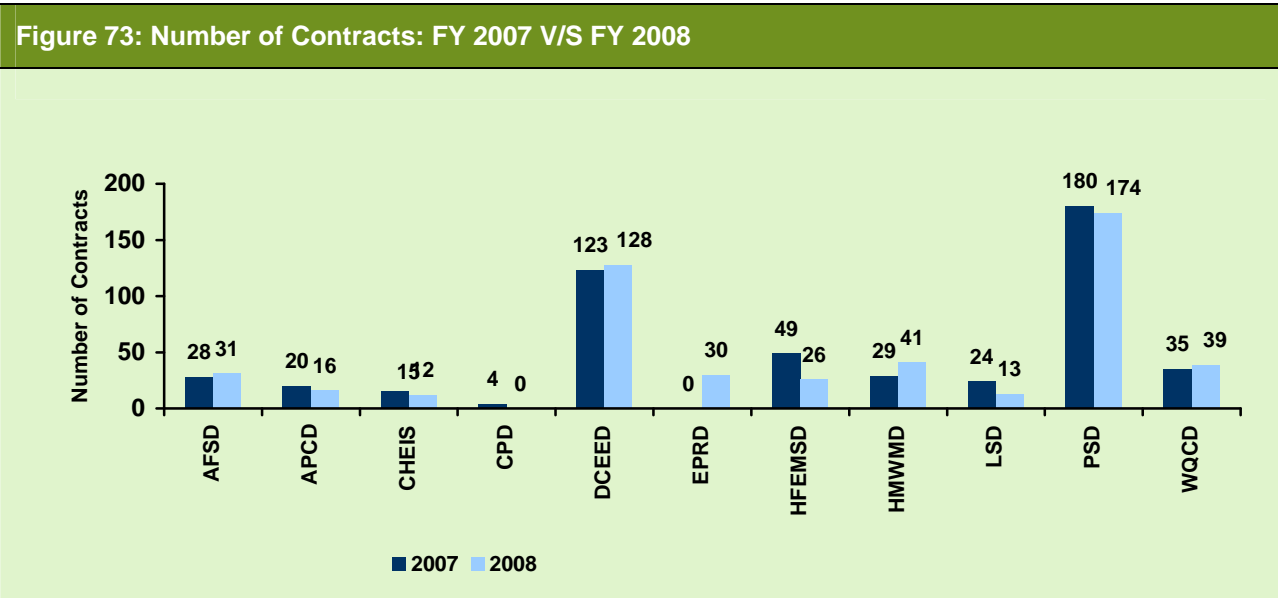


[Back to Table of Contents](#)

**PERSONAL SERVICES CONTRACTS**



- The OHR staff continues to review a high volume of personal services agreements.
- Five hundred and ten (510) personal services agreement were reviewed in FY 2008 compared to 507 in FY 2007.
- Similar to previous years, PSD (34%) and DCEED (25%) produce the most personal service agreements.
- It is anticipated that the number of personal services reviewed will decrease in subsequent years as a result of OHR implementing a blanket waiver process.



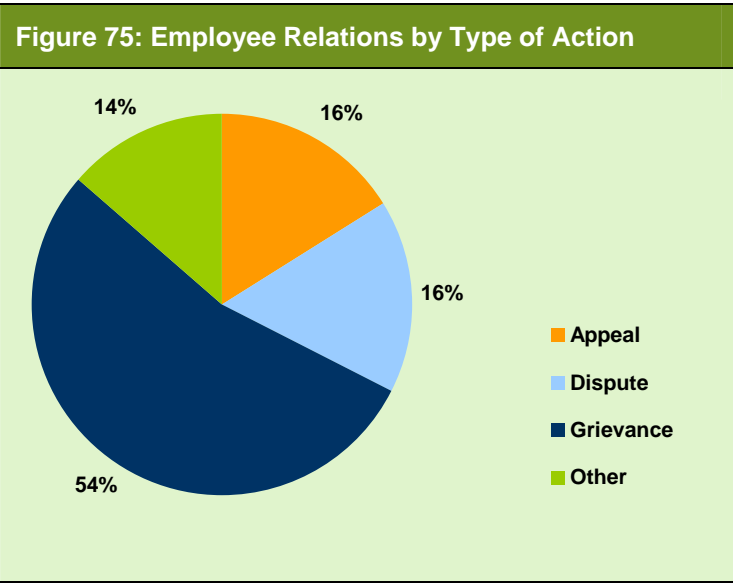
[Back to Table of Contents](#)

▶ EMPLOYEE RELATIONS

GRIEVANCES

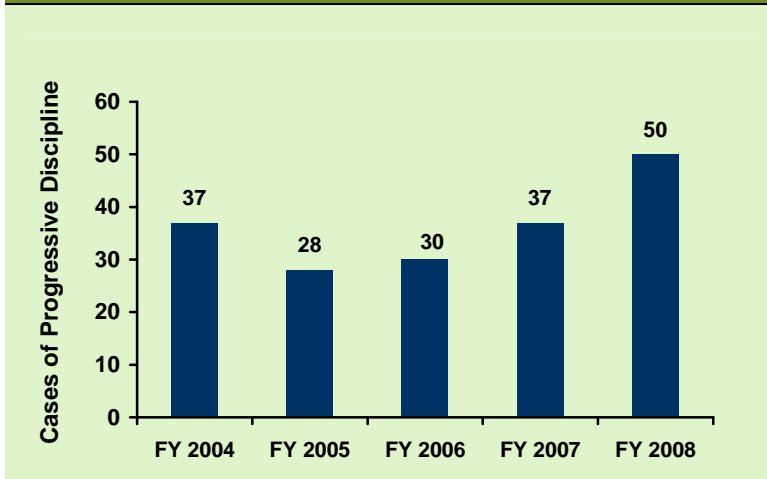


- OHR received a reported 20 grievances, which is a significant increase from previous years.
- The increase is a result of the increase in the number of corrective actions reported in Figure 77 located on page 44.
- The other category includes civil rights complaints and other personnel board matters.



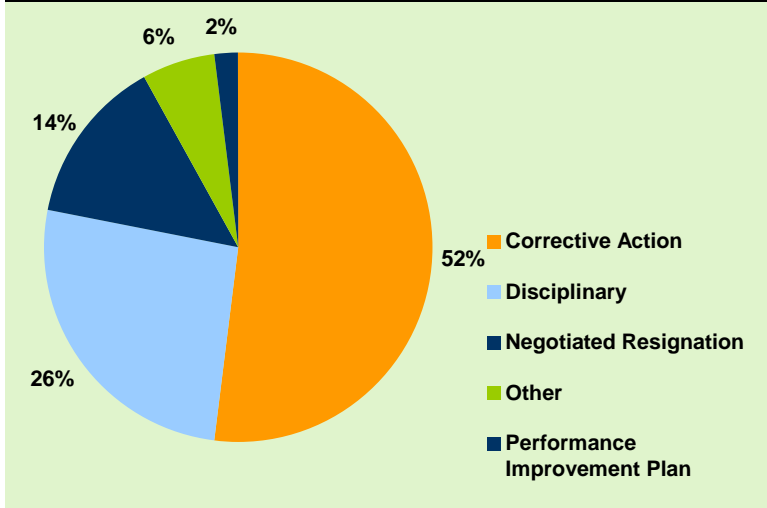
**PROGRESSIVE DISCIPLINE**

**Figure 76: Trend for Progressive Discipline in Last Five Years**



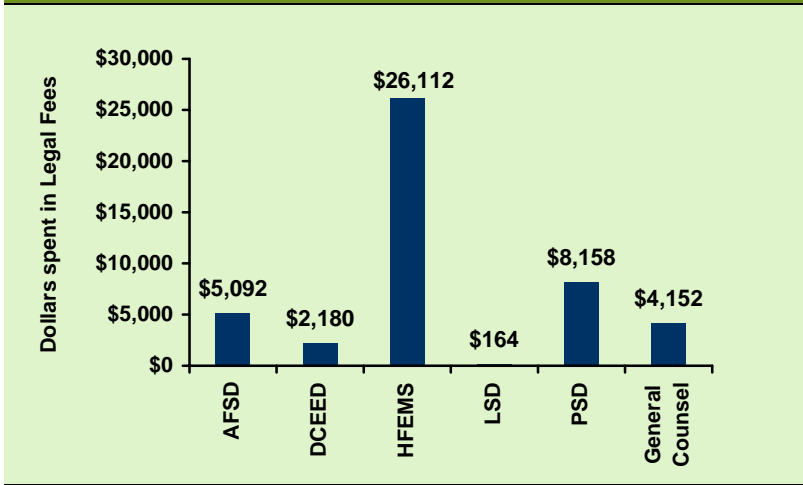
- The department administered a total of 50 progressive discipline actions in FY 2008. This number includes multiple actions for single employees.
- Progressive discipline actions include corrective actions, disciplinary actions, negotiated resignations, PIPs and other actions.
- There was a 35% increase in progressive discipline actions from the previous years.
- The increase is a result of the increase in the number of corrective actions administered as a result of the increase in the number of Level 1 performance ratings.

**Figure 77: Distribution of Progressive Disciplinary Cases**



LEGAL FEES

Figure 78: Legal fees by Division



■ Fees more than doubled for FY 2008. This is directly attributed to one employee action.

Figure 79: Legal fees by Division

