

COLORADO

**Department of Personnel
& Administration**

**FY 2026-27 Quadrennial
Compensation Report
Presentation**

November 13, 2025

Agenda:

- Statutory Requirements and Survey Process
 - Compensation Terms
 - Statutory Requirements and Philosophy
 - Compensation Survey Process
- Quadrennial Compensation Summary FY 2026-27
 - Executive Summary
 - Base Salary
 - Salary Structure
 - Incentives
 - Medical
 - Retirement
 - Leave

Compensation Terms

- **Classification system:** a system that identifies each unique job that is performed by classified State employees.
- **Occupational group:** a set of classifications that are alike enough to be treated similarly for purposes such as promotion and pay relationship structures.
- **Classification:** identifies a job with a unique set of duties and responsibilities within the classification system.
- **Salary structure/pay plan:** establishes pay ranges for each classification. Employees may not be paid below the minimum of the range, or above the maximum of the range.
- **System Maintenance Study:** a structured review of part of the State's classification system. A system maintenance study may result in revising, abolishing, creating, and/or adjusting pay ranges for one or multiple class series.

Occupational Group:
Professional Services

Job Series:
Training Specialist

Classification:
Training Specialist II

Statutory Requirements and Survey Process

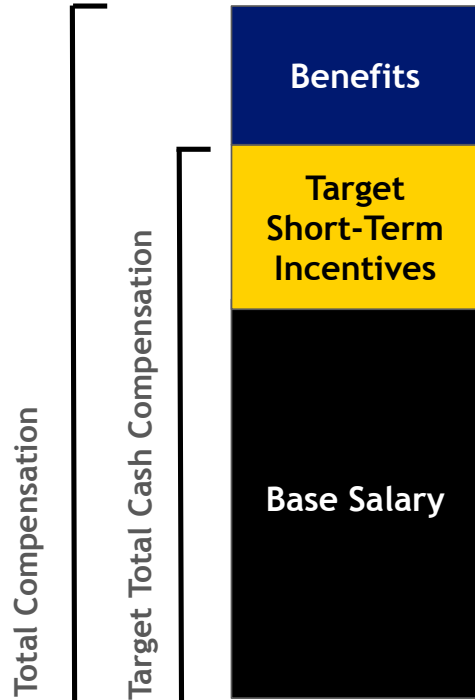


Statutory Requirements

Per CRS 24-50-104, for all jobs in the state personnel system the State Personnel Director shall:

- Assess total compensation practices, levels, and costs against the market;
- Determine classes of positions and the uniform alignment of classes and occupational groups;
- Establish a step pay plan;
- Prepare an annual compensation report that includes recommendations and estimated costs for the upcoming fiscal year; and
- Prepare a quadrennial total compensation report.

Total Compensation Elements



Total Compensation
Target Total Cash Compensation + Benefits

Target Total Cash Compensation
Base Salary + Short-Term Incentives

Base Salary

Total Compensation Philosophy

CRS 24-50-104 defines the State's philosophy to "provide innovative total compensation that meets or exceeds total compensation provided by public or private sector employers... to ensure the recruitment, motivation, and retention of a qualified and competent workforce."

Recent Historic Overview

- HB20-1153 Partnerships for Quality Jobs and Services Act
 - Requires the State Personnel Director to negotiate wages and establish a pay plan pursuant to negotiations.
 - Requires the annual budget request include sufficient funds to implement the partnership agreement.
 - Allows for renegotiation based on approval or rejection of the request by the General Assembly.
- HB24-1467 Modifications to the State Personnel Total Compensation removed merit pay and codified step pay. Step Pay was implemented July 1, 2024.
- The Partnership Agreement was signed Sept. 23, 2024 and is effective through July 31, 2027.

Compensation Survey Process

1

Benchmark Jobs

2

Labor Market & Surveys

3

Adjustments & Comparison

4

Develop Report

Benchmark Jobs

- Benchmark jobs represent anchor points used for making State salary comparisons with the market.
- We utilize the following guidelines to select benchmark jobs:
 - Jobs which are a good representation of job series and levels across all occupational groups
 - Jobs with high utilization
 - Jobs found in most organizations
 - Jobs with recruitment or retention problems within the State
 - Jobs undergoing system maintenance studies
 - Jobs that have not been recently reviewed
- Benchmark jobs are assessed annually. Some jobs are added and some are removed to ensure all jobs are regularly reviewed.
- For FY 2026-27 a total of 250 out of 755 (33%) jobs were identified as benchmarks.



FY 2026-27 Quadrennial Compensation Report



Executive Summary



	Base Salary	Target Total Cash	Benefits	Total Compensation Package
Public Sector	9.0% below	10.4% below	0.5% above	9.3% below
Private Sector	10.8% below	14.8% below	17.5% above	10.4% below
Composite Market	9.5% below	12.1% below	9.1% above	8.7% below

Base Salary Market Comparison

Occupational Group	% Difference from Market Median		
	FY 2025-26	FY 2025-26 and 2026-27 Common Benchmark Comparison	FY 2026-27
Enforcement and Protective Services	9.6% below	1.6% below	0.7% below
Healthcare Services	2.5% below	5.9% above	4.2% above
Labor, Trades, and Crafts	9.1% below	4.7% below	6.2% below
Administrative Support and Related	16.3% below	6.5% below	11.9% below
Professional Services	11.0% below	13.4% below	14.5% below
Physical Science and Engineering	10.8% below	12.3% below	11.7% below
Information Technology	11.6% below	9.2% below	9.1% below
State of Colorado	9.1% below	8.2% below	9.5% below

Employee Salary Distribution

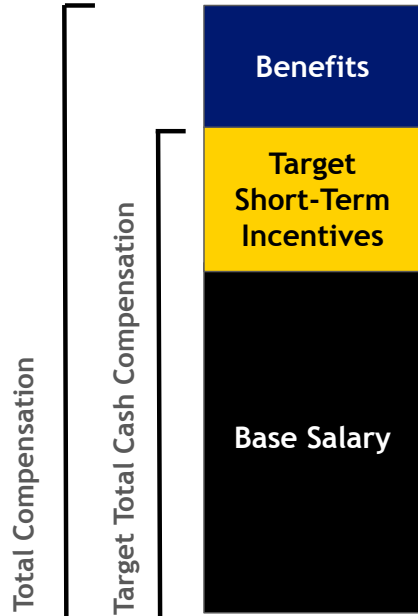
Occupational Group	Employee Count	Average Range Progression	July 2025 Quartile Distribution			
			Quartile 1	Quartile 2	Quartile 3	Quartile 4
Enforcement & Protective Services	6,468	28%	48%	26%	22%	3%
Healthcare Services	2,819	33%	40%	28%	28%	4%
Labor, Trades & Crafts	2,393	32%	41%	27%	28%	4%
Administrative Support & Related	1,177	31%	47%	24%	23%	5%
Professional Services	12,108	34%	40%	32%	25%	3%
Physical Sciences & Engineering	2,332	37%	33%	40%	24%	3%
Information Technology	348	58%	8%	19%	60%	13%

Salary Range Midpoint Comparison



Occupational Group	% Difference from Market Median		
	FY 2025-26 All Benchmark Jobs	FY 2026-27 Common Benchmark Comparison	FY 2026-27 All Benchmark Jobs
Enforcement & Protective Services	13.4% below	2.6% below	2.4% below
Healthcare Services	6.4% above	15% above	16.1% above
Labor, Trades, & Crafts	6.6% below	4.7% below	5.8% below
Administrative Support & Related	23.9% below	7.5% below	5.7% below
Professional Services	9.6% below	10.8% below	10.8% below
Physical Science & Engineering	16.1% below	11.3% below	13.2% below
Information Technology	13.7% below	9.9% below	10.3% below
State of Colorado	9.8% below	6.7% below	8.2% below

Target Total Cash: Base Pay + Incentives



The State has the following incentive programs:

- Incentives, Rewards, and Recognition Program
- State Employee Cost Savings Program
- Other Incentives (e.g. critical staffing, on-call, etc.)

Occupational Group	% Difference from Market Median
Enforcement & Protective Services	2.0% below
Healthcare Services	3.5% above
Labor, Trades, & Crafts	7.8% below
Administrative Support & Related	13.4% below
Professional Services	17.5% below
Physical Science & Engineering	15.4% below
Information Technology	13.0% below
Overall	12.1% below

Valuation of Medical Benefits



Overall Plan Valuation	State of Colorado	Public Sector 50th percentile	Private Sector 50th percentile
Medical	\$13,300	\$12,900	\$12,200
Dental	\$650	\$690	\$530

Valuation of Retirement



	State of Colorado	Public Sector 50th percentile	Private Sector 50th percentile
Total Annual Value (% of Pay)	15%	16%	12%

Total Days Off (Annual, Sick, and Holiday)



Total Days			
Years of Service	State of Colorado	Public Sector	Private Sector
0	33	38	30
3	34.5	39	31.5
5	37.5	42	35
10	40.5	44	38.5
15+	45	48	39

*Total days off focuses on accrued leave, it does not include other types of leave entitlements such as FMLI or FML.

Compensation Trends and Recommendations

	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Variance Between State & Market Base Salary	5.2% below	7.9% below	9.1% below	9.5% below
Variance Between State and Market Pay Structure	6.4% below	0.3% above	9.8% below	8.2% below
Changes to Compensation Approved by the General Assembly	5.0% ATB Rebuilt pay plan	3.0% ATB 3.0% structure adjustment Implemented Step Pay	2.5% Cost of Living Adjustment (COLA) 2.0% structure adjustment	Recommended 3.1% Cost of Living Adjustment (COLA) 2.0% structure adjustment

Thank You

