

Representation in Colorado's State Government Workforce

CSG State Exchange on Public Servant Recruitment and Retention

By Pamela Azpeitia

Findings and Analysis

In 2020, Colorado enacted Executive Order 175, which entrusts the Colorado Department of Personnel and Administration with the responsibility of overseeing efforts aimed at promoting equity, diversity and inclusion within state government agencies. In addition, Executive Order 27 was enacted in 2022, which expands registered apprenticeship programs and creates opportunities for historically excluded populations. Legislative measures have also been introduced to foster representation in commissions, government agencies and state employment.

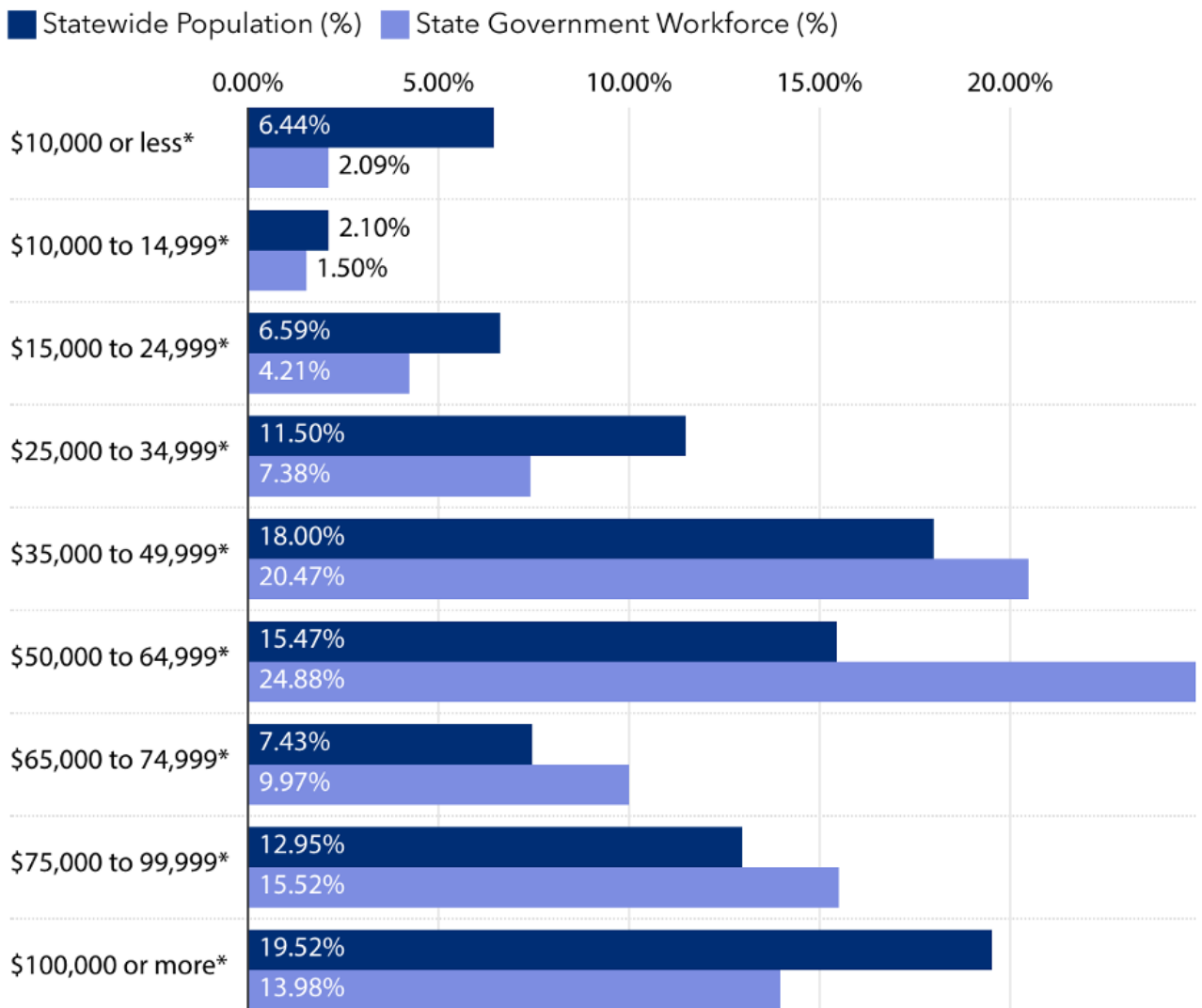
State Workforce Demographics

On average, state government employees make higher wages than the general population in Colorado (see Figure 1). Statistically, more state employees make \$35,000 to \$99,999 per year, while fewer make less than \$34,999. However, at the very highest level (those making more than \$100,000 per year), the trend reverses — the high earners of the general population make more money than state government employees. This suggests that state government employment generally pays well compared to the typical job in the state, but that the majority of the very highest paying jobs in the state are in the private sector. This is a trend observed in most of the states participating in the 2023 CSG State Exchange on Public Servant Recruitment and Retention.

For analysis of other demographic data for Colorado's state workforce, including characteristics such as age, sex, race and ethnicity, disability and veteran status, please see the full demographic data analysis for the state. That document — "Representation in State Government Employees – Colorado, Idaho, Mississippi, New Hampshire and New York – Demographic Data Analysis" — will be provided as a digital resource at the exchange.

Colorado - Wage Brackets

For civilian employed, full time workers



*Asterisk Indicates statistically significant demographic differences between the overall state population and the state government workforce at the 90% confidence level.

Source: U.S. Census Bureau, 2017-2021 American Community Survey 5-year Data | Public Use Microdata Sample



Figure 1: Wage Brackets. View interactive graph: <https://datawrapper.dwcdn.net/6iWbZ/1/>



Actions by the Governor

EXECUTIVE ORDER D 2020 175

Through Executive Order 175, the Colorado Department of Personnel and Administration is charged with managing initiatives to improve equity, diversity and inclusion across state government agencies. As part of this executive order, a Universal Policy was established to govern equity, diversity and inclusion within state government. This policy sets clear expectations for employees within the state personnel system.

In collaboration with the Colorado Equity Alliance, formed in 2018, the executive order aims to address disparities in health, opportunities and resources. The Colorado Equity Alliance consists of 14 representatives from state agencies and 11 community organizations. Through this collaboration, state funds are directed toward creating equitable systems that benefit all Coloradans. The Colorado Equity Alliance provides detailed guides for agency leadership on Equitable Hiring (available here: https://drive.google.com/file/d/1fb1J8vf9Kcyxb8J_Tj2BkX5aYZ6UsQd3/view) and Equitable Retention (available here: <https://drive.google.com/file/d/1thmHaSq-txyyBCFmligoArtFg2ugrY1i/view>).

EXECUTIVE ORDER D 2022 027

Executive Order 27 instructs state agencies, departments and private sector employees to expand registered apprenticeship programs. The order emphasizes the need for inclusive recruitment and retention strategies that support individuals from diverse backgrounds. Additionally, employers are encouraged to adopt Diversity, Equity, Inclusion and Accessibility (DEIA) strategies.

The order specifies that state agencies and departments must increase registered apprenticeship programs by 20%. The purpose of this is to create more opportunities for individuals from diverse backgrounds to obtain state government apprenticeships. Employers who have at least 5% of their workforce participating in registered apprenticeship programs will receive recognition at future Apprenticeship Awards events, motivating employers to actively engage in apprenticeship programs and attract a diverse pool of apprentices.

Other Initiatives

Colorado's state website offers comprehensive information about Veteran's Preference qualifications (available here: <https://careers.colorado.gov/veterans-preference>). This initiative ensures that veterans receive the recognition they deserve for their valuable skills and experiences and grants them priority consideration.

The Colorado Court of Appeals oversees the Lorenzo Márquez Appellate Externship Program, which serves as a Diversity Internship Program. This initiative offers Colorado students from historically marginalized groups a valuable opportunity to gain hands-on experience by working with judges in the state appellate courts.

Summary of Robust Public Servant Recruitment and Retention Legislation

Topic	Bill	Status	Summary
Commissions	CO HB 1212	6/4/2021 – Enacted	The act requires the governor to make reasonable efforts to appoint members of diverse groups to statewide boards, commissions, committees and task forces authorized by the general assembly.
Disability Status	CO SB 95	8/12/2021 – Enacted	Establishes a hiring preference pilot program for people with disabilities, encouraging state agencies to increase employment opportunities and improve recruiting and hiring practices for individuals with disabilities.
State Government	CO HB 1397	9/6/2022 – Enacted	Establishes a statewide equity office in the department of personnel. The office is charged with providing best practices, resources and guidance for state agencies in offering equitable services to the residents of Colorado as well as providing an accepting and diverse environment for state employees.

Method of Research

CSG analysts utilized FiscalNote and LegiScan to find all relevant legislation enacted in Colorado during recent and previous sessions. The search focused on bills that addressed topics such as “diversity,” “DEI,” “DEIA,” “EDI,” and “diversity and inclusion.” The website of Colorado’s Department of Personnel and Administration offered insights into current DEI policies and initiatives. The 2020 U.S. Census provided data on the state’s demographics.

Representation in Idaho's State Government Workforce

CSG State Exchange on Public Servant Recruitment and Retention

By Logan Galimi

Findings and Analysis

Idaho state government workforce leadership has adopted "Respectful Workplace" policies that affirm nondiscrimination and assert an employee's right to equal employment opportunities. Respectful workplace training is required on a regular basis. Additionally, implementation of the national Workforce Innovation and Opportunity Act, Section 188, commits Idaho to a representative state workforce through further affirmations of nondiscrimination, programs serving disadvantaged individuals and analysis of meaningful differences in program and employment activity based on protected groups.

State Workforce Demographics

State employees in Idaho are statistically more likely to be veterans — + 3% — than the general population (see Figure 1). This suggests the state is doing a good job of recruiting veterans.

For analysis of other demographic data for Idaho's state workforce, including characteristics such as age, sex, race and ethnicity, wages and disability status, please see the full demographic data analysis for the state. That document — "Representation in State Government Employees – Colorado, Idaho, Mississippi, New Hampshire and New York – Demographic Data Analysis" — will be provided as a digital resource at the exchange.

Respectful Workplace Policies

The Idaho executive and legislative branches, and the Idaho Legislative Advisors — a group of Idahoan government affairs and lobbying professionals — have all adopted “Respectful Workplace” policies in their workforces. All three policies prohibit sexual harassment as well as workplace harassment and discrimination based on “race, color, religion, sex, national origin, age, or disability, or genetic information.”¹ The executive policy explicitly adds that marital status, citizenship, military status and any other characteristic protected by law are also included. Furthermore, the executive policy asserts the right of every employee to equal employment opportunities and the state’s commitment to ensuring said right.

State executive employees must complete a respectful workplace training within 30 days of initial hire and yearly thereafter, and legislative members, employees and partners (including lobbyists) complete a training after hire and at least every two years thereafter. The executive training video² and legislative training presentations from 2018 to 2020, conducted by the deputy attorney general for civil litigation, are available online. Senate leadership has recently expressed bipartisan interest in updating the legislative policy. (You can read more about that here: <https://www.ktvb.com/article/news/local/208/local-thats-not-in-writing-lawyer-asks-for-changes-to-idaho-statehouse-workplace-policy/277-589a36f1-dac2-4210-91ea-a948336da3bd>).

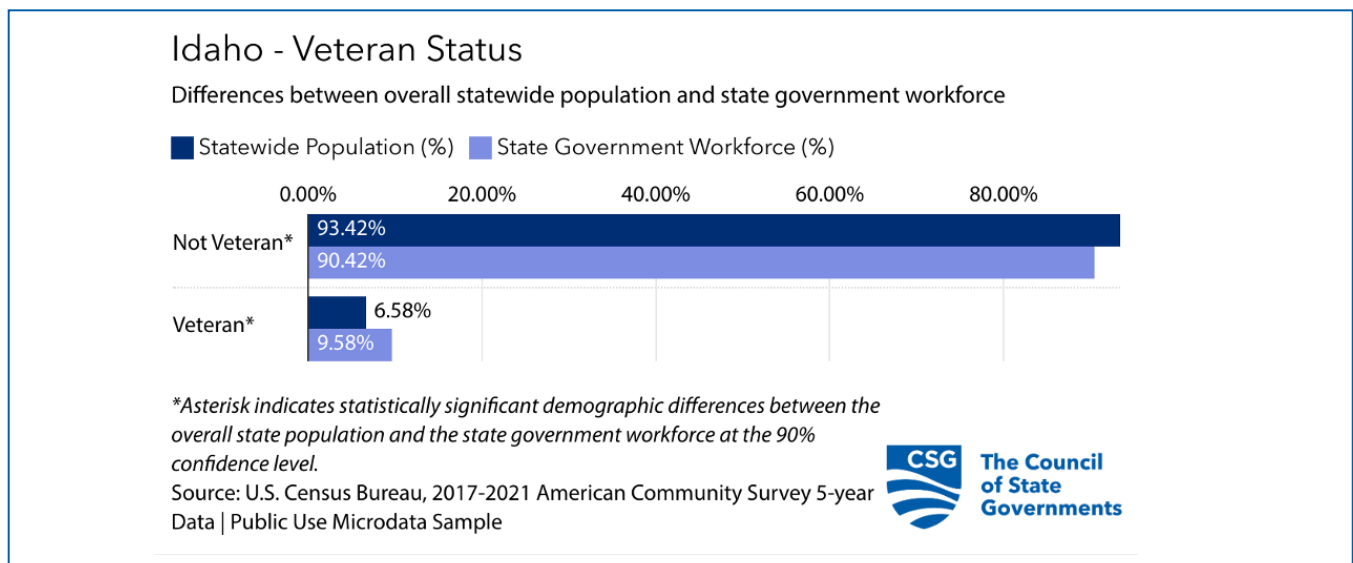


Figure 1: Veteran Status. View interactive graph: <https://datawrapper.dwcdn.net/NCIil/1/>

1. The nondiscrimination clauses specify sex includes pregnancy and age regards 40 or older.
2. A more comprehensive executive training presentation from 2021 can be found here.



Workforce Innovation and Opportunity Act

Idaho has taken several steps to implement the federal Workforce Innovation and Opportunity Act (WIOA), which broadly aims to “help Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers and help employers hire and retain skilled workers.” As part of the state’s commitment to this goal, Idaho plans to use its Registered Apprenticeship Program to develop and expand public sector apprenticeships across state agencies alongside a diversity, equity and inclusion team working with and inside organizations and state agencies to increase hiring and retention of under-represented populations. (You can read more about that here: <https://wioaplans.ed.gov/node/354966>).

Furthermore, WIOA Title I-financially assisted programs, namely Idaho’s Youth Programs and Adult and Dislocated Worker Programs, help train individuals from high unemployment geographies or economically disadvantaged backgrounds and connect them with employers, including (but not specifically oriented to) the state public sector.³ Idaho’s 2022-24 Nondiscrimination Plan, in compliance with Section 188 of the WIOA, also commits Idaho to nondiscrimination practices beyond previously existing federal and state requirements by requiring Idaho’s State Equal Opportunity Officer to check for meaningful differences in program and employment activity by “race, ethnicity, sex, age, and disability” and to conduct follow-up investigations if differences are found. The program report for 2021 does not directly compare to Idaho workforce or population demographics; however, it does detail respondents’ demographic data, frequency of visits, evaluations of office services and accessibility, and recommendations.⁴ An overwhelming majority of respondents felt the office was accessible across demographics including race, gender and political affiliation, and provided satisfactory services. Furthermore, Idaho WIOA programs practice “affirmative outreach,” including developing and maintaining contacts with community-based organizations and advocacy groups to ensure those constituencies’ needs are met.

Method of Research

CSG analysts utilized FiscalNote and LegiScan to find all relevant legislation and regulation in Idaho. The search focused on bills that addressed topics such as “equal opportunity,” “nondiscrimination,” “diversity,” “inclusion,” “DEI,” and “IDEA.” Idaho’s Division of Human Resources state website offers insights into current DEI policies and initiatives. The 2020 U.S. Census provides data on the state’s demographics.

3. See the Youth, Adult and Dislocated Worker “Distribution of Funds” sections for more details.

4. The 2020 report and 2019 survey questions are also published for reference.

Representation in Mississippi's State Government Workforce

CSG State Exchange on Public Servant Recruitment and Retention

By Pamela Azpeitia

Findings and Analysis

The Mississippi Department of Employment Security website provides comprehensive information on Veteran Services (available here: <https://mdes.ms.gov/i-need-a-job/veterans-services/>) and collaborates closely with veterans, offering priority assistance for employment, training, education and rehabilitation. The Senior Community Service Employment Program (SCSEP) is a training initiative for Mississippians aged 55 and above, providing subsidized, part-time community service work to develop skills for permanent employment (available here: <https://mdes.ms.gov/i-need-a-job/senior-employment-program/>). The program equips seniors with proficiencies for smooth integration into lasting job positions.

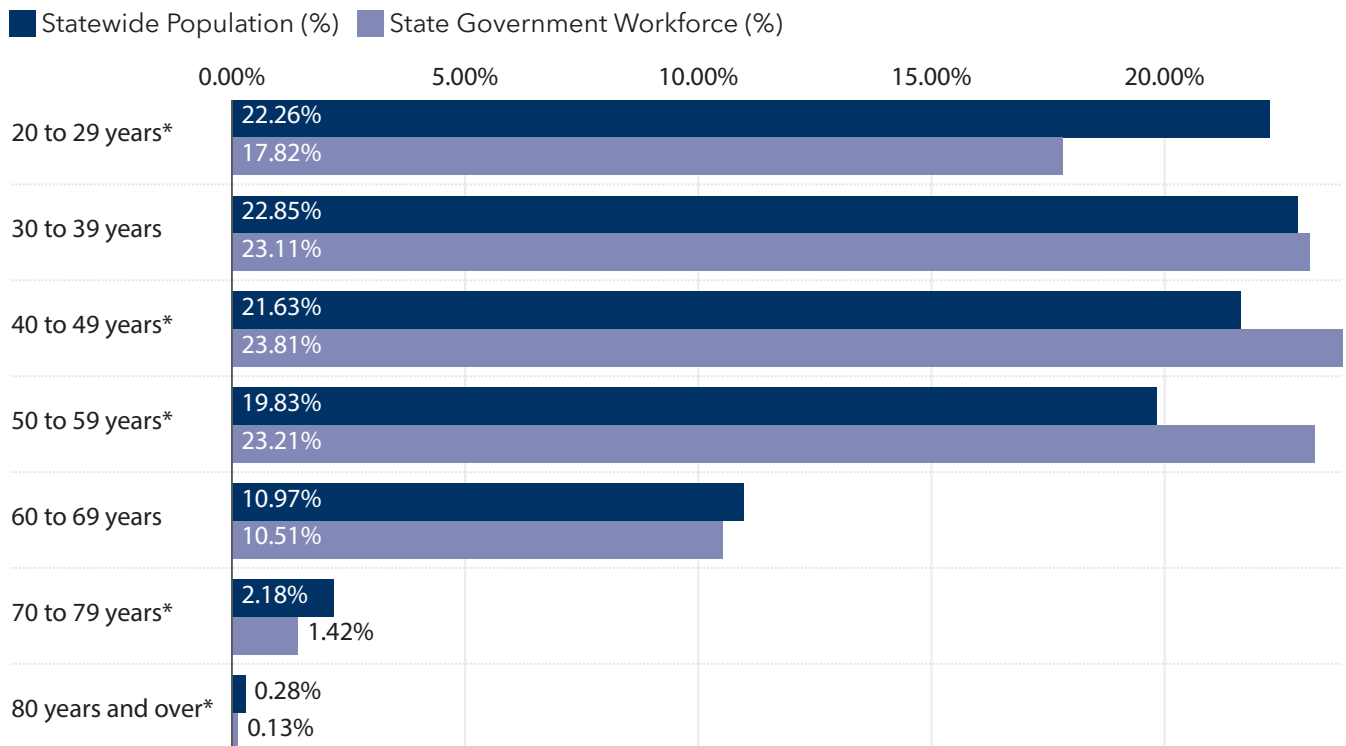
State Workforce Demographics

Mississippi's state government workforce is a little older than the state's general population (see Figure 1). Statistically, state employees are more likely to be 40 to 59 years old and less likely to be 20 to 29 years old. However, this general trend reverses for 70- to 79-year-olds and those 80+, making government employees less representative of both the very young and the very old.

For analysis of other demographic data for Mississippi's state workforce, including characteristics such as sex, race and ethnicity, wages and disability status, please see the full demographic data analysis for the state. That document — "Representation in State Government Employees – Colorado, Idaho, Mississippi, New Hampshire and New York – Demographic Data Analysis" — will be provided as a digital resource at the exchange.

Mississippi - Age

Sample including individuals in the labor force and age 20 and older



*Asterisk indicates statistically significant demographic differences between the overall state population and the state government workforce at the 90% confidence level.

Source: U.S. Census Bureau, 2017-2021 American Community Survey 5-year Data | Public Use Microdata Sample



Figure 1: Mississippi - Age

View interactive graph: <https://datawrapper.dwcdn.net/rZk7k/1/>

Initiatives

The Mississippi Department of Employment Security website offers comprehensive information about Veteran Services (available here: <https://mdes.ms.gov/i-need-a-job/veterans-services/>). The department collaborates closely with veterans to guarantee they are given priority assistance, which includes support in finding employment, access to training and education, as well as rehabilitation services. This initiative is aimed at ensuring veterans are duly acknowledged for their valuable skills and experiences.

The Senior Community Service Employment Program (SCSEP) is an employment training program for Mississippians aged 55 years and older offered by the Mississippi Department of Employment Security. This program extends an opportunity for subsidized, part-time work engagements of a limited duration within the sphere of community service. By participating in SCSEP, seniors are equipped with the necessary skills for seamless integration into permanent employment positions. Operational across all 82 counties in Mississippi, the program is administered by the community organizations listed in the Senior Community Service Employment Program Projects Directory. More information is available here: <https://mdes.ms.gov/i-need-a-job/senior-employment-program/>

Method of Research

CSG analysts utilized FiscalNote and LegiScan to find all relevant legislation enacted in Mississippi during recent and previous sessions. The search focused on bills that addressed topics such as “diversity,” “DEI,” “DEIA,” “EDI,” and “diversity and inclusion.” The Mississippi Department of Employment Security website offered insights into current policies and initiatives. The 2020 U.S. Census provided data on the state’s demographics.

Representation in New Hampshire's State Government Workforce

CSG State Exchange on Public Servant Recruitment and Retention

By Pamela Azpeitia

State Workforce Demographics

Compared to their male counterparts, women are overrepresented — +6.04% — among state employees in New Hampshire relative to the general population (see Figure 1 below). This pattern is observed in most of the states taking part in the 2023 CSG State Exchange on Public Servant Recruitment and Retention, suggesting that women are generally more likely to work for state governments than men.

For analysis of other demographic data for New Hampshire's state workforce, including characteristics such as race and ethnicity, wages and disability status, please see the full demographic data analysis for the state. That document — "Representation in State Government Employees – Colorado, Idaho, Mississippi, New Hampshire and New York – Demographic Data Analysis" — will be provided as a digital resource at the exchange.



This research brief was developed by The Council of State Governments to highlight initiatives in New Hampshire that serve to create a state government workforce that is representative of the New Hampshire public. This document is intended to be utilized as part of the 2023 CSG State Exchange on Public Servant Recruitment and Retention to inspire conversation between members of the New Hampshire State Team before, during and after the event.

Findings and Analysis

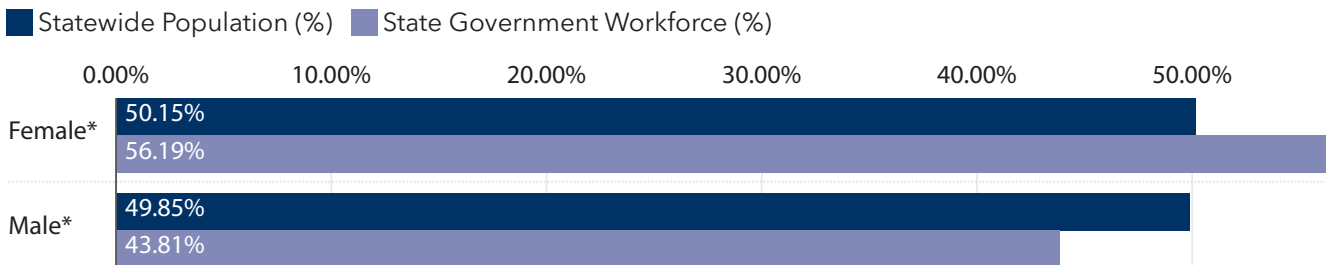
New Hampshire has acted to increase representation in the state's workforce through executive orders, commissions and through the administration of its judicial branch.

EXECUTIVE ORDER 2017-09

Through Executive Order 2017-09, the governor established the Governor's Advisory Council on Diversity and Inclusion. This council collaborates with the New Hampshire Commission for Human Rights, the Civil Rights Unit of the New Hampshire Department of Justice, and other pertinent state bodies. Its objective is to assess New Hampshire laws, regulations and agency policies, proposing amendments when necessary. Furthermore, it works to identify ways for the state to bolster local and community anti-discrimination efforts and advance initiatives for diversity, equity and inclusion through educational programs.

New Hampshire - Sex

Differences between overall statewide population and state government workforce



*Asterisk indicates statistically significant demographic differences between the overall state population and the state government workforce at the 90% confidence level.

Source: U.S. Census Bureau, 2017-2021 American Community Survey 5-year Data | Public Use Microdata Sample



Figure 1: New Hampshire - Sex. View interactive graph: <https://datawrapper.dwcdn.net/Oy0n1/1/>

STATE COMMISSION FOR HUMAN RIGHTS

Through RSA 354-A, also known as the Law Against Discrimination, the New Hampshire Commission for Human Rights was created with the power to eliminate and prevent discrimination in employment, in places of public accommodation and in housing accommodations because of age, sex, race, creed, color, marital status, familial status, physical or mental disability or national origin. In 2018, HB 1319 was passed, amending RSA 354-A to include gender identity in the list of protected classes.

NEW HAMPSHIRE JUDICIAL BRANCH

In 2022, the New Hampshire Supreme Court created the Steering Committee on Diversity and Inclusion. Its purpose is to foster trust and confidence in the court system, ensuring fairness and impartiality. The committee seeks to achieve these objectives by creating a comprehensive six-part strategy: 1) self-assessment, 2) training initiatives, 3) increasing workforce diversity, 4) addressing institutional racism and cultural bias, 5) reaching out to the public and 6) improving both internal and external communications. For workforce diversity, the committee will review hiring practices, suggest inclusive human resource policies, and create a Diversity and Inclusion Recruitment and Retention Toolkit. It also plans to set diversity targets based on Equal Employment Opportunity reports and collaborate with members of the bar and education institutions to expand and diversify the pipeline of candidates pursuing the legal profession.

Method of Research

CSG analysts utilized FiscalNote and LegiScan to find all relevant legislation enacted in New Hampshire during recent and previous sessions. The search focused on bills that addressed topics such as "diversity," "DEI," "DEIA," "EDI," and "diversity and inclusion." The 2020 U.S. Census provided data on the state's demographics.

Representation in New York's State Government Workforce

CSG State Exchange on Public Servant Recruitment and Retention

By Pamela Azpeitia

Findings and Analysis

In 2018, New York's governor issued Executive Order 187. Through this order, the governor created an Executive Committee for Diversity, Inclusion, and Equal Opportunity. The New York Department of Labor has also taken proactive steps toward promoting diversity, equity and inclusion (DEI) by implementing a range of initiatives. These include conducting in-depth studies and producing comprehensive reports on critical issues such as the gender wage gap and the employment realities faced by transgender and gender non-conforming individuals in New York.

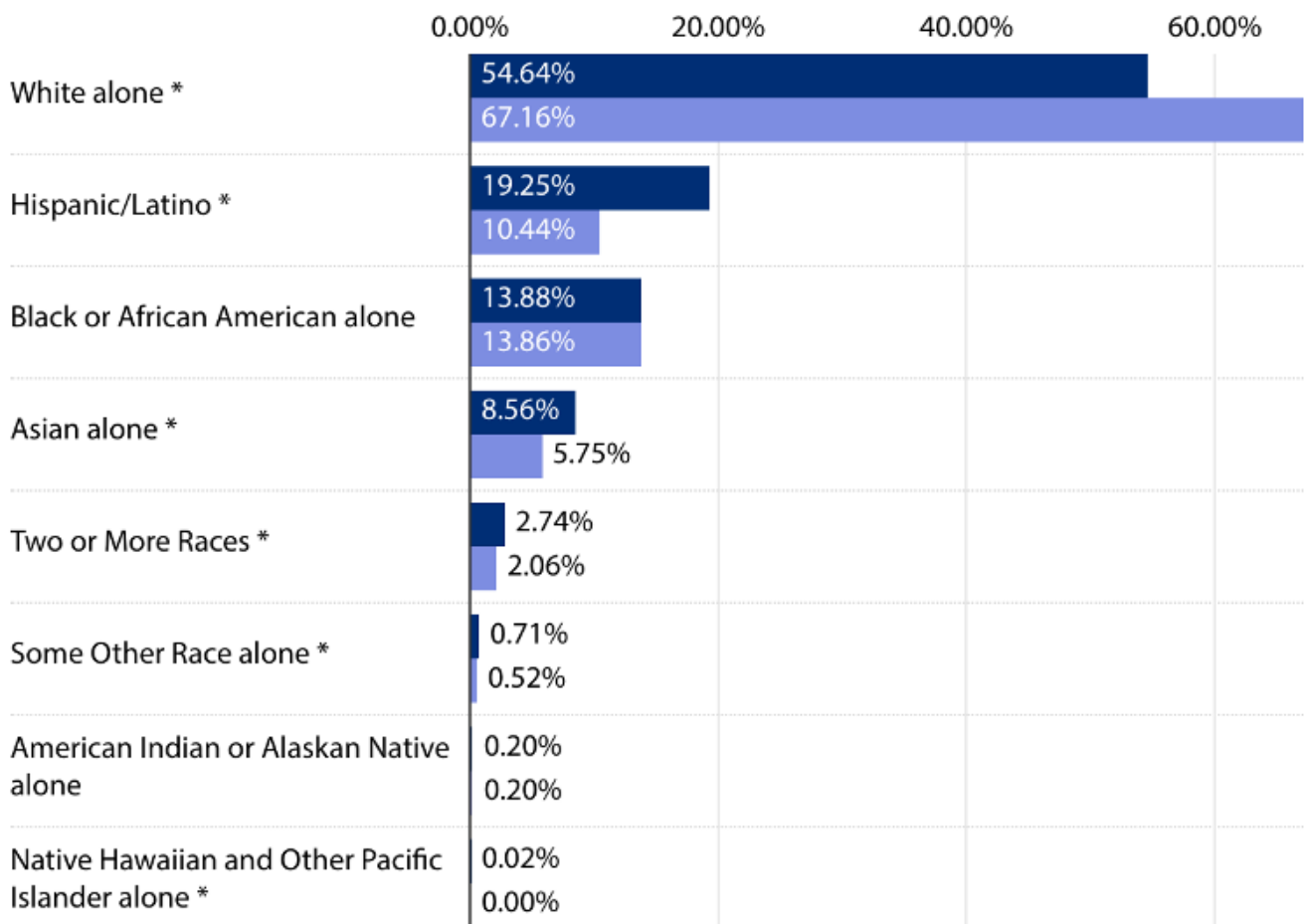
State Workforce Demographics

New York's state employees are distinct from the general population on a number of racial and ethnic characteristics (see Figure 1, below). In particular, state employees are more likely to be white and less likely to be Hispanic/Latino, Asian, multiracial or Native Hawaiian/Pacific Islander compared to the state's population. State employees are equally likely to be Black/African American compared to the general population.

For analysis of other demographic data for New York's state workforce, including characteristics such as sex, race and ethnicity, wages and disability status, please see our full demographic data analysis for the state. That document — "Representation in State Government Employees – Colorado, Idaho, Mississippi, New Hampshire and New York – Demographic Data Analysis" — will be provided as a digital resource at the exchange.

New York - Race and Ethnicity

■ Statewide Population (%) ■ State Government Workforce (%)



*Asterisk indicates statistically significant demographic differences between the overall state population and the state government workforce at the 90% confidence level.

Source: U.S. Census Bureau, 2017-2021 American Community Survey 5-year Data | Public Use Microdata Sample



Figure 1: Race and Ethnicity. View interactive graph: <https://datawrapper.dwcdn.net/U7Vrh/1/>



Actions by the Governor

EXECUTIVE ORDER 187

Through Executive Order 187, the New York governor created the Governor's Executive Committee for Diversity, Inclusion and Equal Opportunity. This committee's primary role is to provide guidance to the governor, the chief diversity officer and the commissioner of civil service in developing and coordinating plans, policies and programs related to diversity and inclusion across all Affected State Entities.¹ Additionally, Executive Order 187 entrusted the responsibility for investigating all employment-related discrimination complaints in Affected State Entities to the Governor's Office of Employee Relations (OER).

Other Initiatives


On May 3, 2023, Gov. Kathy Hochul unveiled a set of actions aimed at modernizing the state's workforce and government operations as part of the 2024 Fiscal Budget (available here: <https://www.governor.ny.gov/news/governor-hochul-announces-actions-modernize-state-workforce-and-government-operations-part-fy>). These measures include waiving Civil Service Exam fees from July 2023 to the end of December 2025, with the goal of promoting equal access to careers in state government. Moreover, Civil Service Exams will be offered more frequently and with increased flexibility for applicants. To enhance accessibility for all jobseekers, 12 State-Operated Testing Centers will be established across the state. Additionally, the 55-B Hiring Program will be expanded, creating more job opportunities for individuals with disabilities. The 55-B Hiring Program designates up to 1,200 positions normally filled through competitive examinations to be filled through the appointment of qualified persons with disabilities.

On June 21, 2023, Hochul announced a state workforce inaugural DEIA Inclusion Symposium. This symposium brings together diversity, equity and inclusion practitioners and leaders from various state agencies to learn and apply best practices and strategies through a DEI lens. The full-day in-person event includes expert speakers, workshops, award presentations and strategic relationship building. As part of the symposium, the state also recognizes outstanding achievements in advancing DEI initiatives. Awards are presented to one state DEI practitioner and two state agencies who have demonstrated excellence in supporting inclusive work environments and promoting equitable program delivery.

New York Department of Labor Initiatives

The New York Department of Labor created the Gender Wage Gap Hub (available here: <https://nysdolreports.com/gwg/>) to highlight resources for the public to explore information about wages, regional pay and job titles. Regional pay refers to the practice of adjusting salaries based on the cost of

¹ These entities encompass public benefit corporations, public authorities, and commissions where the Governor holds the authority to appoint the Chair, Chief Executive, or a majority of Board Members, except for the Port Authority of New York and New Jersey.



living in different places. This can connect to the gender wage gap if specific job types or negotiation behaviors are more common in certain areas, possibly continuing unequal pay between men and women.

Included in the Hub is the 2023 Gender Wage Gap Report. The report highlights pay disparities while also addressing the specific challenges women of color encounter in the workplace. Moreover, the report outlines the department's concrete steps to rectify the gender pay gap, showcasing their commitment to creating a fairer and more equitable work environment. These policy recommendations range from holding employers accountable for pay discrimination to improving career and lifestyle opportunities for women in a common-sense and holistic manner.

Another initiative is the TGNC Employment Study (available here: <https://dol.ny.gov/dei-program-policy-and-grant-work>), which delves into the unique employment experiences of transgender and gender non-conforming (TGNC) individuals in New York. This study is designed to shed light on the various barriers they face, including discrimination, and to propose policies that can effectively address these challenges. The study aims to understand the intersections of gender identity, race and ethnicity, examining how these aspects influence employment outcomes for TGNC individuals.

The Department of Labor also oversees direct-entry pre-apprenticeship programs (available here: <https://dol.ny.gov/our-external-commitments-diversity-equity-and-inclusion>) that train individuals from underserved communities and connect them to Registered Apprenticeship programs. These programs require diversity goals based on market-specific Labor Market Information, submitted through an Affirmative Action Plan or Pledge.

Method of Research

CSG analysts utilized FiscalNote and LegiScan to find all relevant legislation in New York. The search focused on bills that addressed topics such as “diversity,” “DEI,” “DEIA,” “EDI,” and “diversity and inclusion.” New York’s Department of Labor state website (<https://dol.ny.gov/dei-dol>) offered insights into current DEI policies and initiatives. The 2020 U.S. Census provided data on the state’s demographics.