Outline

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Project Background

• OEDIT & Mercer Consulting will develop a report identifying the health of Colorado’s economy by evaluating strengths, gaps and opportunities across industries, occupations and wage levels.

• This study will be used to determine how OEDIT will focus its recruitment, expansion and retention activities.

• Objective of Report: report on how occupations in Colorado are suited for current and future state, national and global trends, and determine the type of occupations (and companies that support these occupations) that should be retained or recruited to meet current and future demands.

• Desired Outcomes:
  • Review existing data sources to deliver a report on Colorado’s current occupational, wage and industry landscape.
  • Provide future projections of occupations and industry clusters, defining the optimal mix of occupations and wage levels across industries and how it relates to business retention and recruitment in the state.
Executive Summary

• From the industry perspective, Colorado has a higher concentration in mining, construction (more recent), professional services (especially engineering and computer services) and hospitality; and a lower concentration in manufacturing and healthcare.
  
  • Within manufacturing, Colorado has a higher concentration in computer and electronic product manufacturing, which utilizes more engineers and computer experts.
  
• Consistent with the industry distribution, Colorado has a higher concentration in knowledge-based jobs in computer, life sciences and engineering, and a lower concentration in healthcare, transportation, production and farming.

• Comparing job openings versus graduates, the current supply of engineer and healthcare graduates are just enough to support the demand growth. There might be talent gap risks once demand growth accelerates.

• Colorado has a higher median pay than the nation, which is due to Colorado employing more people in higher pay occupations (e.g. management, engineering), and due to people in the SAME occupations are paid higher in Colorado, even after adjusting for cost of living.
  
  • Colorado is attractive to talent, ranking third nationally in net inflow (in-migrants minus out-migrants), and is a relatively attractive destination across different education and income levels

• In the past 10 years, Colorado workforce has been growing faster than the US, especially in mining, government, education and healthcare

• Looking into the future, the ten-year labor force projections show that Colorado will grow two times as fast as the national average.
Executive Summary (Continued)

• Colorado’s faster growth is expected to span across all occupations, except for healthcare support and farming
  • The faster growth is especially prominent for engineering, computer and healthcare jobs (even without any changes in government incentives).

• Colorado’s future Utopia would be a further strengthening of knowledge economy and occupations that rely on higher skills, while balancing the current landscape by catching up on the relatively lower representation of larger size employers.

• The State could consider some near-term planning including creating a five-year visionary view and identify the target industries/occupations to support that vision; reviewing and refining the State’s incentive programs to be aligned with the target employers - not only by industry/occupation classification, but more importantly by technology and skills utilized.

• As for longer-term planning, the State might consider a strategic workforce planning to strengthen the knowledge based workforce, which will be critical to the state’s future success. Initiatives to support this goal could include: expand STEM graduates; improve talent attraction and retention; bridge employers and educators by supporting work-based internships; implement the incentive programs in the way that it helps attract and retain the companies using the targeted technology and skills.
Industry
### % of Workforce By Industry, CO Vs US, and Competitor States

Colorado has higher concentration in mining, construction, professional service & hospitality; and lower concentration in manufacturing and healthcare.

<table>
<thead>
<tr>
<th>Percentage of Total Workforce in Area</th>
<th>Colorado</th>
<th>National Average</th>
<th>Competitor States Average*</th>
<th>Arizona</th>
<th>California</th>
<th>Massachusetts</th>
<th>North Carolina</th>
<th>Texas</th>
<th>Utah</th>
<th>Ohio</th>
<th>Washington</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed Workforce (000s)</td>
<td>2,559</td>
<td>144,116</td>
<td>N/A</td>
<td>2,723</td>
<td>16,408</td>
<td>3,532</td>
<td>4,311</td>
<td>12,008</td>
<td>1,408</td>
<td>5,496</td>
<td>3,198</td>
</tr>
<tr>
<td>Mining and Logging</td>
<td>1.3%</td>
<td>0.5%</td>
<td>0.5%</td>
<td>0.4%</td>
<td>0.2%</td>
<td>0.0%</td>
<td>0.1%</td>
<td>2.1%</td>
<td>0.7%</td>
<td>0.2%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Construction</td>
<td>6.2%</td>
<td>4.5%</td>
<td>4.8%</td>
<td>4.8%</td>
<td>4.5%</td>
<td>4.1%</td>
<td>4.5%</td>
<td>5.8%</td>
<td>6.0%</td>
<td>3.6%</td>
<td>5.4%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>5.6%</td>
<td>8.6%</td>
<td>8.6%</td>
<td>5.9%</td>
<td>7.8%</td>
<td>7.1%</td>
<td>10.7%</td>
<td>7.2%</td>
<td>8.8%</td>
<td>12.6%</td>
<td>9.0%</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>6.3%</td>
<td>5.7%</td>
<td>5.7%</td>
<td>7.4%</td>
<td>4.9%</td>
<td>6.3%</td>
<td>5.1%</td>
<td>6.1%</td>
<td>5.8%</td>
<td>5.3%</td>
<td>4.7%</td>
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<tr>
<td>Information</td>
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<td>1.9%</td>
<td>2.3%</td>
<td>1.7%</td>
<td>3.0%</td>
<td>2.5%</td>
<td>1.8%</td>
<td>1.7%</td>
<td>2.5%</td>
<td>1.3%</td>
<td>3.7%</td>
</tr>
<tr>
<td>Professional and Business Services</td>
<td>15.0%</td>
<td>13.9%</td>
<td>14.1%</td>
<td>15.4%</td>
<td>15.6%</td>
<td>15.2%</td>
<td>14.0%</td>
<td>13.4%</td>
<td>13.8%</td>
<td>13.1%</td>
<td>12.4%</td>
</tr>
<tr>
<td>Leisure and Hospitality</td>
<td>12.6%</td>
<td>10.4%</td>
<td>10.2%</td>
<td>11.1%</td>
<td>11.3%</td>
<td>9.4%</td>
<td>10.5%</td>
<td>10.4%</td>
<td>9.8%</td>
<td>9.6%</td>
<td>9.6%</td>
</tr>
<tr>
<td>Educational Services (Private)</td>
<td>1.5%</td>
<td>2.5%</td>
<td>2.5%</td>
<td>2.4%</td>
<td>2.2%</td>
<td>4.7%</td>
<td>1.9%</td>
<td>1.6%</td>
<td>3.1%</td>
<td>2.4%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>10.9%</td>
<td>13.1%</td>
<td>13.0%</td>
<td>12.7%</td>
<td>13.2%</td>
<td>17.2%</td>
<td>11.6%</td>
<td>11.8%</td>
<td>10.2%</td>
<td>14.4%</td>
<td>12.7%</td>
</tr>
<tr>
<td>Government</td>
<td>16.5%</td>
<td>15.5%</td>
<td>15.7%</td>
<td>15.4%</td>
<td>15.2%</td>
<td>13.1%</td>
<td>17.1%</td>
<td>15.8%</td>
<td>16.9%</td>
<td>14.3%</td>
<td>17.8%</td>
</tr>
<tr>
<td>Federal **</td>
<td>2.1%</td>
<td>1.9%</td>
<td>1.8%</td>
<td>2.0%</td>
<td>1.5%</td>
<td>1.3%</td>
<td>1.7%</td>
<td>1.6%</td>
<td>2.5%</td>
<td>1.4%</td>
<td>2.3%</td>
</tr>
<tr>
<td>State Educational Services</td>
<td>2.9%</td>
<td>1.8%</td>
<td>2.3%</td>
<td>1.9%</td>
<td>1.5%</td>
<td>1.8%</td>
<td>2.9%</td>
<td>1.7%</td>
<td>3.5%</td>
<td>2.2%</td>
<td>2.8%</td>
</tr>
<tr>
<td>State Other (e.g. Hospital)***</td>
<td>1.7%</td>
<td>1.8%</td>
<td>1.7%</td>
<td>1.4%</td>
<td>1.6%</td>
<td>2.1%</td>
<td>2.0%</td>
<td>1.5%</td>
<td>2.1%</td>
<td>1.3%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Local Educational Services</td>
<td>5.3%</td>
<td>5.6%</td>
<td>5.5%</td>
<td>5.5%</td>
<td>5.8%</td>
<td>5.2%</td>
<td>5.0%</td>
<td>7.3%</td>
<td>5.1%</td>
<td>5.2%</td>
<td>5.2%</td>
</tr>
<tr>
<td>Local Other (e.g. Hospital)***</td>
<td>4.5%</td>
<td>4.3%</td>
<td>4.4%</td>
<td>4.7%</td>
<td>4.8%</td>
<td>2.8%</td>
<td>5.6%</td>
<td>3.7%</td>
<td>3.8%</td>
<td>4.2%</td>
<td>5.4%</td>
</tr>
<tr>
<td>Others (Trade, Transportation, Utility, etc.)</td>
<td>21.4%</td>
<td>23.3%</td>
<td>22.5%</td>
<td>22.8%</td>
<td>22.0%</td>
<td>20.3%</td>
<td>22.7%</td>
<td>24.1%</td>
<td>22.2%</td>
<td>23.0%</td>
<td>22.8%</td>
</tr>
</tbody>
</table>

*Average of the eight states in this table, which was provided by COEDIT as states where Colorado competes for talent. **Federal includes U.S. Postal Service, Department of Defense, Federal Hospitals, Other. ***Other State and Local includes State and Local Hospitals, General Administration, Utilities, and Transportation. 

**Green font** - greater than national average; **Red font** - less than national average. **N/A** - data not reported.
% of Workforce By Industry, CO Vs US, and Competitor States

Within manufacturing, Colorado has slightly higher concentration in computer and electronic products; Within Professional Services, Colorado has higher concentrations in engineering and computer related services

<table>
<thead>
<tr>
<th>Percentage of Total Workforce in Area</th>
<th>Colorado</th>
<th>National Average</th>
<th>Competitor States Average*</th>
<th>Arizona</th>
<th>California</th>
<th>Massachusetts</th>
<th>North Carolina</th>
<th>Texas</th>
<th>Utah</th>
<th>Ohio</th>
<th>Washington</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing Workforce (000s)</td>
<td>144</td>
<td>12,323</td>
<td>N/A</td>
<td>161</td>
<td>1,284</td>
<td>250</td>
<td>460</td>
<td>864</td>
<td>124</td>
<td>691</td>
<td>287</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>5.6%</td>
<td>8.6%</td>
<td>8.6%</td>
<td>5.9%</td>
<td>7.8%</td>
<td>7.1%</td>
<td>10.7%</td>
<td>7.2%</td>
<td>8.8%</td>
<td>12.6%</td>
<td>9.0%</td>
</tr>
<tr>
<td>Durable Goods</td>
<td>3.6%</td>
<td>5.4%</td>
<td>5.7%</td>
<td>4.5%</td>
<td>4.9%</td>
<td>4.5%</td>
<td>5.8%</td>
<td>4.6%</td>
<td>6.2%</td>
<td>8.5%</td>
<td>6.6%</td>
</tr>
<tr>
<td>Fabricated Metal Product Manufacturing</td>
<td>0.7%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>0.7%</td>
<td>0.8%</td>
<td>0.9%</td>
<td>0.8%</td>
<td>1.1%</td>
<td>1.1%**</td>
<td>1.9%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Computer and Electronic Product Manufacturing</td>
<td>0.8%</td>
<td>0.7%</td>
<td>1.0%</td>
<td>1.2%</td>
<td>1.6%</td>
<td>1.6%</td>
<td>0.8%</td>
<td>0.8%</td>
<td>0.8%</td>
<td>0.4%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Transportation Equipment Manufacturing</td>
<td>0.4%</td>
<td>1.1%</td>
<td>1.1%</td>
<td>N/A</td>
<td>0.7%</td>
<td>0.4%</td>
<td>0.8%</td>
<td>0.7%</td>
<td>0.8%</td>
<td>2.2%</td>
<td>3.3%</td>
</tr>
<tr>
<td>Other Durable Goods</td>
<td>1.7%</td>
<td>2.5%</td>
<td>2.6%</td>
<td>2.6%</td>
<td>1.8%</td>
<td>1.7%</td>
<td>3.3%</td>
<td>2.1%</td>
<td>3.5%</td>
<td>4.0%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Chemical Manufacturing***</td>
<td>0.2%</td>
<td>0.6%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Plastics and Rubber Products</td>
<td>0.2%</td>
<td>0.5%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Nonmetallic Mineral Products</td>
<td>0.3%</td>
<td>0.3%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Machinery Manufacturing</td>
<td>0.5%</td>
<td>0.8%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Non-Durable Goods</td>
<td>2.0%</td>
<td>3.2%</td>
<td>2.9%</td>
<td>1.4%</td>
<td>2.9%</td>
<td>2.6%</td>
<td>4.9%</td>
<td>2.6%</td>
<td>2.6%</td>
<td>4.1%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Professional and Business Services</td>
<td>15.0%</td>
<td>13.9%</td>
<td>14.1%</td>
<td>15.4%</td>
<td>15.6%</td>
<td>15.2%</td>
<td>14.0%</td>
<td>13.4%</td>
<td>13.8%</td>
<td>13.1%</td>
<td>12.4%</td>
</tr>
<tr>
<td>Architectural, Engineering, and Related Services</td>
<td>1.8%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>N/A</td>
<td>1.0%</td>
<td>1.0%</td>
<td>0.8%</td>
<td>1.3%</td>
<td>1.0%</td>
<td>0.8%</td>
<td>1.1%</td>
</tr>
<tr>
<td>Computer Systems Design and Related Services</td>
<td>2.1%</td>
<td>1.4%</td>
<td>1.5%</td>
<td>N/A</td>
<td>1.8%</td>
<td>2.2%</td>
<td>1.2%</td>
<td>1.4%</td>
<td>1.7%</td>
<td>1.1%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Management, Scientific, and Technical Consulting Services</td>
<td>0.9%</td>
<td>0.9%</td>
<td>1.0%</td>
<td>N/A</td>
<td>1.3%</td>
<td>1.3%</td>
<td>1.0%</td>
<td>1.1%</td>
<td>N/A</td>
<td>0.5%</td>
<td>N/A</td>
</tr>
<tr>
<td>Legal Services</td>
<td>0.8%</td>
<td>0.8%</td>
<td>0.7%</td>
<td>N/A</td>
<td>0.8%</td>
<td>0.8%</td>
<td>0.6%</td>
<td>0.7%</td>
<td>0.7%</td>
<td>0.6%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Others (Waste management, Admin, etc.)</td>
<td>9.4%</td>
<td>9.8%</td>
<td>9.9%</td>
<td>15.4%</td>
<td>10.7%</td>
<td>9.9%</td>
<td>10.4%</td>
<td>8.9%</td>
<td>10.4%</td>
<td>10.1%</td>
<td>9.2%</td>
</tr>
</tbody>
</table>

Green font - greater than national average; Red font - less than national average. N/A - data not reported

Source: BLS Current Employment Survey December 2015. Other Durable Goods includes: Machinery, Wood Products, Miscellaneous, Furniture, Electrical Equipment, Primary Metals, Nonmetallic Mineral Products. *Average of the eight states in this table, which was provided by COEDIT as states where Colorado competes for talent. **Utah Fabricated Metal Products includes Primary Metals. *** Includes Chemical, Plastics and Rubber, Nonmetallic Mineral, and Machinery sourced from Colorado LMI 2016 Industry Employment Projections
Highlights Of Observations - Industry Profile

• From the industry perspective, Colorado has a higher concentration in mining, construction (more recent), professional services (especially engineering and computer services) and hospitality; and a lower concentration in manufacturing and healthcare.

• Although Colorado has a relatively lower concentration in manufacturing overall, there are some sub-industries where Colorado does have a higher concentration, such as computer and electronic product manufacturing, which utilizes more engineers and computer experts ...and those are occupations where Colorado has a strength.

• Similarly, within professional services, Colorado has a higher concentration in engineering and computer systems related services, but only a comparable concentration (to the US) in other types of services such as management, legal, etc. Again, this reflects the state’s workforce being more focused on engineering/computer skills.

• Education is broken down into private and public education. Colorado has a lower concentration in private education but a higher concentration in public education. Taken together, Colorado is similar to the national average in the concentration of education workforce.

• Health care and social assistance industry concentration is lower in Colorado than the national average. This will be reaffirmed in the occupation comparison section. This is an area where Colorado would benefit from spending more resources to catch up, as it would create a more appealing living environment to better attract and retain talent.
Occupation
## Occupational Composition, CO Vs US

Colorado has a higher concentration in computer, life sciences, engineering jobs; and a lower concentration in healthcare, transportation, production, farming jobs.

<table>
<thead>
<tr>
<th>Occupation (2-digit SOC Codes Bolded)</th>
<th>Colorado Employed Workforce</th>
<th>% of Colorado Workforce (A)</th>
<th>% of US Workforce (B)</th>
<th>% Difference from US Workforce (A-B)/B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer and Mathematical</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Software Developers Applications</td>
<td>96,120</td>
<td>4.1%</td>
<td>2.8%</td>
<td>43%</td>
</tr>
<tr>
<td>Life Physical and Social Science</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Atmospheric and Space Scientists</td>
<td>28,760</td>
<td>1.2%</td>
<td>0.8%</td>
<td>43%</td>
</tr>
<tr>
<td>Environmental Scientists and Specialists Including Health</td>
<td>2,890</td>
<td>0.1%</td>
<td>0.1%</td>
<td>86%</td>
</tr>
<tr>
<td>Architecture and Engineering</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer Hardware Engineers</td>
<td>3,710</td>
<td>0.2%</td>
<td>0.1%</td>
<td>177%</td>
</tr>
<tr>
<td>Environmental Engineers</td>
<td>2,040</td>
<td>0.1%</td>
<td>0.0%</td>
<td>119%</td>
</tr>
<tr>
<td>Industrial Engineers</td>
<td>2,740</td>
<td>0.1%</td>
<td>0.2%</td>
<td>-34%</td>
</tr>
<tr>
<td>Petroleum Engineers</td>
<td>1,850</td>
<td>0.1%</td>
<td>0.0%</td>
<td>213%</td>
</tr>
<tr>
<td>Business and Financial Operations</td>
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<td>5.1%</td>
<td>34%</td>
</tr>
<tr>
<td>Construction and Extraction</td>
<td>122,030</td>
<td>5.2%</td>
<td>3.9%</td>
<td>32%</td>
</tr>
<tr>
<td>Legal</td>
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<td>0.8%</td>
<td>16%</td>
</tr>
<tr>
<td>Arts, Design, Entertainment, Sports and Media</td>
<td>36530</td>
<td>1.5%</td>
<td>1.3%</td>
<td>16%</td>
</tr>
<tr>
<td>Sales and Related</td>
<td>267,090</td>
<td>11.3%</td>
<td>10.5%</td>
<td>7%</td>
</tr>
<tr>
<td>Food Preparation and Serving Related</td>
<td>228960</td>
<td>9.7%</td>
<td>9.1%</td>
<td>6%</td>
</tr>
<tr>
<td>Building and Grounds Cleaning and Maintenance</td>
<td>78,670</td>
<td>3.3%</td>
<td>3.2%</td>
<td>3%</td>
</tr>
<tr>
<td>Installation Maintenance and Repair</td>
<td>90,950</td>
<td>3.8%</td>
<td>3.9%</td>
<td>-1%</td>
</tr>
<tr>
<td>Personal Care and Service</td>
<td>69,830</td>
<td>2.9%</td>
<td>3.1%</td>
<td>-4%</td>
</tr>
<tr>
<td>Office and Administrative Support</td>
<td>362,760</td>
<td>15.3%</td>
<td>16.0%</td>
<td>-4%</td>
</tr>
<tr>
<td>Education Training and Library</td>
<td>140,480</td>
<td>5.9%</td>
<td>6.2%</td>
<td>-5%</td>
</tr>
<tr>
<td>Community and Social Service</td>
<td>31,260</td>
<td>1.3%</td>
<td>1.4%</td>
<td>-8%</td>
</tr>
<tr>
<td>Protective Service Occupations</td>
<td>52,750</td>
<td>2.2%</td>
<td>2.4%</td>
<td>-9%</td>
</tr>
<tr>
<td>Healthcare Support Occupations</td>
<td>62,500</td>
<td>2.6%</td>
<td>2.9%</td>
<td>-9%</td>
</tr>
<tr>
<td>Healthcare Practitioners and Technical</td>
<td>124,530</td>
<td>5.3%</td>
<td>5.8%</td>
<td>-10%</td>
</tr>
<tr>
<td>Licensed Practical and Licensed Vocational Nurses</td>
<td>5,610</td>
<td>0.2%</td>
<td>0.5%</td>
<td>-54%</td>
</tr>
<tr>
<td>Management</td>
<td>103,470</td>
<td>4.4%</td>
<td>5.0%</td>
<td>-12%</td>
</tr>
<tr>
<td>Transportation and Material Moving</td>
<td>130,560</td>
<td>5.5%</td>
<td>6.8%</td>
<td>-19%</td>
</tr>
<tr>
<td>Production</td>
<td>97,640</td>
<td>4.1%</td>
<td>6.6%</td>
<td>-38%</td>
</tr>
<tr>
<td>Farming, Fishing and Forestry</td>
<td>4,510</td>
<td>0.2%</td>
<td>0.3%</td>
<td>-42%</td>
</tr>
</tbody>
</table>

**Engineering Occupation Concentration**

**Colorado is one of the top 5 states with the highest concentration in engineering jobs**

Location quotient (LQ) measures the concentration of an occupation in a state to that of US. Greater LQs indicate a higher concentration of employment than the US.*

<table>
<thead>
<tr>
<th>Top States (Top Ten LQ)</th>
<th>Location Quotient</th>
<th>Top States (Top Ten Size)</th>
<th>Engineering Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michigan</td>
<td>1.75</td>
<td>California</td>
<td>328,720</td>
</tr>
<tr>
<td>New Mexico</td>
<td>1.49</td>
<td>Texas</td>
<td>239,650</td>
</tr>
<tr>
<td>Washington</td>
<td>1.46</td>
<td>Michigan</td>
<td>130,040</td>
</tr>
<tr>
<td>Colorado</td>
<td>1.39</td>
<td>New York</td>
<td>111,300</td>
</tr>
<tr>
<td>Alaska</td>
<td>1.37</td>
<td>Florida</td>
<td>96,650</td>
</tr>
<tr>
<td>Oregon</td>
<td>1.26</td>
<td>Pennsylvania</td>
<td>95,550</td>
</tr>
<tr>
<td>Alabama</td>
<td>1.24</td>
<td>Ohio</td>
<td>93,140</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>1.24</td>
<td>Illinois</td>
<td>87,700</td>
</tr>
<tr>
<td>Maryland</td>
<td>1.22</td>
<td>Washington</td>
<td>77,970</td>
</tr>
<tr>
<td>Vermont</td>
<td>1.19</td>
<td>Massachusetts</td>
<td>75,750</td>
</tr>
</tbody>
</table>

Talent Supply and Demand Gap By Job
There are relatively larger talent gaps for construction/extraction, office/administrative jobs due to large demand. Current supply of engineer, business and financial, and healthcare graduates is just enough to support the demand and may encounter gap risks once demand increases.

<table>
<thead>
<tr>
<th>Occupation (2-digit SOC Codes Bolded)</th>
<th>Workforce (000s) (A)</th>
<th>DEMAND - Annual Job Openings (B)</th>
<th>SUPPLY - Annual Graduate Completions (C)</th>
<th>Surplus/Gap (C-B)</th>
<th>Surplus/Gap as % of Workforce (C-B)/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising, Marketing, Promotions, Public Relations, and Sales Managers</td>
<td>8,380</td>
<td>397</td>
<td>10,359</td>
<td>9,962</td>
<td>119%</td>
</tr>
<tr>
<td>Physical Scientists</td>
<td>10,024</td>
<td>587</td>
<td>8,637</td>
<td>8,050</td>
<td>80%</td>
</tr>
<tr>
<td>Life Scientists</td>
<td>5,530</td>
<td>278</td>
<td>3,808</td>
<td>3,530</td>
<td>64%</td>
</tr>
<tr>
<td>Supervisors of Protective Service Workers</td>
<td>4,310</td>
<td>216</td>
<td>1,864</td>
<td>1,648</td>
<td>38%</td>
</tr>
<tr>
<td>Management</td>
<td>103,470</td>
<td>5,756</td>
<td>28,837</td>
<td>23,081</td>
<td>22%</td>
</tr>
<tr>
<td>Electrical and Electronic Equipment Mechanics, Installers, Repairers</td>
<td>11,080</td>
<td>389</td>
<td>2,663</td>
<td>2,274</td>
<td>21%</td>
</tr>
<tr>
<td>Media and Communication Workers</td>
<td>11,250</td>
<td>613</td>
<td>2,842</td>
<td>2,229</td>
<td>20%</td>
</tr>
<tr>
<td>Other Healthcare Support</td>
<td>26,140</td>
<td>1,475</td>
<td>5,907</td>
<td>4,432</td>
<td>17%</td>
</tr>
<tr>
<td>Business</td>
<td>104,970</td>
<td>5,211</td>
<td>12,196</td>
<td>19,482</td>
<td>12%</td>
</tr>
<tr>
<td>Arts, Design, Sports, Entertainment and Media</td>
<td>36,530</td>
<td>2,185</td>
<td>6,259</td>
<td>4,074</td>
<td>11%</td>
</tr>
<tr>
<td>Architecture and Engineering</td>
<td>56,640</td>
<td>2,852</td>
<td>5,290</td>
<td>2,438</td>
<td>4%</td>
</tr>
<tr>
<td>Engineers</td>
<td>38,840</td>
<td>2,145</td>
<td>3,574</td>
<td>1,429</td>
<td>4%</td>
</tr>
<tr>
<td>Business and Financial Operations</td>
<td>160,300</td>
<td>8,355</td>
<td>14,261</td>
<td>5,906</td>
<td>4%</td>
</tr>
<tr>
<td>Healthcare Practitioners and Technical</td>
<td>124,530</td>
<td>6,492</td>
<td>10,035</td>
<td>3,543</td>
<td>3%</td>
</tr>
<tr>
<td>Protective Service Occupations</td>
<td>52,750</td>
<td>2,736</td>
<td>2,716</td>
<td>-20</td>
<td>0%</td>
</tr>
<tr>
<td>Computer and Mathematical</td>
<td>96,120</td>
<td>4,764</td>
<td>4,397</td>
<td>-367</td>
<td>0%</td>
</tr>
<tr>
<td>Legal</td>
<td>21,440</td>
<td>1,033</td>
<td>926</td>
<td>-107</td>
<td>0%</td>
</tr>
<tr>
<td>Computer-Related</td>
<td>94,280</td>
<td>4,669</td>
<td>3,606</td>
<td>-1,063</td>
<td>-1%</td>
</tr>
<tr>
<td>Production</td>
<td>97,640</td>
<td>3,852</td>
<td>2,609</td>
<td>-1,243</td>
<td>-1%</td>
</tr>
<tr>
<td>Financial Specialists</td>
<td>55,340</td>
<td>3,144</td>
<td>2,065</td>
<td>-1,079</td>
<td>-2%</td>
</tr>
<tr>
<td>Preschool, Primary, Secondary, and Special Education School Teachers</td>
<td>74,950</td>
<td>3,456</td>
<td>1,976</td>
<td>-1,480</td>
<td>-2%</td>
</tr>
<tr>
<td>Transportation and Material Moving</td>
<td>130,560</td>
<td>6,029</td>
<td>1,612</td>
<td>-4,417</td>
<td>-3%</td>
</tr>
<tr>
<td>Office and Administrative Support</td>
<td>362,760</td>
<td>15,359</td>
<td>2,020</td>
<td>-13,339</td>
<td>-4%</td>
</tr>
<tr>
<td>Construction and Extraction</td>
<td>122,030</td>
<td>8,356</td>
<td>1,973</td>
<td>-6,383</td>
<td>-5%</td>
</tr>
</tbody>
</table>

# Talent Supply and Demand Gap By Job (Additional Occupations)

Colorado has a talent surplus of mathematical workers, and science and engineering technicians

<table>
<thead>
<tr>
<th>Occupation (Additional 3-digit SOC Codes)</th>
<th>Workforce (000s) (A)</th>
<th>DEMAND - Annual Job Openings (B)</th>
<th>SUPPLY – Annual Graduate Completions (C)</th>
<th>Surplus/Gap (C-B)</th>
<th>Surplus/Gap as % of Workforce (C-B)/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Management Occupations</td>
<td>35,730</td>
<td>1,505</td>
<td>22,488</td>
<td>20,983</td>
<td>59%</td>
</tr>
<tr>
<td>Supervisors of Protective Service Workers</td>
<td>4,310</td>
<td>176</td>
<td>1,864</td>
<td>1,688</td>
<td>39%</td>
</tr>
<tr>
<td>Mathematical</td>
<td>1,830</td>
<td>95</td>
<td>791</td>
<td>696</td>
<td>38%</td>
</tr>
<tr>
<td>Religious Workers</td>
<td>960</td>
<td>73</td>
<td>170</td>
<td>97</td>
<td>10%</td>
</tr>
<tr>
<td>Entertainers and Performers, Sports and Related</td>
<td>10,390</td>
<td>476</td>
<td>1,495</td>
<td>1,019</td>
<td>10%</td>
</tr>
<tr>
<td>Engineering Technicians</td>
<td>10,510</td>
<td>388</td>
<td>1,325</td>
<td>937</td>
<td>9%</td>
</tr>
<tr>
<td>Other Teachers and Instructors</td>
<td>7,270</td>
<td>-196</td>
<td>415</td>
<td>611</td>
<td>8%</td>
</tr>
<tr>
<td>Sciences Technicians</td>
<td>7,550</td>
<td>424</td>
<td>999</td>
<td>575</td>
<td>8%</td>
</tr>
<tr>
<td>Metal Workers and Plastic Workers</td>
<td>16,650</td>
<td>218</td>
<td>1,226</td>
<td>1,008</td>
<td>6%</td>
</tr>
<tr>
<td>Health Technicians</td>
<td>39,540</td>
<td>1,821</td>
<td>3,973</td>
<td>2,152</td>
<td>5%</td>
</tr>
<tr>
<td>Vehicle and Mobile Equipment Mechanics, Installers, and Repairers</td>
<td>28,200</td>
<td>1,156</td>
<td>2,387</td>
<td>1,231</td>
<td>4%</td>
</tr>
<tr>
<td>Nursing, Psychiatric, Home Health Aides</td>
<td>34,360</td>
<td>926</td>
<td>2,277</td>
<td>1,351</td>
<td>4%</td>
</tr>
<tr>
<td>Health Diagnosing and Treating</td>
<td>81,810</td>
<td>4,547</td>
<td>6,260</td>
<td>1,713</td>
<td>2%</td>
</tr>
<tr>
<td>Other Office and Administrative Support</td>
<td>41,530</td>
<td>20</td>
<td>789</td>
<td>769</td>
<td>2%</td>
</tr>
<tr>
<td>Other Protective Service Workers</td>
<td>24,770</td>
<td>52</td>
<td>469</td>
<td>417</td>
<td>2%</td>
</tr>
<tr>
<td>Media and Communication Equipment Workers</td>
<td>11,250</td>
<td>201</td>
<td>386</td>
<td>185</td>
<td>2%</td>
</tr>
<tr>
<td>Firefighting and Prevention</td>
<td>4,880</td>
<td>214</td>
<td>290</td>
<td>76</td>
<td>2%</td>
</tr>
<tr>
<td>Architect</td>
<td>5,030</td>
<td>319</td>
<td>391</td>
<td>72</td>
<td>1%</td>
</tr>
<tr>
<td>Air Transportation Workers</td>
<td>6,870</td>
<td>12</td>
<td>91</td>
<td>79</td>
<td>1%</td>
</tr>
<tr>
<td>Counselors, Social Workers, and Other Community and Social Service Specialists</td>
<td>30,300</td>
<td>1,338</td>
<td>1,603</td>
<td>265</td>
<td>1%</td>
</tr>
<tr>
<td>Legal Support Workers</td>
<td>8,400</td>
<td>280</td>
<td>298</td>
<td>18</td>
<td>0%</td>
</tr>
<tr>
<td>Lawyers, Judges, and Related</td>
<td>12,930</td>
<td>623</td>
<td>628</td>
<td>5</td>
<td>0%</td>
</tr>
<tr>
<td>Law Enforcement Workers</td>
<td>18,740</td>
<td>876</td>
<td>580</td>
<td>-296</td>
<td>-2%</td>
</tr>
<tr>
<td>Construction Trades Workers</td>
<td>87,510</td>
<td>3,119</td>
<td>1,556</td>
<td>-1,563</td>
<td>-2%</td>
</tr>
<tr>
<td>Librarians, Curators, and Archivists</td>
<td>5,240</td>
<td>303</td>
<td>196</td>
<td>-107</td>
<td>-2%</td>
</tr>
<tr>
<td>Plant and System Operators</td>
<td>5,040</td>
<td>244</td>
<td>138</td>
<td>-106</td>
<td>-2%</td>
</tr>
<tr>
<td>Other Installation, Maintenance, and Repair Occupations</td>
<td>43,030</td>
<td>2,033</td>
<td>684</td>
<td>-1,349</td>
<td>-3%</td>
</tr>
</tbody>
</table>

Highlights Of Observations - Occupation Profile

• Consistent with the industry distribution, Colorado has a higher concentration in knowledge-based jobs in computer, life sciences and engineering, and a lower concentration in healthcare, transportation, production and farming.

• Colorado is one of the top 5 states with the highest concentration in engineering jobs
  • There are variations within the engineering occupation. Colorado has a higher concentration in “specialty engineers” such as computer hardware engineers, environmental engineers and petroleum engineers, but a lower concentration in the more general “industrial engineer” job.

• Due to a lower industry concentration in manufacturing and healthcare, Colorado has a lower concentration in production and healthcare occupations. The former might be sustainable given that Colorado’s comparative advantage is not in labor-intensive manufacturing, but the latter needs some attention since it impacts the quality of life and therefore attractiveness to talent.

• Talent demand versus supply are assessed by comparing job openings versus graduates. Most jobs seem to have a sufficient supply to support demand, except a relatively large gap for construction/extraction and office/administrative jobs due to greater demand.
  • Also, current supply of engineer and healthcare graduates are just enough to support the demand growth and may encounter gap risks once demand growth accelerates. Therefore, it will be helpful to keep growing the supply of engineer and healthcare talent, through both internal building and external in-migration.
Wage
Wage Comparison, CO Vs US, And Competitor States

Colorado median wage is higher than national average, while lower than the top pay states, e.g. MA, WA, CA

Annual Median Wage - All Occupations

<table>
<thead>
<tr>
<th>State</th>
<th>Median Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado</td>
<td>$38,800</td>
</tr>
<tr>
<td>National</td>
<td>$36,200</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>$45,580</td>
</tr>
<tr>
<td>Washington</td>
<td>$42,190</td>
</tr>
<tr>
<td>California</td>
<td>$39,830</td>
</tr>
<tr>
<td>Ohio</td>
<td>$35,030</td>
</tr>
<tr>
<td>Arizona</td>
<td>$34,680</td>
</tr>
<tr>
<td>Texas</td>
<td>$34,550</td>
</tr>
<tr>
<td>Utah</td>
<td>$33,990</td>
</tr>
<tr>
<td>North Carolina</td>
<td>$33,100</td>
</tr>
</tbody>
</table>

% of Workforce By Occupation, CO Vs US, And Competitor States

Colorado has a higher concentration in higher pay occupations such as management and engineering; and a lower concentration in lower pay jobs such as transportation and production

<table>
<thead>
<tr>
<th>% of Total Workforce in Area</th>
<th>Colorado</th>
<th>National Average</th>
<th>Competitor States Average*</th>
<th>Arizona</th>
<th>California</th>
<th>Massachusetts</th>
<th>North Carolina</th>
<th>Texas</th>
<th>Utah</th>
<th>Ohio</th>
<th>Washington</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>2,451</td>
<td>137,897</td>
<td>N/A</td>
<td>2,587</td>
<td>15,497</td>
<td>3,397</td>
<td>4,125</td>
<td>11,573</td>
<td>1,324</td>
<td>5,281</td>
<td>2,984</td>
</tr>
<tr>
<td>Management</td>
<td>4.4%</td>
<td>5.0%</td>
<td>5.2%</td>
<td>5%</td>
<td>5.9%</td>
<td>7.5%</td>
<td>4.4%</td>
<td>4.0%</td>
<td>5.6%</td>
<td>4.6%</td>
<td>4.9%</td>
</tr>
<tr>
<td>Business and Financial Operations</td>
<td>6.8%</td>
<td>5.1%</td>
<td>5.3%</td>
<td>5%</td>
<td>5.7%</td>
<td>5.8%</td>
<td>4.7%</td>
<td>4.7%</td>
<td>5.2%</td>
<td>4.8%</td>
<td>6.0%</td>
</tr>
<tr>
<td>Computer and Mathematical</td>
<td>4.0%</td>
<td>2.9%</td>
<td>3.4%</td>
<td>3%</td>
<td>3.5%</td>
<td>4.0%</td>
<td>2.8%</td>
<td>3.1%</td>
<td>3.1%</td>
<td>2.6%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Architecture and Engineering</td>
<td>2.5%</td>
<td>1.8%</td>
<td>2.0%</td>
<td>2%</td>
<td>2.1%</td>
<td>2.2%</td>
<td>1.4%</td>
<td>2.1%</td>
<td>1.9%</td>
<td>1.8%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Life, Physical, and Social Science</td>
<td>1.2%</td>
<td>0.8%</td>
<td>0.9%</td>
<td>1%</td>
<td>1.1%</td>
<td>1.4%</td>
<td>0.8%</td>
<td>0.7%</td>
<td>0.8%</td>
<td>0.7%</td>
<td>1.1%</td>
</tr>
<tr>
<td>Community and Social Service</td>
<td>1.4%</td>
<td>1.4%</td>
<td>1.5%</td>
<td>2%</td>
<td>1.5%</td>
<td>2.4%</td>
<td>1.2%</td>
<td>0.9%</td>
<td>1.3%</td>
<td>1.4%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Legal</td>
<td>0.9%</td>
<td>0.8%</td>
<td>0.7%</td>
<td>1%</td>
<td>0.8%</td>
<td>0.8%</td>
<td>0.6%</td>
<td>0.7%</td>
<td>0.6%</td>
<td>0.6%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Education, Training, and Library</td>
<td>5.8%</td>
<td>6.2%</td>
<td>6.1%</td>
<td>5%</td>
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<td>6.8%</td>
<td>6.3%</td>
<td>6.2%</td>
<td>6.2%</td>
<td>6.0%</td>
<td>5.9%</td>
</tr>
<tr>
<td>Arts, Design, Entertainment, Sports, and Media</td>
<td>1.6%</td>
<td>1.3%</td>
<td>1.3%</td>
<td>1%</td>
<td>1.9%</td>
<td>1.4%</td>
<td>1.0%</td>
<td>1.0%</td>
<td>1.4%</td>
<td>1.1%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Healthcare Practitioners and Technical</td>
<td>5.3%</td>
<td>5.8%</td>
<td>5.7%</td>
<td>6%</td>
<td>4.8%</td>
<td>6.9%</td>
<td>6.2%</td>
<td>5.3%</td>
<td>4.7%</td>
<td>6.7%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Healthcare Support</td>
<td>2.5%</td>
<td>2.9%</td>
<td>2.9%</td>
<td>3%</td>
<td>2.3%</td>
<td>3.1%</td>
<td>3.7%</td>
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<td>2.5%</td>
<td>3.7%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Protective Service</td>
<td>2.2%</td>
<td>2.4%</td>
<td>2.3%</td>
<td>3%</td>
<td>2.5%</td>
<td>2.3%</td>
<td>2.5%</td>
<td>2.5%</td>
<td>1.7%</td>
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<td>2.1%</td>
</tr>
<tr>
<td>Food Preparation and Serving Related</td>
<td>9.6%</td>
<td>9.1%</td>
<td>9.1%</td>
<td>10%</td>
<td>9.4%</td>
<td>8.6%</td>
<td>9.7%</td>
<td>9.4%</td>
<td>7.9%</td>
<td>9.3%</td>
<td>8.9%</td>
</tr>
<tr>
<td>Building and Grounds Cleaning and Maintenance</td>
<td>3.3%</td>
<td>3.2%</td>
<td>3.0%</td>
<td>3%</td>
<td>3.1%</td>
<td>3.1%</td>
<td>3.1%</td>
<td>2.8%</td>
<td>3.1%</td>
<td>3.0%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Personal Care and Service</td>
<td>3.1%</td>
<td>3.1%</td>
<td>2.9%</td>
<td>3%</td>
<td>3.0%</td>
<td>3.2%</td>
<td>2.4%</td>
<td>3.3%</td>
<td>2.7%</td>
<td>2.2%</td>
<td>3.0%</td>
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<tr>
<td>Sales and Related</td>
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<td>11%</td>
<td>10.2%</td>
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<td>10.8%</td>
<td>10.7%</td>
<td>10.6%</td>
<td>9.7%</td>
<td>10.3%</td>
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<tr>
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<td>14.8%</td>
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<td>17%</td>
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<td>15.1%</td>
<td>17.1%</td>
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</tr>
<tr>
<td>Farming, Fishing, and Forestry</td>
<td>0.2%</td>
<td>0.3%</td>
<td>0.4%</td>
<td>1%</td>
<td>1.3%</td>
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<td>0.2%</td>
<td>0.2%</td>
<td>0.1%</td>
<td>0.1%</td>
<td>0.6%</td>
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<tr>
<td>Construction and Extraction</td>
<td>5.3%</td>
<td>4.0%</td>
<td>4.1%</td>
<td>4%</td>
<td>3.6%</td>
<td>3.3%</td>
<td>3.4%</td>
<td>5.1%</td>
<td>5.7%</td>
<td>3.3%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Installation, Maintenance, and Repair</td>
<td>3.9%</td>
<td>3.9%</td>
<td>3.8%</td>
<td>4%</td>
<td>3.2%</td>
<td>3.0%</td>
<td>4.1%</td>
<td>4.3%</td>
<td>4.1%</td>
<td>3.9%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Production</td>
<td>4.2%</td>
<td>6.6%</td>
<td>6.4%</td>
<td>4%</td>
<td>5.6%</td>
<td>4.7%</td>
<td>8.3%</td>
<td>6.1%</td>
<td>6.7%</td>
<td>9.5%</td>
<td>6.0%</td>
</tr>
<tr>
<td>Transportation and Material Moving</td>
<td>5.6%</td>
<td>6.9%</td>
<td>6.6%</td>
<td>6%</td>
<td>6.5%</td>
<td>5.0%</td>
<td>7.2%</td>
<td>7.2%</td>
<td>6.1%</td>
<td>7.4%</td>
<td>7.1%</td>
</tr>
</tbody>
</table>

**Green font** - greater than national average by more than 0.5%; **Red font** - less than national average by more than 0.5%; **Black font** - within +/-0.5% of national average.


*Average of the eight states in this table, which was provided by COEDIT as states where Colorado competes for talent.
### Wage By Occupation, CO Vs US, And Competitor States

**Within the same occupations, Colorado pays higher wages than the national median in most cases**

<table>
<thead>
<tr>
<th>Annual Median Wage ($)</th>
<th>Colorado</th>
<th>National</th>
<th>Competitor States Average*</th>
<th>Arizona</th>
<th>California</th>
<th>Massachusetts</th>
<th>North Carolina</th>
<th>Texas</th>
<th>Utah</th>
<th>Ohio</th>
<th>Washington</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>38,800</td>
<td>36,200</td>
<td>37,369</td>
<td>34,680</td>
<td>39,830</td>
<td>45,580</td>
<td>33,100</td>
<td>34,550</td>
<td>33,990</td>
<td>35,030</td>
<td>42,190</td>
</tr>
<tr>
<td>Business and Financial Operations</td>
<td>68,370</td>
<td>65,710</td>
<td>65,598</td>
<td>59,840</td>
<td>73,010</td>
<td>74,240</td>
<td>63,300</td>
<td>67,280</td>
<td>57,470</td>
<td>60,780</td>
<td>68,860</td>
</tr>
<tr>
<td>Computer and Mathematical</td>
<td>88,340</td>
<td>81,430</td>
<td>84,429</td>
<td>77,210</td>
<td>98,840</td>
<td>92,380</td>
<td>79,840</td>
<td>80,360</td>
<td>70,760</td>
<td>73,850</td>
<td>102,190</td>
</tr>
<tr>
<td>Architecture and Engineering</td>
<td>81,280</td>
<td>76,870</td>
<td>78,260</td>
<td>72,850</td>
<td>92,660</td>
<td>82,230</td>
<td>69,830</td>
<td>80,430</td>
<td>70,180</td>
<td>70,790</td>
<td>87,110</td>
</tr>
<tr>
<td>Life, Physical, and Social Science</td>
<td>65,490</td>
<td>62,160</td>
<td>60,806</td>
<td>54,570</td>
<td>74,330</td>
<td>67,080</td>
<td>58,660</td>
<td>57,500</td>
<td>53,090</td>
<td>58,190</td>
<td>63,030</td>
</tr>
<tr>
<td>Community and Social Service</td>
<td>44,860</td>
<td>42,010</td>
<td>41,921</td>
<td>38,280</td>
<td>47,430</td>
<td>40,430</td>
<td>41,890</td>
<td>44,040</td>
<td>37,170</td>
<td>41,320</td>
<td>44,810</td>
</tr>
<tr>
<td>Legal</td>
<td>74,520</td>
<td>78,170</td>
<td>76,475</td>
<td>74,890</td>
<td>101,640</td>
<td>93,050</td>
<td>57,080</td>
<td>77,220</td>
<td>61,960</td>
<td>66,890</td>
<td>79,070</td>
</tr>
<tr>
<td>Healthcare Practitioners and Technical</td>
<td>67,510</td>
<td>62,610</td>
<td>66,709</td>
<td>65,770</td>
<td>84,300</td>
<td>76,170</td>
<td>57,260</td>
<td>61,080</td>
<td>57,660</td>
<td>58,050</td>
<td>73,380</td>
</tr>
<tr>
<td>Protective Service</td>
<td>40,220</td>
<td>37,730</td>
<td>40,529</td>
<td>39,970</td>
<td>42,050</td>
<td>50,630</td>
<td>32,360</td>
<td>38,020</td>
<td>35,570</td>
<td>38,840</td>
<td>46,790</td>
</tr>
<tr>
<td>Food Preparation and Serving Related</td>
<td>19,570</td>
<td>19,580</td>
<td>20,339</td>
<td>19,270</td>
<td>21,820</td>
<td>22,240</td>
<td>18,650</td>
<td>18,930</td>
<td>19,220</td>
<td>18,980</td>
<td>23,600</td>
</tr>
<tr>
<td>Building and Grounds Cleaning and Maintenance</td>
<td>24,420</td>
<td>23,860</td>
<td>24,515</td>
<td>22,330</td>
<td>26,410</td>
<td>32,430</td>
<td>21,740</td>
<td>21,170</td>
<td>21,340</td>
<td>22,520</td>
<td>28,180</td>
</tr>
<tr>
<td>Personal Care and Service</td>
<td>22,480</td>
<td>21,850</td>
<td>22,314</td>
<td>21,780</td>
<td>23,300</td>
<td>27,000</td>
<td>20,620</td>
<td>18,680</td>
<td>21,590</td>
<td>20,600</td>
<td>24,940</td>
</tr>
<tr>
<td>Office and Administrative Support</td>
<td>35,360</td>
<td>33,200</td>
<td>33,904</td>
<td>32,520</td>
<td>36,940</td>
<td>39,320</td>
<td>31,590</td>
<td>31,850</td>
<td>30,130</td>
<td>31,960</td>
<td>36,920</td>
</tr>
<tr>
<td>Farming, Fishing, and Forestry</td>
<td>25,120</td>
<td>21,760</td>
<td>23,761</td>
<td>18,760</td>
<td>19,790</td>
<td>26,820</td>
<td>24,390</td>
<td>21,970</td>
<td>24,410</td>
<td>26,350</td>
<td>27,600</td>
</tr>
<tr>
<td>Construction and Extraction</td>
<td>41,570</td>
<td>42,280</td>
<td>44,038</td>
<td>38,580</td>
<td>51,160</td>
<td>56,240</td>
<td>34,780</td>
<td>36,320</td>
<td>38,250</td>
<td>44,490</td>
<td>52,480</td>
</tr>
<tr>
<td>Installation, Maintenance, and Repair</td>
<td>45,650</td>
<td>42,790</td>
<td>44,093</td>
<td>41,340</td>
<td>46,970</td>
<td>50,380</td>
<td>40,750</td>
<td>39,950</td>
<td>43,000</td>
<td>41,510</td>
<td>48,840</td>
</tr>
<tr>
<td>Production</td>
<td>33,670</td>
<td>32,250</td>
<td>32,711</td>
<td>31,410</td>
<td>29,960</td>
<td>35,870</td>
<td>29,570</td>
<td>31,530</td>
<td>31,680</td>
<td>33,990</td>
<td>37,680</td>
</tr>
<tr>
<td>Transportation and Material Moving</td>
<td>32,660</td>
<td>30,090</td>
<td>30,504</td>
<td>29,390</td>
<td>29,540</td>
<td>32,980</td>
<td>27,740</td>
<td>29,780</td>
<td>31,710</td>
<td>28,830</td>
<td>34,140</td>
</tr>
</tbody>
</table>

**Green font** - higher than national average by more than $1,000 ; **Red font** - lower than national average by more than $1,000. **Black font** - within +/-$1,000 national average.

*Average of the eight states in this table, which was provided by COEDIT as states where Colorado competes for talent.

**Wage By Occupation, Adjusted By Cost Of Living**

Even with consideration of a slightly higher living cost, Colorado still pays higher wages than the national median in most cases

<table>
<thead>
<tr>
<th>Annual Median Wage, Adjusted by Cost of Living ($)</th>
<th>Colorado</th>
<th>National</th>
<th>Competitor States Average*</th>
<th>Arizona</th>
<th>California</th>
<th>Massachusetts</th>
<th>North Carolina</th>
<th>Texas</th>
<th>Utah</th>
<th>Ohio</th>
<th>Washington</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Price Parity (Cost of living)</td>
<td>102.2</td>
<td>100</td>
<td>99.39</td>
<td>97.1</td>
<td>112.3</td>
<td>107.3</td>
<td>91.7</td>
<td>96.7</td>
<td>97.2</td>
<td>89.6</td>
<td>103.2</td>
</tr>
<tr>
<td>All</td>
<td>$37,946</td>
<td>$36,200</td>
<td>$37,598</td>
<td>$35,686</td>
<td>$34,931</td>
<td>$42,253</td>
<td>$35,847</td>
<td>$35,690</td>
<td>$34,942</td>
<td>$38,673</td>
<td>$40,840</td>
</tr>
<tr>
<td>Management</td>
<td>$105,018</td>
<td>$98,560</td>
<td>$98,687</td>
<td>$90,068</td>
<td>$96,847</td>
<td>$100,190</td>
<td>$110,163</td>
<td>$105,025</td>
<td>$81,973</td>
<td>$99,647</td>
<td>$101,892</td>
</tr>
<tr>
<td>Business and Financial Operations</td>
<td>$66,866</td>
<td>$65,710</td>
<td>$66,000</td>
<td>$61,575</td>
<td>$64,030</td>
<td>$68,820</td>
<td>$68,554</td>
<td>$69,500</td>
<td>$59,079</td>
<td>$67,101</td>
<td>$66,656</td>
</tr>
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<td>Computer and Mathematical</td>
<td>$86,397</td>
<td>$81,430</td>
<td>$84,946</td>
<td>$79,449</td>
<td>$86,683</td>
<td>$85,636</td>
<td>$86,467</td>
<td>$83,012</td>
<td>$72,741</td>
<td>$81,530</td>
<td>$98,920</td>
</tr>
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<td>$79,492</td>
<td>$76,870</td>
<td>$78,739</td>
<td>$74,963</td>
<td>$81,263</td>
<td>$76,227</td>
<td>$75,626</td>
<td>$83,084</td>
<td>$72,145</td>
<td>$78,152</td>
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</tr>
<tr>
<td>Community and Social Service</td>
<td>$43,873</td>
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<td>$42,178</td>
<td>$39,390</td>
<td>$41,596</td>
<td>$37,479</td>
<td>$45,367</td>
<td>$45,493</td>
<td>$38,211</td>
<td>$45,617</td>
<td>$43,376</td>
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<td>$77,062</td>
<td>$89,138</td>
<td>$86,257</td>
<td>$61,818</td>
<td>$79,768</td>
<td>$63,695</td>
<td>$73,847</td>
<td>$76,540</td>
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<tr>
<td>Arts, Design, Entertainment, Sports, and Media</td>
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<td>$45,030</td>
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<td>$49,252</td>
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<td>$45,256</td>
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<td>$45,883</td>
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<tr>
<td>Healthcare Practitioners and Technical</td>
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<td>$67,118</td>
<td>$67,677</td>
<td>$73,931</td>
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<td>$62,013</td>
<td>$63,096</td>
<td>$59,274</td>
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<td>$71,032</td>
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<td>$39,275</td>
<td>$36,566</td>
<td>$42,879</td>
<td>$45,293</td>
</tr>
<tr>
<td>Food Preparation and Serving Related</td>
<td>$19,139</td>
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<td>$20,464</td>
<td>$19,829</td>
<td>$19,136</td>
<td>$20,616</td>
<td>$20,198</td>
<td>$19,555</td>
<td>$19,758</td>
<td>$20,954</td>
<td>$22,845</td>
</tr>
<tr>
<td>Building and Grounds Cleaning and Maintenance</td>
<td>$23,883</td>
<td>$23,860</td>
<td>$24,665</td>
<td>$22,978</td>
<td>$23,162</td>
<td>$30,063</td>
<td>$23,544</td>
<td>$21,869</td>
<td>$21,938</td>
<td>$24,862</td>
<td>$27,278</td>
</tr>
<tr>
<td>Personal Care and Service</td>
<td>$21,985</td>
<td>$21,850</td>
<td>$22,451</td>
<td>$22,412</td>
<td>$20,434</td>
<td>$25,029</td>
<td>$22,331</td>
<td>$19,296</td>
<td>$22,195</td>
<td>$22,742</td>
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<td>$27,168</td>
<td>$26,296</td>
<td>$27,357</td>
<td>$28,904</td>
</tr>
<tr>
<td>Office and Administrative Support</td>
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<td>$34,112</td>
<td>$33,463</td>
<td>$32,396</td>
<td>$36,450</td>
<td>$34,212</td>
<td>$32,901</td>
<td>$30,974</td>
<td>$35,284</td>
<td>$35,739</td>
</tr>
<tr>
<td>Farming, Fishing, and Forestry</td>
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<td>$23,907</td>
<td>$19,304</td>
<td>$17,356</td>
<td>$24,862</td>
<td>$26,414</td>
<td>$22,695</td>
<td>$25,093</td>
<td>$29,090</td>
<td>$26,717</td>
</tr>
<tr>
<td>Construction and Extraction</td>
<td>$40,655</td>
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<td>$44,308</td>
<td>$39,699</td>
<td>$44,867</td>
<td>$52,134</td>
<td>$37,667</td>
<td>$37,519</td>
<td>$39,321</td>
<td>$49,117</td>
<td>$50,801</td>
</tr>
<tr>
<td>Installation, Maintenance, and Repair</td>
<td>$44,646</td>
<td>$42,790</td>
<td>$44,363</td>
<td>$42,539</td>
<td>$41,193</td>
<td>$46,702</td>
<td>$44,132</td>
<td>$41,268</td>
<td>$44,204</td>
<td>$45,827</td>
<td>$47,277</td>
</tr>
<tr>
<td>Production</td>
<td>$32,929</td>
<td>$32,250</td>
<td>$32,911</td>
<td>$32,321</td>
<td>$26,275</td>
<td>$33,251</td>
<td>$32,024</td>
<td>$32,570</td>
<td>$32,567</td>
<td>$37,525</td>
<td>$36,474</td>
</tr>
<tr>
<td>Transportation and Material Moving</td>
<td>$31,941</td>
<td>$30,090</td>
<td>$30,691</td>
<td>$30,242</td>
<td>$25,907</td>
<td>$30,498</td>
<td>$30,042</td>
<td>$30,763</td>
<td>$32,598</td>
<td>$31,828</td>
<td>$33,048</td>
</tr>
</tbody>
</table>

**Green font** - higher than national average by more than $1,000; **Red font** - lower than national average by more than $1,000. **Black font** - within +/-$1,000 national average.

Source: BLS Occupational Employment Statistics Survey May 2015. Cost of living difference is measured by Regional Price Parities (RPPs) from BEA (Bureau of Economic Analysis), which compares the differences in the price levels of goods and services across states and metropolitan areas for a given year. Colorado’s RPP is 102%, meaning its cost of living is 2% higher than national average.
Migration, CO And Competitor States

Colorado ranks third nationally in net inflow (in-migrants minus out-migrants), and is a relatively attractive destination across education and income levels

<table>
<thead>
<tr>
<th>Migration</th>
<th>Colorado</th>
<th>Competitor States Average*</th>
<th>Arizona</th>
<th>California</th>
<th>Massachusetts</th>
<th>North Carolina</th>
<th>Texas</th>
<th>Utah</th>
<th>Ohio</th>
<th>Washington</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Inflow***</td>
<td>1.5%</td>
<td>1.0%</td>
<td>1.4%</td>
<td>0.6%</td>
<td>1.0%</td>
<td>0.9%</td>
<td>1.2%</td>
<td>1.1%</td>
<td>0.3%</td>
<td>1.3%</td>
</tr>
<tr>
<td>In-Migrants</td>
<td>252,246</td>
<td>369,651</td>
<td>298,594</td>
<td>831,989</td>
<td>217,653</td>
<td>332,519</td>
<td>755,964</td>
<td>111,815</td>
<td>238,694</td>
<td>287,382</td>
</tr>
<tr>
<td>National Net Inflow Rank</td>
<td>7</td>
<td>14</td>
<td>25</td>
<td>14</td>
<td>17</td>
<td>10</td>
<td>11</td>
<td>41</td>
<td>9</td>
<td>21</td>
</tr>
</tbody>
</table>

Inflow by Educational Attainment** (annual average % of population at each education level)

| Population 25 years and over    | 4.0%     | 2.9%                       | 4.1%    | 1.9%       | 2.4%         | 2.9%          | 2.6%  | 3.0% | 1.7% | 3.3%       |
| Less than high school graduate  | 3.0%     | 2.2%                       | 3.2%    | 1.2%       | 2.0%         | 1.7%          | 2.0%  | 2.6% | 1.6% | 2.8%       |
| High school graduate (includes  | 3.3%     | 2.2%                       | 3.6%    | 1.4%       | 1.6%         | 2.2%          | 2.0%  | 2.3% | 1.1% | 2.6%       |
| Some college or associate's     | 3.8%     | 2.6%                       | 3.9%    | 1.5%       | 1.8%         | 2.8%          | 2.3%  | 2.6% | 1.5% | 2.9%       |
| Bachelor's degree               | 5.1%     | 3.7%                       | 5.2%    | 2.7%       | 3.1%         | 3.8%          | 3.4%  | 3.5% | 2.3% | 4.3%       |
| Graduate or professional degree | 4.8%     | 4.4%                       | 5.4%    | 3.4%       | 4.0%         | 4.9%          | 4.5%  | 4.7% | 3.1% | 5.2%       |

Inflow by Income** (annual average % of population at each income level)

| $1 to $9,999 or less            | 6.8%     | 4.8%                       | 5.8%    | 2.8%       | 5.4%         | 4.3%          | 3.5%  | 7.0% | 3.1% | 4.9%       |
| $10,000 to $14,999             | 5.0%     | 3.3%                       | 4.5%    | 1.8%       | 2.8%         | 3.0%          | 2.7%  | 4.0% | 1.9% | 3.9%       |
| $15,000 to $24,999             | 5.1%     | 3.2%                       | 4.2%    | 1.9%       | 2.5%         | 3.1%          | 2.7%  | 3.4% | 1.7% | 4.2%       |
| $25,000 to $34,999             | 4.7%     | 2.9%                       | 3.9%    | 1.7%       | 2.4%         | 3.0%          | 2.4%  | 2.7% | 1.5% | 3.5%       |
| $35,000 to $49,999             | 3.9%     | 2.6%                       | 3.6%    | 1.7%       | 2.4%         | 2.8%          | 2.3%  | 2.3% | 1.2% | 3.1%       |
| $50,000 to $64,999             | 3.8%     | 2.7%                       | 4.2%    | 1.7%       | 2.3%         | 3.1%          | 2.3%  | 2.4% | 1.3% | 2.9%       |
| $65,000 to $74,999             | 3.2%     | 2.6%                       | 3.6%    | 1.8%       | 1.9%         | 3.4%          | 2.5%  | 2.2% | 1.7% | 3.2%       |
| $75,000 or more                | 3.7%     | 2.8%                       | 4.2%    | 1.8%       | 2.0%         | 3.3%          | 2.6%  | 2.8% | 1.8% | 3.2%       |

Green font - greater than national average; Red font - less than national average. N/A - data not reported
*Average of the eight states in this table, which was provided by COEDIT as states where Colorado competes for talent.
Highlights Of Observations - Wage Profile

- Colorado pays employees 7% higher than national median. Even though the pay is lower than the top pay comparison states Massachusetts, Washington and California, it is higher than most other states.
- Colorado’s cost of living is about 2% higher than the national average. So, the cost of living adjusted pay in Colorado is still higher than most other states.
  - Is the higher pay due to Colorado employing more people in higher pay occupations (e.g. management, engineering), or is it because people in the SAME occupations are paid higher in Colorado? It is both!
    - Colorado has a higher concentration in higher pay, highly skilled knowledge-based occupations such as management, business, computer and engineering, and a lower concentration in lower pay, blue collar jobs such as transportation and production.
    - In the same occupations, Colorado pays higher wages in most cases. For the industry specific occupations like engineering and computer jobs, the higher pay is likely driven by a higher demand; while for the more general occupations like management, the higher pay is probably due to the higher technical employers paying higher pay (e.g. software company HR managers are paid higher than retail company HR managers).
  - These pay observations are consistent with Colorado’s comparative advantage being in highly skilled knowledge-based occupations.
  - Colorado is already ranked high as a destination for migrants, which is beneficial for maintaining a strong pipeline for workforce growth. Further improving the quality of living can better help attract and retain talent.
Growth Trend
Historical Industry Employment Growth, CO Vs US

Colorado has a higher workforce growth than the US, especially in mining, education and healthcare

Average Annual Employment Growth, 2006-2015

Historical Private Industry Employment Growth, By Year

Mining fluctuates more substantially than other industries; construction and manufacturing grew stronger after 2010; Computer-related services and education/healthcare have more stable trends, except the disruption in 2009.

Annual Employment Growth, Colorado 2006-2015

Historical Public Industry Employment Growth, By Year

State government grew rapidly from 2011 to 2013, perhaps due to reclassification of state hospitals. Growth in other government industries is otherwise steady, hovering between -5% and 5% since 2006.

Industry Contributions to GDP Growth 2015
A large portion of Colorado’s GDP growth comes from real estate industry in 2015

Source: U.S. Bureau of Economic Analysis
Industry Contributions to GDP Growth, 2013 to 2014
A large portion of Colorado’s GDP growth comes from mining industry from 2013 to 2014

Source: U.S. Bureau of Economic Analysis
Industry Forecast—2014 to 2024
Colorado will continue to grow faster than the US, especially in construction, professional services

Source: BLS Employment Projections 2014-2024. Projections of industry and occupational employment are developed in a series of six interrelated steps, each of which is based on a different procedure or model and assumptions: labor force (using Current Population Survey data), aggregate economy, final demand (GDP) by consuming sector and product, industry output, industry employment (derived from industry output and labor force projections), and employment and openings by occupation using Occupational Employment Statistics.*Projected growth thru 2024 for Mining only
Occupation Forecast—2012 to 2022 (All 2-digit SOC Occupations)

Colorado’s faster growth is expected to span across all occupations, except for healthcare support and farming.

Occupation Forecast—2012 to 2022 (Select Detailed Occupations)
Colorado’s workforce is expected to grow rapidly in business, finance, engineering and computer-related occupations

Highlights Of Observations - Growth Trends

• In the past 10 years, Colorado workforce has been growing faster than the US, especially in mining, government, education and healthcare
  • Mining fluctuates more substantially than other, less volatile industries like engineering/computer related services and education/healthcare. This held true even after the 2008 recession
• In more recent years, a large portion of Colorado’s GDP growth comes from real estate industry or mining
• Ten year labor force projections show that Colorado will continue to grow faster than the US—Colorado’s workforce is expected to grow two times as fast as the national average
• Colorado’s faster growth is expected to span across all occupations, except for healthcare support and farming
  • Growth in engineering, computer and healthcare jobs are projected to be higher than 2.5% (even without any changes in government incentives), which is higher than the overall workforce growth. Together with the fact that these occupations require a relatively long time to prepare talent, it is therefore critical to conduct strategic workforce planning at the state level, to ensure a strong pipeline to support healthy growth in the state economy.
Future Utopian and Optimal Mix
Healthy Colorado

Colorado’s comparative advantage lies in its highly educated and skilled workforce. Future Utopia would be a further strengthening of knowledge economy and occupations that rely on higher skills. These type of employers tend to be smaller size by nature, thus it’s important to bring in more larger scale employers to maintain job creation.
Size of Manufacturing Establishments Overview

Colorado has more smaller-sized employers than the national average, across many industries.

Source: U.S. Census Bureau, 2014 County Business Patterns
Future Utopian and Optimal Mix

• Colorado’s comparative advantage lies in its highly educated and skilled workforce. Future Utopia would be a further strengthening of knowledge economy and occupations that rely on higher skills.

• These type of employers tend to be smaller size by nature. The state could consider balancing the employer size composition by bringing in more larger scale employers.
  • Across industries, Colorado has a larger fraction of smaller employers (in terms of headcounts) than the national average. This could be because Colorado has a larger fraction of knowledge economy (e.g. advanced manufacturing, hi-tech, professional services), which tend to require a smaller workforce.
  • Within manufacturing, different sub-industries have different size profile. For example, car manufacturers have more larger plants than computer manufacturers. Colorado has a higher concentration of computer manufacturing and a lower concentration of car manufacturing, which leads to a higher fraction of smaller employers.

• On one hand, Colorado should keep leveraging its skilled workforce comparative advantage by attracting and retaining companies who employ more highly skilled workers. These companies tend to be innovative and use advanced processes regardless of what product or services they produce. These employers will create more higher paying jobs and eventually improve the overall income level in the state.

• On the other hand, Colorado could consider attracting more larger employers to help maintain more stability and ripple effects to benefit various parts of the local economy.
Recommendations For Business Retention and Recruitment
Recommendations

- Colorado should maintain and further advance its current comparative advantage in the highly skilled workforce and knowledge-based economy, while at the same time consider catching up on the relatively lower representation of health care professionals and larger size employers.

- Near term (one-year) planning:
  - Create a five-year visionary view - where do we want to be? How is that aligned with the state’s mission and brand? What challenges do we face to get there?
  - Identify the specific industries/occupations Colorado wants to target, as well as the technology/skill components that could span across industry/occupation.
  - Review the incentive programs and compare against other states. Are the current incentive programs aligned with the targeted industries/occupations? Is the incentive strong enough compared to opportunities in other states?
  - Further analyze the health care industry. Is the underrepresentation of health care professionals a more recent phenomenon? Is it only an issue in non-Denver areas? What can we do about it?
  - Conduct a strategic workforce planning session to ensure the pipeline of home-built and in-migration STEM talent will be strong enough to maintain Colorado’s leader position in the knowledge-based economy years down the road.
Recommendations

Long term (five-year) planning

• Identify government initiatives that can be carried out to support the vision and mission, such as:
  • Increase STEM teachers and students in the state
  • Attract more skilled talent from other states/countries
  • Improve quality of living for families so that the attracted talents stay longer in Colorado
  • Support work-based internships to increase graduates’ employability and expose other states’ students to the attractive living environment in Colorado
  • Attract and retain the companies that utilize the advanced technologies and employ the higher skilled workforce
  • Design the incentives to focus on the technology/skills, in addition to industry/occupation
  • Determine how to implement the incentive programs by accurately identifying and monitoring the technology/skills used by companies
Appendix
Industry Overview

Employed Workforce (Thousands)

Source: BLS Current Employment Survey December 2015
Industry Overview

Source: BLS Current Employment Survey December 2015
Manufacturing Overview

Manufacturing Overview

Headcount Composition of Government Workforce

Public hospitals comprise a small percentage of the overall government workforce; Educational services employ many more

Employed Public Workforce Concentration

- National Public Workforce (000s): 22,406
- 16% of Total US Non-farm Workforce

Distribution of Healthcare Professionals by Industry

About three-quarters of healthcare workers are employed within the healthcare industry, while there are some working in schools, government, insurance companies, retail, ...

Source: BLS Employment Projections Program 2014.