

## 2024 Air Transportation INDUSTRY PROFILE

**Colorado Urban Front Range** 

### Arapahoe/Douglas WORKFORCE BOARD C O L O R A D O

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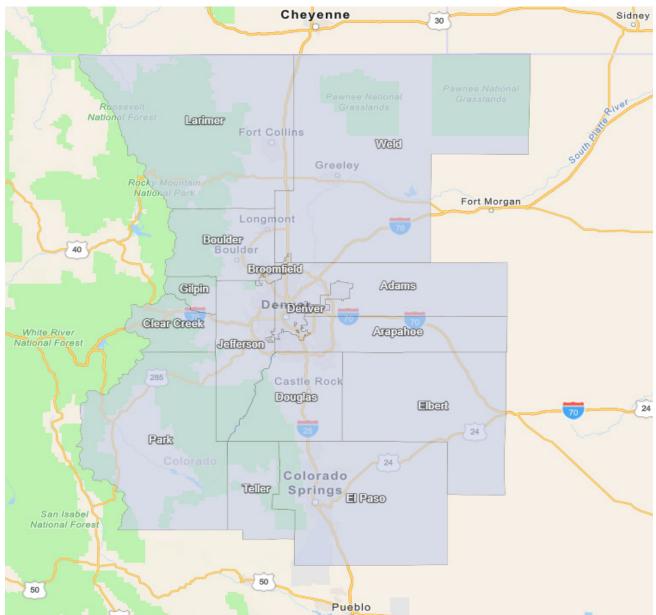
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## **Geographical Area**



The geographical area for this industry profile includes the 15 counties that make up Colorado's Urban Front Range.



The geographic region includes the following metropolitan areas:

- Boulder
- Colorado Springs
- · Denver-Aurora-Lakewood
- Fort Collins
- · Greeley

In 2023, this 15 county region employed nearly 2.72 million people across all industries, and made up 84% of Colorado's total employment.

In 2023, the Gross Regional Product (GRP) for the Front Range region was \$422.9 billion, which made up 1.94% of the national GRP.

Lightcast defines GRP as the final market value of all goods and services in the region.

## Industries Making up the Sector

## **Air Transportation**

4.8% From prior year b lc 1.09% Urban Front Range

The air transportation sector employs 28,268 people in 313 establishments. An 'establishment' is one facility in which people work. For example, a business in the sector may have several locations, and each one of those locations counts as an 'establishment.'

In 2023, the sector had \$14.3 billion in sales, and contributed \$6.4 billion to the region's GRP. There are over 70 airports in Colorado. Of these, ten are situated along Colorado's Front Range. Denver International Airport (DEN), which is ranked as the sixth busiest in the world and serves 77.8 million passengers, saw record travel in 2023. Currently, Denver provides direct nonstop flights to over 200 destinations. Centennial Airport, located in Arapahoe County, is one of the nation's busiest general aviation airports.



### **Top Specialized Skills**

- Federal Aviation Administration
- Auditing
- Federal Aviation Regulations

### Top Software Skills

- Microsoft Office
- SQL (Programming Language)
- Python (Programming Language)

### **Top Credentials**

- Airframe & Powerplant (A&P) Certificate
- Security Identification Display Area (SIDA) Badge
- Security Clearance

## **Air Transportation Sector**

Employment concentration measures the concentration of employment in an industry in the local region against the average employment concentration in that industry nationwide. For example, employment in scheduled passenger air transportation is 2.39 times more concentrated than the national average for this industry. The North American Industry Classification System (NAICS) is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.

### Scheduled Passenger Air Transportation

NAICS **481111** 

### Numbers to Know

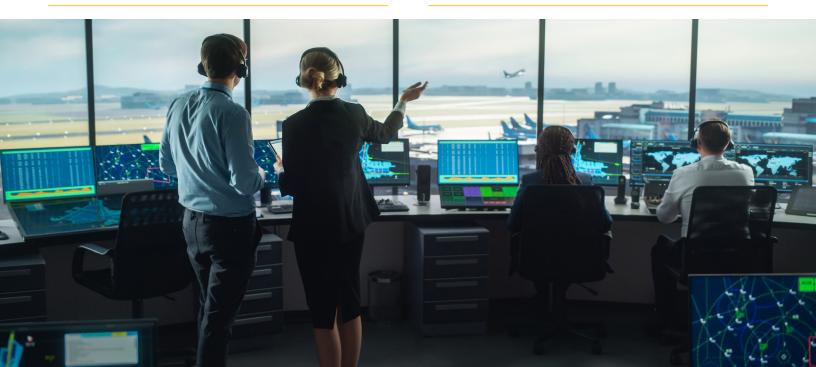
- 21,463 jobs
- 24 establishments
- 2.73 employment concentration
- \$12.4 billion in sales
- 10.8% change to 2028
- \$107,327 average wage
- \$28,597 average employer paid benefits

### Scheduled Freight Air Transportation

NAICS **481112** 

### Numbers to Know

- 0 jobs
- 0 establishments
- 0.00 employment concentration
- \$10.2 million in sales
- Insf. Data change to 2028
- Insf. Data average wage
- Insf. Data average employer paid benefits



### Nonscheduled Chartered Passenger Air Transportation NAICS 481211

### Numbers to Know

- 799 jobs
- 77 establishments
- 1.14 employment concentration
- \$677.5 million in sales
- 7.3% change to 2028
- \$131,255 average wage
- \$34,750 average employer paid benefits

### Other Nonscheduled Air Transportation NAICS **481219**

#### Numbers to Know

- 96 jobs
- 15 establishments
- 0.83 employment concentration
- \$144.4 million in sales
- 18.3% change to 2028
- \$164,376 average wage
- \$43,656 average employer paid benefits

### **Other Airport Operations**

### NAICS 488119

### Numbers to Know

- 2,904 jobs
- 32 establishments
- 1.47 employment concentration
- \$437.5 million in sales
- 4.5% change to 2028
- \$48,789 average wage
- \$9,102 average employer paid benefits

### Nonscheduled Chartered Freight Air Transportation NAICS 481212

### Numbers to Know

- 234 jobs
- 9 establishments
- 1.33 employment concentration
- \$118.8 million in sales
- 11.5% change to 2028
- \$92,805 average wage
- \$24,664 average employer paid benefits

### **Air Traffic Control**

### NAICS 488111

#### Numbers to Know

- 22 jobs
- 4 establishments
- 0.62 employment concentration
- \$21.6 million in sales
- 15.6% change to 2028
- \$331,527 average wage
- \$65,494 average employer paid benefits

### Other Support Activities for Air Transportation

### NAICS **488190**

#### Numbers to Know

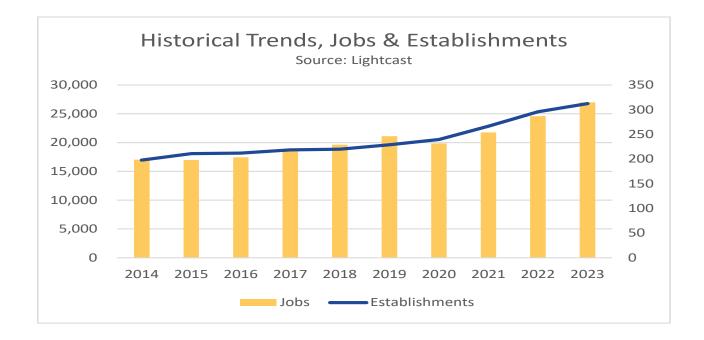
- 2,750 jobs
- 152 establishments
- 1.22 employment concentration
- \$491.4 million in sales
- 9.8% change to 2028
- \$55,241 average wage
- \$10,309 average employer paid benefits



## Historical Trends

### Colorado Urban Front Range

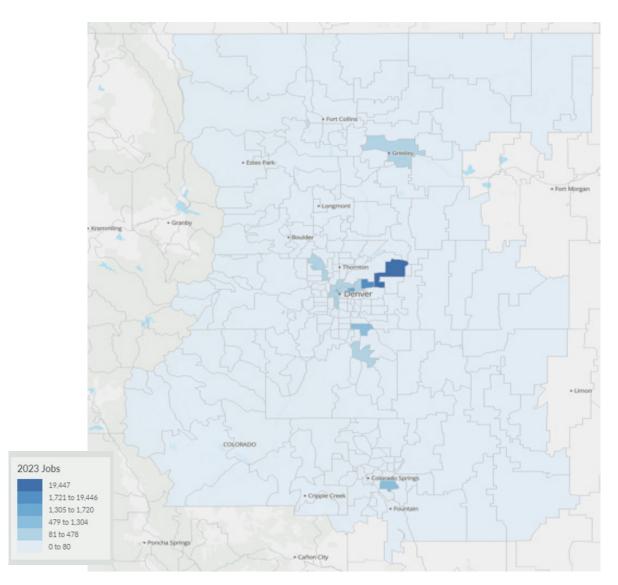
The first graph shows the growth in jobs (yellow bars), and the growth in the number of establishments (blue line) in the sector between 2014 and 2023. The second graph shows the growth in wages, salaries and proprietor earnings (yellow bars) and in employer-paid benefits, including the employer portions of both Social Security and Medicare payroll deductions (blue line) for the same period.





**Employment Concentration** 

## **Employment Concentration** Map



### Colorado Urban Front Range

The overall employment concentration in this sector is 3.71 times the national average, which reflects the presence of Denver International Airport (DEN). Concentration also varies by county, with the heaviest sector employment concentration in Denver County, where DEN is located.

## Sector Employment Concentration



Employment concentration in the sector is shown here within each of the 15 counties making up the region. Note that the current wages, salaries, and proprietor earnings, as well as the current employer-paid benefits are different within each county. This is because each county has a different mix of businesses operating within various industries in the sector. For example, the highest average wage per worker is in air traffic control while the lowest is in scheduled freight air transportation. Thus, a county that has a greater concentration of air traffic control will have a lower average wage per worker.

### ADAMS

- Jobs 56
- Employment Concentration - 0.04
- Current Wages, Salaries, & Proprietor Earnings -\$73,090
- Benefits \$13,413
- Top Businesses All State Express, Executive Air East, Airport Distribution Center

### BROOMFIELD

- Jobs 53
- Employment Concentration - 0.24
- Current Wages, Salaries, & Proprietor Earnings - \$65,756
- Benefits \$15,690
- Top Businesses Hawk Eye Aviation, Legacy Air

### ARAPAHOE

- Jobs 911
- Employment Concentration - 0.51
- Current Wages, Salaries, & Proprietor Earnings -\$113,207
- Benefits \$27,052
- Top Businesses Jetcenters Inc., World Wide Flight Service, Lookfar Aviation LLC

### BOULDER

- Jobs 18
- Employment Concentration - 0.02
- Current Wages, Salaries, & Proprietor Earnings -\$108,229
- Benefits \$20,220
- Top Businesses Federal Aviation Administration, Boulder Municipal Airport, Yellow Cab of America

### **CLEAR CREEK**

- Jobs Insf. Data
- Employment Concentration - Insf. Data
- Current Wages, Salaries, & Proprietor Earnings - Insf.
   Data
- Benefits Insf. Data
- Top Businesses Insf. Data

### DENVER

- Jobs 24,373
- Employment Concentration - 8.18
- Current Wages, Salaries, & Proprietor Earnings \$97,145
- Benefits \$25,263
- Top Businesses Denver International Airport, Southwest Airlines Cargo, United Airlines Hangar Work

### DOUGLAS

- Jobs 165
- Employment Concentration - 0.22
- Current Wages, Salaries, & Proprietor Earnings -\$131,922
- Benefits \$28,703
- Top Businesses MPH Custom Painting, Solve Top, Equine Flight

### **GILPIN**

- Jobs <10
- Employment Concentration - 0.22
- Current Wages, Salaries, & Proprietor Earnings - Insf.
   Data
- Benefits Insf. Data
- Top Businesses Insf. Data

### PARK

- Jobs Insf. Data
- Employment Concentration - Insf. Data
- Current Wages, Salaries, & Proprietor Earnings - Insf. Data
- Benefits Insf. Data
- Top Businesses Insf. Data

### EL PASO

- Jobs 795
- Employment Concentration - 0.43
- Current Wages, Salaries, & Proprietor Earnings -\$70,205
- Benefits \$16,332
- Top Businesses City of Colorado Springs Municipal Airport, Skywest Airlines Maintenance Hangar, Delta Cargo

### JEFFERSON

- Jobs <u>382</u>
- Employment Concentration - 0.30
- Current Wages, Salaries, & Proprietor Earnings - \$116,616
- Benefits \$28,980
- Top Businesses Catalyst Solutions, Integrated Packaging Solutions, Axis Global Logistics

### TELLER

- Jobs 21
- Employment Concentration - 0.50
- Current Wages, Salaries, & Proprietor Earnings -\$55,047
- Benefits \$14,539
- Top Businesses Insf. Data

### ELBERT

- Jobs <10
- Employment Concentration - 0.01
- Current Wages, Salaries, & Proprietor Earnings - Insf. Data
- Benefits Insf. Data
- Top Businesses Insf. Data

### LARIMER

- Jobs 106
- Employment Concentration - 0.11
- Current Wages, Salaries, & Proprietor Earnings -\$75,930
- Benefits \$17,431
- Top Businesses -Regal Air, Century Helicopters, Bob Gates Aircraft Maintenance

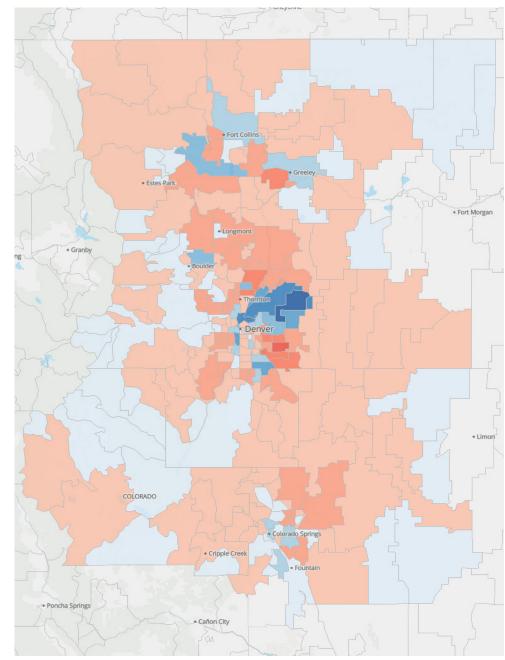
### WELD

- Jobs 96
- Employment Concentration - 0.16
- Current Wages, Salaries, & Proprietor Earnings -\$75,007
- Benefits \$14,254
- Top Businesses Western Plains Aviation, Rancho de Aereo Airport, Beegles Aircraft Service



## Where Core Workforce Lives

### **Commute Map**



Every sector has a group of occupations it needs to fulfil its mission. This is called a staffing pattern, and generally includes managers, business and finance people, sales and administrative support, computer and mathematical occupations. There is also a core set of occupations that are primarily responsible for producing the good or services that industry provides. In air transportation, this core set of occupations is made up of transportation and moving materials occupations. Examples of these occupations include flight attendants, construction pilots, and airfield operation specialists. This map shows where persons employed in these occupations live (orange areas) and where they work (blue areas).

2023 Net Commuters

392 to 1,274 0 to 391 0 to -391 -392 to -1,274 -1,275 to -2,469 -2,470 to -6,424

10,963 6,425 to 10,962 2,470 to 6,424 1.275 to 2.469

## Where Core Workforce Lives

### Commute Patterns

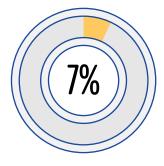
This table shows the number of 'net commuters' in each of the 15 counties making up the region. For example, 26,363 workers in these core occupations live in Denver County. There are 48,895 jobs in the county. This means an additional 22,532 core workers commute into Denver County to work in these core broadband occupations. Note: the latest commuter data available is from 2023.

County	Net Commuters	Resident Workers	Jobs
Denver	22,532	26,363	48,895
Adams	9,252	27,215	36,467
Boulder	183	7,493	7,676
Clear Creek	30	179	209
Gilpin	(62)	163	101
Larimer	(86)	11,032	10,946
Park	(224)	443	219
El Paso	(245)	24,415	24,170
Teller	(259)	807	548
Elbert	(506)	868	361
Broomfield	(588)	2,979	2,391
Douglas	(2,976)	11,845	8,869
Weld	(6,636)	17,912	11,276
Jefferson	(6,844)	21,663	14,819
Arapahoe	(9,088)	29,283	20,194

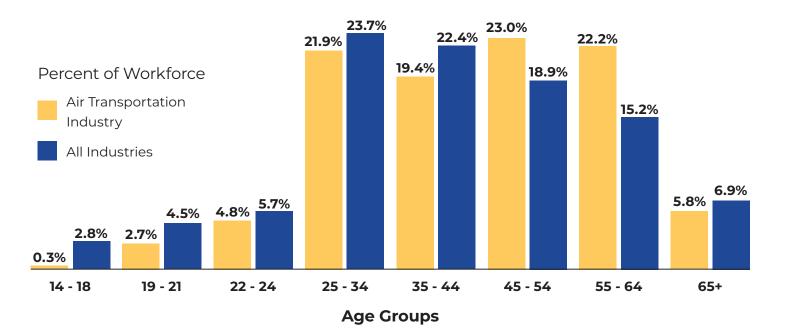
Source: Lightcast

## Demographics

### Comparative Retirement Risk



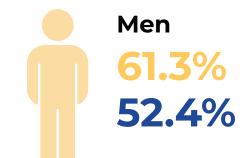
The comparative retirement risk for the air transportation industry in the 15 county region is lower than across all industries, with 5.8% of the workforce in the industry aged 65 or older, while 6.9% of the workforce across all industries are 65 years or older. Over the next few years retirement risk will grow based on the 55-64 age band. Also note the low number of young people entering the industry.

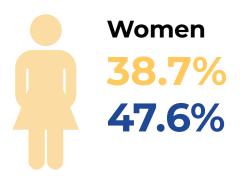


### Comparative Gender

### Percent of Workforce

- Air Transportation Industry
- All Industries

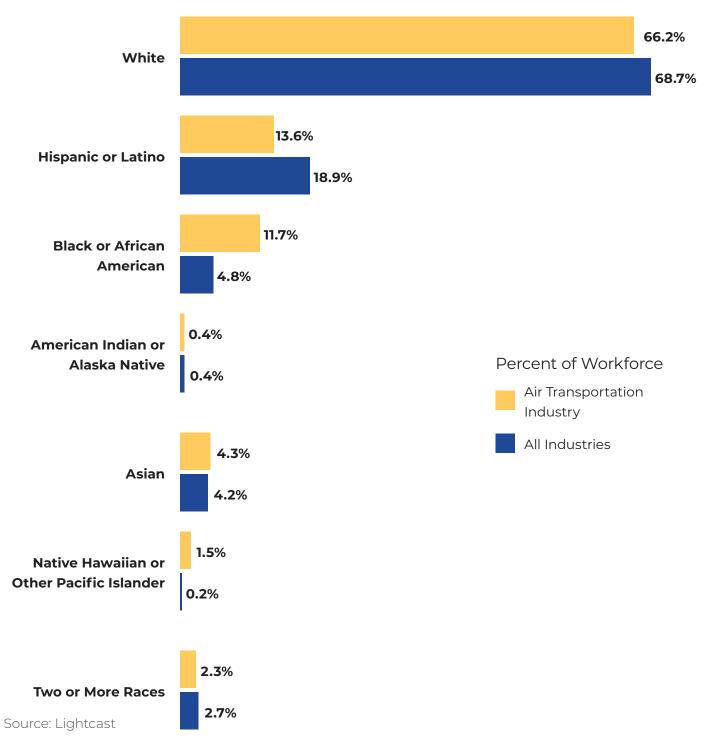




### Comparative Racial Diversity



This bar chart shows the racial and ethnic diversity in the industry versus across all industries in the 15 county region. This is measured by a concept called 'total diversity,' which is the percent of racial or ethnic minorities employed in the sector versus the percent of racial and ethnic minorities employed across all industries. Air transportation is more diverse than the overall average within the region, with overall diversity at only 33.8% of the sector's workforce, versus 30.6% across all industries.



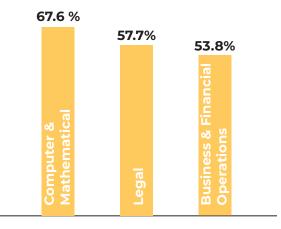


## Telework and Automation Strategies

## **Remote Work Potential**

### **9.8%** Remote Work Capability for Sector

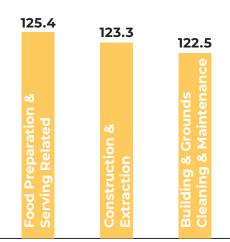
In a scarce labor market, a valid strategy for employers may be to review their staffing mix and determine which positions, if any, can be employed remotely or using a hybrid schedule. Approximately 9.8% of the workforce in the air transportation sector has at least partial teleworking capacity.



## **Automation Index**

## 105.2

Another valid strategy employers can use in today's scarce labor market is automation. Automation seldom replaces workers 1:1. Rather, automation leverages the productive capacity of fewer workers to allow for higher output. Examples of automation in air transportation are baggage screening, better cockpit automation, passenger processing, and online reservation systems.

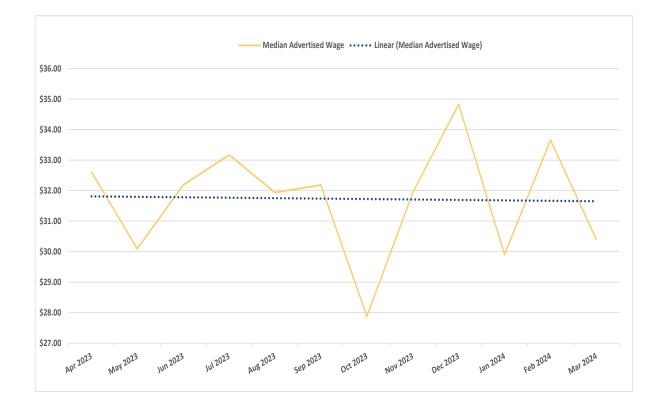


# Wages

NAMA REALIMATION R

## **Advertised Wage Trends**

This line graph shows movement in advertised wages in jobs posted in the sector over the last year.



### **Competitive Wage Analysis**

The following table shows the top 20 occupations by percentage of total employment in the sector, as well as total employment across industries. For example, the air transportation sector employs 1,501 laborers and freight, stock, and material movers, hand but there are 26,981 employed across all industry sectors. This is important because the air transportation sector must compete with other sectors for critical talent, such as sales representatives, customer service representatives, and industrial truck and tractor operators. Average annual openings for each occupation is estimated according to known attrition (people leaving the occupation or retiring) as well as expected national and local growth in the occupation.

Median posted wage levels can be compared to estimated entry and experienced level wages, and the typical entry level education, as well as the typical on-the-job training (OJT) are shown to illustrate the potential for apprenticeships and OJT to supplement shortfalls in the traditional training pipeline.

The Standard Occupational Classification (SOC) system is used by Federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data.

### Competitive Wage Analysis

600		Jobs in	% of Total Employment	Jobs Across all	Average Annual	
<b>SOC</b> 11-1021	Description General & Operations Managers	Sector 193	in Sector 0.7%	Industries 41,054	Openings 4,123	
13-1151	Training & Development Specialists	155	0.6%	10,217	1,001	
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, & Travel	245	0.9%	38,405	3,997	
43-1011	First-Line Supervisors of Office & Administrative Support Workers	458	1.7%	22,794	2,317	
43-4051	Customer Service Representatives	1,047	3.9%	42,745	5,960	
43-4181	Reservation & Transportation Ticket Agents & Travel Clerks	2,258	8.4%	2,703	387	
43-5011	Cargo & Freight Agents	268	1.0%	889	123	
49-1011	First-Line Supervisors of Mechanics, Installers, & Repairers	248	0.9%	10,194	972	
49-2091	Avionics Technicians	166	0.6%	834	85	
49-3011	Aircraft Mechanics & Service Technicians	1,530	5.7%	3,822	351	
53-1047	First-Line Supervisors of Transportation & Material Moving Workers, Except Aircraft Cargo Handling Supervisors	319	1.2%	10,175	1,171	
53-2011	Airline Pilots, Copilots, & Flight Engineers	5,319	19.7%	6,809	914	
53-2012	Commercial Pilots	693	2.6%	1,363	182	
53-2031	Flight Attendants	6,214	23.0%	6,576	1,115	
53-6032	Aircraft Service Attendants	1,012	3.8%	1,151	187	
53-6061	Passenger Attendants	363	1.3%	435	83	
53-7051	Industrial Truck & Tractor Operators	729	2.7%	7,864	955	
53-7061	Cleaners of Vehicles & Equipment	181	0.7%	5,243	787	
53-7062	Laborers and Freight, Stock, & Material Movers, Hand	1,501	5.6%	26,981	4,220	
53-7065	Stockers & Order Fillers	286	1.1%	50,043	8,866	

Median Posted Wage	Entry Level Wage	Median Wage	Highly Experienced Level Wage	Typical On-the-Job Training	Typical Entry Level Education
\$33.66	\$44.42	\$62.52	\$92.13	None	Bachelor's degree
\$31.94	\$24.21	\$34.23	\$46.37	None	Bachelor's degree
\$25.42	\$28.11	\$39.24	\$69.34	Moderate-term OJT	High school diploma or GED
\$26.40	\$27.34	\$33.74	\$41.84	None	High school diploma or GED
\$20.49	\$17.92	\$21.04	\$24.88	Short-term OJT	High school diploma or GED
\$20.00	\$19.46	\$22.54	\$27.43	Short-term OJT	High school diploma or GED
\$21.97	\$21.30	\$23.58	\$27.99	Short-term OJT	High school diploma or GED
\$31.94	\$30.36	\$38.08	\$47.92	None	High school diploma or GED
\$40.06	\$32.06	\$42.33	\$53.13	None	Associate's degree
\$34.58	\$26.49	\$35.52	\$41.17	None	Postsecondary nondegree award
\$28.86	\$25.59	\$30.98	\$38.19	None	High school diploma or GED
\$44.25	\$57.05	\$82.23	\$109.17	Moderate-term OJT	Bachelor's degree
\$18.28	\$37.95	\$50.43	\$70.64	Moderate-term OJT	High school diploma or GED
\$25.48	\$18.88	\$24.12	\$31.31	Moderate-term OJT	High school diploma or GED
Insf. Data	\$16.72	\$19.51	\$20.65	Short-term OJT	High school diploma or GED
\$20.49	\$13.65	\$13.65	\$14.89	Short-term OJT	High school diploma or GED
\$20.49	\$20.40	\$22.69	\$27.57	Short-term OJT	No formal educational credential
\$19.02	\$17.15	\$18.32	\$19.86	Short-term OJT	No formal educational credential
\$19.51	\$18.46	\$20.53	\$23.54	Short-term OJT	No formal educational credential
\$17.54	\$17.53	\$18.72	\$20.92	Short-term OJT	High school diploma or GED



# Top Occupations

Top 20 Occupations Currently Listed in the Colorado Urban Front Range

## **Top Occupations**

These figures use information from unique job postings across the sector to show the number of jobs posted in the 15 county region during the last year and median posted salary. It is also important when planning staffing strategy to look at hires, separations and turnover rate for each of the occupations, what the percent of employment in the sector is, and the top skills demanded over the prior 12-month period.



### **Flight Attendants**

•% Employment	23.0%	
<ul> <li>Unique Postings</li> </ul>	51	
<ul> <li>Posted Salary</li> </ul>	\$25.48	
• Hires	4,236	
<ul> <li>Separations</li> </ul>	3,276	
•Turnover Rate	52.4%	
Top Skills: Federal Aviation		
Administration, Federal Aviation		
Regulations, Emergency		
Medical Services		



### Airline Pilots, Copilots, & Flight Engineers

•% Employment	19.7%
•Unique Postings	519
<ul> <li>Posted Salary</li> </ul>	\$44.25
• Hires	3,983
<ul> <li>Separations</li> </ul>	3,552
•Turnover Rate	53.9%
Top Skills: Federal	
Aviation Administr	ation,
Regulatory Docum	nents, PIC
Microcontrollers	



### Reservation & Transportation Ticket Agents & Travel Clerks

- •% Employment 8.4%
- •Unique Postings 383
- Posted Salary \$20.00
- Hires 1,663
- •Separations 1,288
- •Turnover Rate 50.1%

Top Skills: General Mathematics, On-Time Performance, Booking (Sales)



### Aircraft Mechanics & Service Technicians

•% Employment	5.7%
•Unique Postings	705
<ul> <li>Posted Salary</li> </ul>	\$34.58
• Hires	1,853
<ul> <li>Separations</li> </ul>	1,591
•Turnover Rate	42.9%
Top Skills: Federal A Administration, Aire	

Maintenance, Mechanics



### Laborers & Freight, Stock, & Material Movers, Hand

- •% Employment 5.6%
- •Unique Postings 11,508
- Posted Salary \$19.51
- Hires 35,743
- •Separations 33,251
- •Turnover Rate 128.1%

Top Skills: Warehousing, Forklift Truck,Palletizing



### Customer Service Representatives

- •% Employment 3.9%
- Unique Postings 14,317
- Posted Salary \$20.49
- Hires 36,309
- •Separations 38,222
- •Turnover Rate 90.2%

Top Skills: Call Center Experience, Inbound Calls, Customer Relationship Management



### Aircraft Service Attendants

•% Employment	3.8%	
•Unique Postings	0	
<ul> <li>Posted Salary</li> </ul>	Insf. Data	
• Hires	1,385	
<ul> <li>Separations</li> </ul>	1,358	
•Turnover Rate	121.3%	
Top Skills: No Postings		



### Industrial Truck & Tractor Operators

•% Employment	2.7%	
<ul> <li>Unique Postings</li> </ul>	1,647	
<ul> <li>Posted Salary</li> </ul>	\$20.49	
• Hires	6,307	
<ul> <li>Separations</li> </ul>	5,969	
•Turnover Rate	79.2%	
Top Skills: Forklift Truck,		
Warehousing, Palle	tizing	



### **Commercial Pilots**

•% Employment	2.6%
<ul> <li>Unique Postings</li> </ul>	497

- Posted Salary \$18.28
- Hires 961
- •Separations 905
- •Turnover Rate 68.6%

Top Skills: Federal Aviation Administration, Aviation, Unmanned Aerial Systems (UAS)



### First-Line Supervisors of Office & Administrative Support Workers

- •% Employment 1.7%
- •Unique Postings 8,761
- Posted Salary \$26.40
- Hires 13,880
- •Separations 14,782
- •Turnover Rate 65.7%

Top Skills: Office Management, Marketing, Accounting



### **Passenger Attendants**

- •% Employment 1.3%
- •Unique Postings 155
- Posted Salary \$20.49
- Hires 643
- •Separations 610
- •Turnover Rate 145.1%

Top Skills: General Mathematics, Effective Communication, Pre-Trip and Post-Trip Inspections

### First-Line Supervisors of Transportation & Material Moving Workers, Except Aircraft Cargo Handling Supervisors

- •% Employment 1,2%
- Unique Postings 1,604
- Posted Salary \$28.86
- Hires 7,527
- •Separations 7,546
- •Turnover Rate 76.0%

Top Skills: Warehousing, Forklift Truck, Inventory Management



### **Stockers & Order Fillers**

<ul> <li>% Employment</li> </ul>	1.1%	
•Unique Postings	3,749	
<ul> <li>Posted Salary</li> </ul>	\$17.54	
• Hires	54,596	
<ul> <li>Separations</li> </ul>	54,899	
•Turnover Rate	112.2%	
Top Skills: Merchandising,		
Product Knowledge, General		
Mathematics		



### **Cargo & Freight Agents**

•% Employment	1.0%
<ul> <li>Unique Postings</li> </ul>	326
<ul> <li>Posted Salary</li> </ul>	\$21.97
• Hires	702
<ul> <li>Separations</li> </ul>	573
•Turnover Rate	68.1%
Top Skills: Invoicing	I, Sensor
Warehousing	



### First-Line Supervisors of Mechanics, Installers, & Repairers

- •% Employment 0.9%
- Unique Postings 4,108
- Posted Salary \$31.94
- Hires 5,708
- Separations 5,503
- •Turnover Rate 55.1%

Top Skills: Plumbing, HVAC, Carpentry





- •% Employment 0.9%
- Unique Postings 6,073
- Posted Salary \$25.42
- Hires 24,971
- •Separations 25,970
- •Turnover Rate 68.8%

Top Skills: Selling Techniques, Marketing, Sales Prospecting

s,



### General & Operations Managers

•% Emp	loyment	0.7%

- Unique Postings 10,473
- Posted Salary \$33.66
- Hires 24,323
- •Separations 21,273
- •Turnover Rate 53.5%

Top Skills: Operations Management, Product Knowledge, Finance



### Cleaners of Vehicles & Equipment

- •% Employment 0.7%
- Unique Postings 1,133
- Posted Salary \$19.02
- Hires 5,145
- •Separations 4,808
- •Turnover Rate 94.2%

Top Skills: Automotive Detailing, Upholstery, Polishing



### **Avionics Technicians**

∙% Employment	0.6%
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- •Unique Postings 371
- Posted Salary \$40.06
- Hires 445
- •Separations 405
- •Turnover Rate 49.5%

Top Skills: Avionics, Electrical Wiring, Federal Aviation Administration



### Training & Development Specialists

•% Employment	0.6%	
•Unique Postings	1,702	
<ul> <li>Posted Salary</li> </ul>	\$31.94	
• Hires	5,452	
<ul> <li>Separations</li> </ul>	5,512	
•Turnover Rate	55.2%	
Top Skills: Project Management,		
Learning Management		
Systems, Technical Training		

Source: Lightcast



## Let's Talk!

There are a number of strategies you can employ to enhance employee recruitment and retention. The Arapahoe/Douglas Works! Business Services Team can help you strategize and implement these tactics. Get started by calling (303) 636-1359 or visiting <u>https://bit.ly/ADWBusinessServices.</u>





COLORADO A P P R E N T I C E S H I P H U B The Colorado Apprenticeship Hub serves as a resource for companies seeking to engage in registered apprenticeship programs in Colorado. The Hub provides apprenticeship-related services at no cost to employers.

If you want to connect to a consultant, please email the team at <a href="mailto:apprenticeship@arapahoegov.com">apprenticeship@arapahoegov.com</a>







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