

Racial and Ethnic Representation in the State Workforce and Management

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Issue

Compare race and ethnicity demographic information between rank-and-file employees and their supervisors and managers in state agencies with 25 employees or more and across the executive, legislative, and judicial branches.

Summary

This report analyzes the number and proportion of racial and ethnic minorities in the state workforce as a whole as well as its management. It is based on data compiled by the Office of Fiscal Analysis (OFA) and Information Technology Services (ITS) from the statewide accounting and personnel system (CORE-CT) and confirmed or adjusted by individual state agencies (see Attachment 1 for a full discussion of our methodology). Attachment 2 summarizes the self-identified racial and ethnic data for employees of the selected state agencies (i.e., agencies with 25 employees or more) by branch of government. Attachments 3 and 4 summarize the data by state agency for managers and non-managers, respectively.

Of the 49,044 permanent part-time and full-time employees analyzed for this report, self-identified racial demographic information was provided for 96% of employees. Among the total population of employees who identified a particular race, 67.3% identified their race as White, 17.3% identified as Black or African American, 10.8% identified as Hispanic or Latino, and 3.9% identified as Asian. The remaining employees identified as one of the remaining three groups (Native Hawaiian and Pacific Islander, American Indian and Alaska Native, or two or more races). It is difficult to make direct comparisons between the data for the state population as a whole and the state workforce, however, as the United States Census Bureau collects race and ethnicity information separately

and CORE-CT combines these concepts together. According to the Census Bureau, Connecticut's state population identifies their race as 80.3% White, 11.9% Black or African American, and 4.8% Asian, with the remaining population identifying in smaller proportions with the remaining three groups. The Bureau reports that an estimated 16.1% of the state's population is Hispanic or Latino and 67% is Non-Hispanic.

Managers and supervisors (hereafter referred to as managers) comprise 16.5% of the selected state agency workforce. Of these nearly 7,800 managers, 77.6% identified their race as White, 11.2% identified as Black or African American, 6.9% identified as Hispanic or Latino, and 3.6% identified as Asian. In comparison, of the nearly 38,200 non-managers, 65.2% identified as White, 18.5% identified as Black or African American, 11.6% as Hispanic or Latino, and 3.9% as Asian.

These proportions also vary across the three branches of government. The proportion of employees who identified their race as White ranges from 83.5% in the legislative branch to 63.1% in the executive branch (excluding the higher education constituent units), as compared to 67.3% across the state's workforce. The proportion of employees identifying as Black or African American ranges from 21.9% in the executive branch to 8.3% in the legislative branch, compared to 17.3% across the state's workforce. Similarly, the proportion of employees identifying as Hispanic or Latino ranges from 11.9% in the executive branch to 5.1% in the legislative branch, compared to 10.8% across the state's workforce.

As we discuss below in the methodology section, limitations and inconsistencies in the data sometimes occur within the CORE-CT system, and may affect the validity of this analysis.

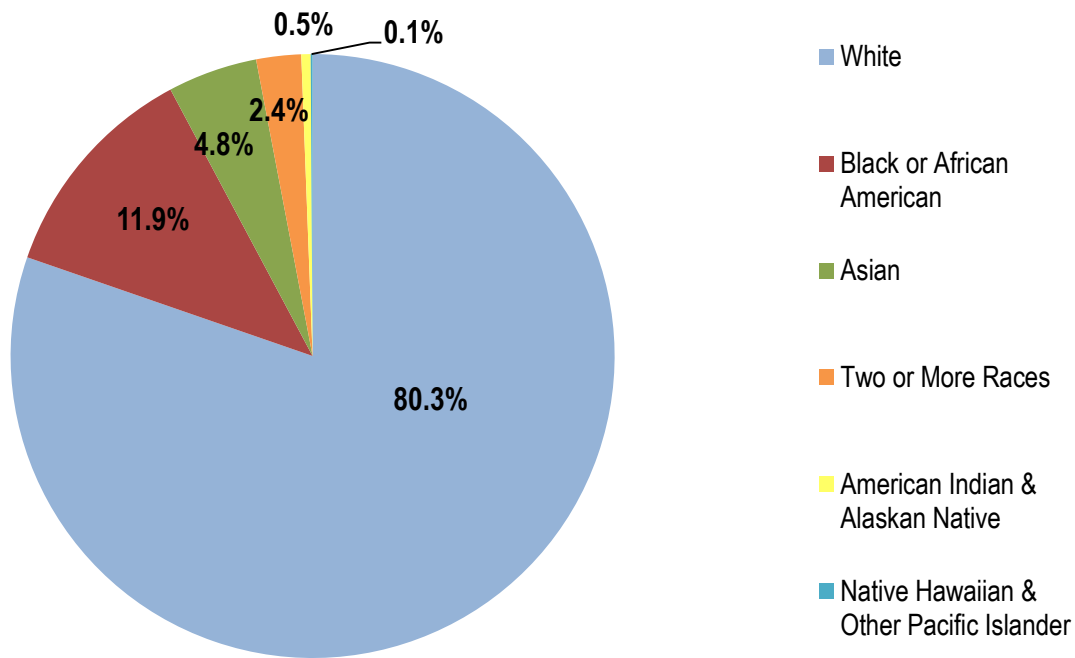
Connecticut Racial and Ethnic Demographics

Race

According to [U.S. Census Bureau](#) estimates, the proportion of the state's population identifying with a particular race is provided in Chart 1 below and as follows:

- 80.3% White
- 11.9% Black or African American
- 4.8% Asian
- 2.4% Two or more races
- 0.5% American Indian and Alaska Native; and
- 0.1% Native Hawaiian and Other Pacific Islander.

Chart 1: Racial Composition of Connecticut Population



Source: U.S. Census Bureau, [2017 Population Estimates](#)

The racial estimates for Connecticut's state population were produced by the United States Census Bureau's Population Estimates Program. The census collects race data based on survey respondents' self-identification from the completed 2010 decennial census and the ongoing American Community Survey. U.S. Office of Management and Budget (OMB) guidelines require that race data be collected for a minimum of five groups (White, Black or African American, American Indian or Alaska Native, Asian, and Native Hawaiian or Other Pacific Islander) and allow the use of a sixth category (some other race). These [racial categories](#) generally reflect a social definition of race recognized in this country which includes racial and national origin and sociocultural groups. Respondents may choose to report one race by which they identify most, more than one race to indicate their racial mixture (such as "American Indian" and "White"), or decline to disclose this voluntary information.

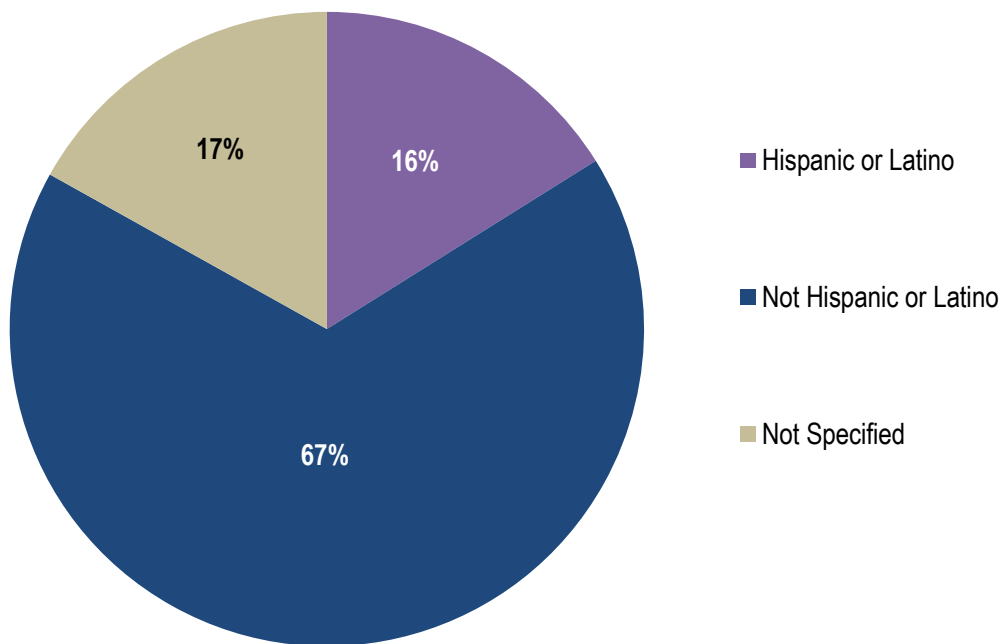
Ethnicity

The Census Bureau uses two categories for ethnicity: Hispanic or Latino and Not Hispanic or Latino. It considers race and ethnicity to be separate and distinct concepts and directs survey respondents to separately identify their race and whether they are Hispanic or Latino. Consequently, respondents who identify their origin as Hispanic or Latino may be of any race. According to the

Bureau's Connecticut estimates, 16.1% of the state's population is Hispanic or Latino, 67% is Non-Hispanic or Latino, and 17% did not specify (see Chart 3 below).

Percentages for the various census race categories add to 100%, and, according to the Bureau, should not be combined with Hispanic or non-Hispanic percentages, which separately add to 100%.

Chart 2: Ethnic Composition of Connecticut Population



Source: U.S. Census Bureau, [2017 Population Estimates](#)

In contrast, percentages for the various CORE-CT race categories include Hispanic ethnicity in order to add to 100%. These different methods of record keeping make direct comparisons between census and CORE-CT data difficult.

State Workforce Demographics

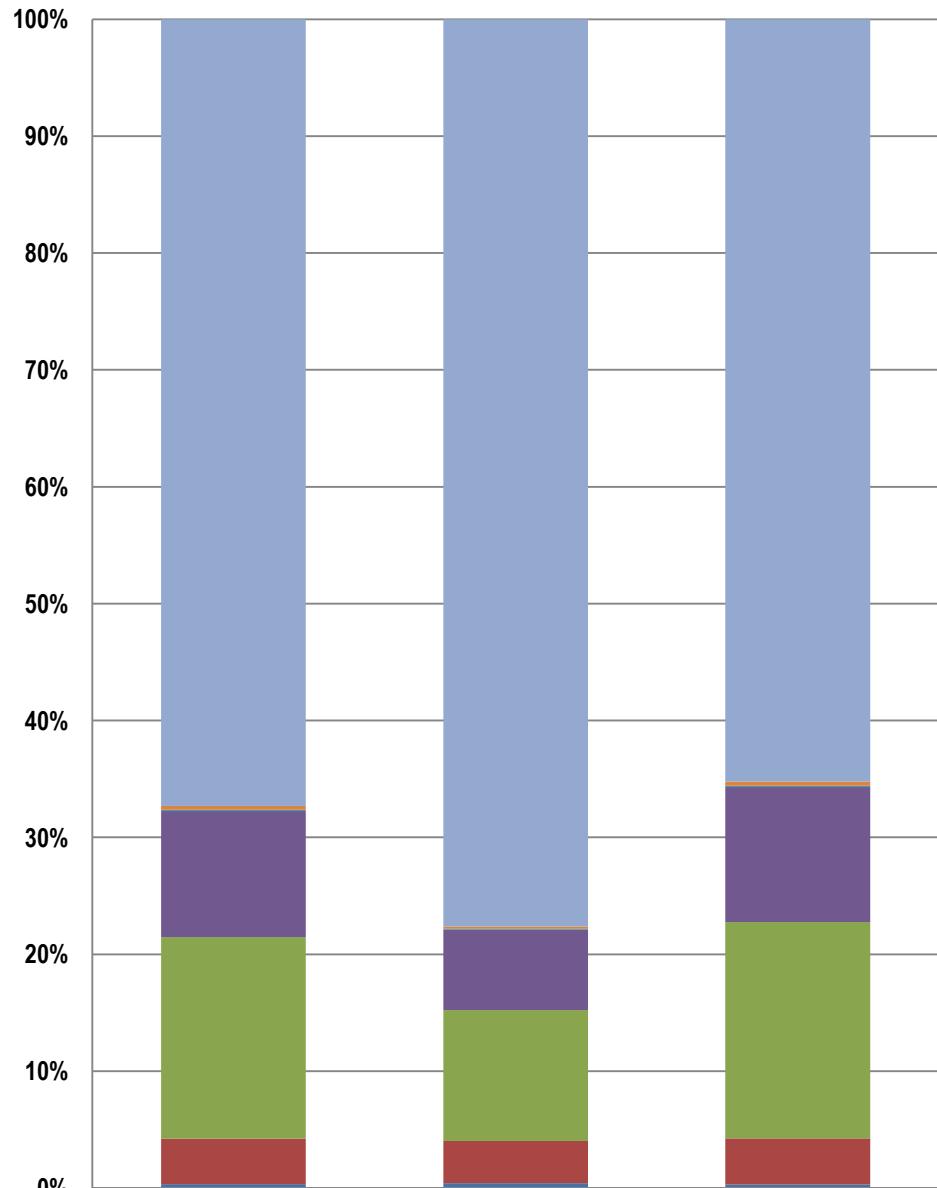
Of the 49,044 permanent part-time and full-time employees of state agencies with 25 employees or more analyzed for this report, self-identified racial demographic information was provided for 47,050 employees. Among the population of employees reporting their race, the proportions identifying with a particular race are as follows:

- 67.3% White
- 17.3% Black or African American

- 10.8% Hispanic or Latino
- 3.9% Asian
- 0.3% American Indian and Alaska Native
- 0.3% Two or more races; and
- 0.1% Native Hawaiian and Other Pacific Islander.

Charts 3 and 4 summarize the racial and ethnic proportions of the selected state workforce group. Chart 3 compares the racial and ethnic proportions of the identified manager and non-manager positions. Chart 4 compares these proportions by branch of government. The higher education constituent units provided their information independent of the executive branch, and are therefore reported separately in the table. In addition, the legislative branch excludes legislators.

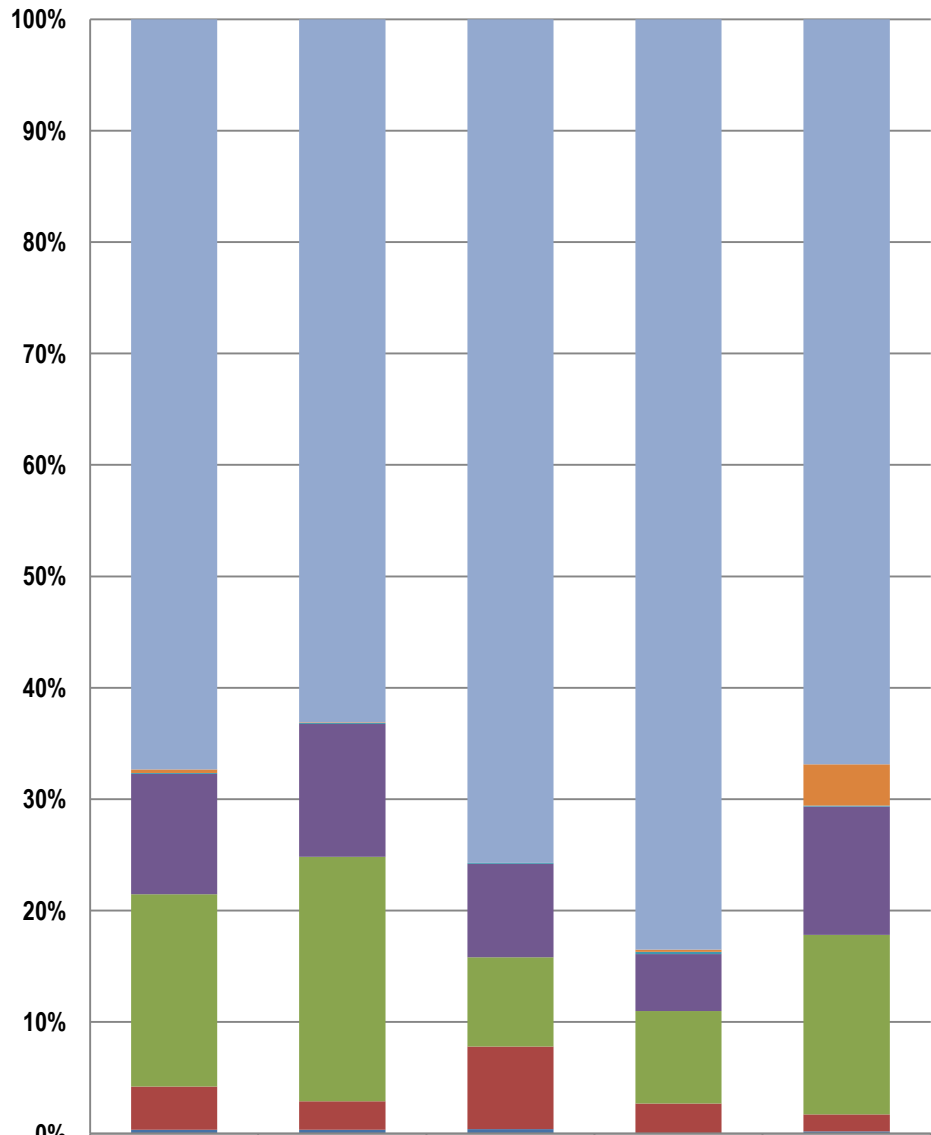
Chart 3: Race and Ethnicity of Selected State Workforce by Management Level



	Selected State Workforce	Management	Non-Management
White	67.3%	77.6%	65.2%
Two or More Races	0.3%	0.2%	0.3%
Native Hawaiian and Other Pacific Islander	0.1%	0.1%	0.1%
Hispanic or Latino	10.8%	6.9%	11.6%
Black or African American	17.3%	11.2%	18.5%
Asian	3.9%	3.6%	3.9%
American Indian and Alaska Native	0.3%	0.4%	0.3%

Source: U.S. Census, CORE-CT, and state agency data

Chart 4: Racial & Ethnic Representation of the Selected State Workforce by Branch



	Selected State Workforce	Executive (excl. Higher Ed)	Higher Education	Legislative	Judicial
White	67.3%	63.1%	75.7%	83.5%	66.8%
Two or More Races	0.3%	0.1%	0.0%	0.2%	3.7%
Native Hawaiian and Other Pacific Islander	0.1%	0.1%	0.1%	0.2%	0.1%
Hispanic or Latino	10.8%	11.9%	8.4%	5.1%	11.5%
Black or African American	17.3%	21.9%	8.0%	8.3%	16.1%
Asian	3.9%	2.6%	7.4%	2.7%	1.5%
American Indian and Alaska Native	0.3%	0.3%	0.4%	0.0%	0.2%

Source: U.S. Census, CORE-CT, and state agency data

Statutory Definitions of Managers and Non-Managers

For purposes of this analysis, we relied on the statutory definitions of managers and supervisors, defined under the collective bargaining laws, to classify state employees as managers and non-managers. Although these definitions do not apply to legislative branch employees or elected and appointed officials, they were used in this report for all three branches for comparability purposes. Elected officials were excluded, as individuals are selected for these positions by voters rather than an agency's hiring manager. Appointed positions, however, were included for purposes of this report, as they perform management functions and reflect a type of "hiring."

In general, the primary difference between managers and supervisors is their level of responsibility (managers handle higher level policy and personnel decisions) and coverage by collective bargaining (supervisors are included and managers are excluded).

A "managerial employee" means any individual in a position in which the principal functions are characterized by at least two of the following (higher education positions must perform the functions in subdivision four and one other):

1. responsibility for directing a subunit or facility of a major division of an agency or assignment to an agency head's staff;
2. development, implementation and evaluation of goals and objectives consistent with agency mission and policy;
3. participation in the formulation of agency policy; or
4. a major role in the administration of collective bargaining agreements or major personnel decisions, or both, including staffing, hiring, firing, evaluation, promotion and training of employees (CGS § [5-270\(g\)](#)).

A "supervisory employee" generally means any individual in a position in which the principal functions are characterized by at least two of the following:

1. performing management control duties such as scheduling, assigning, overseeing, and reviewing the work of subordinates;
2. performing duties distinct and dissimilar from those performed by the employees supervised;
3. exercising judgment in adjusting grievances, applying other established personnel policies and procedures and in enforcing the provisions of a collective bargaining agreement; and

4. establishing or participating in the establishment of performance standards for subordinate employees and taking corrective measures to implement those standards (CGS § [5-270\(f\)](#)).

Attachment 1: Methodology

Data from Affirmative Action Plans

By law, the Commission on Human Rights and Opportunities (CHRO), annually reports to the governor and the General Assembly concerning the results of each state agency's affirmative action plan (CGS § [46a-68](#)). Based on this reporting requirement we asked CHRO to provide racial and ethnic data for the state workforce. However, information contained in affirmative action plans is not easily accessible or compiled in a centralized database. The commission did not have the resources to review the lengthy hard copies of each plan in the timeframe of this analysis.

Use of CORE-CT Data

With the assistance of the Office of Fiscal Analysis (OFA) and Information Technology Services (ITS), a customized query of the CORE-CT system initially extracted more than 88,000 records for all active regular (i.e. not temporary) full-time and part-time employees of selected state agencies (25 employees or more) as of the October 18, 2018, pay period. We then sent staff rosters to each individual agency to confirm the data's accuracy or make adjustments as necessary.

Executive Branch Agencies

With the exception of the higher education constituent units, the Office of Policy and Management (OPM) responded on behalf of all executive branch agencies. According to OPM, data from CORE-CT was assumed to be correct as of the date extracted, so the office made no changes to the staff roster for any state agency. However, we received roster changes for a few executive agencies (Office of the Chief Medical Examiner, Department of Veterans' Affairs, the Commission on Human Rights and Opportunities, Military Department, and State Elections Enforcement Commission) prior to OPM's response, and incorporated these changes into the dataset.

Whenever possible, we assigned any executive agency employees falling under "Not Assigned" or "Other," within the "Mgr Level" field a management level if the job title clearly indicated a managerial position (e.g. "SSProgMgr" and "DirOfLegRegs&Comms"). Nevertheless, we did not reclassify other likely managerial positions due to the ambiguity in their job titles (e.g. "Chief Agricultural Scientist" in AES and "Senior Policy Advisor" in DAS) and therefore the positions are not included in management or non-management totals.

Limited Scope Agencies

The higher education constituent units, legislative branch, and judicial branch are limited scope CORE-CT agencies, meaning that they process transactions through their own accounting systems and then periodically upload certain information into the CORE-CT system. As a result, data on race

and ethnicity as well as managerial level was primarily missing from the original data extract and thus we asked these agencies to provide this information.

According to UConn and the Board of Regents for Higher Education (BOR), CORE-CT is the system of record for race and ethnicity data. Therefore, if the field is blank (i.e., 820 records for UConn, 95 for Board of Regents) it is due to the fact that the employee chose not to disclose this information. UConn did provide staffing changes based on an October 25, 2018, report run. BOR provided staffing changes and management positions based on a November data extract.

The Judicial Department responded on behalf of its agencies with a chart providing the requested information as of November 14, 2018, in aggregate form. The department noted its data did not include judges because they are constitutional officers rather than employees. The Office of Legislative Management and the Auditors of Public Accounts both responded individually.

Culling the Data

Based on agency feedback, we removed certain classes of employees from the master employee roster. For example, UConn and BOR consider state university lecturers, community college adjunct faculty, and educational assistants to be temporary employees whose numbers fluctuate year-to-year and semester-to-semester. We removed graduate assistants, graduate professional interns, student laborers, re-employed retirees, and special payroll and seasonal positions for similar reasons. We also removed over 1,500 National Guardsmen, who are paid through CORE-CT, from the Military Department's roster.

To determine whether an employee was a manager or non-manager we used the CORE-CT "Mgr Level" field, which should reflect (to the extent it is used and up-to-date) the organization level assigned to each job specification. Of the 15 management categories, we determined that ten were non-management (Training, Entry, Basic Working, Junior Working, Working, Bridge Class, Advanced Working, Working Lead, Advanced Lead, and Other), four were management (Supervisory, Manager/Director, Administrator, and Appointed Official), and one did not specify (Not Assigned).

Data Validity

Limitations and inconsistencies in the data sometimes occur within the CORE-CT system and may affect the validity of this analysis. Inaccuracies may exist to the extent that an agency does not utilize or update fields when an employee is initially hired or subsequently promoted. To the extent that the segment of state employees who chose not to disclose their race and ethnicity data disproportionately represent one or more race categories, these categories may be underreported in CORE-CT. This similarly applies to positions which were not assigned a managerial level in the system. There also appear to be inconsistencies in regards to how agencies apply management

levels to particular job categories (e.g. some agencies consider Executive Assistants to be managers while others do not, or do not assign a level to this position).

Attachment 2: Selected State Workforce Race & Ethnicity by Branch

Executive Branch (not including Higher Ed)										
	<i>American Indian and Alaska Native</i>	<i>Asian</i>	<i>Black or African American</i>	<i>Hispanic or Latino</i>	<i>Native Hawaiian and Other Pacific Islander</i>	<i>Two or More Races</i>	<i>White</i>	<i>Sub-total</i>	<i>Not Provided</i>	<i>Total</i>
Management	18	80	551	313	3	1	2,865	3,831	12	3,843
%	0.5%	2.1%	14.4%	8.2%	0.1%	0.0%	74.8%	100.0%		
Non-Management	74	646	5,673	3,064	25	14	15,033	24,529	133	24,662
%	0.3%	2.6%	23.1%	12.5%	0.1%	0.1%	61.3%	100.0%		
Not Assigned	3	17	146	91	4	0	1,540	1,801	13	1,814
%	0.2%	1.0%	7.9%	5.0%	0.2%	0.0%	85.7%	100.0%		
Total*	92	726	6,224	3,377	28	15	17,898	28,360	158	30,319
%	0.3%	2.6%	21.9%	11.9%	0.1%	0.1%	63.1%	100.0%		
Constituent Units of Higher Education										
	<i>American Indian and Alaska Native</i>	<i>Asian</i>	<i>Black or African American</i>	<i>Hispanic or Latino</i>	<i>Native Hawaiian and Other Pacific Islander</i>	<i>Two or More Races</i>	<i>White</i>	<i>Sub-total</i>	<i>Not Provided</i>	<i>Total</i>
Management	13	195	247	192	3	-	2,683	3,333	125	3,458
%	0.4%	5.9%	7.4%	5.8%	0.1%	0.0%	80.5%	100.0%		
Non-Management	38	798	838	944	12	-	7,516	10,146	791	10,937
%	0.4%	7.9%	8.3%	9.3%	0.1%	0.0%	74.1%	100.0%		
Total*	51	993	1,085	1,136	15	-	10,199	13,479	916	14,395
%	0.4%	7.4%	8.0%	8.4%	0.1%	0.0%	75.7%	100.0%		
Legislative Branch (excludes legislators)										
	<i>American Indian and Alaska Native</i>	<i>Asian</i>	<i>Black or African American</i>	<i>Hispanic or Latino</i>	<i>Native Hawaiian and Other Pacific Islander</i>	<i>Two or More Races</i>	<i>White</i>	<i>Sub-total</i>	<i>Not Provided</i>	<i>Total</i>
Management	-	3	6	1	-	1	109	120	1	121
%	0.0%	2.5%	5.0%	0.8%	0.0%	0.8%	90.8%	100.0%		
Non-Management	-	11	38	26	1	-	331	407	2	409
%	0.0%	2.7%	9.3%	6.4%	0.2%	0.0%	81.3%	100.0%		
Total*	-	14	44	27	1	1	440	527	3	530
%	0.0%	2.7%	8.3%	5.1%	0.2%	0.2%	83.5%	100.0%		

Attachment 2 (continued): Selected State Workforce Race & Ethnicity by Branch

Judicial Branch (excludes Judges)										
	<i>American Indian and Alaska Native</i>	<i>Asian</i>	<i>Black or African American</i>	<i>Hispanic or Latino</i>	<i>Native Hawaiian and Other Pacific Islander</i>	<i>Two or More Races</i>	<i>White</i>	<i>Sub-total</i>	<i>Not Provided</i>	<i>Total</i>
Management	1	3	66	29	1	13	376	489	3	492
%	0.2%	0.6%	13.5%	5.9%	0.2%	2.7%	76.9%	100.0%		
Non-Management	6	52	513	384	4	119	2,021	3,099	39	3,138
%	0.2%	1.7%	16.6%	12.4%	0.1%	3.8%	65.2%	100.0%		
Total*	7	55	579	413	5	132	2,397	3,588	42	3,630
%	0.2%	1.5%	16.1%	11.5%	0.1%	3.7%	66.8%	100.0%		
Selected State Workforce										
	<i>American Indian and Alaska Native</i>	<i>Asian</i>	<i>Black or African American</i>	<i>Hispanic or Latino</i>	<i>Native Hawaiian and Other Pacific Islander</i>	<i>Two or More Races</i>	<i>White</i>	<i>Sub-total</i>	<i>Not Provided</i>	<i>Total</i>
All Management	32	281	870	535	7	15	6,033	7,773	141	7,914
%	0.4%	3.6%	11.2%	6.9%	0.1%	0.2%	77.6%	100.0%		
All Non-Management	118	1,507	7,062	4,418	42	133	24,901	38,181	955	39,136
%	0.3%	3.9%	18.5%	11.6%	0.1%	0.3%	65.2%	100.0%		
Total State Workforce*	150	1,788	7,932	4,953	49	148	30,934	45,954	1,096	47,050
%	0.3%	3.9%	17.3%	10.8%	0.1%	0.3%	67.3%	100.0%		
Total Not Assigned	3	17	146	91	4	0	1,540	1,801	193	1,994
Grand Total: 49,044										
*Racial percentages based on subtotal of employees specifying a race/ethnicity and exclude non-responders and unassigned positions.										

Attachment 3: Race & Ethnicity of Management Positions by State Agency

Agency (with 25+ employees)	American Indian/ Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian / Other Pacific Islander	Two or More Races	White	Subtotal
<i>Agricultural Experiment Station</i>			1				4	5
<i>Auditors of Public Accounts</i>		3	4			1	52	60
<i>Connecticut State Colleges and Universities</i>	5	53	162	118	0	0	1,093	1,431
<i>Office of the Chief Medical Examiner</i>							4	4
<i>Connecticut State Library</i>				2			11	13
<i>Department of Agriculture</i>							9	9
<i>Department of Administrative Services</i>		2	4	9			92	107
<i>Department of Children & Families</i>	2	12	166	98	2		397	677
<i>Department of Consumer Protection</i>		1	2	2			33	38
<i>Department of Developmental Services</i>		3	56	13			188	260
<i>Department of Energy & Environmental Protection</i>	3	2	3	5			168	181
<i>Department of Higher Education</i>			1				2	3
<i>Department of Motor Vehicles</i>	1	2	13	9			59	84
<i>Department of Banking</i>				2			12	14
<i>Department of Correction</i>	2	5	71	47			277	402
<i>Department of Housing</i>			1	1			3	5
<i>Department of Insurance</i>		3	1				29	33
<i>Department of Labor</i>		1	12	11			80	104
<i>Department of Transportation</i>	4	10	22	17			306	359
<i>Department of Public Health</i>		4	11	10		1	87	113
<i>Department of Public Safety</i>		6	13	6			213	238
<i>Department of Revenue Services</i>		2	12	2			73	89

Attachment 3 (continued): Race & Ethnicity of Management Positions by State Agency

Agency (with 25+ employees)	American Indian / Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian / Other Pacific Islander	Two or More Races	White	Subtotal
<i>Department of Social Services</i>	1	5	57	23	1		137	224
<i>Department of Veterans' Affairs</i>	1	3	3	2			20	29
<i>Department of Economic & Community Development</i>			2	2			14	18
<i>Elections Enforcement Commission</i>							3	3
<i>Commission on Human Rights & Opportunities</i>			3				3	6
<i>Judicial Department*</i>	1	3	66	29	1	13	376	489
<i>Department of Mental Health & Addiction Services</i>	1	11	54	28			323	417
<i>Military Department</i>			2				19	21
<i>Office of the Attorney General</i>		2	5	2			49	58
<i>Office of Early Childhood</i>			1				16	17
<i>Office of Health Strategy</i>							4	4
<i>Office of Legislative Management</i>			2	1			57	60
<i>Office of Policy & Management</i>	2	1	3	1			29	36
<i>State Comptroller</i>		1	9	1			39	50
<i>State Treasurer</i>			5				21	26
<i>State Department of Education</i>	1	2	11	16			88	118
<i>Department of Rehabilitation Services</i>		2	2	2			29	35
<i>Secretary of the State</i>			2				5	7
<i>University of Connecticut Health Center</i>	1	37	29	16	0	0	424	507
<i>University of Connecticut</i>	7	105	56	58	3	0	1,166	1,395
<i>Workers' Compensation Commission</i>			3	2			19	24
Total	32	281	870	535	7	15	6,033	7,773

*Judicial Department based on aggregate totals provided and also includes the Division of Criminal Justice, Probate Court Administration, and Public Defender Services Commission.

Attachment 4: 2018 Race & Ethnicity of Non-Management Positions by State Agency

Agency (with 25+ employees)	American Indian / Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian / Other Pacific Islander	Two or More Races	White	Subtotal
<i>Agricultural Experiment Station</i>	1	9	2	7			53	72
<i>Auditors of Public Accounts</i>	-	4	3	4	0	-	34	45
<i>Connecticut State Colleges and Universities</i>	12	190	403	324	6	0	2,574	3,509
<i>Office of the Chief Medical Examiner</i>		2	8	3			43	56
<i>Connecticut State Library</i>		3	9	12			50	74
<i>Department of Agriculture</i>		1	4	2			40	47
<i>Department of Administrative Services</i>		15	67	30	1		321	434
<i>Department of Children & Families</i>	7	54	792	450			1,153	2,456
<i>Department of Consumer Protection</i>		8	32	15			105	160
<i>Department of Developmental Services</i>	7	27	771	208	2		1,455	2,470
<i>Department of Energy & Environmental Protection</i>	5	21	65	48			535	674
<i>Department of Higher Education</i>		3	6	2			13	24
<i>Department of Motor Vehicles</i>	2	20	164	95	2	1	391	675
<i>Department of Banking</i>		3	14	7	1		64	89
<i>Department of Correction</i>	18	67	1,243	846	9	7	3,323	5,513
<i>Department of Housing</i>		2	11				24	37
<i>Department of Insurance</i>		7	18	12	1		76	114
<i>Department of Labor</i>	2	30	103	64			280	479
<i>Department of Transportation</i>	13	77	256	260	2		1,896	2,504
<i>Department of Public Health</i>	2	27	111	65		2	344	551
<i>Department of Public Safety</i>	3	21	82	79	1		1,046	1,232
<i>Department of Revenue Services</i>	1	26	100	50		1	299	477

Attachment 4 (continued): 2018 Race & Ethnicity of Non-Management Positions by State Agency

Agency (with 25+ employees)	American Indian / Alaska Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian / Other Pacific Islander	Two or More Races	White	Subtotal
<i>Department of Social Services</i>	6	43	471	238	3	1	688	1,450
<i>Department of Veterans' Affairs</i>	1	10	63	32			125	231
<i>Department of Economic & Community Development</i>		7	14	6			51	78
<i>Elections Enforcement Commission</i>		2		3			16	21
<i>Commission on Human Rights & Opportunities</i>		2	13	5			35	55
<i>Judicial Department*</i>	6	52	513	384	4	119	2,021	3,099
<i>Department of Mental Health & Addiction Services</i>	4	111	914	317		1	1,437	2,784
<i>Military Department</i>		1	7	11	1		71	91
<i>Office of the Attorney General</i>		4	30	26			171	231
<i>Office of Early Childhood</i>			12	14			54	80
<i>Office of Health Strategy</i>		4	8	3			12	27
<i>Office of Legislative Management</i>		7	35	22	1		297	362
<i>Office of Policy & Management</i>		1	12	5		1	36	55
<i>State Comptroller</i>	1	9	44	19			127	200
<i>State Treasurer</i>		6	26	9	1		36	78
<i>State Department of Education</i>	1	12	106	66			377	562
<i>Department of Rehabilitation Services</i>		6	58	41	1		222	328
<i>Secretary of the State</i>		3	17	10			18	48
<i>University of Connecticut Health Center</i>	14	363	334	417	0	0	2,777	3,905
<i>University of Connecticut</i>	12	245	101	203	6	0	2,165	2,732
<i>Workers' Compensation Commission</i>		2	20	4			46	72
Total	118	1,507	7,062	4,418	42	133	24,901	38,181

Source: CORE-CT data, except for data for (1) constituent units of higher education provided by the University of Connecticut and Board of Regents, (2) Judicial Department based on aggregate totals provided by the branch and also includes the Division of Criminal Justice, Probate Court Administration, and Public Defender Services Commission, and (3) Legislative Management managers identified by the agency.

JP:bd