

State of Vermont
Workforce Report
Fiscal Year 2015



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State of Vermont Workforce Report Fiscal Year 2015

**Presented to
Governor Peter E. Shumlin
and
The Vermont General Assembly**

Prepared by:

Vermont Department of Human Resources

Maribeth Spellman
Commissioner

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Agency of Administration

January 15, 2016

Governor Shumlin and Members of the General Assembly:

I am pleased to present the State's Workforce Report for Fiscal Year 2015. It is an essential tool to identify our priorities for managing the state workforce and ensuring that the state maintains a skilled workforce that continues to deliver high quality services to Vermonters.

Within the Workforce Report, called for by 3 V.S.A. § 309, are sections on Workforce Characteristics, Workforce Trends, and Reports to the General Assembly, as specified in statute. It is my hope that you and leaders at all levels of state government find the data useful.

Very truly yours,

A handwritten signature in black ink, appearing to read "Maribeth Spellman", with a long horizontal line extending to the right.

Maribeth Spellman
Commissioner

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STATE OF VERMONT WORKFORCE REPORT – FISCAL YEAR 2015

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STATISTICAL HIGHLIGHTS

Profile of the Executive Branch Workforce for Fiscal Year 2015				Page
	Classified	Exempt	Total	Reference
Number	7,656	628	8,284	8
FTEs (Full-Time Equivalents)	7,607.5	610.9	8,218.3	8
Full-Time Employees (FTE = 1) /Part-Time Employees (FTE <1)	7,503 / 154	585 / 43	8,087 / 197	8
Average Age	46.6	48.7	46.7	13 , 42
Average Annual Salary (Full-time, base rate only)	\$54,934	\$74,586	\$56,356	14 , 54
Average Years of Service	11.8	9.4	11.6	15 , 45
Percent Minorities	3.1%	1.8%	3.0%	16 , 68
Percent Females	50.5%	52.4%	50.7%	16 , 69
Percent Represented by a Bargaining Unit	92.6%	4.6%	86.0%	17
Highlights of Workforce Trends for Classified Employees – Fiscal Year 2015				
Employment				
Percent Change in the Number of Classified Employees from Fiscal Year 2014 to Fiscal Year 2015			1.2%	9 , 15
Percent Change in the Number of Classified Employees from Fiscal Year 2010 to Fiscal Year 2015			6.9%	15
Number of Applications Submitted for Classified Jobs			48,455	26
Number of Applicants for Classified Jobs			14,810	26
Percent of Applicants Female/Percent of Applicants Minority			52.4% / 7.6%	27
Percent of Applicants with Bachelor's Level Degree or Higher			53%	27
Number of Hires			908	30
Percent of Hires Female/Percent of Hires Minority			55.2% / 5.2%	31
Average Age of Hires			37.9	31
Turnover				
Turnover Rate of Classified Employees			10.3%	33
Number of Employees Separated			782	37
Percent Voluntary Terminations			56.4%	37
Percent Retirements			32.0%	37
Percent Involuntary Terminations			10.2%	37
Age				
Percent of Classified Employees less than 35 Years Old			19.8%	33
Percent of Classified Employees 45 Years or Older			57.4%	33
Retirement Eligibility				
Percent of Classified Employees Eligible for Retirement at the End of Fiscal Year 2015			12.3%	49
Number Eligible for Retirement at the End of Fiscal Year 2015			938	49
Percent of Classified Employees Eligible for Retirement within Five Years (End of Fiscal Year 2020)			28.6%	49
Number Eligible for Retirement within Five Years			2,189	49
Compensation				
Average Annual Salary for Classified Employees (Full-time, base rate only)			\$54,934	54
Total Cash Overtime Costs			\$20,199,402	65
Total Compensatory Hours Earned for Overtime			175,514	66
Average Total Compensation (Total Pay Plus Benefits) per Classified Employee			\$85,728	59
Average Benefits Paid as a Percent of Total Compensation			32.7%	59
Diversity				
Minority Representation in the Classified Workforce			3.1%	68
Vermont Civilian Workforce Minority Population Estimates – U. S. Census/Bureau of Labor Statistics			4.5% / 3.5%	68
Female Representation in the Classified Workforce			50.5%	69
Vermont Civilian Workforce Female Population Estimates – U.S. Census/Bureau of Labor Statistics			48.6% / 50.3%	69

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WORKFORCE CHARACTERISTICS – FISCAL YEAR 2015

- ❖ Section One of this Workforce Report provides general descriptive statistics for the Executive Branch workforce for Fiscal Year 2015. The data presented include all Executive Branch employees (exempt and classified), but does not include temporary employees, Legislative or Judicial Branch employees.

TABLE 1 NUMBER OF EXECUTIVE BRANCH EMPLOYEES AND FTEs BY DEPARTMENT

Department	Classified		Exempt		Total	
	Num.	FTEs	Num.	FTEs	Num.	FTEs
Administration	44	44.0	6	6.0	50	50.0
Agriculture, Food & Markets	95	95.0	4	4.0	99	99.0
Attorney General	30	30.0	49	46.6	79	76.6
Auditor of Accounts	11	11.0	4	4.0	15	15.0
Buildings & General Services	313	312.6	5	5.0	318	317.6
Children & Families	1,062	1,057.6	30	30.0	1,092	1,087.6
Commerce & Community Development	74	72.9	18	18.0	92	90.9
Corrections	1,023	1,021.1	17	17.0	1,040	1,038.1
Criminal Justice Training Council	9	8.5	1	1.0	10	9.5
Defender General			72	68.1	72	68.1
Disabilities, Aging & Independent Living	270	264.4	4	4.0	274	268.4
Education	146	144.6	5	5.0	151	149.6
Enhanced 911	9	8.8	1	1.0	10	9.8
Environmental Conservation	286	283.5	11	11.0	297	294.5
Finance & Management	24	24.0	3	3.0	27	27.0
Financial Regulation	86	85.5	16	16.0	102	101.5
Fish & Wildlife	131	130.8	3	3.0	134	133.8
Forests, Parks & Recreation	99	98.7	3	3.0	102	101.7
Governor's Office			15	14.8	15	14.8
Green Mountain Care Board	19	18.0	11	11.0	30	29.0
Health	492	482.3	7	7.0	499	489.3
Human Resources	65	64.6	6	6.0	71	70.6
Human Services	120	118.8	17	16.8	137	135.6
Information & Innovation	111	111.0	2	2.0	113	113.0
Labor	248	247.5	13	13.0	261	260.5
Libraries	21	20.9	1	1.0	22	21.9
Lieutenant Governor			2	2.0	2	2.0
Liquor Control	47	47.0	2	2.0	49	49.0
Mental Health	227	224.8	10	9.0	237	233.8
Military	115	115.0	5	5.0	120	120.0
Natural Resources	24	24.0	7	6.9	31	30.9
Natural Resources Board	22	21.8	4	4.0	26	25.8
Public Safety - Civilian	228	227.3	10	10.0	238	237.3
Public Safety - Sworn	335	334.5			335	334.5
Public Service	33	32.9	15	14.6	48	47.5
Public Service Board	5	4.6	22	21.4	27	26.0
Secretary of State	55	54.8	9	9.0	64	63.8
State Treasurer	31	31.0	4	4.0	35	35.0
State's Attorneys & Sheriffs			161	154.1	161	154.1
Taxes	149	149.0	12	12.0	161	161.0
Transportation	1,220	1,215.0	13	12.7	1,233	1,227.7
Vermont Commission on Women	2	2.0	1	1.0	3	3.0
Vermont Health Access	181	176.1	11	11.0	192	187.1
Vermont Human Rights Commission			5	5.0	5	5.0
Vermont Labor Relations Board			2	1.5	2	1.5
Vermont Lottery Commission	20	19.6	1	1.0	21	20.6
Vermont Veterans' Home	174	172.2	7	7.0	181	179.2
VOSHA Review Board			1	0.5	1	0.5
Grand Total	7,656	7,607.5	628	610.9	8,284	8,218.3

At the end of Fiscal Year 2015 there were 8,284 Executive Branch employees. A more complete picture of the staffing level is provided by the 8,218.3 FTE* figure.

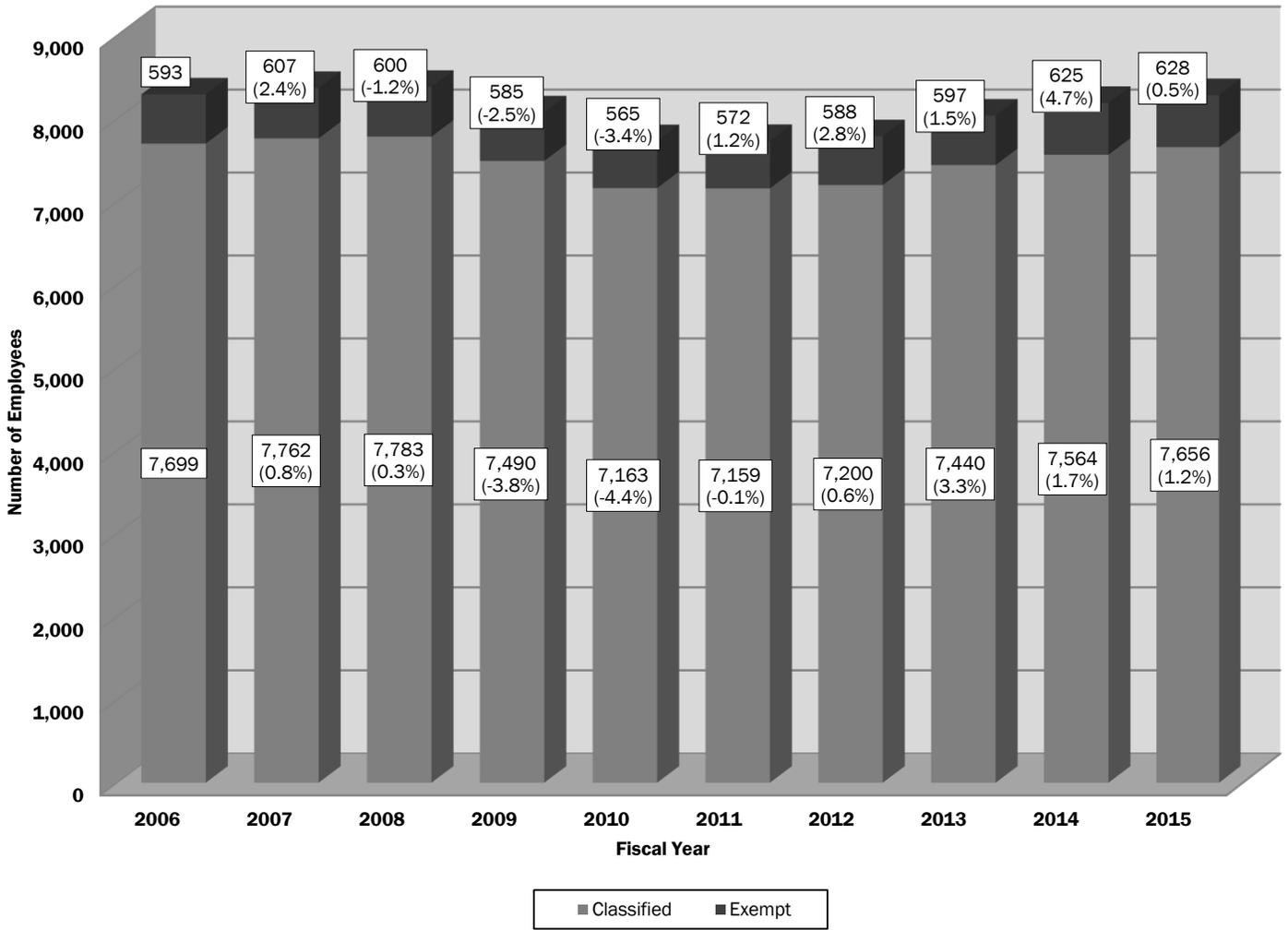
Among classified employees 154 (2.0%) are part-time (FTE<1) and for exempt employees 43 (6.8%) are part-time.

About 92% of the Executive Branch workforce is made up of classified employees while the remaining 8% are exempt employees.

* NOTE: FTEs are "Full-Time Equivalents". One FTE is based on a full-time employee's standard hours, which for most employees is 2,080 hours per year (some protective service employees have standard hours greater than 2,080). To calculate the FTE for a part-time employee, total authorized hours are divided by 2,080. Thus, a half-time employee (20 hours per week/1040 hours per year) would equal .5 FTE.

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2015.

TABLE 2 NUMBER OF EXECUTIVE BRANCH EMPLOYEES BY FISCAL YEAR



Total	8,292	8,369	8,383	8,075	7,728	7,731	7,788	8,037	8,189	8,284
% Change Previous FY		0.9%	0.2%	-3.7%	-4.3%	0.0%	0.74%	3.2%	1.9%	1.2%

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2006 to 2015. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

Fiscal Year 2015 total headcount increased from Fiscal Year 2014 by 1.2%. Classified employees increased by 1.2% and exempt employees by 0.5%.

Comparing Fiscal Year 2006 to Fiscal Year 2015, the overall number of Executive Branch employees has decreased by 0.1%, with classified employees decreasing by 0.6% and exempt employees increasing by 5.9%.

TABLE 3 EXECUTIVE BRANCH POSITIONS BY DEPARTMENT AS OF JUNE 30, 2015

Department	Positions			Vacancy Rate %	Position Type		
	Filled	Vacant	Total		Perm.	Limited	Exempt
Administration	50	8	58	14%	49	2	7
Agriculture, Food & Markets	103	14	117	12%	103	10	4
Attorney General	80	3	83	4%	28	2	53
Auditor of Accounts	15	0	15	0%	11	0	4
Buildings & General Services	314	13	327	4%	319	3	5
Children & Families	1,074	89	1,163	8%	1,001	130	32
Commerce & Community Development	93	7	100	7%	76	5	19
Corrections	1,030	42	1,072	4%	1,043	11	18
Criminal Justice Training Council	10	0	10	0%	9	0	1
Defender General	69	2	71	3%	0	0	71
Disabilities, Aging & Independent Living	269	20	289	7%	227	56	6
E911 Board	10	1	11	9%	10	0	1
Education	149	27	176	15%	143	25	8
Environmental Conservation	289	20	309	6%	252	46	11
Finance & Management	26	3	29	10%	26	0	3
Financial Regulation	102	7	109	6%	87	6	16
Fish & Wildlife	132	7	139	5%	129	7	3
Forests, Parks & Recreation	101	6	107	6%	99	5	3
Governor's Office	14	3	17	18%	0	0	17
Green Mountain Care Board	27	0	27	0%	11	6	10
Health	491	35	526	7%	404	115	7
Human Resources	71	14	85	16%	78	0	7
Human Services	138	18	156	12%	93	45	18
Information & Innovation	112	7	119	6%	109	7	3
Labor	261	32	293	11%	248	32	13
Libraries	22	2	24	8%	23	0	1
Lieutenant Governor	2	0	2	0%	0	0	2
Liquor Control	48	6	54	11%	50	2	2
Mental Health	233	38	271	14%	262	0	9
Military	120	10	130	8%	89	36	5
Natural Resources	31	4	35	11%	26	0	9
Natural Resources Board	26	1	27	4%	23	0	4
Public Safety - Civilian	269	25	294	9%	254	30	10
Public Safety - Sworn	296	32	328	10%	327	1	0
Public Service	48	5	53	9%	30	4	19
Public Service Board	26	1	27	4%	5	0	22
Secretary of State	64	7	71	10%	60	1	10
State Treasurer	35	2	37	5%	31	2	4
State's Attorneys & Sheriffs	159	6	165	4%	0	0	165
Taxes	160	7	167	4%	155	0	12
Transportation	1,236	87	1,323	7%	1,268	39	16
Vermont Commission on Women	3	0	3	0%	2	0	1
Vermont Health Access	188	20	208	10%	117	78	13
Vermont Human Rights Commission	5	0	5	0%	0	0	5
Vermont Labor Relations Board	2	0	2	0%	0	0	2
Vermont Lottery Commission	21	0	21	0%	20	0	1
Vermont Veterans' Home	182	9	191	5%	184	0	7
VOSHA Review Board	1	0	1	0%	0	0	1
Grand Total	8,207	687	8,894	8%	7,481	706	660

As of June 30, 2015 there were 8,894 authorized Executive Branch positions – 7,481 permanent classified, 706 limited classified,* and 660 exempt. The number of filled positions may not equal the number of employees (See Table 1) because in certain situations a position can be double filled.**

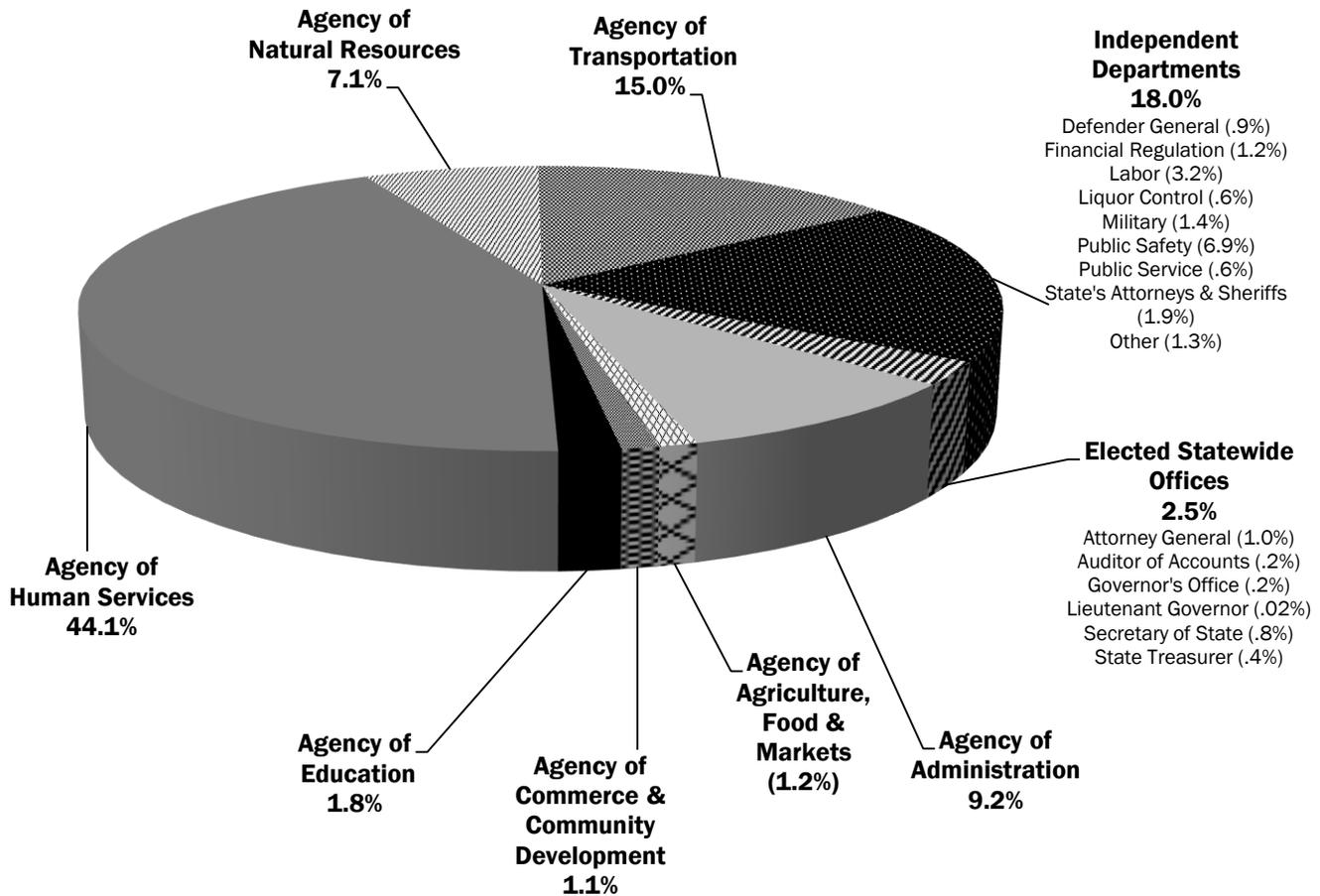
There were 687 vacant positions for an overall vacancy rate of 8%.

* NOTE: A limited service position is a time-limited classified position authorized for a period of three or fewer years, but which may be extended based on continued funding.

** NOTE: A position may be double filled in job share situations, a short-term need to train a new employee by the vacating employee, and in the case of a long-term leave of an employee.

Source: The State's Human Resource Information System (VTHR).

TABLE 4 EXECUTIVE BRANCH EMPLOYEE DISTRIBUTION BY AGENCY/DEPARTMENT



Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2015.

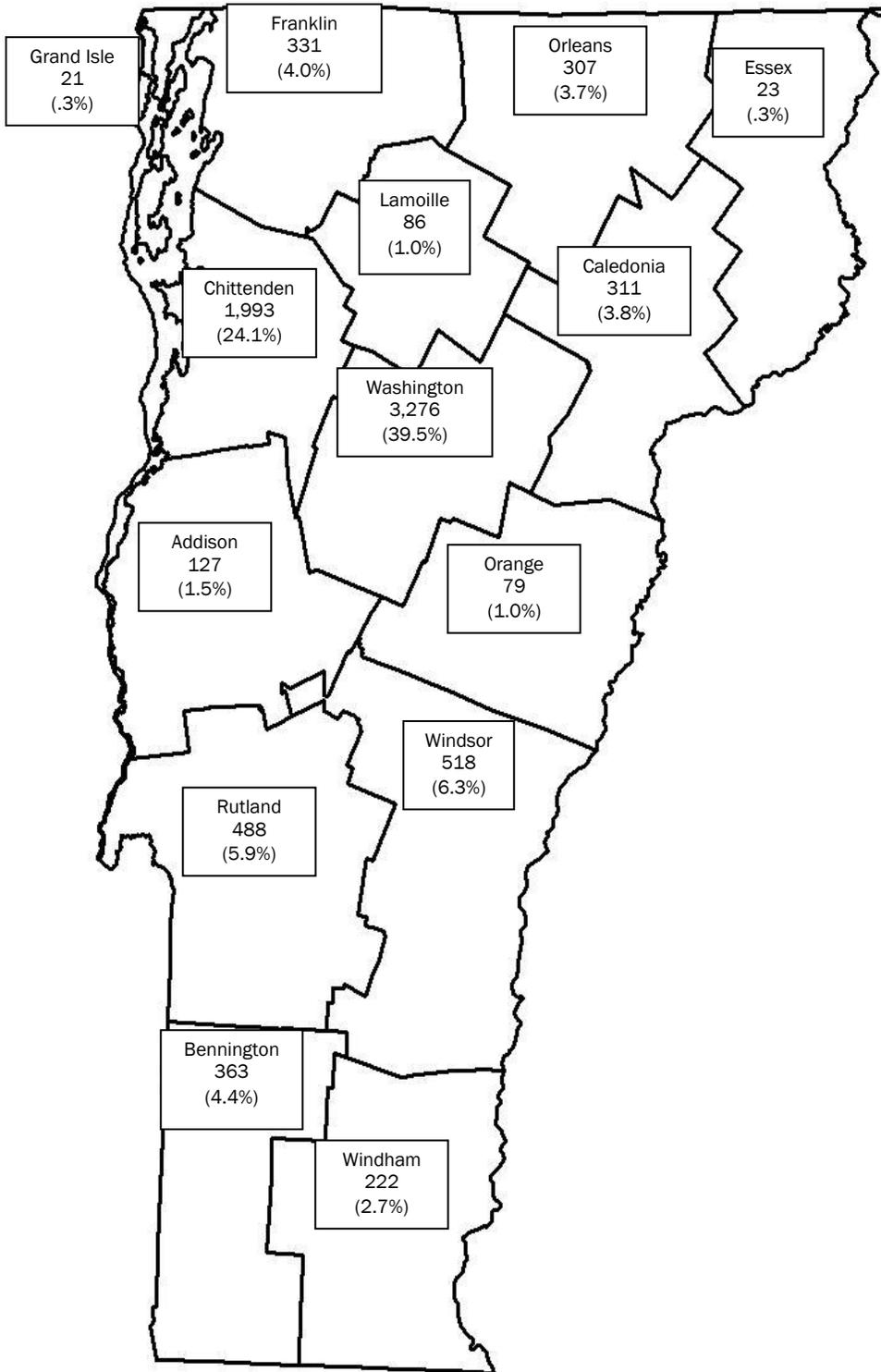
The seven “super” agencies account for approximately 79% of all Executive Branch employees, with the Agency of Human Services having the largest single concentration of employees (44.1%).

Independent departments (those not under an agency structure) make up 18.0% of employees, with the Department of Public Safety being the largest independent department (6.9%).

Elected Statewide Offices account for 2.5% of Executive Branch employees.

Note: See Appendix A for an organizational chart of Vermont state government.

TABLE 5 EXECUTIVE BRANCH EMPLOYEES BY COUNTY OF WORK LOCATION

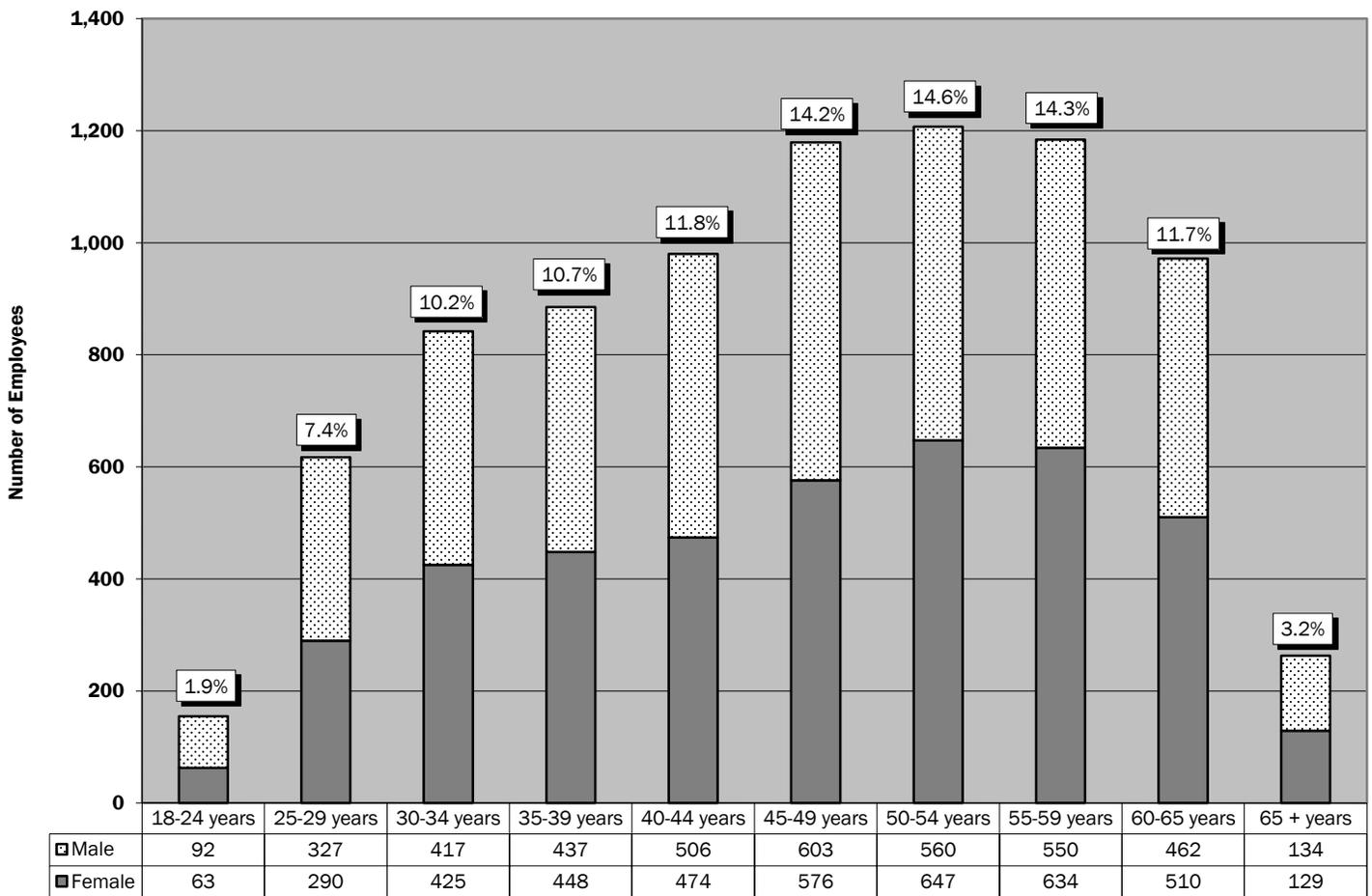


As of the end of Fiscal Year 2015 Executive Branch employees worked in every county in the state.

The majority of Executive Branch employees (64%) worked in Washington and Chittenden Counties.

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2015. A small percentage of employees are "home-based" and their work location of record is their home county, although they may travel to other areas in the state to perform their job duties.

TABLE 6 AGE DISTRIBUTION FOR EXECUTIVE BRANCH EMPLOYEES



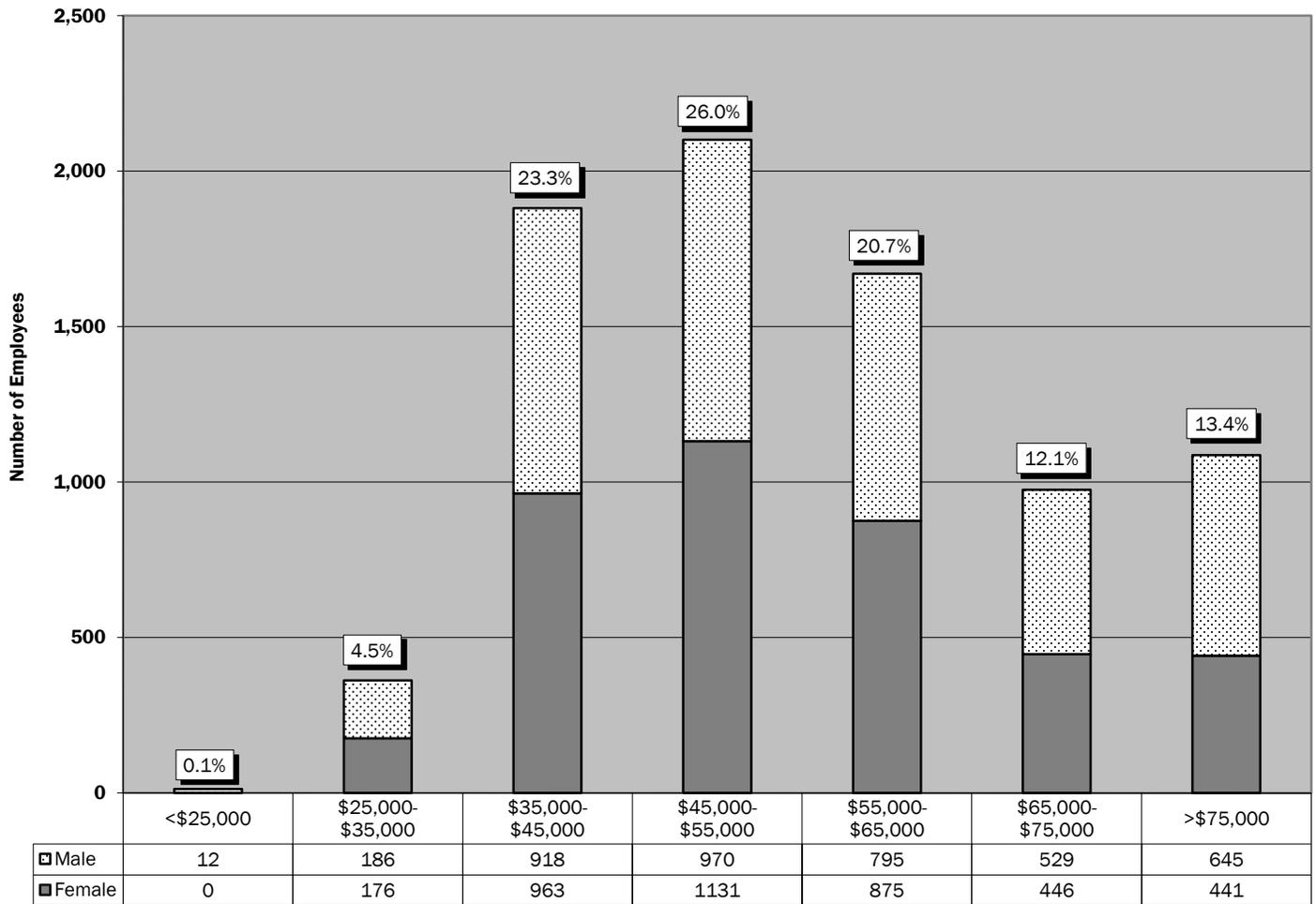
Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2015.

The largest percentage of Executive Branch employees were in the 50-54 age group (14.6%). 19.5% of employees were less than 35 years old. The average employee age was 46.7 years. The average age of exempt employees was higher (48.7) than that of classified employees (46.6). There was little difference between the average age of male (45.9) and female (46.8) employees.

Benchmarking New England State Governments – Average Age	
Connecticut	47.1
Massachusetts	47.5
Maine	47.0
New Hampshire	47.0
Vermont	46.7

Source: Connecticut Department of Administrative Services (FY '15); Commonwealth of Massachusetts, Human Resources Division (FY '15); New Hampshire, Division of Personnel 2014 Annual Report (FY '14); Maine, Bureau of Human Resources (FY '15).

TABLE 7 ANNUAL SALARY DISTRIBUTION FOR EXECUTIVE BRANCH FULL-TIME EMPLOYEES



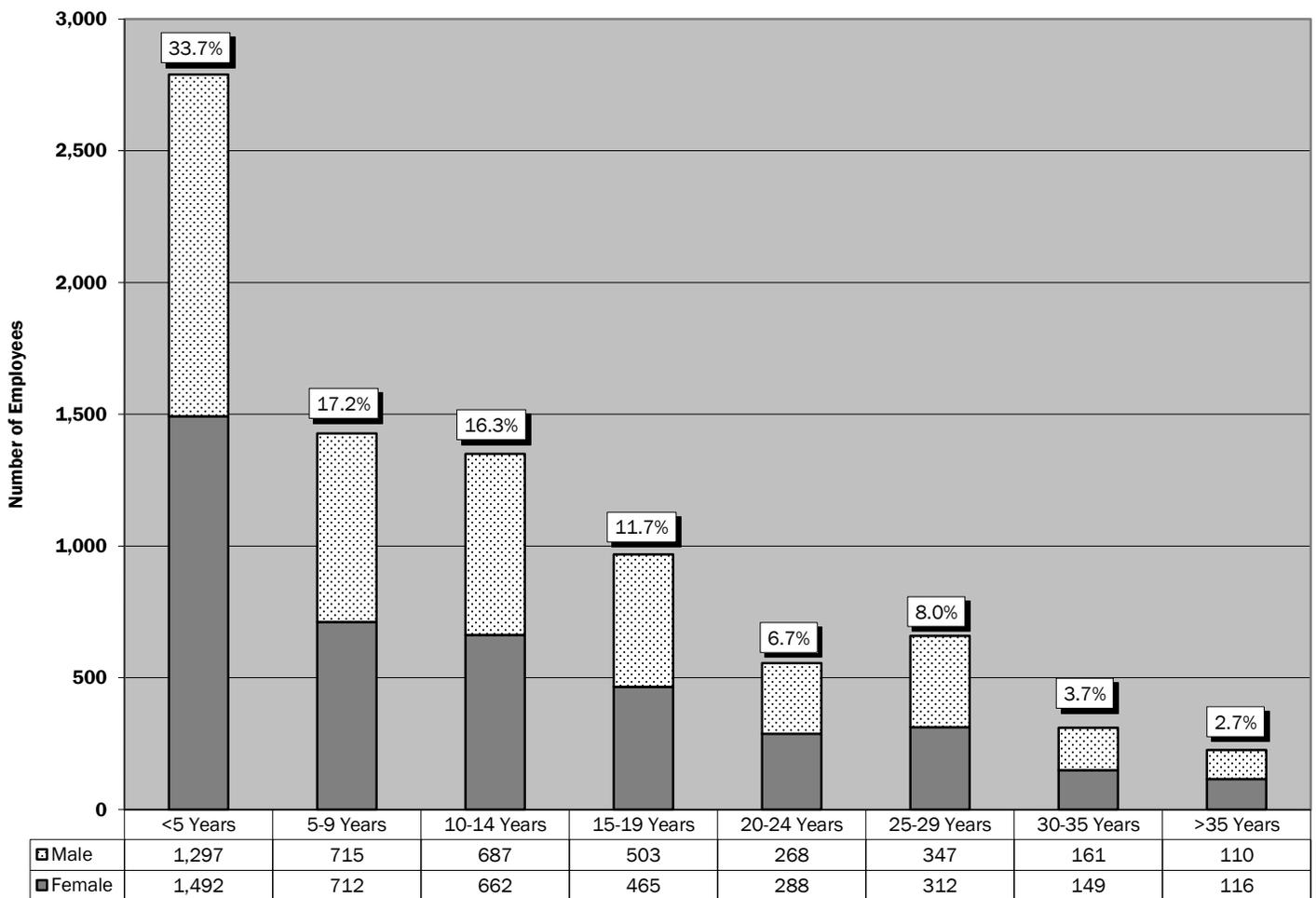
Source: The State's Human Resource Information System (VTHR). Data include all full-time Executive Branch employees (classified and exempt) for Fiscal Year 2015. Annual salary is the base rate and does not include benefits or overtime.

The largest percentage of Executive Branch full-time employees (26.0%) earned between \$45,000 and \$55,000 in base rate annual salary.

The average base rate salary for full-time Executive Branch employees was \$56,356 with males earning an average of \$57,409 and females \$55,296.

The average base rate salary for full-time exempt employees was \$74,586 and \$54,934 for classified employees.

TABLE 8 YEARS OF SERVICE DISTRIBUTION FOR EXECUTIVE BRANCH EMPLOYEES



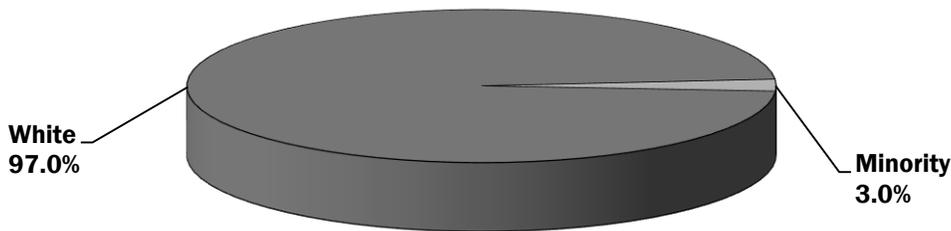
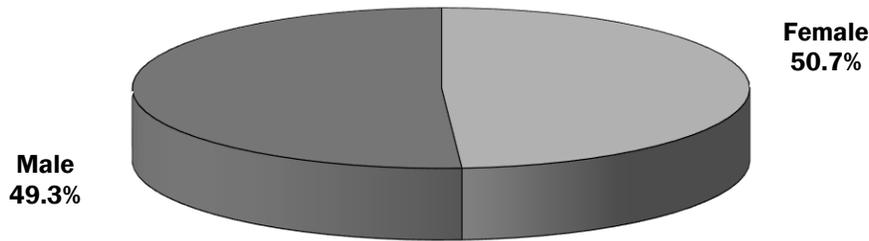
Source: The State’s Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2015. Years of (continuous) Service is the time of uninterrupted services by an employee. Authorized leaves of absence are not counted as an interruption of service.

The largest percentage of employees (33.7%) had less than five years of service. The average length of service of Executive Branch employees was 11.6 years. Classified employees had a higher average length of service (11.8) than did exempt employees (9.4). Males averaged 11.9 years of service and females 11.4 years.

Benchmarking New England State Governments – Average Years of Service	
Connecticut	14.3
Massachusetts	14.8
Maine	13.0
New Hampshire	12.0
Vermont	11.6

Source: Connecticut Department of Administrative Services (FY '15); Commonwealth of Massachusetts, Human Resources Division (FY '15); New Hampshire, Division of Personnel 2014 Annual Report (FY '14); Maine, Bureau of Human Resources (FY '15).

TABLE 9 EXECUTIVE BRANCH EMPLOYEES BY ETHNIC AND GENDER REPRESENTATION



Asian/Pacific Islander	29.7%
Black	27.3%
Hispanic	24.5%
American Indian/Alaskan Native	16.5%
Native Hawaiian/Other Pacific Islander	2.0%

Of the population of Executive Branch employees, 4,088 or 49.3% were male and 4,196 or 50.7% were female.

Minority employees made up 3.0% of the workforce.

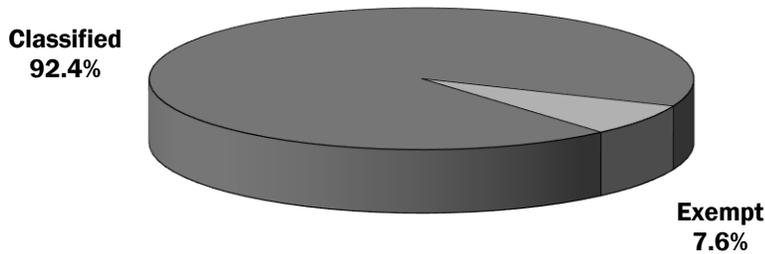
Of the State of Vermont's 249 minority employees, 29.7% identified themselves as Asian/Pacific Islander, 24.5% Hispanic, 27.3% Black, 16.5% American Indian/Alaskan Native, and 2% Native Hawaiian/Other Pacific Islander.

Benchmarking New England State Governments – Gender and Ethnic Representation		
	% Male/% Female	% Minority
Connecticut	49.7%/50.3%	33.3%
Massachusetts	48.4%/51.6%	26.0%
Maine	50.3%/49.7%	5.3%
New Hampshire	48.0%/52.0%	3.0%
Vermont	49.8%/50.2%	3.0%

Source: Connecticut Department of Administrative Services (FY '15); Commonwealth of Massachusetts, Human Resources Division (FY '15); New Hampshire, Division of Personnel 2014 Annual Report (FY '14); Maine, Bureau of Human Resources (FY '15).

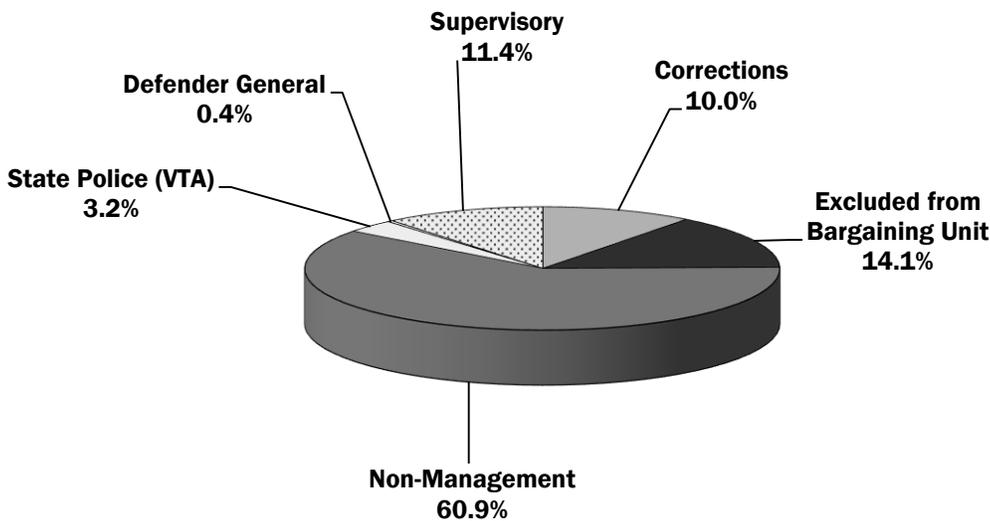
Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2015.

TABLE 10 EXECUTIVE BRANCH EMPLOYEES BY JOB TYPE AND BARGAINING UNIT



Exempt employees (628) made up 7.6% of the workforce.

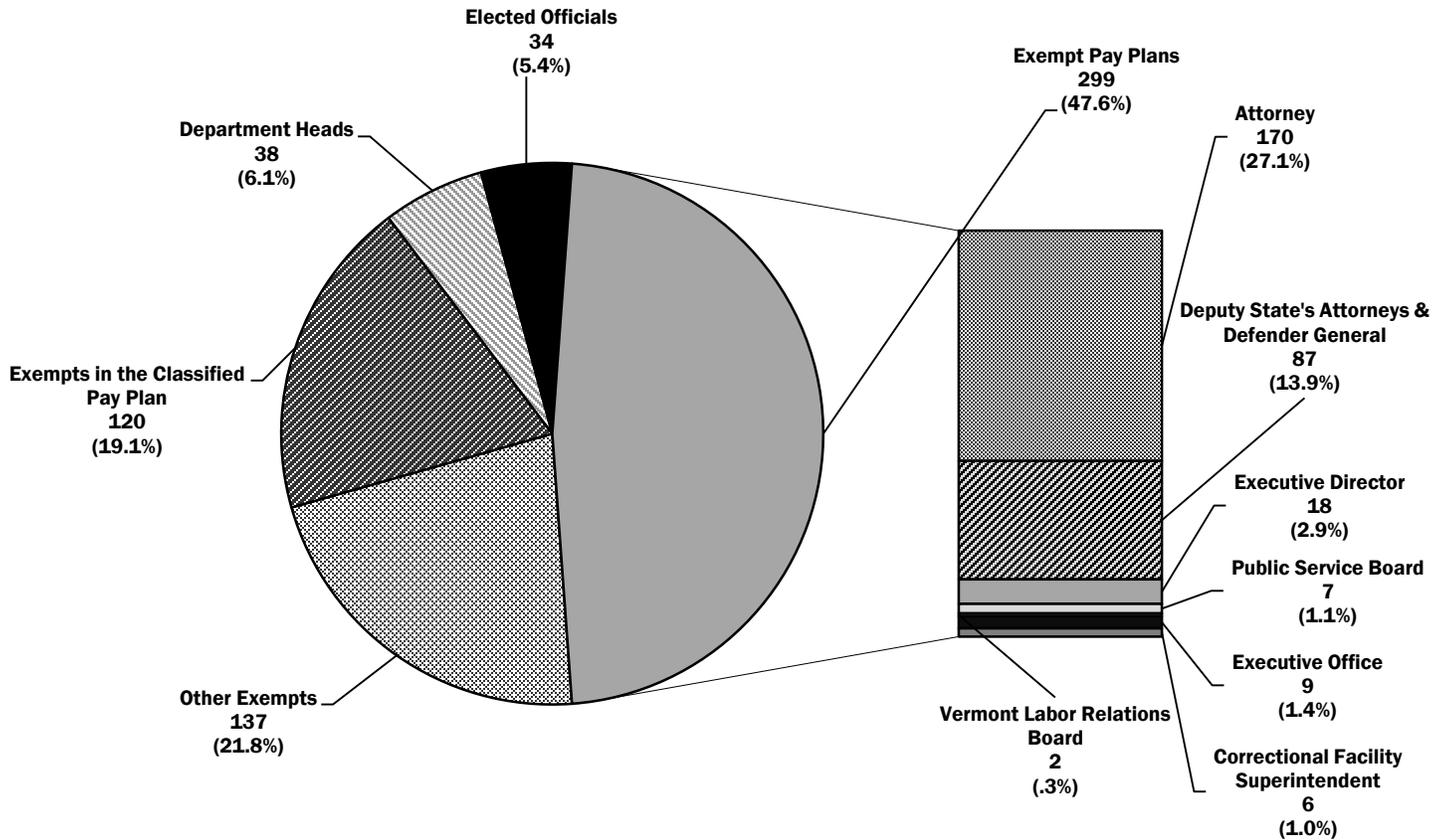
A total of 7,119 or 86%, of Executive Branch employees are covered by one of the five collective bargaining units – State Police (263), Supervisory (946), Corrections (832), Defender General (29), and the largest, Non-Management (5,049).



Note: “Excluded from Bargaining Unit” are employees who are excluded from participation in a bargaining unit: exempt, classified confidential and managerial employees.

Source: The State’s Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2015.

TABLE 11 EXECUTIVE BRANCH EXEMPT EMPLOYEES BY CATEGORY

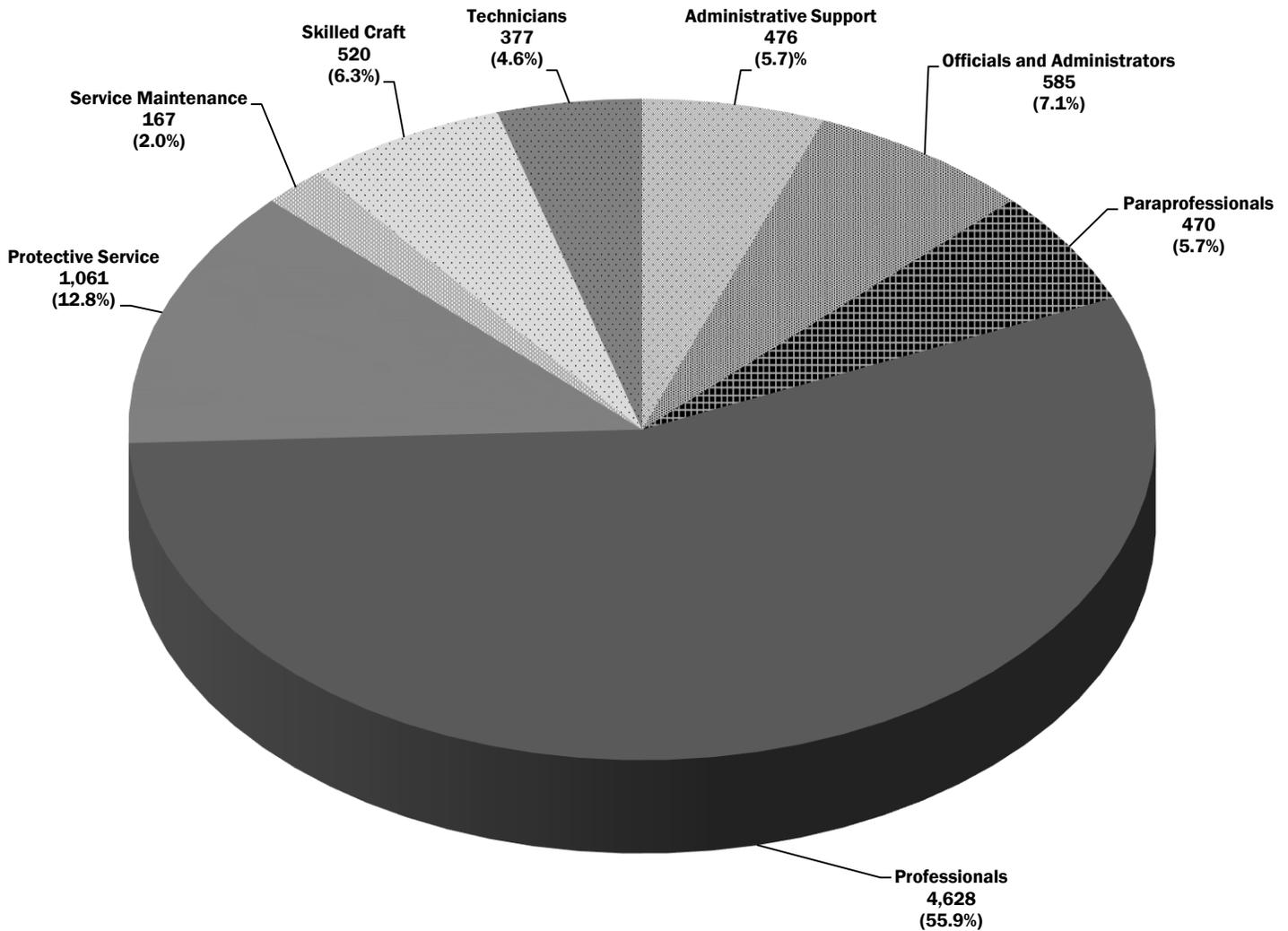


Exempt Category	Definition
Elected Officials	32 V.S.A. § 1003(a). State Officers (Governor, Lieutenant Governor, Secretary of State, State Treasurer, Auditor of Accounts, and Attorney General); 32 V.S.A. § 1183(a). State's Attorneys; 32 V.S.A. § 1182(a) Sheriffs.
Department Heads	32 V.S.A. § 1003(b). (Agency Secretaries, Commissioners and heads of certain other free-standing organizations).
Exempts in the Classified Pay Plan	Certain positions exempted by statute from the classified service but assigned to the classified pay plan for purposes of salary administration. Of the 120 employees in this category the majority were in the following job titles: Victims Advocate (20.8%), Deputy Sheriff (20.0%), Administrative Secretary (17.5%), and Secretary IV (14.2%).
Other Exempts/Non-Pay Plan	Other positions exempted by statute from classified service. Of the 137 employees in this category the majority were in the following job titles: Deputy Commissioner (19.0%), Private Secretary (13.9%), Principal Assistant (10.9%), and Executive Assistant (8.0%),.
Exempt Pay Plans	As authorized in 32 § V.S.A.1020(c).
Attorney	General Counsel, Staff Attorneys, and other attorneys
State's Attorneys & Defender General	Deputy State's Attorneys and Attorneys in the Office of the Defender General
Correctional Facility Superintendents	Correctional Facility Superintendents
Executive Director	Executive Directors of certain boards, commissions and councils
Executive Office	Certain employees of the Executive Office
Public Service Board	Certain employees of the Public Service Board
VT. Labor Relations Board	Certain employees of the Vermont Labor Relations Board

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch exempt employees for Fiscal Year 2015

Exempt employees (628) made up 7.6% of the Executive Branch workforce. Of exempt employees, the largest group is attorneys (40.9%) covered by the Attorney and State's Attorneys and Defender General exempt pay plans.

TABLE 12 EXECUTIVE BRANCH EMPLOYEES BY EEO-4 OCCUPATIONAL GROUP



Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2015.

Well over half (55.9%) of Executive Branch employees are in jobs categorized as Professional. Service Maintenance (2.0%) has the smallest percentage of employees.

NOTE: Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix B gives a full definition of each category.

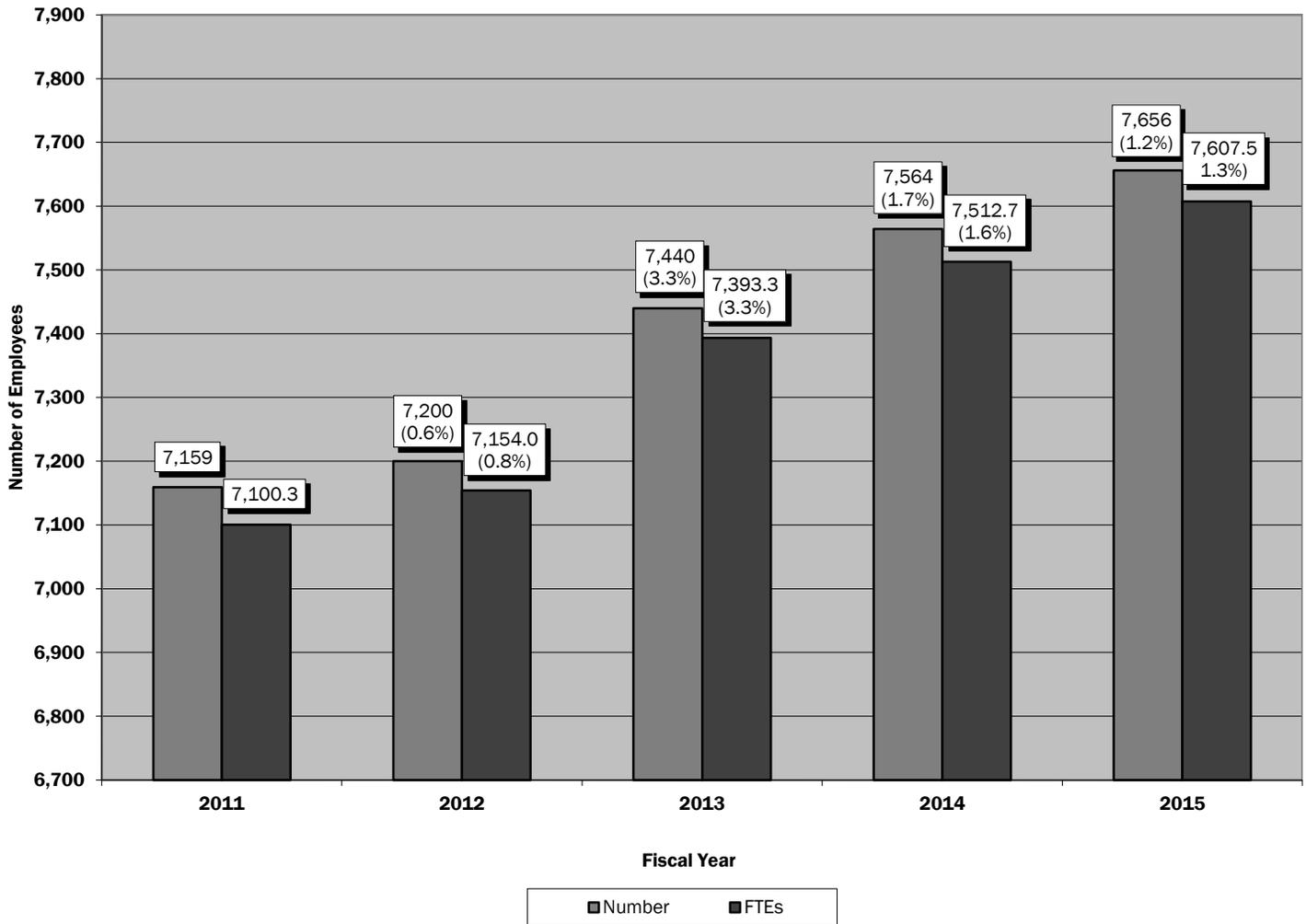
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WORKFORCE TRENDS – FISCAL YEARS 2011 - 2015

❖ Section Two of this Workforce Report provides graphs and tables showing the workforce trends for Fiscal Years 2011 to 2015. The data presented represent only classified employees of the Executive Branch of the State of Vermont. Trends are examined in the following areas:

- *Employment*
- *Turnover*
- *Age*
- *Length of Service*
- *Retirement Eligibility*
- *Total Compensation*
- *Diversity*
- *Leave*

TABLE 13 NUMBER OF CLASSIFIED EMPLOYEES AND FTEs BY FISCAL YEAR



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. FTEs are "Full-Time Equivalents" (see Note on Table 1 for the definition of FTEs). The percentages noted in parentheses reflect the percent change from the previous fiscal year.

At the end of Fiscal Year 2015 there were a total of 7,656 classified employees and 7,607.5 FTEs. Fiscal Year 2015's classified staffing level increased slightly over Fiscal Year 2014 in both number of employees 1.2% (92) and FTEs 1.3% (94.8).

Comparing Fiscal Year 2011 to Fiscal Year 2015, both the number of classified employees and FTEs grew, with the number of employees increasing 6.9% (497) and FTEs increasing 7.1% (507.2).

TABLE 14 NUMBER OF CLASSIFIED EMPLOYEES AND FTEs BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year										% Change	
	2011		2012		2013		2014		2015		FY '11 to FY '15	
	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs
Administration	n/a	n/a	n/a	n/a	n/a	n/a	32	32.0	44	44.0	n/a	n/a
Agriculture, Food & Markets	82	81.9	87	86.9	90	89.9	91	90.8	95	95.0	15.9%	15.9%
Attorney General	28	28.0	28	28.0	30	30.0	29	29.0	30	30.0	7.1%	7.1%
Buildings & General Services	350	349.8	334	333.6	340	339.8	304	303.8	313	312.6	-10.6%	-10.6%
Children & Families	916	913.4	909	904.5	947	944.9	962	959.3	1062	1057.6	15.9%	15.8%
Commerce & Comm. Dev.	62	61.2	59	58.2	69	68.4	74	73.4	74	72.9	19.4%	19.2%
Corrections	988	986.2	1020	1017.3	1034	1030.7	1,038	1036.3	1023	1021.1	3.5%	3.5%
Disabilities, Aging & Ind. Liv.	253	247.0	265	260.5	268	263.2	276	269.1	270	264.4	6.7%	7.1%
Education	145	143.6	151	150.2	154	151.9	147	144.5	146	144.6	0.7%	0.7%
Environmental Conservation	243	239.2	253	250.2	257	254.7	273	270.6	286	283.5	17.7%	18.5%
Finance & Management	31	31.0	32	32.0	33	33.0	31	31.0	24	24.0	-22.6%	-22.6%
Financial Regulation	93	91.5	91	90.5	97	96.6	85	84.6	86	85.5	-7.5%	-6.6%
Fish & Wildlife	122	121.8	121	121.0	124	124.0	133	133.0	131	130.8	7.4%	7.4%
Forests, Parks & Recreation	96	95.2	97	96.2	99	98.4	100	99.4	99	98.7	3.1%	3.7%
Green Mountain Care Board	n/a	n/a	n/a	n/a	n/a	n/a	17	15.9	19	18.0	n/a	n/a
Health	449	433.0	461	448.6	470	459.9	480	469.2	492	482.3	9.6%	11.4%
Human Resources	67	66.6	68	67.6	82	81.5	80	79.6	65	64.6	-3.0%	-3.0%
Human Services	82	81.0	92	91.8	97	96.7	92	91.8	120	118.8	46.3%	46.7%
Information & Innovation	69	69.0	73	73.0	84	84.0	107	107.0	111	111.0	60.9%	60.9%
Labor	260	258.8	257	256.5	252	250.5	251	249.5	248	247.5	-4.6%	-4.3%
Libraries	24	24.0	23	23.0	25	25.0	25	24.9	21	20.9	-12.5%	-13.0%
Liquor Control	50	50.0	48	48.0	48	48.0	48	48.0	47	47.0	-6.0%	-6.0%
Mental Health	231	226.9	132	131.3	165	163.1	218	215.4	227	224.8	-1.7%	-0.9%
Military	119	118.6	119	118.6	117	116.5	112	111.5	115	115.0	-3.4%	-3.0%
Natural Resources	23	23.0	26	26.0	25	25.0	27	27.0	24	24.0	4.3%	4.4%
Natural Resources Board	23	22.9	22	21.9	22	22.0	23	22.9	22	21.8	-4.3%	-4.8%
Public Safety - Civilian	254	250.1	254	251.4	233	231.1	233	231.6	228	227.3	-10.2%	-9.1%
Public Safety - Sworn	304	304.0	317	317.0	346	345.0	351	350.0	335	334.5	10.2%	10.0%
Public Service	45	44.9	38	37.7	33	32.9	34	33.9	33	32.9	-26.7%	-26.7%
Secretary of State	52	51.3	54	54.0	58	58.0	57	57.0	55	54.8	5.8%	6.8%
Small Departments	25	23.8	47	45.6	51	49.5	38	37.4	36	34.9	44.0%	46.9%
State Treasurer	27	27.0	28	28.0	32	32.0	32	32.0	31	31.0	14.8%	14.8%
Taxes	147	147.0	145	145.0	144	144.0	144	144.0	149	149.0	1.4%	1.4%
Transportation	1179	1172.8	1211	1206.0	1245	1238.2	1,231	1223.1	1220	1215.0	3.5%	3.6%
Vermont Health Access	111	107.0	119	115.0	149	144.9	173	168.7	181	176.1	63.1%	64.5%
Vermont Lottery Commission	19	19.0	19	19.0	17	17.0	20	19.6	20	19.6	5.3%	3.2%
Vermont Veterans' Home	190	190.0	200	200.0	203	203.0	196	196.0	174	172.2	-8.4%	-9.4%
Grand Total	7159	7100.3	7200	7154.0	7440	7393.3	7,564	7512.7	7656	7607.5	6.9%	7.1%
% Change from Prev. FY			0.6%	0.8%	3.3%	3.3%	1.7%	1.6%	1.2%	1.3%		

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. "Small Departments" have 15 or fewer employees (See Appendices C & E). "FTEs are "Full-Time Equivalents" See Table 1 for the definition of FTEs.

Some departments saw growth as a result of consolidation of staff from other departments, such as Human Service (+46.3%) and Information & Innovation (+60.9%). Vermont Health Access saw a large percent increase (63.1%).

TABLE 15 NUMBER OF CLASSIFIED EMPLOYEES BY EEO-4 OCCUPATIONAL GROUP BY FISCAL YEAR

Occupational Group	Fiscal Year										% Change FY '11 to FY '15
	2011		2012		2013		2014		2015		
	Num.	%									
Administrative Support	475	7%	453	6%	449	6%	418	6%	401	5%	-15.6%
Officials and Administrators	310	4%	329	5%	348	5%	370	5%	415	5%	33.9%
Paraprofessionals	363	5%	336	5%	406	5%	442	6%	470	6%	29.5%
Professionals	3,873	54%	3,916	54%	4,073	55%	4,227	56%	4,296	56%	10.9%
Protective Service	955	13%	1,003	14%	1,020	14%	1,031	14%	1,013	13%	6.1%
Service Maintenance	219	3%	190	3%	183	2%	175	2%	167	2%	-23.7%
Skilled Craft	511	7%	517	7%	534	7%	517	7%	520	7%	1.8%
Technicians	453	6%	456	6%	427	6%	384	5%	374	5%	-17.4%
Grand Total	7,159	100%	7,200	100%	7,440	100%	7,564	100%	7,656	100%	6.9%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix B gives a full definition of each category.

The Professional occupational category accounts for 56% of the State of Vermont's workforce.

Most occupational groups have held a consistent percent of the workforce from Fiscal Year 2011 to Fiscal Year 2015.

Administrative Support and Service Maintenance groups showed a declining number of employees from Fiscal Year 2011 to 2015 (-15.6% and -23.7% respectively), while the Officials and Administrators group increased 33.9%.

TABLE 16 MOST POPULOUS CLASSIFIED JOB TITLES

Job Title	Number of Employees
Correctional Officer I	343
Social Worker	184
Trooper	163
Corrections Services Specialist II	144
Benefits Programs Specialist	143
Transportation Journeyman Maintenance Worker	128
Correctional Officer II	123
Administrative Assistant B	106
Sergeant	92
Transportation Master Maintenance Worker	79
Motor Vehicle Customer Service Specialist	73
Mental Health Specialist	72
Licensed Nursing Assistant	71
Administrative Assistant A	69
Custodian II	65
Benefits Program Specialist - HAEU	63
Financial Specialist III	48
Program Technician II	48
Administrative Services Coordinator	46
Environmental Analyst V - General	46
Reach Up Case Manager II	46
AOT Senior Maintenance Worker	45
Community Correctional Officer	44
PSAP Emergency Communication Dispatcher II	43
Systems Developer III	43
Correctional Educator	42
Correctional Facility Shift Supervisor	41
AOT Maintenance Equipment Specialist	40
Program Technician I	39
Public Health Nurse	38

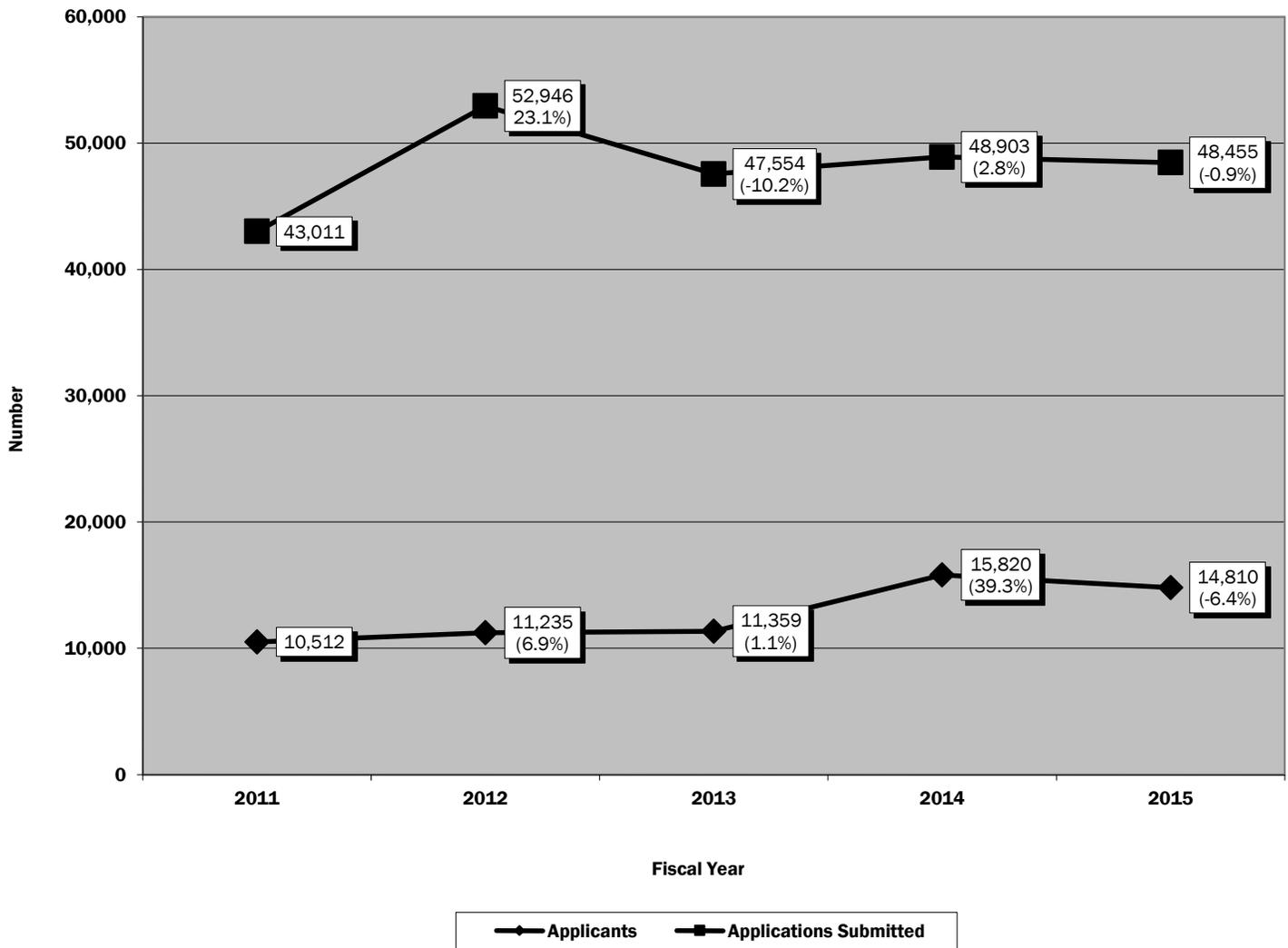
At the end of Fiscal Year 2015 there were 1,637 active classified job titles on record. The most populous was Correctional Officer I (343 employees).

The majority of classified job titles 982 (57.5%) had a single incumbent. Over 85% (1,457) had five or fewer incumbents.

20% (1,505) of the classified workforce were employed in the ten most populous job titles.

Source: The State's Human Resource Information System (VTHR). Data only include classified employees of the Executive Branch for Fiscal Years 2014.

TABLE 17 NUMBER OF JOB APPLICATIONS BY FISCAL YEAR



Source: The State’s Human Resource Information System (VTHR). Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2011 to 2015. This includes all classified job postings, and some temporary and exempt job postings. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

In Fiscal Year 2015, 14,810 applicants submitted 48,455 applications for jobs with the State of Vermont.

In FY ‘15 both the number of applicants (-6.4%) and the number of applications submitted (-0.9) were down slightly. The average number of applications submitted per applicant which was 3.1 in FY ‘14 increased 5.8% to 3.3 in FY ‘15.

This increase in number of applicants in the past two fiscal years is likely the result of the implementation of a new online application system near the beginning of Fiscal Year 2014.

TABLE 18 CHARACTERISTICS OF JOB APPLICANTS BY FISCAL YEAR

	Fiscal Year									
	2011		2012		2013		2014		2015	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Internal	1,954	18.6%	2,230	19.8%	2,150	18.9%	2,230	14.1%	2,224	15.0%
External	8,558	81.4%	9,005	80.2%	9,209	81.1%	13,590	85.9%	12,586	85.0%
Minority	585	6.3%	586	6.0%	588	5.9%	1,180	8.2%	1,026	7.6%
White	8,680	93.7%	9,258	94.0%	9,323	94.1%	13,160	91.8%	12,555	92.4%
Female	4,101	49.1%	5,226	51.1%	5,306	51.3%	7,485	51.4%	7,208	52.4%
Male	4,248	50.9%	5,006	48.9%	5,029	48.7%	7,090	48.6%	6,550	47.6%
No HS Diploma or GED	52	0.5%	43	0.4%	50	0.4%	95	0.6%	60	0.4%
HS Diploma or Equivalent	2,088	20.1%	2,078	18.8%	1,903	17.1%	2,399	15.7%	2,264	16.5%
Some college	1,910	18.4%	1,893	17.1%	1,911	17.2%	2,598	17.0%	2,394	17.4%
Technical school	303	2.9%	335	3.0%	324	2.9%	381	2.5%	406	3.0%
2-year college degree	1,023	9.9%	1,162	10.5%	1,133	10.2%	1,408	9.2%	1,303	9.5%
Bachelor's level degree	2,821	27.2%	3,122	28.2%	3,299	29.6%	4,516	29.5%	4,330	31.5%
Some graduate school	471	4.5%	477	4.3%	479	4.3%	625	4.1%	552	4.0%
Master's level degree	1,442	13.9%	1,619	14.6%	1,701	15.3%	2,342	15.3%	2,124	15.4%
Doctorate level degree	254	2.5%	330	3.0%	327	2.9%	341	2.2%	315	2.3%
<25 Years	n/a	n/a	n/a	n/a	n/a	n/a	2,634	18.7%	2,341	17.6%
25-35 Years	n/a	n/a	n/a	n/a	n/a	n/a	4,621	32.9%	4,442	33.4%
35-45 Years	n/a	n/a	n/a	n/a	n/a	n/a	2,756	19.6%	2,640	19.8%
45-55 Years	n/a	n/a	n/a	n/a	n/a	n/a	2,493	17.7%	2,415	18.1%
55-65 Years	n/a	n/a	n/a	n/a	n/a	n/a	1,475	10.5%	1,390	10.4%
>65 Years	n/a	n/a	n/a	n/a	n/a	n/a	87	0.6%	82	0.6%
Average Age	n/a		n/a		n/a		36.8		36.9	
Grand Total	10,512		11,235		11,359		15,820		148	

Source: The State's Human Resource Information System (VTHR). Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2011 to 2015 and who completed the optional EEO "self-identification" survey. This includes all classified job postings, and some temporary and exempt job postings. Applicant age data could be collected in FY14 due to enhancements as a result of the implementation of a new online application system.

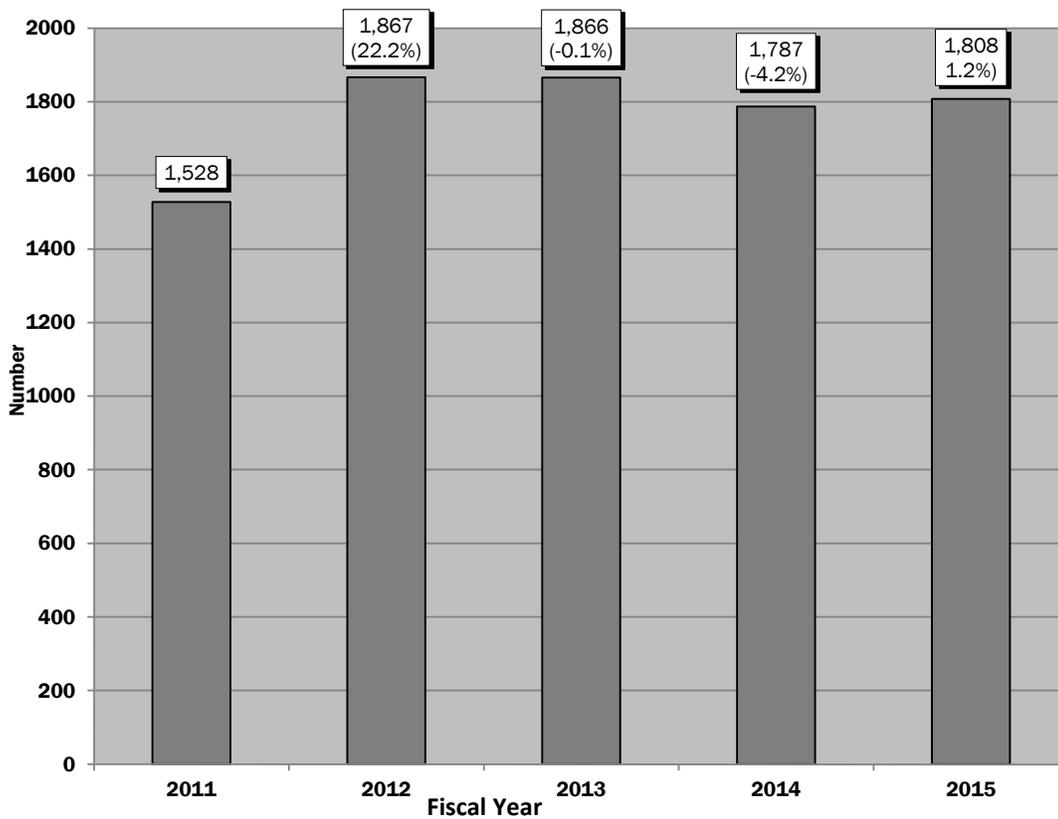
Internal applicants comprised 15.0% of the applicant pool in FY '15, while external applicants were 85.0%.

In FY '15 there were more female applicants (52.4%) than male (47.6%), which is consistent with the five-year average of 51.1% female and 48.9% male applicants.

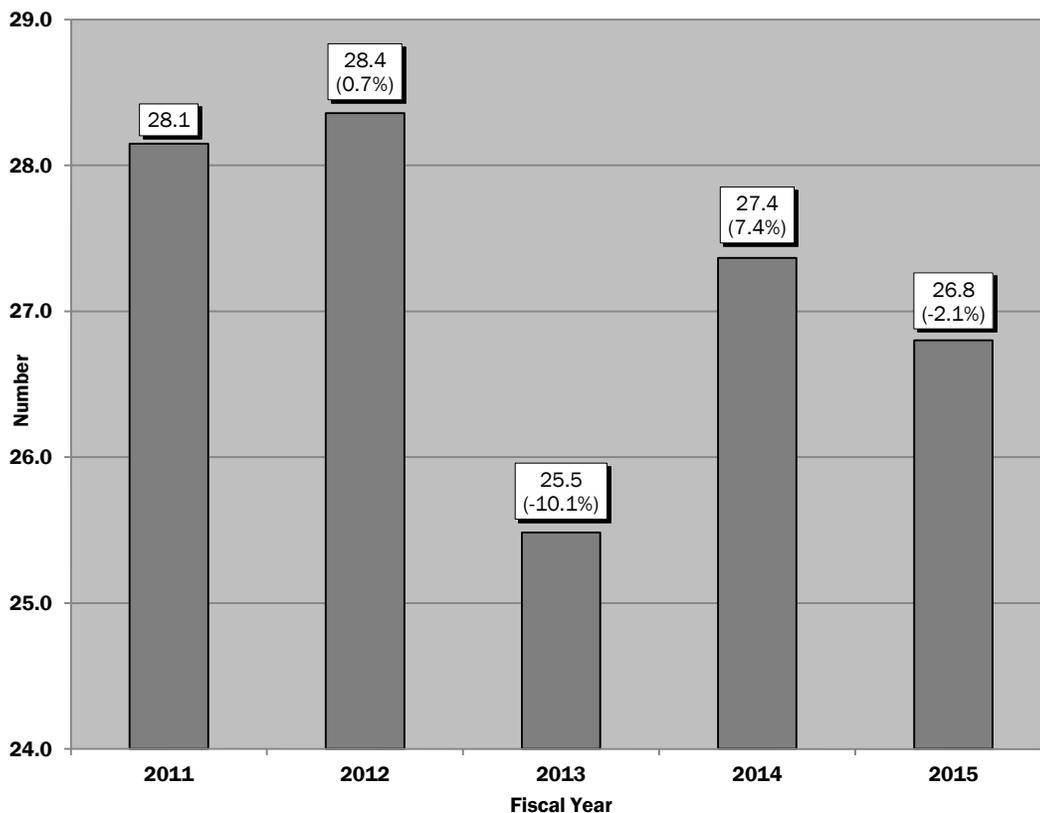
Minority applicants made up 7.6% of the applicant pool in FY '15. For FY '15 the percent of applicants who had a bachelor's degree or higher was 53%, which was the highest percentage in this five-fiscal-year timeframe. Average age of the applicant pool was 36.9, while the highest percentage of applicants (33.4%) were 25-35 years.

TABLE 19 JOB APPLICATION ACTIVITY BY FISCAL YEAR

Number of Job Openings Posted by Fiscal Year



Average Number of Applications per Job Opening



In Fiscal Year 2015 the number of job postings (1,808) was up slightly (1.2%) from Fiscal Year 2014 (1,787).

After a 10% drop in Fiscal Year 2013, the average number of applications per job opening increased by 7.4% to 27.4 in FY '14 and dropped 2.1% to 26.8 in FY '15.

Source: The State's Human Resource Information System (VTHR). Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2011 to 2015. This includes all classified job postings, and some temporary and exempt job postings.

TABLE 20 REFERRAL SOURCE BY FISCAL YEAR

Source first learned of job opportunity	Fiscal Year 2014		Fiscal Year 2015	
	Num.	Percent	Num.	Percent
Internet- State's HR Website	17,813	50.0%	17,163	48.4%
Indeed.com	3,381	9.5%	4,894	13.8%
State Employee	3,207	9.0%	3,364	9.5%
VT Job Link	2,935	8.2%	2,629	7.4%
JobsInVT.com	296	0.8%	1,631	4.6%
Friend/Family	1,756	4.9%	1,615	4.6%
Internet - Other	2,137	6.0%	1,122	3.2%
Other Source	978	2.7%	916	2.6%
Internet-Career Builder	874	2.5%	660	1.9%
Dept. of Labor Office	733	2.1%	648	1.8%
Newspaper Advertisement	425	1.2%	281	0.8%
Google/Web Search	206	0.6%	139	0.4%
VT State Police Website	315	0.9%	115	0.3%
College Career Center	179	0.5%	104	0.3%
Job Fair	169	0.5%	61	0.2%
LinkedIn	43	0.1%	55	0.2%
Monster.Com	48	0.1%	20	0.0%
Magazine	10	0.0%	15	0.0%
Radio	45	0.1%	14	0.0%
Facebook	26	0.1%	12	0.0%
Phone Inquiry	16	0.0%	12	0.0%
Television	25	0.1%	8	0.0%

In FY '15, 48% of applications came from applicants who indicated that they first learned of the job they were applying for on the Department of Human Resources' web site, and nearly 80% were from all Internet sources combined.

While a distant second, "word of mouth" referrals from either a current State employee or a friend accounted for nearly 14% of applications.

Source: The State's Human Resource Information System (VTHR). Note: For Fiscal Year 2015 approximately 19% of applications did not indicate a source of referral.

TABLE 21 HIRES BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year									
	2011		2012		2013		2014		2015	
	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate
Administration	n/a	n/a	n/a	n/a	n/a	n/a	5	16.7%	6	20.0%
Agriculture, Food & Markets	6	7.4%	9	10.8%	8	9.1%	7	7.7%	9	9.9%
Attorney General	4	13.6%	2	7.3%	3	10.2%	4	13.6%	4	13.6%
Buildings & General Services	14	4.0%	24	7.0%	28	8.3%	30	9.7%	34	11.0%
Children & Families	108	12.0%	97	10.6%	132	14.2%	126	13.2%	225	22.1%
Commerce & Comm. Dev.	4	6.2%	7	11.6%	13	20.8%	11	15.2%	13	17.0%
Corrections	100	10.0%	159	15.8%	128	12.4%	136	13.1%	111	10.7%
Disabilities, Aging & Ind. Liv.	27	10.8%	50	19.2%	33	12.4%	29	10.7%	26	9.5%
Education	16	10.9%	17	11.5%	16	10.5%	13	8.6%	18	12.5%
Environmental Conservation	11	4.4%	21	8.5%	25	9.8%	29	10.9%	30	10.8%
Finance & Management	7	24.1%	2	6.3%	4	12.3%	1	3.1%	1	3.2%
Financial Regulation	10	10.8%	9	9.5%	9	9.6%	4	4.5%	8	9.4%
Fish & Wildlife	6	5.0%	13	10.5%	8	6.6%	10	7.8%	3	2.3%
Forests, Parks & Recreation	5	5.2%	5	5.2%	5	5.1%	6	6.1%	6	6.1%
Green Mountain Care Board	n/a	n/a	n/a	n/a	n/a	n/a	3	18.8%	1	5.9%
Health	46	10.2%	60	13.3%	55	11.8%	57	12.0%	61	12.6%
Human Resources	9	13.4%	5	7.6%	15	20.3%	5	6.1%	5	6.3%
Human Services	11	13.8%	12	15.0%	14	15.0%	19	24.1%	21	22.0%
Information & Innovation	1	1.5%	7	10.1%	11	14.3%	6	5.6%	6	5.6%
Labor	27	10.0%	27	10.3%	23	9.0%	33	13.1%	31	12.5%
Libraries	0	0.0%	1	4.2%	2	8.3%	2	8.0%	1	4.3%
Liquor Control	4	8.1%	1	2.0%	3	6.3%	2	4.2%	9	18.8%
Mental Health	37	15.4%	23	11.8%	54	36.0%	69	36.6%	39	17.6%
Military	10	8.6%	11	9.2%	7	5.9%	6	5.2%	9	8.0%
Natural Resources	3	12.0%	3	12.2%	2	7.8%	3	11.8%	1	3.8%
Natural Resources Board	0	0.0%		0.0%	2	8.7%	2	8.9%		0.0%
Public Safety - Civilian	23	9.1%	22	8.7%	31	12.0%	26	11.0%	26	11.1%
Public Safety - Sworn	20	6.6%	29	9.3%	18	5.7%	28	8.1%	14	4.1%
Public Service	7	15.9%	4	8.6%	2	5.4%	4	12.3%		0.0%
Secretary of State	15	28.0%	11	20.8%	7	12.6%	5	8.5%	5	9.0%
Small Departments	6	25.0%	10	40.0%	5	13.3%	12	33.3%	1	2.7%
State Treasurer	1	3.3%	5	18.2%	2	7.0%	2	6.3%	2	6.3%
Taxes	15	10.2%	11	7.4%	24	16.2%	17	11.7%	15	10.2%
Transportation	70	5.9%	101	8.5%	121	9.9%	88	7.1%	102	8.3%
Vermont Health Access	19	20.2%	16	13.9%	41	30.9%	48	30.2%	40	21.7%
Vermont Lottery Commission	1	5.3%		0.0%	4	22.2%	9	47.4%	2	10.0%
Vermont Veterans' Home	34	17.7%	48	24.3%	33	16.3%	39	19.3%	23	12.3%
Grand Total	677	9.4%	822	11.4%	888	12.1%	888	11.8%	908	11.9%
% Change from Previous FY			21%	21%	8%	6%	0%	-2%	2%	1%

In Fiscal Year 2015 there were 908 hires, for a hire rate of 11.9% of the overall workforce. The number of hires was up 2% from FY'14.

Children & Families (22.1%), Human Services (22.0%) and Vermont Health Access (21.7%) had among the highest hiring rates.

Children & Families (225), Corrections (111), and Transportation (102) had the greatest number of hires – 48% of all hires in Fiscal Year 2015.

NOTE: The hire rate is the number of hires as a percentage of the average number of employees for the fiscal year. It is a measure of the average inflow of employees which can be compared to the turnover rate, which is a measure of the average outflow of employees.

Source: The State's Human Resource Information System (VTIR). "Small Departments" have 15 or fewer employees (See Appendices C & E). Data include new hires, rehires and transfers to classified for classified positions in the Executive Branch for Fiscal Years 2011 to 2015. Does not include internal promotions or transfers.

TABLE 22 CHARACTERISTICS OF HIRES BY FISCAL YEAR

	Fiscal Year									
	2011		2012		2013		2014		2015	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
New Hires	385	56.9%	439	53.4%	526	59.2%	531	59.8%	507	55.8%
Rehires	123	18.2%	132	16.1%	169	19.0%	129	14.5%	124	13.7%
Transfer to Classified	169	25.0%	251	30.5%	193	21.7%	228	25.7%	277	30.5%
Minority	24	3.5%	30	3.6%	40	4.5%	53	6.0%	47	5.2%
White	653	96.5%	792	96.4%	848	95.5%	835	94.0%	861	94.8%
Female	384	56.7%	431	52.4%	497	56.0%	478	53.8%	501	55.2%
Male	293	43.3%	391	47.6%	391	44.0%	410	46.2%	407	44.8%
Full-Time	659	97.3%	807	98.2%	873	98.3%	869	97.9%	885	97.5%
Part-Time	18	2.7%	15	1.8%	15	1.7%	19	2.1%	23	2.5%
Administrative Support	42	6.2%	58	7.1%	60	6.8%	50	5.6%	51	5.6%
Officials and Administrators	19	2.8%	21	2.6%	21	2.4%	24	2.7%	25	2.8%
Paraprofessionals	41	6.1%	47	5.7%	74	8.3%	83	9.3%	66	7.3%
Professionals	350	51.7%	379	46.1%	450	50.7%	466	52.5%	530	58.4%
Protective Service	113	16.7%	183	22.3%	152	17.1%	145	16.3%	119	13.1%
Service Maintenance	46	6.8%	31	3.8%	35	3.9%	38	4.3%	27	3.0%
Skilled Craft	14	2.1%	36	4.4%	31	3.5%	33	3.7%	43	4.7%
Technicians	52	7.7%	67	8.2%	65	7.3%	49	5.5%	47	5.2%
No HS Diploma or GED							1	0.1%	1	0.1%
HS Diploma or Equivalent							99	14.7%	115	15.3%
Some college							106	15.7%	105	14.0%
Technical school							29	4.3%	17	2.3%
2-year college degree							66	9.8%	69	9.2%
Bachelor's level degree							192	28.4%	257	34.2%
Some graduate school							35	5.2%	31	4.1%
Master's level degree							125	18.5%	133	17.7%
Doctorate level degree							22	3.3%	23	3.1%
<25 Years	96	14.2%	125	15.1%	116	14.5%	115	13.8%	120	13.7%
25-34 Years	232	34.3%	277	31.5%	315	33.2%	317	33.8%	313	34.8%
35-44 Years	151	22.3%	176	22.7%	181	21.7%	214	22.5%	195	21.9%
45-54 Years	130	19.2%	154	20.2%	174	19.7%	152	19.1%	171	18.7%
55-65 Years	60	8.9%	85	9.8%	98	10.2%	85	10.2%	106	10.4%
>65 Years	8	1.2%	5	0.8%	4	0.8%	5	0.7%	3	0.6%
Average Age	37.4		37.3		37.8		37.3		37.9	
Ave.Base Starting Salary	\$38,419		\$38,075		\$40,702		\$41,206		\$42,311	
Grand Total	677		822		888		888		908	

Source: The State's Human Resource Information System (VTHR). Data include new hires, rehires and transfers to classified for classified positions in the Executive Branch for Fiscal Years 2011 to 2015. Average base starting salary is for full-time new hires only and does not include benefits or overtime.

In FY '15, the greatest number and percentage of hires were in the Professional occupational category (530; 58.4%).

While the average age of new hires was 37.9, the largest percentage of hires (34.8%) was in the 25-34 age group.

The average base starting salary for full-time new hires was \$42,311.

5.2% of hires were ethnic minorities and 55.2% were female.

59% of hires had a bachelor's degree or higher.

There are three general categories of hires. "New hires" have never worked for the State of Vermont. "Rehires" at some previous point in time had been employed by the State of Vermont in some capacity (classified, temporary, exempt, etc.). "Transfer to Classified" are currently employed in a non-classified status (temporary, exempt, etc.) and are hired into a classified position.

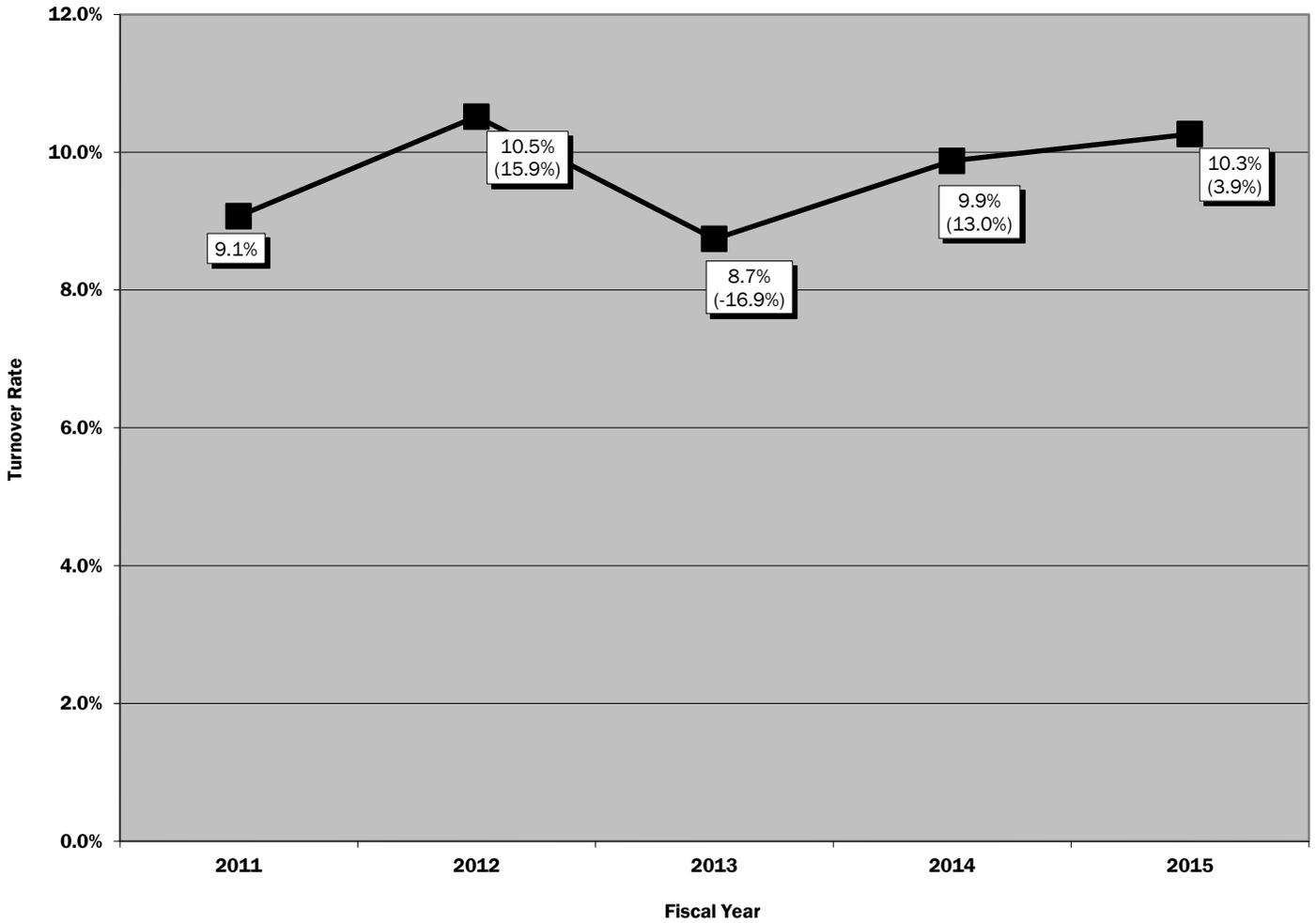
TABLE 23 TYPE OF EMPLOYEE MOVEMENT BY DEPARTMENT FISCAL YEAR 2015

Department	Demotion-Between	Demotion-Within	Promotion-Between	Promotion-Within	Transfer-Between	Transfer-Within	Job Recl. Increase \$	Job Recl. No Increase \$
Administration		1		6	1		1	1
Agriculture		1	1	2			35	4
Attorney General		1	2	3		2	5	
Buildings & General Services	1	2	1	5	2	2	94	3
Children & Families		10	16	71	7	30	48	7
Commerce & Community Dev.				1		1	7	
Corrections	2	8	11	34	8	26	34	7
Disabilities, Aging & Ind. Living		3	3	19		10	21	5
Education		3		8			15	
Environmental Conservation		4	2	12		2	31	2
Finance & Management			1				3	
Financial Regulation			1	10		2	3	1
Fish & Wildlife			1	7			3	
Forests, Parks & Recreation			2	5		3	8	
Governor's Office				2				
Green Mountain Care Board				1		1	2	
Health	2	3	4	17	1	5	79	4
Human Resources		2		6		1	6	2
Human Services	1		6	10	1	3	19	9
Information & Innovation				4		5	11	
Labor	1	2	3	10	1	2	40	24
Libraries								
Liquor Control				1	1	1	5	1
Mental Health	2	1	8	22	1	6	2	9
Military				3		3	9	1
Natural Resources			2				6	
Natural Resources Board			1				21	
Public Safety - Civilian		1	10	28		2	36	1
Public Safety - Sworn			6	31	9	58	1	1
Public Service	1			2			1	
Secretary of State			2	3		2	15	
Small Department			2	7		5	2	
State Treasurer				2		1	5	
Taxes			1	4			10	
Transportation	4	20	17	119	8	27	300	6
Vermont Health Access	1	3	5	17	3	4	13	4
Vermont Lottery Commission				1		1		
Vermont Veterans' Home				7	1	1	41	3
Grand Total	15	65	108	480	44	206	932	95

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2015.

Table 23 shows employee movement between and within departments, including demotions (change of an employee from one pay grade to another pay grade at a lower rate of pay), promotions (change of an employee from a position of one class to a different position of another class at a higher pay grade) and transfers (change of an employee from one position to a different position at the same pay grade). In addition, shown are job reclassifications that result in an increase in pay grade and those with no increase in pay grade.

TABLE 24 TURNOVER RATE BY FISCAL YEAR



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

The turnover rate for Fiscal Year 2015 was 10.3%, up 3.9% from Fiscal Year 2014. This turnover rate is higher than the five-year average, which is 9.7%.

Benchmarking New England State Governments – Turnover	
Connecticut	5.1%
Massachusetts	7.3%
Maine	11.4%
New Hampshire	9.0%
Vermont	10.3%

Source: Connecticut Department of Administrative Services (FY '15); Commonwealth of Massachusetts, Human Resources Division (FY '15); New Hampshire, Division of Personnel 2014 Annual Report (FY '14); Maine, Bureau of Human Resources (FY '15).

TABLE 25 TURNOVER BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year					Five Year
	2011	2012	2013	2014	2015	Average
Administration	n/a	n/a	n/a	10.0%	33.3%	n/a
Agriculture, Food & Markets	4.9%	7.2%	8.0%	6.6%	7.7%	6.9%
Attorney General	10.2%	10.9%	0.0%	16.9%	10.2%	9.6%
Buildings & General Services	3.7%	12.0%	7.1%	12.3%	7.8%	8.6%
Children & Families	9.6%	10.5%	9.2%	10.8%	11.0%	10.2%
Commerce & Community Development	6.2%	16.5%	9.6%	8.3%	10.5%	10.2%
Corrections	9.1%	12.0%	10.8%	11.9%	11.2%	11.0%
Disabilities, Aging & Independent Living	11.6%	13.4%	11.7%	8.9%	10.9%	11.3%
Education	13.6%	8.1%	7.8%	13.2%	14.5%	11.5%
Environmental Conservation	6.0%	4.4%	8.6%	5.3%	7.6%	6.4%
Finance & Management	24.1%	3.2%	9.2%	6.2%	3.2%	9.2%
Financial Regulation	5.4%	5.3%	3.2%	14.5%	8.2%	7.3%
Fish & Wildlife	6.6%	6.5%	5.8%	1.6%	3.0%	4.7%
Forests, Parks & Recreation	3.1%	4.1%	2.0%	6.1%	6.1%	4.3%
Green Mountain Care Board	n/a	n/a	n/a	6.3%	5.9%	n/a
Health	8.9%	12.7%	8.8%	9.3%	10.3%	10.0%
Human Resources	10.4%	7.6%	4.1%	4.9%	8.9%	7.2%
Human Services	16.3%	20.0%	11.8%	11.4%	14.7%	14.8%
Information & Innovation	5.8%	8.6%	3.9%	6.5%	5.6%	6.1%
Labor	12.6%	9.6%	10.6%	13.1%	15.4%	12.2%
Libraries	0.0%	4.2%	0.0%	8.0%	21.7%	6.8%
Liquor Control	6.1%	6.1%	6.3%	4.2%	18.8%	8.3%
Mental Health	17.0%	49.4%	12.0%	11.7%	14.4%	20.9%
Military	7.7%	8.4%	7.6%	7.8%	7.1%	7.7%
Natural Resources	12.0%	0.0%	11.8%	7.8%	7.5%	7.8%
Natural Resources Board	0.0%	4.4%	0.0%	4.4%	4.4%	2.7%
Public Safety - Civilian	8.7%	9.5%	8.5%	8.1%	9.4%	8.8%
Public Safety - Sworn	6.6%	4.8%	7.3%	7.5%	7.8%	6.8%
Public Service	6.8%	2.2%	10.8%	15.4%	6.1%	8.2%
Secretary of State	29.9%	17.0%	7.2%	5.1%	14.4%	14.7%
Small Departments	0.0%	20.0%	2.0%	16.7%	5.3%	8.4%
State Treasurer	3.3%	14.5%	3.5%	6.3%	6.3%	6.8%
Taxes	8.9%	5.4%	10.8%	9.0%	5.4%	7.9%
Transportation	7.1%	6.3%	7.3%	7.7%	9.0%	7.5%
Vermont Health Access	7.4%	7.0%	10.6%	16.4%	8.7%	10.0%
Vermont Lottery Commission	5.3%	0.0%	33.3%	26.3%	10.0%	15.0%
Vermont Veterans' Home	20.8%	16.7%	13.8%	19.3%	21.3%	18.4%
Grand Total	9.1%	10.5%	8.7%	9.9%	10.3%	9.7%
% Change from Previous FY		15.9%	-16.9%	13.0%	3.9%	

Over this five-fiscal-year timeframe departments with consistently higher than average yearly turnover include Mental Health (20.9%), Vermont Veterans' Home (18.4%), Human Services (14.8%), and Labor (12.2%).

Departments with consistently lower than average yearly turnover during this five-fiscal-year timeframe include, Natural Resources Board (2.7%), Forests, Parks & Recreation (4.3%) Fish & Wildlife (4.7%), and Information & Innovation (6.1%).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. "Small Departments" have 15 or fewer employees (See Appendices C & E). Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year.

TABLE 26 TURNOVER BY EEO-4 OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	Fiscal Year					Five Year
	2011	2012	2013	2014	2015	Average
Administrative Support	10.6%	9.1%	7.9%	9.6%	11.2%	9.7%
Officials and Administrators	10.6%	9.9%	9.0%	5.4%	10.2%	9.0%
Paraprofessionals	14.0%	23.2%	11.0%	12.6%	12.1%	14.3%
Professionals	8.7%	9.3%	8.3%	9.7%	9.8%	9.2%
Protective Service	9.1%	11.9%	12.0%	10.8%	10.8%	11.0%
Service Maintenance	11.8%	19.2%	13.4%	15.5%	11.8%	14.4%
Skilled Craft	5.9%	7.0%	6.2%	10.5%	10.8%	8.1%
Technicians	7.5%	10.4%	4.8%	6.9%	9.0%	7.7%
Grand Total	9.1%	10.5%	8.7%	9.9%	10.3%	9.7%

Gender	Fiscal Year					Five Year
	2011	2012	2013	2014	2015	Average
Female	10.2%	11.7%	8.9%	9.6%	10.7%	10.2%
Male	8.0%	9.4%	8.6%	10.2%	9.8%	9.2%
Grand Total	9.1%	10.5%	8.7%	9.9%	10.3%	9.7%

Ethnic Status	Fiscal Year					Five Year
	2011	2012	2013	2014	2015	Average
Minority	9.0%	11.5%	14.4%	17.7%	12.2%	12.9%
White	9.1%	10.5%	8.6%	9.6%	10.2%	9.6%
Grand Total	9.1%	10.5%	8.7%	9.9%	10.3%	9.7%

The Service Maintenance and Paraprofessionals occupational groups have the highest five-year average turnover rate (14.4% and 14.3% respectively). They also showed consistently higher than average yearly turnover.

Turnover was higher among females (10.7%) than males (9.8%). The five-year average for males was 9.2% compared to 10.2% for females.

Minority turnover is generally higher than white employees. In Fiscal Year 2015 minority turnover was 12.2 % versus 10.2% for white employees.

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix B gives a full definition of each category. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year.

TABLE 27 TURNOVER RATES FOR CLASSIFIED JOB TITLES – FISCAL YEAR 2015

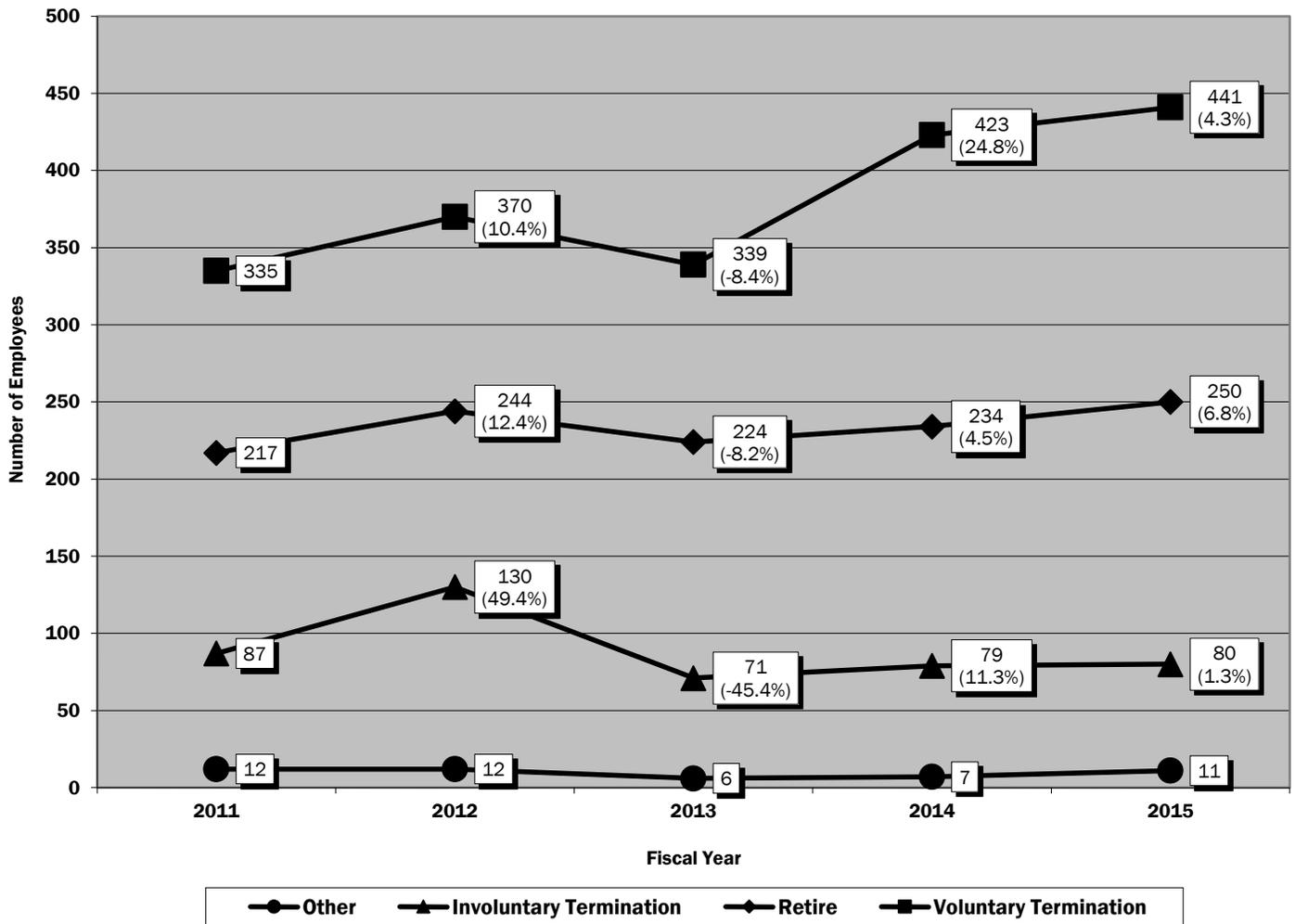
Turnover of Most Populous Job Titles FY '15			Job Titles with the Highest Turnover Rate FY '15		
Job Title	Ave. Num.	Turnover	Job Title	Ave. Num.	Turnover
Correctional Officer I	355	18.3%	Career Resource Specialist II	11	45.5%
Social Worker	176	14.2%	Veterans Home LPN	18	38.9%
Trooper	172	5.8%	Benefits Program Specialist - HAEU	54	33.3%
Benefits Programs Specialist	148	10.2%	Education Programs Coordinator II	13	32.0%
Corrections Services Specialist II	146	6.2%	Information Center Representative II	17	29.4%
AOT Maintenance Worker IV	129	4.7%	Financial Director III	11	28.6%
Correctional Officer II	122	9.0%	Public Health Specialist -General	11	28.6%
Administrative Assistant B	117	12.8%	Veterans Home Utility Worker	29	27.6%
Sergeant	84	6.0%	Public Health Nurse	38	26.7%
Mental Health Specialist	80	16.3%	VCCI Nurse Case Manager	13	24.0%
Motor Vehicle Customer Service Specialist	76	7.9%	Veterans Home Registered Nurse	13	23.1%
Licensed Nursing Assistant	75	17.3%	Administrative Services Coordinator I	36	22.5%
Administrative Assistant A	71	4.2%	Career Development Facilitator III	23	21.7%
Benefits Program Specialist - HAEU	54	33.3%	Civil Engineer III	14	21.4%
Reach Up Case Manager II	48	6.3%	Lieutenant	26	19.6%
Custodian I	48	8.4%	Career Development Facilitator II	16	19.4%
AOT Technician VI	48	2.1%	Re-Employment Assistant Facilitator	11	19.0%
Program Technician II	47	6.4%	Correctional Officer I	355	18.3%
Community Correctional Officer	46	8.8%	Financial Administrator III	28	18.2%
AOT Senior Maintenance Worker	46	6.6%	AOT Motor Equipment Mechanic III	11	18.2%
Correctional Educator	43	7.0%	Information Technology Specialist II	28	17.9%
Program Technician I	43	4.7%	Licensed Nursing Assistant	75	17.3%
Program Services Clerk	43	9.4%	Education Programs Coordinator I	31	16.4%
Financial Specialist III	42	9.5%	Mental Health Specialist	80	16.3%
PSAP Emergency Communications Dispatcher II	42	4.8%	PSAP Emergency Communications Dispatcher I	19	16.2%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2015. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year. This table shows the turnover rates for classified employees in the 25 most populous job titles, as well as the 25 classified job titles (with greater than 10 employees) with the highest turnover.

Correctional Officer I was the most populous job title and also showed a high rate of turnover (18.3%). Other populous job titles with high turnover include Social Worker (14.2%), Benefits Program Specialist (10.2%), Mental Health Specialist (16.3%), and Licensed Nursing Assistant (17.3%).

Job titles among those with the highest rates of turnover in FY '15 include Career Resource Specialist II (45.5%), Veterans Home LPN (38.9%), Benefits Program Specialist – HAEU (33.3%), and Education Programs Coordinator II (32.0%).

TABLE 28 TURNOVER BY REASON BY FISCAL YEAR



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year. **Retire** – Includes early, normal, disability and mandatory retirement; **Voluntary Termination** – Includes voluntary resignations and end of limited term or interim appointments; **Involuntary Termination** – Includes Reduction in Force layoffs and dismissals related to misconduct or unsatisfactory work performance; **Other** – Includes death of the employee. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

The largest number of separations in Fiscal Year 2015 were voluntary terminations (441), up slightly from FY '14 (4.3%). Voluntary turnover has been trending up since FY '13. Fiscal Year 2015 retirements were up slightly (6.8%) to 250, but still in-line historically with the number of retirements per fiscal year.

The number of involuntary terminations (80) was comparable to FY '14. FY '12 saw a spike largely due to Reduction-in-Force layoffs with the closure of the Vermont State Hospital.

A total of 782 employees separated during Fiscal Year 2015. Of the turnover in Fiscal Year 2015, 56.4% were voluntary terminations, 32.0% were retirements, 10.2% involuntary terminations, and 1.4% were “other.”

TABLE 29 TYPE OF SEPARATION BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year														
	2011			2012			2013			2014			2015		
	Invol. Term.	Retire	Vol. Term.												
Administration												3	2	5	3
Agriculture, Food & Markets		3	1		4	2	1	2	4	3	2	1	1		6
Attorney General			3	1		2					1	4		1	2
Buildings & General Services	2	7	4	5	18	16	2	10	12	7	12	18	2	7	15
Children & Families	7	37	42	13	39	43	16	33	37	10	29	64	14	29	67
Commerce & Comm. Dev.	2		2	1	3	6		1	5		1	5		3	4
Corrections	14	19	54	12	25	81	10	25	75	13	24	87	9	25	78
Disabilities, Aging & Ind.Living	2	14	12	6	14	15	4	16	11	2	6	16	1	10	18
Education		9	11		2	10		6	6		9	11		10	11
Environmental Conservation	3	6	6		7	4	3	14	5	1	7	6		12	9
Finance & Management		2	5			1			3		1	1		1	
Financial Regulation		1	3		2	2		2	1	2	3	8	1	4	2
Fish & Wildlife	1	5	2	1	5	1		4	3		2		2	1	1
Forests, Parks & Recreation		2	1		3	1			2		5	1		5	1
Green Mountain Care Board											1			1	
Health	2	19	19	7	14	36	5	17	19	3	12	28	7	13	30
Human Resources	2	1	4		4	1	1		2		1	3		3	4
Human Services	1	5	7	1	3	12	3	1	7	1	3	5	2	2	10
Information & Innovation		1	3		2	4		1	2		3	4		2	4
Labor	12	6	15	5	6	14	2	14	11	3	17	13	5	16	17
Libraries					1						1	1		1	4
Liquor Control	2		1	1	1	1	1	1			1	1	1	3	5
Mental Health	7	8	26	56	19	21	2	3	13	11	2	8	6	6	19
Military	1	4	4		3	6		7	2	2	4	3		2	5
Natural Resources	2		1					1	2		1	1		1	1
Natural Resources Board					1						1			1	
Public Safety - Civilian	2	10	9	2	10	11	1	6	14	2	9	8	3	9	10
Public Safety - Sworn	4	5	11		6	9	1	10	12	2	14	11		11	16
Public Service	1		2	1			1	2	1	1	1	3	1		1
Secretary of State	1	5	10		4	5		2	2		2	1		1	6
Small Departments				1	2	3			1		2	4			2
State Treasurer	1				1	3			1		1	1		2	
Taxes	2	6	5	1	4	3		4	11	1	7	5		3	5
Transportation	8	35	39	6	33	35	11	33	43	6	41	46	11	47	52
Vermont Health Access	2		5		1	7	2	3	9	2	5	19	1	4	11
Vermont Lottery Commission			1				1	3	2		1	4		1	1
Vermont Veterans' Home	6	7	27	10	7	15	4	3	21	7	2	29	11	8	21
Percent of Total	14%	34%	52%	17%	33%	50%	11%	35%	53%	11%	32%	57%	10%	32%	57%
Grand Total	87	217	335	130	244	370	71	224	339	79	234	423	80	250	441

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year. **Retire** - Includes early, normal, disability and mandatory retirement; **Voluntary Termination** - Includes voluntary resignations and end of limited term or interim appointments; **Involuntary Termination** - Includes Reduction in Force layoffs and dismissals related to misconduct or unsatisfactory work performance.

TABLE 30 TYPE OF SEPARATION BY GENDER, ETHNIC GROUP AND EEO-4 OCCUPATIONAL CATEGORY FISCAL YEAR 2015 AND FIVE YEAR AVERAGE

	Fiscal Year 2015			Five Year Average		
	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.
Gender						
Female	13%	30%	58%	12%	29%	58%
Male	8%	36%	56%	12%	38%	50%
Total	10%	32%	57%	12%	33%	55%
Ethnic Group						
Minority	19%	12%	69%	25%	17%	59%
White	10%	33%	57%	12%	34%	54%
Total	10%	32%	57%	13%	33%	54%
Occupational Category						
Administrative Support	17%	38%	45%	15%	33%	52%
Officials and Administrators	5%	41%	54%	5%	56%	39%
Paraprofessionals	20%	26%	54%	26%	25%	50%
Professionals	8%	36%	57%	10%	38%	52%
Protective Service	10%	16%	74%	12%	16%	72%
Service Maintenance	24%	19%	57%	27%	20%	54%
Skilled Craft	13%	39%	48%	10%	43%	47%
Technicians	14%	34%	51%	14%	31%	55%
Total	10%	32%	57%	13%	33%	54%

Voluntary separations are more likely to occur among females (five-year average 58%) than males (five-year average 50%).

Minority employees are more likely to be involuntarily terminated (five-year average 25%) than white employees (five-year average 12%). Notable in FY '15 is that the minority voluntary turnover (69%) is higher than the five-year average (59%).

Voluntary separations are highest among employees in the Protective Service group (five-year average 72%). This is largely driven by the high turnover rate of Correctional Officers.

Involuntary terminations are highest among employees in the Service Maintenance group (five-year average 27%).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. NOTE: Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix B gives a full definition of each category. **Retire** – Includes early, normal, disability and mandatory retirement; **Voluntary Termination** – Includes voluntary resignations and end of limited term or interim appointments; **Involuntary Termination** – Includes Reduction in Force layoffs and dismissals related to misconduct or unsatisfactory work performance.

TABLE 31 TYPE OF SEPARATION BY AGE GROUP AND LENGTH OF SERVICE FISCAL YEAR 2015 AND FIVE YEAR AVERAGE

Age Group	Fiscal Year 2015			Five Year Average		
	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.
<25 Years	26%	0%	74%	23%	0%	77%
25-34 Years	13%	0%	87%	16%	0%	84%
35-44 Years	9%	1%	90%	15%	1%	84%
45-54 Years	14%	21%	64%	17%	21%	62%
55-65 Years	7%	69%	24%	7%	71%	21%
>65 Years	2%	92%	7%	2%	91%	6%
Total	10%	32%	57%	13%	33%	54%

Length of Service	Fiscal Year 2015			Five Year Average		
	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.
<5 Years	18%	2%	80%	22%	2%	76%
5-9 Years	5%	26%	69%	13%	22%	65%
10-14 Years	8%	42%	50%	9%	41%	50%
15-19 Years	5%	57%	38%	10%	52%	37%
20-24 Years	0%	80%	20%	1%	84%	15%
25-30 Years	1%	91%	7%	4%	90%	6%
>30 Years	0%	98%	2%	1%	98%	1%
Total	11%	32%	57%	14%	33%	53%

Voluntary separations are more likely to occur among employees in the 25-34 year age group (five-year average 84%). This is the group with the largest number of hires (See Table 22) and voluntary separations are highest in new hires.

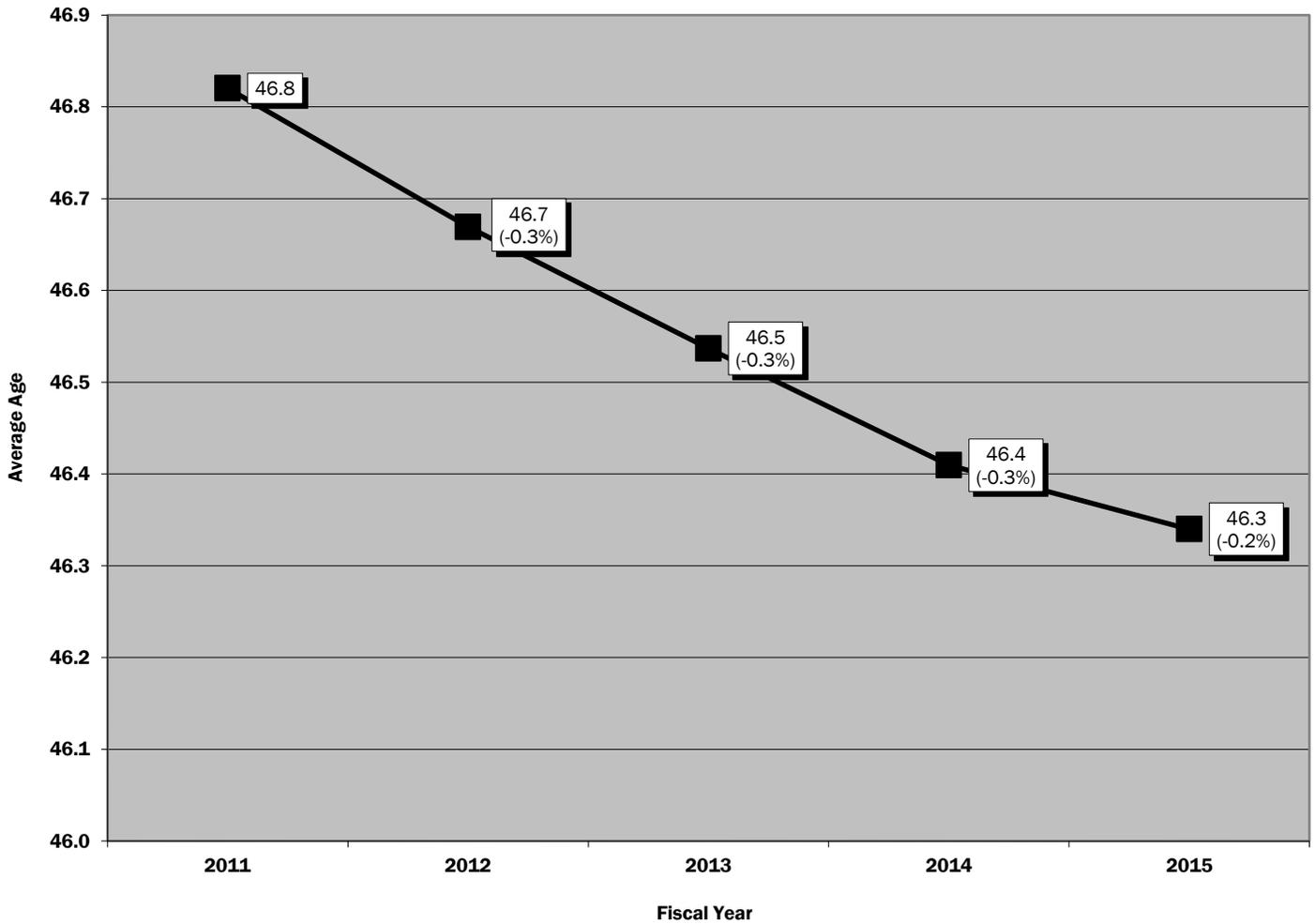
Retirements are the most common reason for separation among employees in the greater than 65 age group (five-year average 91%), as well as employees in the 25-30 and greater than 30 years of service groups (five-year average 90% and 98%, respectively).

Involuntary terminations are highest in the less than 25 year age group (five-year average 23%) and less than 5 years of service group (five-year average 22%).

Voluntary separation and length of service has an inverse relationship – the percent of voluntary separation goes down as length of service increases.

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. **Retire** – Includes early, normal, disability and mandatory retirement; **Voluntary Termination** – Includes voluntary resignations and end of limited term or interim appointments; **Involuntary Termination** – Includes Reduction in Force layoffs and dismissals related to misconduct or unsatisfactory work performance.

TABLE 32 AVERAGE AGE OF CLASSIFIED EMPLOYEES BY FISCAL YEAR



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

The average age of classified employees at the end of Fiscal Year 2015 was 46.3, down slightly from Fiscal Year 2014. Average age of classified employees has been gradually decreasing since 2011.

TABLE 33 EMPLOYEE AGE GROUPS BY DEPARTMENT – FISCAL YEAR 2015

Department	Age Groups						Average
	<25	25-34	35-44	45-54	55-65	>65	Age
Administration		10	9	14	10	1	46.0
Agriculture, Food & Markets		13	26	24	31	1	47.7
Attorney General		2	8	16	3	1	48.5
Buildings & General Services	7	27	45	84	134	16	51.3
Children & Families	23	236	256	293	226	28	44.8
Commerce & Community Development		14	15	20	20	5	48.0
Corrections	47	246	252	289	174	15	42.8
Disabilities, Aging & Independent Living		27	46	81	103	13	50.6
Education		10	38	38	54	6	50.5
Environmental Conservation	3	41	66	79	93	4	47.6
Finance & Management		4	7	7	5	1	46.0
Financial Regulation	1	10	27	17	28	3	48.1
Fish & Wildlife	1	28	30	43	29		44.9
Forests, Parks & Recreation		11	24	21	41	2	49.7
Green Mountain Care Board		3	5	4	7		47.9
Health	6	89	99	113	153	32	48.1
Human Resources		9	10	18	24	4	50.4
Human Services		23	28	35	29	5	46.7
Information & Innovation	1	10	25	36	38	1	48.9
Labor	1	35	44	67	89	12	49.6
Libraries		2	2	4	11	2	54.2
Liquor Control		6	10	18	13		47.2
Mental Health	4	50	63	47	55	8	45.1
Military	2	22	19	40	29	3	46.4
Natural Resources		2	9	9	4		46.5
Natural Resources Board		1	3	4	13	1	55.2
Public Safety - Civilian	2	52	49	68	47	10	45.7
Public Safety - Sworn	7	99	124	99	5	1	39.0
Public Service		2	11	11	5	4	48.6
Secretary of State		9	13	14	19		47.3
Small Department	1	3	9	13	9	1	47.7
State Treasurer		6	2	14	7	2	47.1
Taxes	1	18	24	43	56	7	50.3
Transportation	33	172	257	406	318	34	47.0
Vermont Health Access	1	42	54	44	35	5	44.6
Vermont Lottery Commission		3	5	10	2		45.2
Vermont Veterans' Home	9	31	26	60	43	5	46.2
Grand Total	150	1,368	1,740	2,203	1,962	233	46.3
Percent	2.0%	17.9%	22.7%	28.8%	25.6%	3.0%	

Departments with the highest average age include Natural Resources Board (55.2), Libraries (54.2), Buildings & General Services (51.3), and DAIL (50.6).

Public Safety – Sworn (39.0) had employees with the lowest average age.

19.8% of the workforce is less than 35 years old; 57.4% are 45 or older.

The largest percentage (28.8%) of employees were in the 45-54 age group.

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2015. “Small Departments” have 15 or fewer employees (See Appendices C & E).

TABLE 34 AVERAGE AGE BY EEO-4 OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	Fiscal Year					Five Year
	2011	2012	2013	2014	2015	Average
Administrative Support	48.8	48.8	48.8	49.2	49.0	48.9
Officials and Administrators	52.1	52.1	51.6	51.8	51.3	51.8
Paraprofessionals	44.8	44.9	44.9	44.7	45.0	44.9
Professionals	48.0	47.8	47.6	47.3	47.1	47.6
Protective Service	39.7	39.3	39.4	39.4	39.6	39.5
Service Maintenance	46.3	47.6	48.0	48.3	49.4	47.9
Skilled Craft	47.6	47.3	47.3	47.4	47.2	47.3
Technicians	47.0	46.5	46.3	46.8	47.1	46.7
Grand Total	46.8	46.6	46.5	46.4	46.3	46.5

Gender	Fiscal Year					Five Year
	2011	2012	2013	2014	2015	Average
Female	47.2	46.9	46.9	46.8	46.8	46.9
Male	46.4	46.4	46.4	46.0	45.9	46.2
Grand Total	46.8	46.6	46.7	46.4	46.3	46.5

Ethnic Status	Fiscal Year					Five Year
	2011	2012	2013	2014	2015	Average
Minority	44.6	43.6	43.4	43.7	43.0	43.7
White	46.9	46.7	46.6	46.5	46.4	46.6

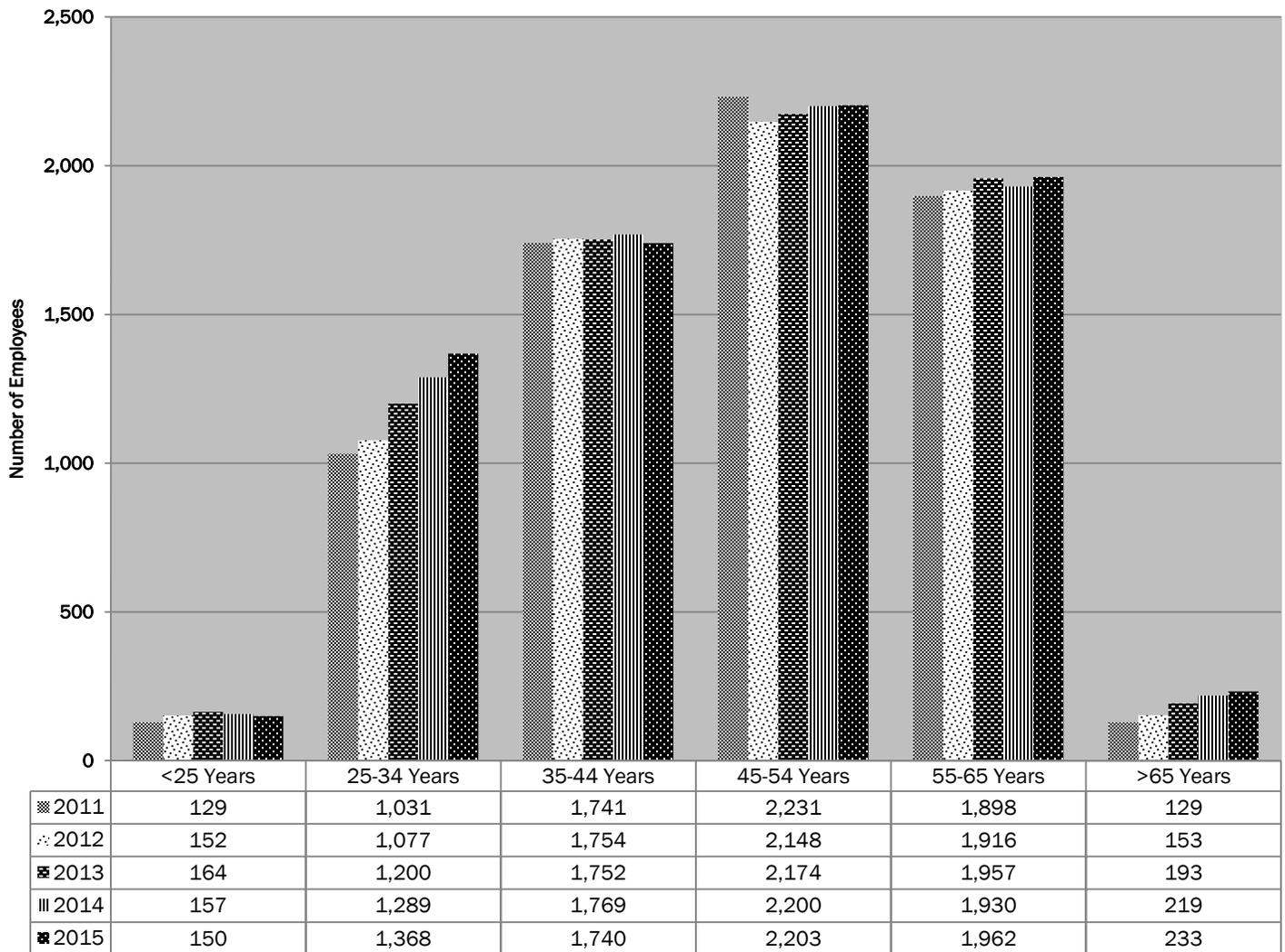
Employees in jobs categorized as Officials and Administrators have the highest average age (five-year average 51.8 years); those employees in the Protective Service group had the lowest average (five-year average 39.5 years).

There is only a slight difference between the average age of female (five-year average 46.9 years) and male (five-year average 46.2 years) classified employees.

White employees have a higher average age (five-year average 46.6 years) than minority employees (five-year average 43.7 years).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix B gives a full definition of each category.

TABLE 35 AGE DISTRIBUTION FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR

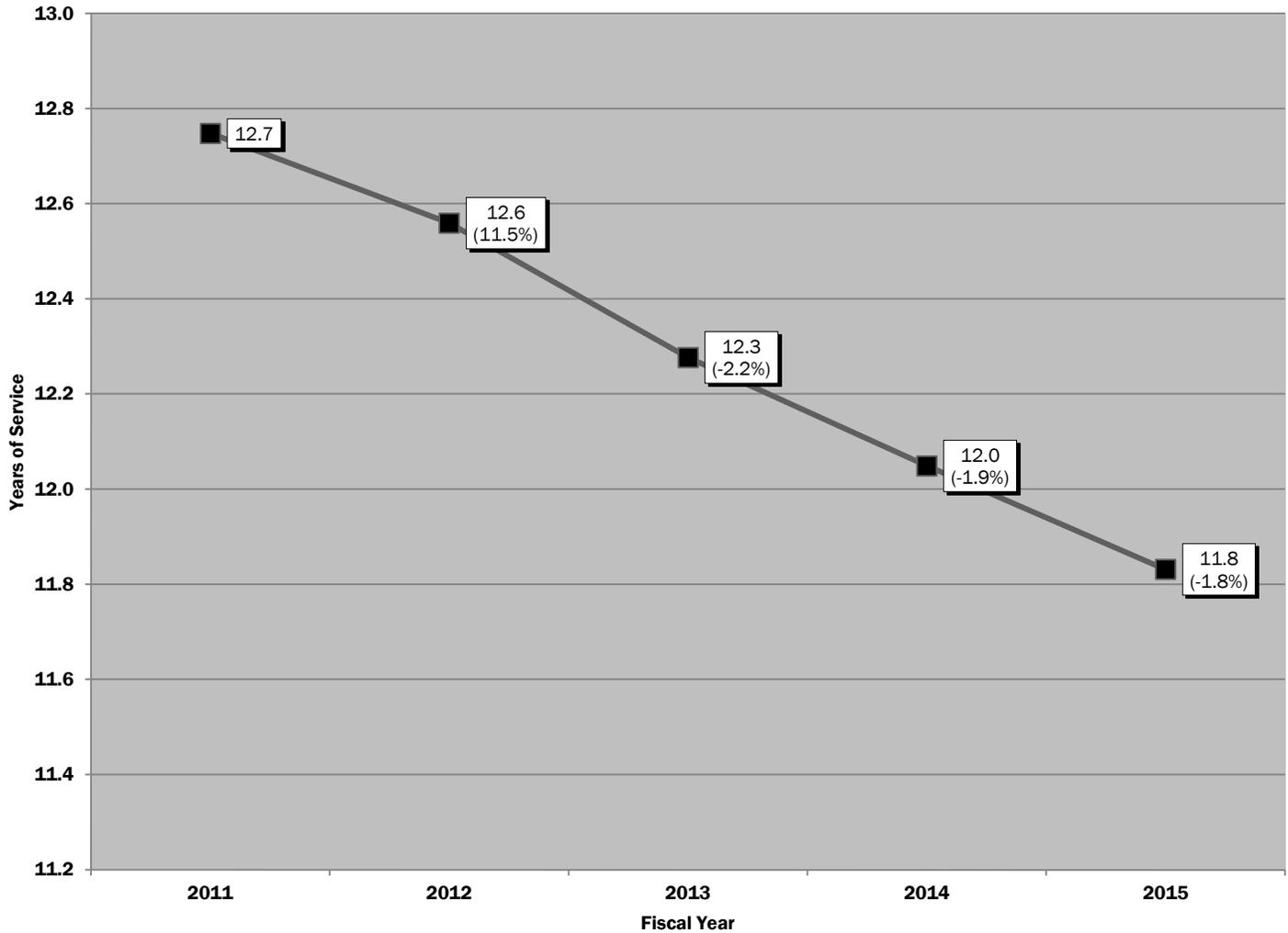


Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015.

Over the five-fiscal-year period the largest group of classified employees has been the 45-54 age group.

What is noteworthy is that there has been a slight decline in the 35-44 years age group (-0.1) and the 45-54 years age group (-1.3), while there has been significant increases in both the younger and older age groups. From FY '11 to FY '15 the 25-34 age group has increased by 32.7%. During the same five-fiscal-year period the 55-65 age group increased 3.4% and the largest increase was seen in the numbers of employees greater than 65 years - an 80.6% increase.

TABLE 36 AVERAGE YEARS OF SERVICE OF CLASSIFIED EMPLOYEES BY FISCAL YEAR



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. The percentages noted in parentheses reflect the percent change from the previous fiscal year. Years of (continuous) Service is the time of uninterrupted service by an employee. Authorized leaves of absence are not counted as an interruption of service.

Average years of service was 11.8 years in Fiscal Year 2015, a 1.8% drop from Fiscal Year 2014. From Fiscal Year 2011 to Fiscal Year 2015 there has been a 7.2% decrease in the average length of service. The five-year average for years of service is 12.3 years.

TABLE 37 AVERAGE YEARS OF SERVICE BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year					Five Year
	2011	2012	2013	2014	2015	Average
Administration	n/a	n/a	n/a	12.4	12.3	n/a
Agriculture, Food & Markets	14.5	14.2	13.9	14.1	14.3	14.2
Attorney General	11.6	13.4	13.5	13.2	12.6	12.8
Buildings & General Services	13.0	13.0	13.0	12.9	12.9	13.0
Children & Families	12.9	12.7	12.2	12.0	10.9	12.1
Commerce & Community Development	14.3	14.4	13.0	12.7	11.6	13.2
Corrections	11.1	10.9	10.9	10.9	11.2	11.0
Disabilities, Aging & Independent Living	13.2	11.7	11.5	12.0	12.2	12.1
Education	11.2	11.2	11.3	10.6	10.4	10.9
Environmental Conservation	16.8	16.1	15.2	14.8	13.7	15.3
Finance & Management	11.9	12.4	12.1	13.4	13.0	12.5
Financial Regulation	11.7	10.5	10.4	10.9	10.7	10.8
Fish & Wildlife	15.9	14.4	14.2	14.0	14.9	14.7
Forests, Parks & Recreation	18.9	18.9	19.1	18.5	17.6	18.6
Green Mountain Care Board	n/a	n/a	n/a	14.3	14.3	n/a
Health	12.6	12.2	12.0	11.9	11.7	12.0
Human Resources	13.8	13.3	12.0	13.0	13.3	13.1
Human Services	12.4	12.2	12.0	9.7	8.7	11.0
Information & Innovation	11.9	11.4	10.8	11.9	12.0	11.6
Labor	14.6	14.7	14.3	13.2	12.5	13.8
Libraries	16.8	17.3	16.8	16.8	18.5	17.3
Liquor Control	13.7	14.0	14.5	14.0	12.7	13.8
Mental Health	9.6	10.2	8.6	7.5	7.6	8.7
Military	13.6	13.5	13.3	13.3	13.2	13.4
Natural Resources	14.3	13.6	12.7	12.5	12.4	13.1
Natural Resources Board	20.3	20.8	21.3	20.0	20.4	20.5
Public Safety - Civilian	10.7	10.6	10.5	10.0	9.8	10.3
Public Safety - Sworn	11.1	11.0	11.2	11.0	11.2	11.1
Public Service	9.3	7.1	8.4	8.2	9.4	8.5
Secretary of State	10.8	9.4	8.9	8.9	9.3	9.5
Small Departments	7.4	9.7	10.4	9.6	10.2	9.4
State Treasurer	11.8	11.1	11.1	11.3	10.5	11.1
Taxes	13.7	14.0	13.6	12.8	12.5	13.3
Transportation	13.9	13.8	13.7	13.8	13.7	13.8
Vermont Health Access	9.1	8.7	7.2	6.8	6.6	7.7
Vermont Lottery Commission	16.8	17.8	15.3	10.6	10.9	14.3
Vermont Veterans' Home	10.1	9.8	9.8	10.3	10.9	10.2
Grand Total	12.7	12.5	12.2	12.0	11.8	12.3
% Change from Previous FY		-1.3%	-2.4%	-1.5%	-1.8%	

Departments with the highest average years of service (five-year average) include Natural Resources Board (20.5), Forests, Parks & Recreation (18.6), Libraries (17.3), and Environmental Conservation (15.3).

Departments with the lowest average years of service (five-year average) include Vermont Health Access (7.7), Public Service (8.5), Mental Health (8.7) and Secretary of State (9.5).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. Years of (continuous) Service is the time of uninterrupted services by an employee. Authorized leaves of absence are not counted as an interruption of service. "Small Departments" have 15 or fewer employees (See Appendices C & E).

TABLE 38 AVERAGE YEARS OF SERVICE BY EEO-4 OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	Fiscal Year					Five Year
	2011	2012	2013	2014	2015	Average
Administrative Support	13.1	13.2	12.8	12.7	12.6	12.9
Officials and Administrators	16.9	16.7	16.4	16.1	16.0	16.4
Paraprofessionals	11.8	11.8	11.3	10.5	10.5	11.2
Professionals	13.5	13.3	12.9	12.6	12.1	12.9
Protective Service	9.0	8.7	8.7	8.7	8.9	8.8
Service Maintenance	8.8	8.8	9.3	9.8	10.3	9.4
Skilled Craft	13.3	12.9	12.9	12.7	12.3	12.8
Technicians	13.0	12.3	11.9	12.4	12.7	12.5
Grand Total	12.7	12.5	12.2	12.0	11.8	12.3

Gender	Fiscal Year					Five Year
	2011	2012	2013	2014	2015	Average
Female	12.4	12.3	11.9	11.7	11.5	12.0
Male	13.0	12.8	12.6	12.4	12.1	12.6
Grand Total	12.7	12.5	12.2	12.0	11.8	12.3

Ethnic Status	Fiscal Year					Five Year
	2011	2012	2013	2014	2015	Average
Minority	9.4	8.9	8.5	8.3	8.1	8.6
White	12.8	12.6	12.4	12.2	12.0	12.4
Grand Total	12.7	12.5	12.2	12.0	11.8	12.3

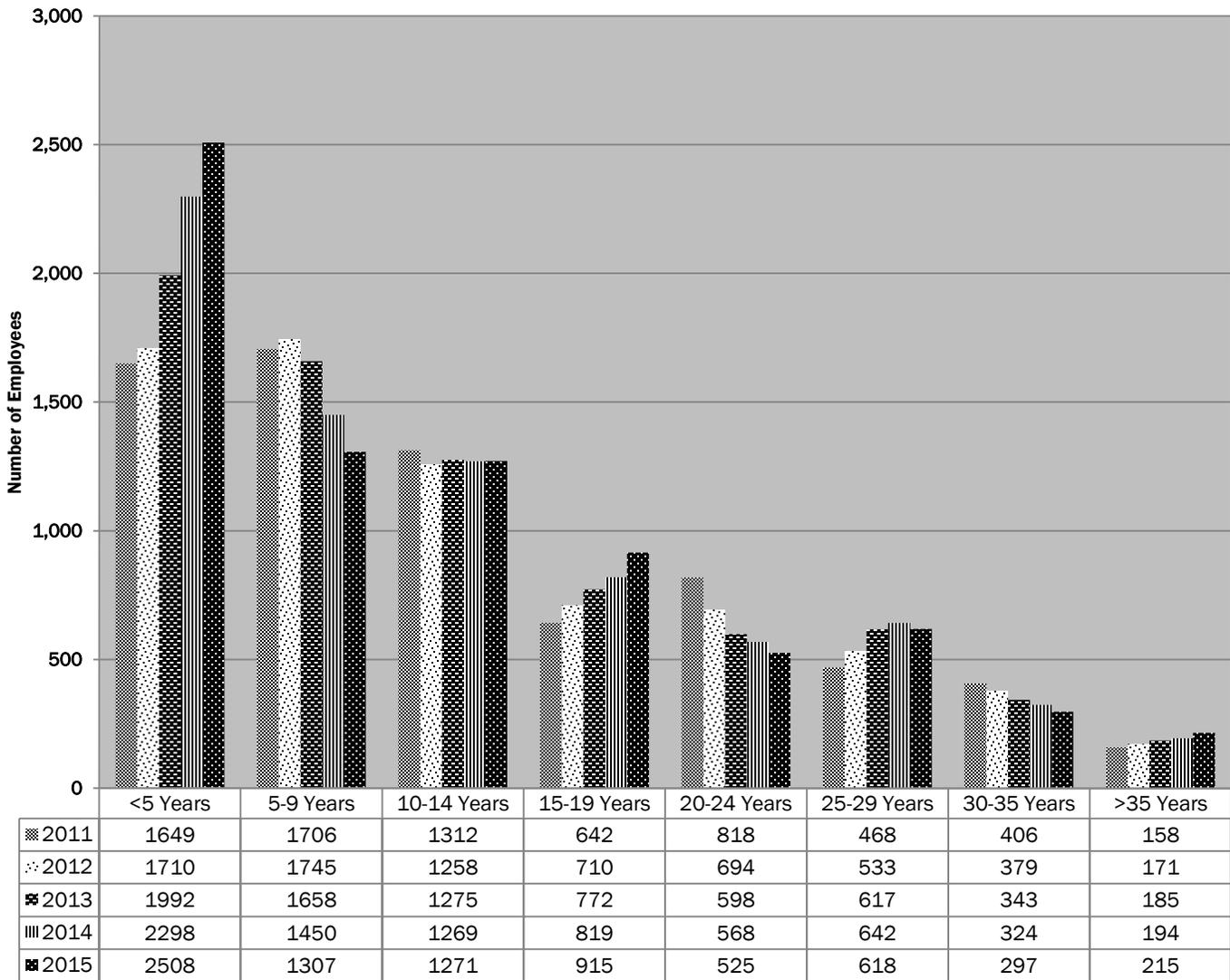
The Official and Administrators occupational group had the highest average years of service at 16.4 years (five-year average). Employees in the Protective Service and Service Maintenance groups had the lowest (five-year average 8.8 and 9.4 years, respectively).

Male employees on average had greater years of service (five-year average 12.6 years) than females (five-year average 12.0 years).

Minority employees on average had less years of service (five-year average 8.6 years) than white employees (five-year average 12.4 years).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. Years of (continuous) Service is the time of uninterrupted services by an employee. Authorized leaves of absence are not counted as an interruption of service.

TABLE 39 YEARS OF SERVICE DISTRIBUTION FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR

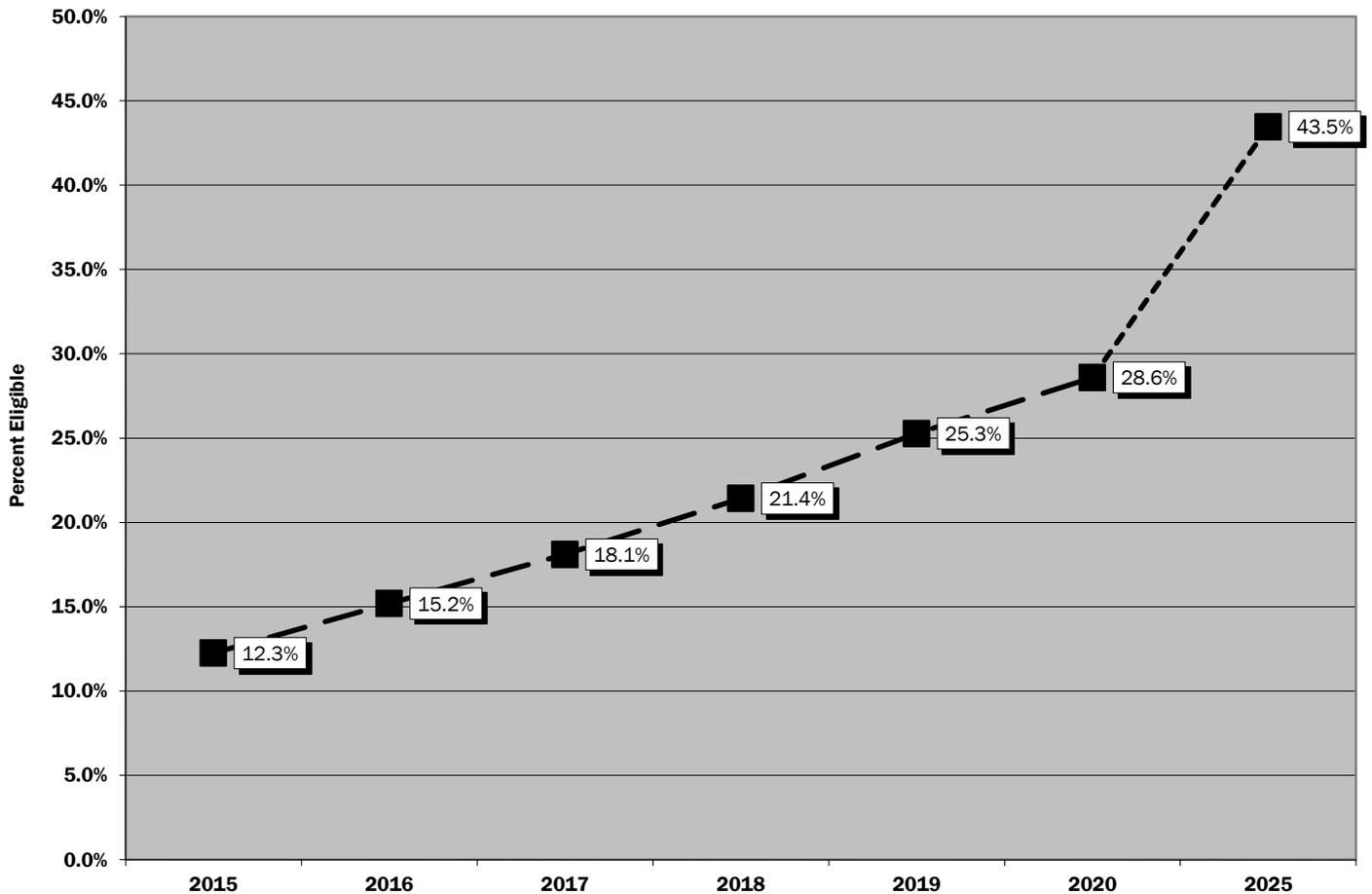


Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. Years of (continuous) Service is the time of uninterrupted service by an employee. Authorized leaves of absence are not counted as an interruption of service.

Historically, the largest group of classified employees has had less than five years of service and in FY '15 this was again the case. This group accounts for 32.8% of the classified workforce.

Notably, the 20-24 years of service group had a 35.8% decline from FY '11 to FY '15 as a cohort of State employees moves to the 25-29 years of service group (+32.1%). The most rapidly growing group was the 15-19 years group (42.5%).

TABLE 40 PROJECTED RETIREMENT ELIGIBILITY BY FISCAL YEAR



Male	457	571	679	799	948	1,068	1,645
Female	481	592	707	841	987	1,121	1,682
Total	938	1,163	1,386	1,640	1,935	2,189	3,327
% Change from Previous FY		24.0%	19.2%	18.3%	18.0%	13.1%	52.0%
Additional Number Eligible		225	223	254	295	254	1,138

Source: The State's Human Resource Information System (VTHR) and Office of the State Treasurer, Retirement Division. Data include only classified employees of the Executive Branch. Projections are based on employee's age and length of creditable service at Fiscal 2015 year-end. See Appendix D for a description of the method used to produce the retirement projections.

At the end of Fiscal Year 2015, 938 employees (12.3% of the classified workforce) were eligible for retirement. An additional 225 employees are projected to be eligible by the end of FY '16.

In five years (FY '20) 28.6% or 2,189 current employees are projected to be eligible for retirement. The ten-year projection (to FY '25) estimates that 43.5% (3,327) of current employees will be retirement eligible. Note: The projections of percent eligible are cumulative and do not account for retirements that will occur each fiscal year.

TABLE 41 PROJECTED RETIREMENT ELIGIBILITY BY DEPARTMENT

Department	Eligible FY '15		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '16	FY '17	FY '18	FY '19	FY '20	Num.	Percent	Num.	Percent
Administration	6	13.6%	0.0%	0.0%	2.3%	9.1%	0.0%	11	25.0%	19	43.2%
Agriculture, Food & Markets	13	13.7%	7.4%	4.2%	1.1%	5.3%	4.2%	34	35.8%	44	46.3%
Attorney General	4	13.3%	3.3%	3.3%	0.0%	0.0%	3.3%	7	23.3%	14	46.7%
Buildings & General Services	60	19.2%	2.6%	5.8%	5.4%	5.1%	3.5%	130	41.5%	189	60.4%
Children & Families	113	10.6%	2.2%	1.7%	2.5%	2.7%	3.1%	243	22.9%	364	34.3%
Commerce & Community Development	14	18.9%	2.7%	4.1%	4.1%	5.4%	0.0%	26	35.1%	34	45.9%
Corrections	73	7.1%	2.7%	1.2%	2.2%	3.0%	2.5%	192	18.8%	337	32.9%
Disabilities, Aging & Independent Living	42	15.6%	2.6%	5.9%	4.4%	5.2%	3.0%	99	36.7%	152	56.3%
Education	27	18.5%	4.8%	6.2%	3.4%	3.4%	1.4%	55	37.7%	73	50.0%
Environmental Conservation	33	11.5%	3.5%	3.8%	2.4%	4.5%	2.4%	81	28.3%	134	46.9%
Finance & Management	2	8.3%	0.0%	8.3%	8.3%	0.0%	0.0%	6	25.0%	11	45.8%
Financial Regulation	16	18.6%	0.0%	3.5%	1.2%	4.7%	2.3%	26	30.2%	38	44.2%
Fish & Wildlife	20	15.3%	3.1%	4.6%	3.8%	2.3%	3.1%	42	32.1%	68	51.9%
Forests, Parks & Recreation	21	21.2%	3.0%	6.1%	6.1%	4.0%	2.0%	42	42.4%	54	54.5%
Green Mountain Care Board	3	15.8%	0.0%	5.3%	0.0%	0.0%	5.3%	5	26.3%	11	57.9%
Health	77	15.7%	5.5%	3.7%	3.3%	4.1%	4.1%	178	36.2%	229	46.5%
Human Resources	13	20.0%	4.6%	4.6%	7.7%	1.5%	4.6%	28	43.1%	38	58.5%
Human Services	18	15.0%	0.8%	1.7%	0.0%	2.5%	0.8%	25	20.8%	48	40.0%
Information & Innovation	15	13.5%	1.8%	4.5%	0.9%	1.8%	4.5%	30	27.0%	54	48.6%
Labor	44	17.7%	2.8%	2.8%	4.0%	8.5%	3.2%	97	39.1%	133	53.6%
Libraries	8	38.1%	4.8%	4.8%	4.8%	4.8%	0.0%	12	57.1%	16	76.2%
Liquor Control	5	10.6%	0.0%	4.3%	4.3%	10.6%	6.4%	17	36.2%	31	66.0%
Mental Health	19	8.4%	1.8%	1.8%	2.2%	3.5%	3.5%	48	21.1%	71	31.3%
Military	14	12.2%	3.5%	4.3%	4.3%	3.5%	2.6%	35	30.4%	60	52.2%
Natural Resources	2	8.3%	4.2%	0.0%	0.0%	0.0%	0.0%	3	12.5%	9	37.5%
Natural Resources Board	11	50.0%	13.6%	4.5%	0.0%	0.0%	0.0%	15	68.2%	16	72.7%
Public Safety - Civilian	22	9.6%	2.2%	0.4%	3.5%	3.9%	5.3%	57	25.0%	83	36.4%
Public Safety - Sworn	6	1.8%	3.0%	3.6%	4.5%	5.1%	4.2%	74	22.1%	142	42.4%
Public Service	5	15.2%	0.0%	3.0%	3.0%	0.0%	0.0%	7	21.2%	11	33.3%
Secretary of State	4	7.3%	1.8%	0.0%	7.3%	7.3%	1.8%	14	25.5%	25	45.5%
Small Department	3	8.3%	2.8%	0.0%	5.6%	5.6%	5.6%	10	27.8%	13	36.1%
State Treasurer	2	6.5%	0.0%	0.0%	6.5%	0.0%	6.5%	6	19.4%	13	41.9%
Taxes	26	17.4%	6.7%	3.4%	3.4%	3.4%	3.4%	56	37.6%	81	54.4%
Transportation	172	14.1%	2.7%	3.0%	4.4%	3.9%	3.9%	391	32.0%	574	47.0%
Vermont Health Access	10	5.5%	3.3%	2.2%	1.7%	1.1%	3.3%	31	17.1%	53	29.3%
Vermont Lottery Commission	2	10.0%	5.0%	0.0%	0.0%	5.0%	0.0%	4	20.0%	6	30.0%
Vermont Veterans' Home	13	7.5%	2.9%	2.9%	3.4%	6.3%	6.9%	52	29.9%	79	45.4%
Grand Total	938	12.3%	2.9%	2.9%	3.3%	3.9%	3.3%	2,189	28.6%	3,327	43.5%

Source: The State's Human Resource Information System (VTHR) and Office of the State Treasurer, Retirement Division. Data include only classified employees of the Executive Branch. Projections are based on employee's age and length of creditable service at Fiscal 2015 year-end. Please see Appendix E for a description of the method used to produce the retirement projections. "Small Departments" have 15 or fewer employees (See Appendices C & E).

In terms of actual numbers, four departments account for 46% of the employees who will be eligible for retirement in five years (FY '20) – Transportation (391), Children & Families (243), Corrections (192), and Health (178).

TABLE 42 PROJECTED RETIREMENT ELIGIBILITY BY EEO-4 OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	Eligible FY '15		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '16	FY '17	FY '18	FY '19	FY '20	Num.	Percent	Num.	Percent
Administrative Support	61	15.2%	2.5%	3.5%	3.5%	4.5%	3.7%	132	32.9%	195	48.6%
Officials and Administrators	80	19.3%	4.1%	3.4%	4.3%	3.4%	5.3%	165	39.8%	244	58.8%
Paraprofessionals	55	11.7%	2.1%	3.4%	1.5%	4.9%	3.0%	125	26.6%	181	38.5%
Professionals	574	13.4%	3.2%	3.0%	3.4%	3.9%	3.0%	1,282	29.8%	1,906	44.4%
Protective Service	42	4.1%	1.5%	1.5%	2.0%	3.1%	3.3%	156	15.4%	309	30.5%
Service Maintenance	16	9.6%	2.4%	2.4%	8.4%	6.6%	5.4%	58	34.7%	92	55.1%
Skilled Craft	57	11.0%	4.0%	3.5%	4.2%	3.5%	2.9%	151	29.0%	232	44.6%
Technicians	53	14.2%	3.2%	2.9%	3.5%	3.7%	4.5%	120	32.1%	168	44.9%
Total	938	12.3%	2.9%	2.9%	3.3%	3.9%	3.3%	2,189	28.6%	3,327	43.5%

Gender	Eligible FY '15		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '16	FY '17	FY '18	FY '19	FY '20	Num.	Percent	Num.	Percent
Female	481	12.4%	2.9%	3.0%	3.5%	3.8%	3.5%	1,121	29.0%	1,682	43.5%
Male	457	12.1%	3.0%	2.9%	3.2%	3.9%	3.2%	1,068	28.2%	1,645	43.4%
Total	938	12.3%	2.9%	2.9%	3.3%	3.9%	3.3%	2,189	28.6%	3,327	43.5%

Ethnic Status	Eligible FY '15		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '16	FY '17	FY '18	FY '19	FY '20	Num.	Percent	Num.	Percent
Minority	19	8.0%	0.8%	1.3%	3.8%	2.9%	2.9%	47	19.7%	73	30.7%
White	919	12.4%	3.0%	3.0%	3.3%	3.9%	3.3%	2,142	28.9%	3,254	43.9%
Total	938	12.3%	2.9%	2.9%	3.3%	3.9%	3.3%	2,189	28.6%	3,327	43.5%

Source: The State's Human Resource Information System (VTHR) and Office of the State Treasurer, Retirement Division. Projections are based on employee's age and length of creditable service at Fiscal 2015 year-end. Please see Appendix D for a description of the method used to produce the retirement projections.

While the percentage of employees eligible for retirement in five years in the Officials and Administrators occupational group is the highest (39.8%), in terms of actual numbers, 60% of all employees eligible for retirement in five years are in the Professional occupational group (1,282).

The percentage of male and female employees eligible for retirement both at the end of FY '15 (12.1% vs. 12.4% respectively) and in five years (28.2%, vs. 29.0% respectively) is roughly equivalent.

White employees have a higher percentage eligible for retirement than minority employees at the end of Fiscal Year 2015 (12.4% vs. 8.0%, respectively). In five years the gap in percentage eligible increases (28.9% vs. 19.7%, respectively). However, this should be interpreted carefully because of the small number of minority employees.

TABLE 43 PROJECTED RETIREMENT ELIGIBILITY FOR CLASSIFIED JOB TITLES – FISCAL YEAR 2015

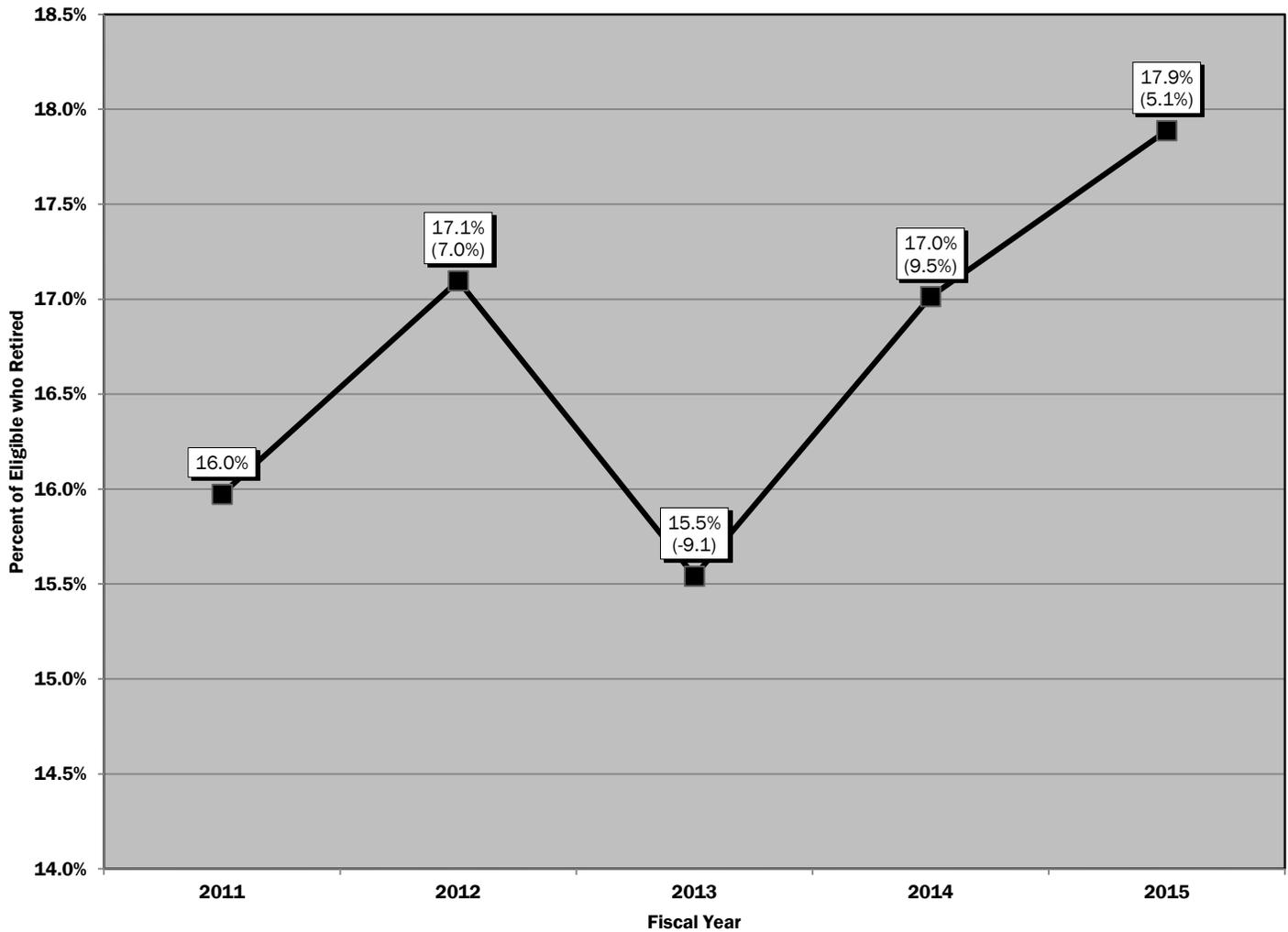
Projected Retirement Eligibility of Most Populous Job Titles				Job Titles with the Highest Projected Retirement Eligibility			
Job Title	Num	Eligible FY '15	Five Year Projected Eligible	Job Title	Num.	Eligible FY '15	Five Year Projected Eligible
Correctional Officer I	343	2.0%	5.8%	Information Center Representative II	17	29.4%	76.5%
Social Worker	184	6.5%	13.6%	Job Center Specialist I	15	33.3%	60.0%
Trooper	163	1.2%	6.7%	Lieutenant	27	0.0%	59.3%
Corrections Services Specialist II	144	10.4%	29.2%	Public Guardian	17	35.3%	52.9%
Benefits Programs Specialist	143	10.5%	22.4%	Fish & Wildlife Scientist III	22	31.8%	50.0%
Transportation Journeyman Maint. Worker	128	9.4%	24.2%	Health Outreach Specialist II	19	10.5%	47.4%
Correctional Officer II	123	3.3%	17.9%	Systems Developer III	43	16.3%	46.5%
Administrative Assistant B	106	16.0%	37.7%	Program Technician I	39	30.8%	46.2%
Sergeant	92	0.0%	31.5%	AOT Technician V	33	30.3%	45.5%
Transportation Master Maint. Worker	79	7.6%	27.8%	Public Health Nurse	38	15.8%	44.7%
Motor Vehicle Customer Service Spec.	73	12.3%	31.5%	Financial Administrator III	25	36.0%	44.0%
Mental Health Specialist	72	1.4%	6.9%	Community Correctional Progr. Supvrs.	25	16.0%	44.0%
Licensed Nursing Assistant	71	4.2%	16.9%	DOC Work Crew Leader	26	19.2%	42.3%
Administrative Assistant A	69	14.5%	26.1%	Environmental Analyst VI	22	18.2%	40.9%
Custodian II	65	15.4%	38.5%	AOT Technician VI	37	16.2%	40.5%
Benefits Program Specialist - HAEU	63	0.0%	14.3%	Administrative Services Coordinator III	15	20.0%	40.0%
Program Technician II	48	12.5%	35.4%	Reach Up Case Manager II	46	26.1%	39.1%
Financial Specialist III	48	10.4%	33.3%	Forester II	23	21.7%	39.1%
Reach Up Case Manager II	46	26.1%	39.1%	Systems Developer II	31	19.4%	38.7%
Administrative Services Coordinator I	46	13.0%	23.9%	VR Counselor II	31	19.4%	38.7%
Environmental Analyst V - General	46	4.3%	13.0%	Information Technology Specialist III	31	12.9%	38.7%
AOT Senior Maintenance Worker	45	8.9%	33.3%	Custodian II	65	15.4%	38.5%
Community Correctional Officer	44	2.3%	11.4%	Financial Specialist II	21	14.3%	38.1%
Systems Developer III	43	16.3%	46.5%	Administrative Assistant B	106	16.0%	37.7%
PSAP Emergency Comm. Dispatcher II	43	7.0%	14.0%	Information Technology Specialist II	30	13.3%	36.7%

Source: The State’s Human Resource Information System (VTHR).and Office of the State Treasurer, Retirement Division. Projections are based on employee’s age and length of creditable service at Fiscal 2015 year-end. Please see Appendix D for a description of the method used to produce the retirement projections. This table shows projected retirement eligibility for classified employees in the 25 most populous job titles, as well as the 25 classified job titles (with 15 or more employees) with the highest projected retirement eligibility rates.

The most populous job titles with a high percentage of employees projected to be eligible for retirement in five years include Systems Developer III (46.5%), Reach Up Case Manager (39.1%), Custodian II (38.5%), Administrative Assistant B (37.7%), and Program Technician II (35.4%).

The top five job titles with the highest percentage of employees projected to be eligible for retirement in five years are Information Center Representative II (76.5%), Job Center Specialist I (60.0%), Lieutenant (59.3%), Public Guardian (52.9%), and Fish & Wildlife Scientist III (50.0%).

TABLE 44 PERCENT OF RETIREMENT ELIGIBLE CLASSIFIED EMPLOYEES WHO ACTUALLY RETIRE BY FISCAL YEAR

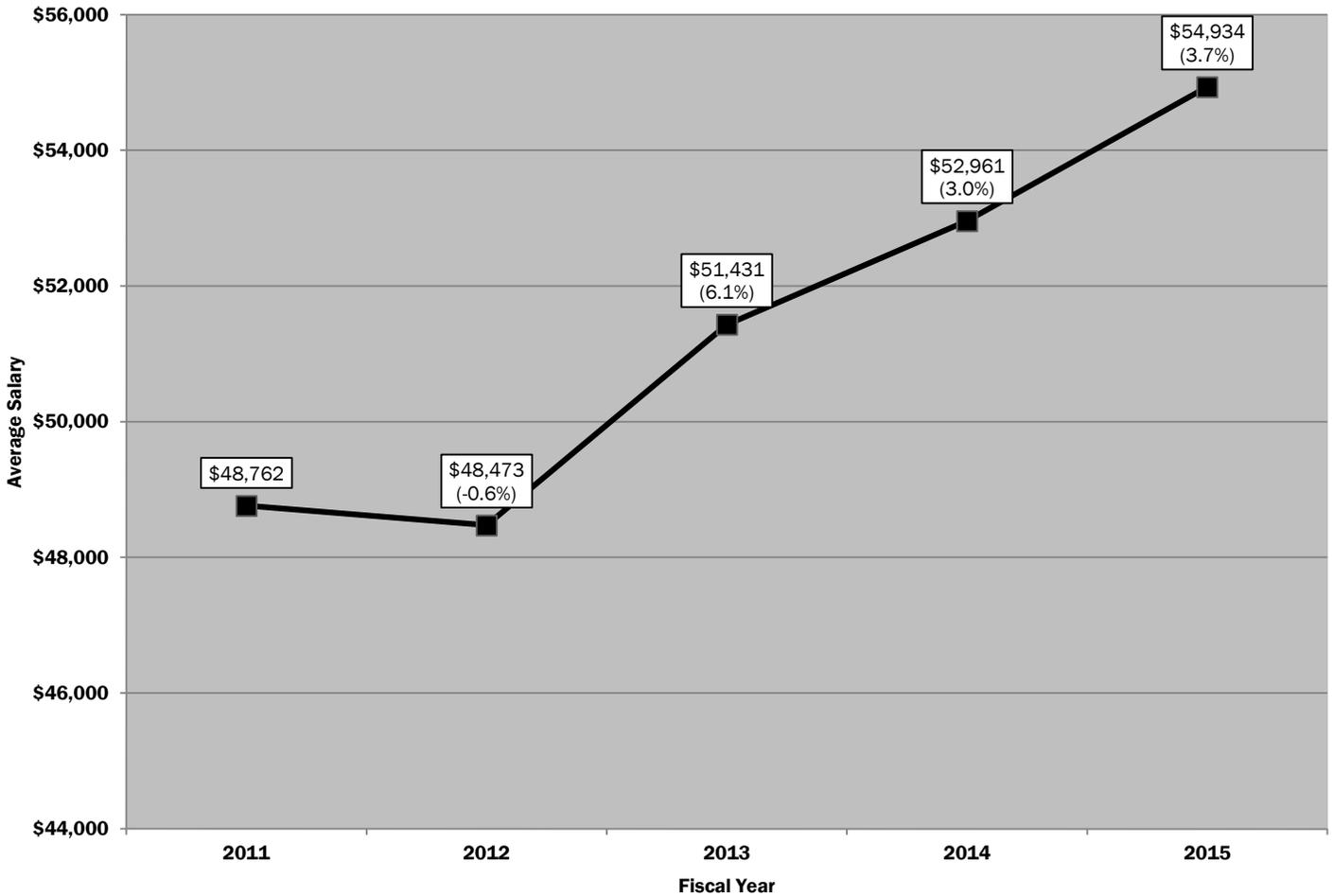


Source: The State's Human Resource Information System (VTHR) and Office of the State Treasurer, Retirement Division. Projections are based on employee's age and length of creditable service. Includes all classified employees eligible for normal retire during each fiscal year. Does not include early retirements or disability retirements. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

In Fiscal Year 2015 17.9% of classified employees eligible for normal retirement actually retired.

On average 17.0% of employees who were retirement eligible each fiscal year actually retire.

TABLE 45 AVERAGE SALARY FOR FULL-TIME CLASSIFIED EMPLOYEES BY FISCAL YEAR



Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2011 to 2015. Annual salary is base rate and does not include benefits or overtime. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

At the end of Fiscal Year 2015 the average base rate salary for full-time classified employees was \$54,934, a 3.7% increase from FY '14. This is primarily a result of the salary adjustment negotiated as part of the current collective bargaining agreements (see Table 46).

Several other factors contribute to change in average annual salary – classification actions and promotions, higher paid employees retiring and newly hired employees coming in lower on the pay scale all affect average salary.

TABLE 46 STATE OF VERMONT NEGOTIATED SALARY ADJUSTMENTS FOR CLASSIFIED EMPLOYEES

State of Vermont and Vermont State Employees' Association, Inc. (VSEA)				
Fiscal Year	Total Avg. Salary Adjustment	Steps %	Across Board Increase	Notes
1986	4.00%	0.00%	4.00%	
1987	8.00%	5.00%	3.00%	
1988	4.60%	1.60%	3.00%	
1989	6.10%	1.60%	4.50%	
1990	7.90%	2.40%	5.50%	
1991	5.90%	1.90%	4.00%	
1992	6.40%	1.90%	4.50%	
1993	1.90%	1.90%	0.00%	
1994	4.40%	1.90%	2.50%	
1995	3.30%	1.30%	2.00%	Steps delayed 3 months
1996	4.80%	1.80%	3.00%	
1997	3.80%	1.80%	2.00%	
1998	4.05%	1.80%	2.25%	
1999	4.80%	1.80%	3.00%	
2000	4.80%	1.80%	3.00%	
2001	4.80%	1.80%	3.00%	
2002	6.48%	1.98%	4.50%	ABI \$0.50/hr. (7/1/2001) and \$0.25/hr. (1/13/2002) = 4.50%
2003	4.98%	1.98%	3.00%	
2004	3.48%	1.98%	1.50%	
2005	4.48%	1.98%	2.50%	
2006	3.98%	1.98%	2.00%	
2007	3.98%	1.98%	2.00%	
2008	4.23%	1.98%	2.25%	
2009	3.50%	1.70%	1.80%	Classified managerial and confidential employees earning \geq \$60,000 a year did NOT receive the 1.8% across the board increase. (See Section 2(b) of Act 206 of the 2008 Legislative Session).
2010	3.50%	1.70%	1.80%	Classified managerial and confidential employees earning \geq \$60,000 a year also received the 1.8% across the board increase that was withheld during FY 2009. (See Section 2(b) of Act 206 of the 2008 Legislative Session)
2011	-3.00%	0.00%	-3.00%	3% salary decrease, steps frozen for two years.
2012	0.00%	0.00%	0.00%	No change in salary or step.
2013	5.94%	0.85%	2.00%	3.09% increase due to restoration from 3% pay decrease
2014	3.70%	1.70%	2.00%	
2015	4.20%	1.70%	2.50%	\$12.48 minimum wage

Source: Department of Human Resources

State of Vermont and Vermont Troopers' Association, Inc. (VTA)				
Fiscal Year	Total Avg. Salary Adjustment	Steps %	Across Board Increase	Notes
2011	0.00%	0.00%	0.00%	3% decrease through benefit concessions. Steps frozen one year
2012	0.00%	0.00%	0.00%	Benefit concessions continued, steps frozen for one year
2013	8.60%	1.30%	0.00%	New pay chart established. Estimated value = +7.3%
2014	2.60%	2.60%	0.00%	
2015	2.60%	2.60%	0.00%	

TABLE 47 AVERAGE SALARY FOR FULL-TIME EMPLOYEES BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year					% Change FY '11 to FY '15
	2011	2012	2013	2014	2015	
Administration	n/a	n/a	n/a	\$60,985	\$62,048	n/a
Agriculture, Food & Markets	\$52,319	\$51,647	\$55,080	\$57,135	\$60,567	15.8%
Attorney General	\$50,733	\$52,129	\$55,345	\$55,613	\$56,266	10.9%
Buildings & General Services	\$38,900	\$39,130	\$41,165	\$41,224	\$43,140	10.9%
Children & Families	\$49,511	\$48,987	\$51,060	\$52,493	\$53,385	7.8%
Commerce & Community Development	\$54,767	\$54,415	\$56,816	\$57,866	\$59,749	9.1%
Corrections	\$43,708	\$43,220	\$45,968	\$47,494	\$49,474	13.2%
Disabilities, Aging & Independent Living	\$53,699	\$52,367	\$54,828	\$57,906	\$60,104	11.9%
Education	\$54,301	\$54,269	\$57,410	\$58,882	\$60,481	11.4%
Environmental Conservation	\$56,383	\$55,215	\$57,658	\$58,778	\$59,756	6.0%
Finance & Management	\$62,126	\$60,505	\$63,591	\$65,312	\$70,444	13.4%
Financial Regulation	\$62,954	\$61,982	\$64,972	\$68,918	\$70,759	12.4%
Fish & Wildlife	\$56,171	\$54,183	\$57,507	\$58,560	\$61,260	9.1%
Forests, Parks & Recreation	\$52,702	\$52,115	\$55,212	\$56,270	\$57,650	9.4%
Green Mountain Care Board	n/a	n/a	n/a	\$75,240	\$79,202	n/a
Health	\$51,888	\$51,156	\$54,199	\$55,692	\$57,963	11.7%
Human Resources	\$55,683	\$55,359	\$57,325	\$59,283	\$62,852	12.9%
Human Services	\$60,334	\$60,450	\$63,187	\$63,818	\$67,393	11.7%
Information & Innovation	\$59,770	\$59,579	\$63,594	\$65,214	\$67,855	13.5%
Labor	\$45,356	\$45,556	\$48,300	\$48,549	\$50,403	11.1%
Libraries	\$45,969	\$45,602	\$48,739	\$52,205	\$53,167	15.7%
Liquor Control	\$46,974	\$46,905	\$50,103	\$51,414	\$52,613	12.0%
Mental Health	\$49,790	\$52,552	\$52,602	\$50,376	\$51,785	4.0%
Military	\$45,076	\$44,545	\$46,426	\$48,473	\$50,285	11.6%
Natural Resources	\$54,243	\$54,607	\$57,537	\$58,882	\$60,226	11.0%
Natural Resources Board	\$55,647	\$54,861	\$57,659	\$58,394	\$65,320	17.4%
Public Safety - Civilian	\$47,227	\$46,636	\$49,604	\$51,163	\$53,297	12.9%
Public Safety - Sworn	\$62,329	\$61,615	\$67,688	\$68,345	\$69,650	11.7%
Public Service	\$56,179	\$57,901	\$61,185	\$62,772	\$66,492	18.4%
Secretary of State	\$46,325	\$46,275	\$48,105	\$50,608	\$52,710	13.8%
Small Departments	\$63,747	\$60,274	\$65,015	\$63,644	\$65,143	2.2%
State Treasurer	\$51,950	\$51,894	\$54,150	\$55,098	\$57,808	11.3%
Taxes	\$44,141	\$44,686	\$48,697	\$50,639	\$52,292	18.5%
Transportation	\$45,241	\$45,001	\$47,778	\$49,716	\$52,275	15.5%
Vermont Health Access	\$54,431	\$54,751	\$59,584	\$59,863	\$60,910	11.9%
Vermont Lottery Commission	\$44,928	\$45,059	\$46,408	\$46,723	\$47,789	6.4%
Vermont Veterans' Home	\$37,789	\$37,387	\$39,368	\$40,454	\$41,979	11.1%
Grand Total	\$48,762	\$48,473	\$51,431	\$52,961	\$54,934	12.7%
% Change from Previous FY		-0.6%	6.1%	3.0%	3.7%	

Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2011 to 2015. Annual salary is base rate and does not include benefits or overtime. "Small Departments" have 15 or fewer employees (See Appendices C & E).

At the end of FY 2015, the highest average salaries were found at Green Mountain Care Board (\$79,202), Financial Regulation (\$70,759), and Finance & Management (\$70,444). The lowest average salaries were found at the Vermont Veterans' Home (\$41,979), Buildings & General Services (\$43,140), and Vermont Lottery Commission (\$47,789).

TABLE 48 AVERAGE SALARY FOR FULL-TIME EMPLOYEES BY EEO-4 OCCUPATIONAL GROUP, GENDER AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	Fiscal Year					% Change FY '11 to FY '15
	2011	2012	2013	2014	2015	
Administrative Support	\$35,272	\$34,906	\$36,694	\$38,652	\$39,771	12.8%
Officials and Administrators	\$76,834	\$75,717	\$79,475	\$81,730	\$84,080	9.4%
Paraprofessionals	\$39,253	\$38,952	\$41,119	\$41,419	\$43,575	11.0%
Professionals	\$53,344	\$52,918	\$55,891	\$57,147	\$58,834	10.3%
Protective Service	\$45,799	\$44,771	\$48,700	\$49,791	\$51,261	11.9%
Service Maintenance	\$27,630	\$27,599	\$29,032	\$29,793	\$32,474	17.5%
Skilled Craft	\$38,137	\$37,717	\$39,975	\$41,339	\$42,996	12.7%
Technicians	\$41,395	\$40,774	\$42,255	\$43,236	\$45,264	9.3%
Grand Total	\$48,762	\$48,473	\$51,431	\$52,961	\$54,934	12.7%
% Change from Previous FY		-0.6%	6.1%	3.0%	3.7%	

Gender	Fiscal Year					% Change FY '11 to FY '15
	2011	2012	2013	2014	2015	
Female	\$47,697	\$47,424	\$50,322	\$51,983	\$54,159	13.5%
Male	\$49,751	\$49,443	\$52,490	\$53,919	\$55,704	12.0%
Grand Total	\$48,762	\$48,473	\$51,431	\$52,961	\$54,934	12.7%
% Change from Previous FY		-0.6%	6.1%	3.0%	3.7%	

Ethnic Status	Fiscal Year					% Change FY '11 to FY '15
	2011	2012	2013	2014	2015	
Minority	\$44,472	\$44,094	\$46,772	\$48,169	\$49,630	11.6%
White	\$48,879	\$48,597	\$51,578	\$53,114	\$55,106	12.7%
Grand Total	\$48,762	\$48,473	\$51,431	\$52,961	\$54,934	12.7%
% Change from Previous FY		-0.6%	6.1%	3.0%	3.7%	

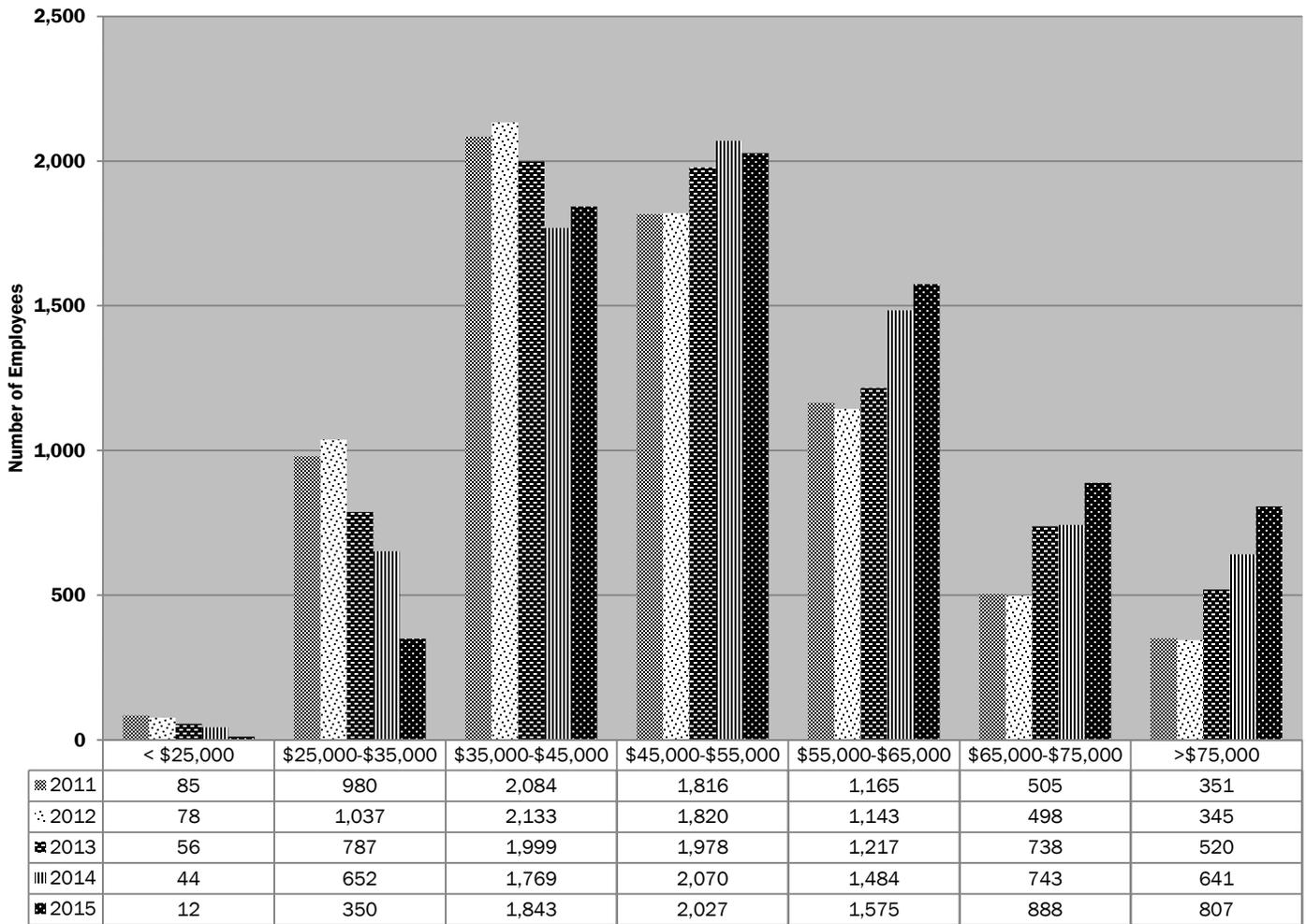
At the end of FY '15 the Officials and Administrators occupational group had the highest average salary (\$84,080) and Service Maintenance the lowest (\$32,474). The largest occupational group – Professionals – averaged \$58,834.

Male employees had a higher average salary (\$55,704) than females (\$54,159) at the end of FY '15. In FY '15 females' salaries were 96.3% of male salaries, the highest in the five-fiscal-year timeframe.

Minority employees had a lower average salary (\$49,630) than white employees (\$55,106) at the end of FY '15.

Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2011 to 2015. Annual salary is base rate and does not include benefits or overtime. Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix B gives a full definition of each category.

TABLE 49 ANNUAL SALARY DISTRIBUTION FOR FULL-TIME CLASSIFIED EMPLOYEES BY FISCAL YEAR

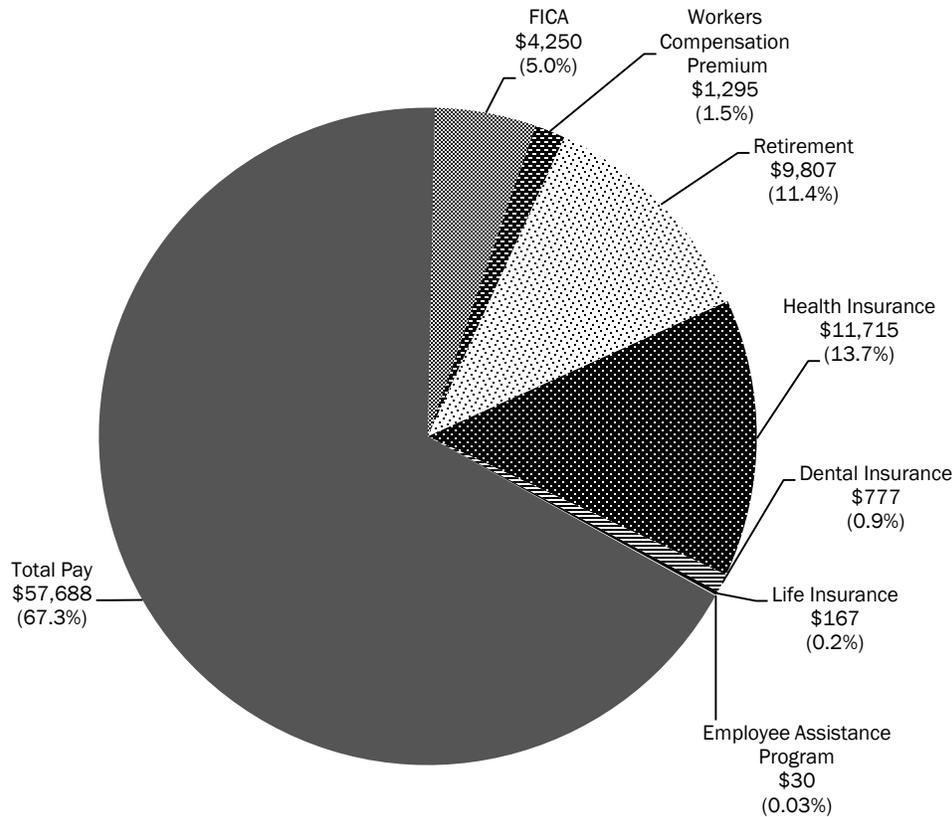


Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2011 to 2015. Annual salary is base rate and does not include benefits or overtime.

In Fiscal Year 2015 there were more full-time classified employees earning between \$45,000 and \$55,000 in base rate annual salary than any other group.

Primarily as a result of the across-the-board salary adjustment from FY '13 to FY '15, the entire salary distribution has "shifted." The number of employees decreased in the lower pay ranges and increased in the higher pay ranges. The largest decreases were in the less than \$25,000 range (-85.9%), the \$25,000-\$35,000 range (-64.3%), and the \$35,000-\$45,000 range (-11.6%). The largest increases were in the \$55,000-\$65,000 range (+35.2%), in the \$65,000-\$75,000 range (75.8%), and greater than \$75,000 range (+129.9%).

TABLE 50 TOTAL COMPENSATION FOR CLASSIFIED EXECUTIVE BRANCH EMPLOYEES – FISCAL YEAR 2015



Average total compensation for classified Executive Branch employees for Fiscal Year 2015 was \$85,728.

On average, employer-paid benefits represent 32.7% of total compensation.

Detail of Total Compensation - Executive Branch Classified ¹ Employees Fiscal Year 2015			
Pay	Total	Cost per Employee ³	% of Total Compensation
Total Pay ²	\$438,832,979	\$57,688	67.3%
Subtotal	\$438,832,979	\$57,688	67.3%
Employer Paid Benefits			
FICA (Social Security and Medicare Deductions)	\$32,326,196	\$4,250	5.0%
Workers Compensation Premium ⁴	\$9,854,724	\$1,295	1.5%
Retirement (State share of retirement contribution)	\$74,598,574	\$9,807	11.4%
Health Insurance (State 80% share)	\$89,114,407	\$11,715	13.7%
Dental Insurance (State 100% share)	\$5,908,971	\$777	0.9%
Life Insurance (State 75% share)	\$1,272,770	\$167	0.2%
Employee Assistance Program	\$227,766	\$30	0.03%
Subtotal	\$213,303,408	\$28,040	32.7%
Total Compensation (Pay + Benefits)	\$652,136,387	\$85,728	100.0%

¹ Includes bargaining unit and non-bargaining unit employees.

² Includes all categories in which employees were paid: salary, leave, overtime, shift differential, etc. Does not include expense reimbursements, such as for mileage.

³ Based on the average number of classified employees during FY '15 (7,607).

⁴ Premium allocation estimated based on data from the Department of Finance & Management, the Risk Management division of the Department of Buildings & General Services, and the State's Human Resource Information (VTIR).

Source: The State's Human Resource Information System (VTIR). Data include only classified employees of the Executive Branch for Fiscal Years 2015.

TABLE 51 DETAIL OF TOTAL COMPENSATION FOR EXECUTIVE BRANCH EMPLOYEES BY FISCAL YEAR

	2011		2012		Fiscal Year 2013		2014		2015		% Change FY '11 to FY '15
	Cost per Empl.*	% of Total Comp.	Cost per Empl.*	% of Total Comp.	Cost per Empl.*	% of Total Comp.	Cost per Empl.*	% of Total Comp.	Cost per Empl.*	% of Total Comp.	
Total Pay	\$51,070	68.5%	\$51,305	67.8%	\$53,805	68.5%	\$56,297	69.1%	\$57,688	67.3%	13.0%
FICA	\$3,766	5.0%	\$3,763	5.0%	\$3,970	5.1%	\$4,165	5.1%	\$4,250	5.0%	12.8%
Workers Comp	\$1,130	1.5%	\$1,262	1.7%	\$1,244	1.6%	\$1,287	1.6%	\$1,295	1.5%	14.6%
Retirement	\$7,740	10.4%	\$8,199	10.8%	\$9,119	11.6%	\$9,563	11.7%	\$9,807	11.4%	26.7%
Health Insurance	\$10,142	13.6%	\$10,248	13.5%	\$9,537	12.1%	\$9,281	11.4%	\$11,715	13.7%	15.5%
Dental Insurance	\$544	0.7%	\$657	0.9%	\$656	0.8%	\$669	0.8%	\$777	0.9%	42.9%
Life Insurance	\$175	0.2%	\$172	0.2%	\$179	0.2%	\$181	0.2%	\$167	0.2%	-4.3%
EAP	\$29	0.0%	\$30	0.0%	\$31	0.0%	\$34	0.04%	\$30	0.03%	4.7%
Employer Paid Benefits	\$23,526	31.5%	\$24,331	32.2%	\$24,737	31.5%	\$25,178	30.9%	\$28,040	32.7%	19.2%
Average Total Compensation	\$74,595		\$75,637		\$78,542		\$81,476		\$85,728		14.9%
Ave. Num. Employees	7,170		7,175		7,326		7,390		7,607		

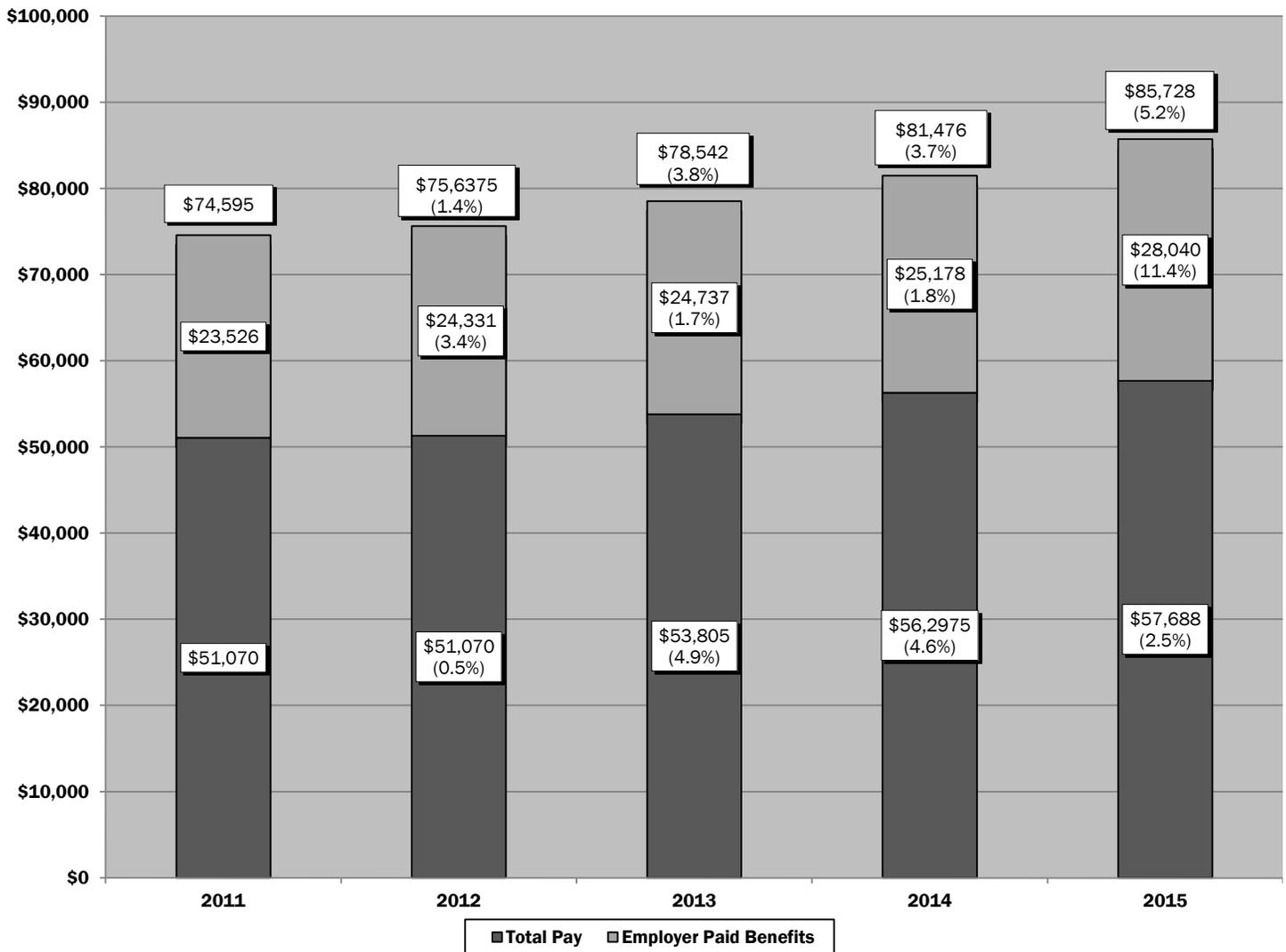
Source: The State's Human Resource Information System (VTHR). Data include classified employees of the Executive Branch for Fiscal Years 2011 to 2015. Includes all categories in which employees were paid: salary, leave, overtime, shift differential, etc. Does not include expense reimbursements, such as for mileage. NOTE: There are usually 26 pay dates in a fiscal year. In FY '11 there were 27 pay dates. FY '11 data was adjusted to reflect 26 pay dates for comparability. See Table 50 for more detail on employer paid benefits.

* Cost per employee is based on the average number of all classified employees during that fiscal year.

From FY '11 to FY '15 total pay increased 13.0%, while total benefits costs increased 19.2%. The primary drivers of the benefits cost increases were the State's average per employee retirement contribution (+26.7%) and the State's average per employee health insurance premium contribution (+15.5%).

Average total compensation increased 14.9% from FY '11 (\$74,595) to FY '15 (\$85,728).

TABLE 52 TOTAL PAY, EMPLOYER PAID BENEFITS AND TOTAL COMPENSATION BY FISCAL YEAR



Source: The State's Human Resource Information System (VTHR). Data include classified employees of the Executive Branch for Fiscal Years 2011 to 2015. Total Pay includes all categories in which employees were paid: salary, leave, overtime, shift differential, etc. Does not include expense reimbursements, such as for mileage. NOTE: There are usually 26 pay dates in a fiscal year. In FY '11 there were 27 pay dates. FY '11 data was adjusted to reflect 26 pay dates for comparability. See Table 50 for a listing of employer paid benefits included in "Employer Paid Benefits." Total compensation is Total Pay plus Employer Paid Benefits. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

Total Pay was \$57,688 for Fiscal Year 2015, up 2.5% from Fiscal Year 2014.

Employer Paid Benefits increased 11.4% from Fiscal Year 2014 to \$28,040 for Fiscal Year 2015.

Average total compensation for Fiscal Year 2015 was \$85,728 up 5.2% from Fiscal Year 2014.

TABLE 53 BENEFIT PLAN ENROLLMENT FOR ACTIVE CLASSIFIED EMPLOYEES BY FISCAL YEAR

Plan Type	Fiscal Year				
	2011	2012	2013	2014	2015
Medical					
SelectCare	5,558	5,618	5,812	6,012	6,192
TotalChoice	628	565	503	463	426
HealthGuard *	22	19	20	24	26
SafetyNet *	10	12	14	6	0
TOTAL All Plans	6,219	6,215	6,348	6,505	6,644
% Change from Previous FY		-0.1%	2.1%	2.5%	2.1%
SelectCare (Percent of Total)	89.4%	90.4%	91.6%	92.4%	93.2%
TotalChoice (Percent of Total)	10.1%	9.1%	7.9%	7.1%	6.4%
HealthGuard (Percent of Total)	0.4%	0.3%	0.3%	0.4%	0.4%
SafetyNet (Percent of Total)	0.2%	0.2%	0.2%	0.1%	0.0%

Dental					
Dental Enrollment	6,840	6,783	6,882	7,021	7,081
% Change from Previous FY		-0.8%	1.5%	2.0%	0.9%

Life Insurance					
Life Enrollment	5,807	5,751	5,814	5,833	5,863
% Change from Previous FY		-1.0%	1.1%	0.3%	0.5%

Flexible Spending Accounts					
Health Care	882	857	829	833	810
% Change from Previous FY		-2.8%	-3.3%	0.5%	-2.8%
Dependent Care	127	133	126	130	141
% Change from Previous FY	#REF!	4.7%	-5.3%	3.2%	8.5%

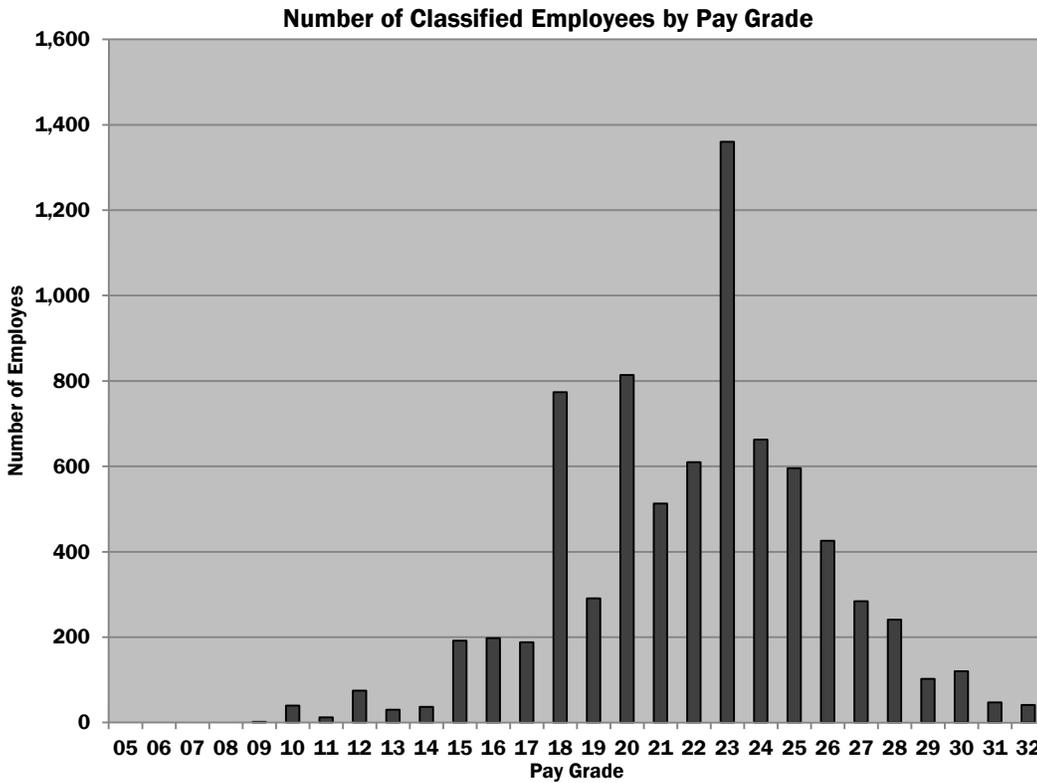
In FY '15 the SelectCare medical plan had the highest enrollment of active classified employees (6,192) while HealthGuard had the lowest (26). The SelectCare plan had 93.2% of total medical plan enrollment in FY '15.

* NOTE: The SafetyNet plan terminated at the end of Calendar Year 2014 and the HealthGuard plan terminated at the end of Calendar Year 2015.

While Health Care flexible spending accounts were down 2.8% from FY '14 to FY '15, Dependent Care flexible spending accounts were up 8.5%.

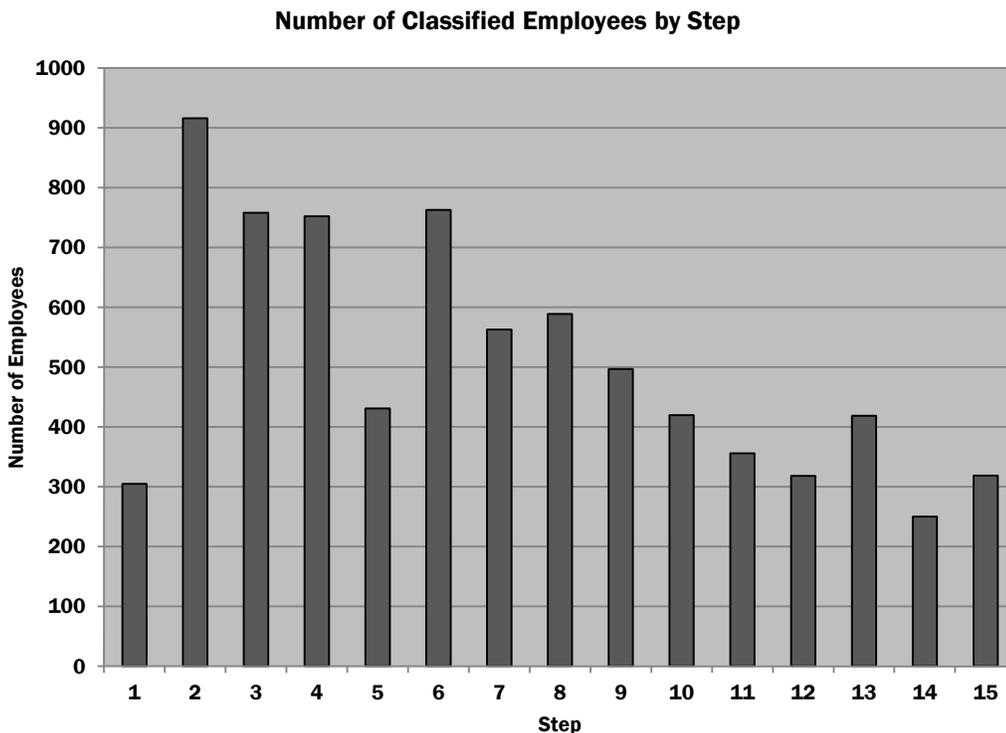
Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. "SelectCare" is a "Point of Service" (POS) Plan in which enrollees decide whether or not to use a network doctor or hospital at the "point of service" each time they use a medical service. "TotalChoice" is an "indemnity" plan in which enrollees can see any provider nationwide for medical services. HealthGuard is a "Preferred Provider Organization" (PPO) Plan where deductibles and the amount paid is based on whether enrollees use network providers or non-network providers.

TABLE 54 CLASSIFIED EMPLOYEES BY PAY GRADE AND STEP FISCAL YEAR 2015



The largest number of employees were assigned to pay grade 23 (1,360 or 17.8%). The median¹ pay grade was 22. Almost 60% of employees are in job classes assigned to pay grades 18 to 23.

The median step was step 6. The largest percentage of employees (12.0%) were on step 2.



Source: The State's Human Resource Information System (VTHR). Data include all classified Executive Branch employees for Fiscal Years 2015. Job classes are assigned to a pay grade in the salary plan. Step 1 is the probation rate of pay, normally 6 months. Employees advance to higher steps based on satisfactory performance and required waiting time on each step (from 1 to 3 years). The average approximate value to an employee of a step increase is +/- 3.2%. Step 15 is the final step.

¹ The median is the midpoint in a series of numbers; half the values are above the median, and half are below.

TABLE 55 NUMBER OF CLASSIFIED JOB CLASSES BY PAY GRADE BY FISCAL YEAR

Pay Grade	Fiscal Year										% Change FY '11 to FY '15
	2011		2012		2013		2014		2015		
	Num.	%	Num.	%	Num.	%	Num.	%	Num.	%	
5	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	n/a
6	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	n/a
7	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	n/a
8	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	n/a
9	4	0.3%	1	0.1%	2	0.1%	3	0.2%	1	0.1%	-75.0%
10	4	0.3%	4	0.3%	4	0.2%	3	0.2%	3	0.2%	-25.0%
11	4	0.3%	5	0.3%	5	0.3%	4	0.2%	3	0.2%	-25.0%
12	12	0.8%	11	0.7%	10	0.6%	4	0.2%	4	0.2%	-66.7%
13	14	0.9%	16	1.0%	14	0.9%	13	0.8%	11	0.6%	-21.4%
14	8	0.5%	8	0.5%	8	0.5%	6	0.4%	8	0.5%	0.0%
15	29	1.9%	25	1.6%	26	1.6%	28	1.7%	28	1.6%	-3.4%
16	18	1.2%	21	1.4%	25	1.5%	22	1.3%	19	1.1%	5.6%
17	38	2.5%	32	2.1%	27	1.6%	30	1.8%	30	1.8%	-21.1%
18	60	3.9%	54	3.5%	50	3.0%	46	2.7%	45	2.6%	-25.0%
19	51	3.3%	51	3.3%	50	3.0%	48	2.9%	44	2.6%	-13.7%
20	78	5.1%	79	5.1%	79	4.8%	77	4.6%	76	4.4%	-2.6%
21	125	8.2%	120	7.8%	118	7.2%	108	6.4%	101	5.9%	-19.2%
22	163	10.7%	159	10.3%	151	9.2%	148	8.8%	148	8.7%	-9.2%
23	180	11.8%	185	12.0%	194	11.8%	199	11.8%	194	11.3%	7.8%
24	182	11.9%	182	11.8%	188	11.4%	196	11.7%	196	11.5%	7.7%
25	134	8.8%	143	9.3%	172	10.5%	186	11.1%	201	11.8%	50.0%
26	126	8.2%	132	8.6%	157	9.5%	162	9.6%	170	9.9%	34.9%
27	89	5.8%	90	5.8%	107	6.5%	110	6.5%	116	6.8%	30.3%
28	76	5.0%	87	5.6%	98	6.0%	114	6.8%	120	7.0%	57.9%
29	50	3.3%	50	3.2%	57	3.5%	62	3.7%	65	3.8%	30.0%
30	46	3.0%	46	3.0%	55	3.3%	64	3.8%	74	4.3%	60.9%
31	23	1.5%	25	1.6%	29	1.8%	26	1.5%	32	1.9%	39.1%
32	16	1.0%	15	1.0%	18	1.1%	22	1.3%	21	1.2%	31.3%
Total	1,530	100.0%	1,541	100.0%	1,644	100.0%	1,681	100.0%	1,710	100.0%	
Median	23		23		24		24		24		

Source: The State's Human Resource Information System (VTHR). Data include only active classified job classes (having at least one incumbent) in the Executive Branch for Fiscal Years 2011 to 2015. Job classes (titles) are assigned to a pay grade in the salary plan using the Willis Job Evaluation System.

In Fiscal Year 2015 the largest number of job classes were assigned to pay grade 25 (11.8%) however the median² pay grade was 24.

From FY '11 to FY '15 the number of job classes assigned to pay grade 24 and lower declined by 17.9% while those at pay grade 25 and higher increased 41.8%.

² The median is the midpoint in a series of numbers; half the values are above the median, and half are below.

TABLE 56 CASH OVERTIME COSTS BY DEPARTMENT AND FISCAL YEAR

Department	Fiscal Year					% Change FY '14 to FY '15
	2011	2012	2013	2014	2015	
Administration				\$25,996	\$20,012	-23.0%
Agriculture, Food & Markets	\$73,097	\$69,874	\$51,611	\$25,142	\$43,599	73.4%
Attorney General	\$6,348	\$8,970	\$7,301	\$10,237	\$17,394	69.9%
Buildings & General Services	\$568,176	\$594,629	\$589,813	\$595,542	\$344,840	-42.1%
Children & Families	\$1,330,248	\$1,165,560	\$1,301,414	\$1,857,921	\$1,799,696	-3.1%
Commerce & Community Development	\$16,956	\$23,620	\$23,594	\$12,786	\$6,493	-49.2%
Corrections	\$4,649,495	\$4,076,909	\$4,983,512	\$5,368,192	\$5,682,732	5.9%
Disabilities, Aging & Independent Living	\$100,539	\$100,014	\$85,409	\$93,356	\$87,576	-6.2%
Education	\$2,477	\$5,538	\$1,775	\$12,507	\$9,721	-22.3%
Environmental Conservation	\$208,187	\$207,767	\$185,892	\$192,325	\$172,527	-10.3%
Finance & Management	\$14,190	\$10,672	\$33,744	\$28,679	\$3,190	-88.9%
Financial Regulation	\$7,834	\$4,378	\$426	\$6,485	\$17,664	172.4%
Fish & Wildlife	\$439,648	\$359,236	\$353,292	\$368,230	\$357,611	-2.9%
Forests, Parks & Recreation	\$268,282	\$256,141	\$239,241	\$97,283	\$78,844	-19.0%
Green Mountain Care Board				\$1,392	\$1,169	-16.0%
Health	\$148,027	\$157,134	\$157,487	\$239,974	\$276,663	15.3%
Human Resources	\$7,119	\$33,831	\$62,230	\$57,928	\$9,096	-84.3%
Human Services	\$9,567	\$28,264	\$33,511	\$62,401	\$105,535	69.1%
Information & Innovation	\$61,439	\$83,338	\$108,184	\$124,642	\$64,075	-48.6%
Labor	\$113,228	\$137,891	\$116,521	\$68,850	\$43,137	-37.3%
Libraries	\$0	\$1,882	\$0	\$0	\$335	n/a
Liquor Control	\$181,118	\$200,443	\$195,356	\$177,464	\$207,894	17.1%
Mental Health	\$758,608	\$2,076,776	\$904,630	\$456,357	\$709,414	55.5%
Military	\$152,180	\$179,035	\$197,693	\$244,211	\$211,587	-13.4%
Natural Resources	\$3,266	\$13,335	\$4,410	\$2,091	\$1,639	-21.6%
Natural Resources Board	\$0	\$359	\$36	\$349	\$1,371	293.4%
Public Safety - Civilian	\$1,093,797	\$1,224,941	\$1,156,956	\$978,771	\$1,024,734	4.7%
Public Safety - Sworn	\$2,818,489	\$3,182,770	\$3,387,806	\$3,291,279	\$3,452,585	4.9%
Public Service	\$53,809	\$31,970	\$13,456	\$16,525	\$6,255	-62.2%
Secretary of State	\$56,183	\$51,978	\$18,055	\$25,511	\$20,222	-20.7%
Small Departments	\$62,332	\$79,865	\$102,676	\$119,893	\$117,358	-2.1%
State Treasurer	\$80,164	\$104,247	\$75,729	\$53,073	\$32,000	-39.7%
State's Attorney's & Sheriffs	\$76,675	\$75,240	\$79,962	\$55,540	\$79,783	43.6%
Taxes	\$15,343	\$17,909	\$24,363	\$24,074	\$23,291	-3.3%
Transportation	\$3,554,850	\$4,896,556	\$3,964,641	\$4,249,734	\$3,859,605	-9.2%
Vermont Health Access	\$22,781	\$15,087	\$35,976	\$400,508	\$452,231	12.9%
Vermont Lottery Commission	\$59,136	\$38,364	\$44,801	\$49,876	\$34,093	-31.6%
Vermont Veterans' Home	\$939,478	\$876,734	\$770,495	\$856,178	\$707,722	-17.3%
Grand Total	\$17,953,061	\$20,391,258	\$19,311,998	\$20,251,303	\$20,199,402	-0.3%
% Change from Previous FY		13.6%	-5.3%	4.9%	-0.3%	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified, exempt and temporary) for Fiscal Years 2011 to 2015. "Small Departments" have 15 or fewer employees (See Appendices C & E). Overtime compensation in the form of cash reported in this Table primarily consists of: (1) hours worked in excess of defined workday and/or workweek at either straight-time and time and one-half rates; (2) call-in pay at straight-time and time and one-half rates; and (3) cash "retainer" in lieu of overtime pay at 20% or 25% of base salary, (4) overtime pay on holidays. NOTE: There are usually 26 pay dates in a fiscal year. In FY '11 there were 27 pay dates.

Overtime costs decreased -0.3% from FY '14 to FY '15. Three departments accounted for 73% of the total cash overtime costs – Corrections, Public Safety and Transportation.

TABLE 57 COMPENSATORY HOURS EARNED FOR OVERTIME BY DEPARTMENT AND FISCAL YEAR

Department	Fiscal Year					% Change FY '14 to FY '15
	2011	2012	2013	2014	2015	
Administration	n/a	n/a	n/a	583	542	-6.9%
Agriculture, Food & Markets	3,883	4,668	5,154	6,206	5,491	-11.5%
Attorney General	138	168	146	264	93	-64.6%
Buildings & General Services	8,841	7,888	8,127	6,647	5,716	-14.0%
Children & Families	25,779	21,561	22,774	25,663	27,307	6.4%
Commerce & Community Development	2,787	2,672	2,556	2,097	2,138	1.9%
Corrections	20,030	18,186	20,803	21,930	21,350	-2.6%
Disabilities, Aging & Independent Living	4,696	3,447	4,968	4,170	4,937	18.4%
Education	3,237	3,957	3,929	3,456	3,458	0.1%
Environmental Conservation	5,407	5,867	5,051	5,556	5,578	0.4%
Finance & Management	1,324	1,007	2,290	1,253	1,191	-4.9%
Financial Regulation	1,598	1,133	1,002	922	970	5.1%
Fish & Wildlife	4,239	3,791	3,683	3,635	3,775	3.9%
Forests, Parks & Recreation	3,059	3,273	3,464	3,148	3,204	1.8%
Green Mountain Care Board	n/a	n/a	n/a	23	21	-6.7%
Health	9,285	9,810	9,752	8,386	9,764	16.4%
Human Resources	801	1,026	1,627	787	339	-57.0%
Human Services	733	635	865	771	1,245	61.5%
Information & Innovation	2,866	2,176	2,208	1,917	1,453	-24.2%
Labor	2,650	2,435	1,557	1,101	1,051	-4.5%
Libraries	449	497	294	317	408	28.8%
Liquor Control	858	1,066	896	257	518	101.9%
Mental Health	6,180	7,627	4,259	3,993	7,272	82.1%
Military	8,014	6,991	6,703	6,022	4,895	-18.7%
Natural Resources	536	721	969	661	474	-28.3%
Natural Resources Board	447	403	336	383	306	-20.1%
Public Safety - Civilian	8,915	9,116	8,311	7,108	7,575	6.6%
Public Safety - Sworn	7,964	8,496	8,067	12,014	8,004	-33.4%
Public Service	2,384	1,766	1,500	856	431	-49.7%
Secretary of State	1,798	994	1,399	1,186	1,392	17.4%
Small Department	653	906	1,031	1,114	1,056	-5.2%
State Treasurer	225	326	212	225	82	-63.7%
Taxes	984	1,074	1,379	1,574	2,879	82.9%
Transportation	32,015	39,068	34,507	32,462	33,226	2.4%
Vermont Health Access	1,526	834	3,948	8,799	4,731	-46.2%
Vermont Lottery Commission	431	310	232	323	110	-65.9%
Vermont Veterans' Home	2,782	3,827	3,658	3,230	2,532	-21.6%
Grand Total	177,513	177,718	177,659	179,037	175,514	-2.0%
% Change from Previous FY		0.1%	-0.03%	0.8%	-2.0%	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2011 to 2015. "Small Departments" have 15 or fewer employees (See Appendices C & E). Overtime reported in this Table includes compensatory time off earned for hours worked in excess of defined workday and/or workweek at either straight-time or time and time and one-half rates.

Compensatory time off earned for overtime was 175,514 hours in Fiscal Year 2015, a 2.0% decrease from Fiscal Year 2014.

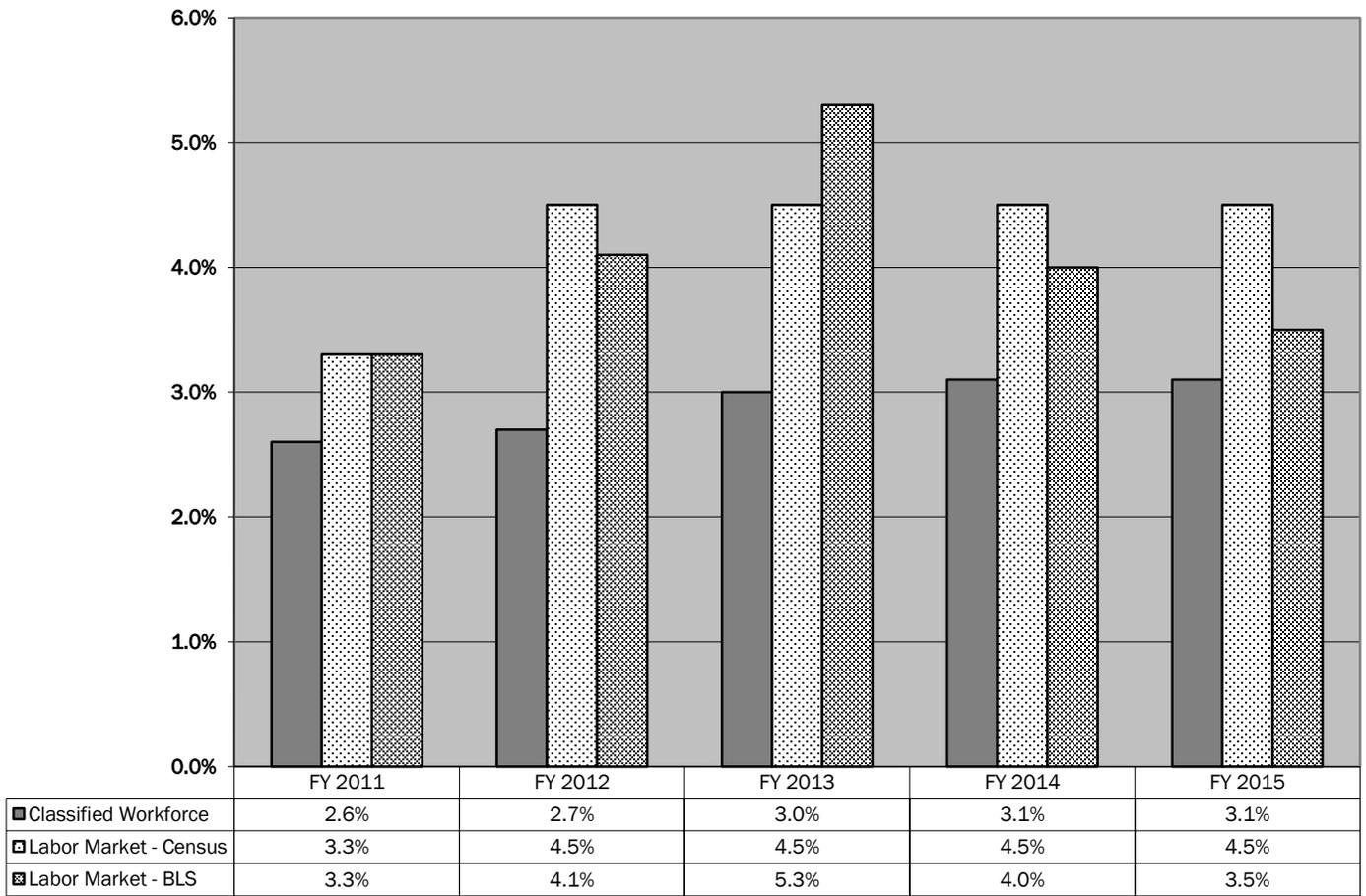
TABLE 58 COMPENSATORY TIME COSTS BY DEPARTMENT AND FISCAL YEAR

Department	Fiscal Year					% Change FY '14 to FY '15
	2011	2012	2013	2014	2015	
Administration				\$30,586	\$28,438	-7.0%
Agriculture, Food & Markets	\$124,409	\$124,133	\$154,935	\$164,909	\$166,951	1.2%
Attorney General	\$33,876	\$34,368	\$27,750	\$22,836	\$23,037	0.9%
Buildings & General Services	\$293,069	\$267,026	\$280,794	\$238,195	\$205,121	-13.9%
Children & Families	\$929,780	\$741,021	\$776,511	\$712,539	\$728,503	2.2%
Commerce & Community Development	\$97,135	\$91,327	\$86,873	\$77,632	\$62,659	-19.3%
Corrections	\$991,424	\$945,250	\$986,235	\$880,919	\$890,646	1.1%
Disabilities, Aging & Independent Living	\$194,441	\$170,949	\$163,123	\$152,901	\$155,549	1.7%
Education	\$131,076	\$148,408	\$154,290	\$125,736	\$112,964	-10.2%
Environmental Conservation	\$225,553	\$201,556	\$243,261	\$200,195	\$169,954	-15.1%
Finance & Management	\$47,347	\$51,415	\$64,356	\$75,326	\$30,355	-59.7%
Financial Regulation	\$79,044	\$71,993	\$59,326	\$49,226	\$39,394	-20.0%
Fish & Wildlife	\$185,851	\$189,068	\$160,666	\$165,175	\$151,033	-8.6%
Forests, Parks & Recreation	\$108,170	\$109,556	\$121,364	\$106,779	\$104,192	-2.4%
Green Mountain Care Board				\$2,518	\$3,400	35.0%
Health	\$381,700	\$375,684	\$412,778	\$292,646	\$322,281	10.1%
Human Resources	\$45,465	\$37,947	\$44,026	\$52,044	\$13,866	-73.4%
Human Services	\$50,177	\$43,105	\$48,588	\$26,630	\$51,108	91.9%
Information & Innovation	\$96,088	\$83,005	\$92,565	\$86,820	\$55,061	-36.6%
Labor	\$106,488	\$127,479	\$93,251	\$44,383	\$37,360	-15.8%
Libraries	\$11,037	\$14,307	\$15,376	\$9,706	\$11,490	18.4%
Liquor Control	\$35,588	\$35,411	\$30,388	\$15,501	\$15,013	-3.1%
Mental Health	\$324,738	\$357,831	\$246,320	\$211,835	\$287,577	35.8%
Military	\$225,265	\$237,590	\$227,693	\$196,319	\$214,971	9.5%
Natural Resources	\$30,219	\$26,647	\$37,951	\$23,960	\$21,277	-11.2%
Natural Resources Board	\$20,797	\$20,622	\$15,613	\$9,546	\$12,774	33.8%
Public Safety - Civilian	\$363,941	\$336,125	\$318,514	\$283,756	\$280,108	-1.3%
Public Safety - Sworn	\$502,420	\$499,277	\$647,123	\$596,764	\$676,465	13.4%
Public Service	\$64,159	\$84,713	\$58,983	\$38,056	\$36,074	-5.2%
Secretary of State	\$58,462	\$45,592	\$53,339	\$45,515	\$34,231	-24.8%
Small Departments	\$53,147	\$78,439	\$70,691	\$53,815	\$46,180	-14.2%
State Treasurer	\$9,503	\$15,372	\$13,799	\$8,578	\$928	-89.2%
State's Attorney's & Sheriffs	\$8,483	\$8,244	\$9,284	\$8,131	\$4,675	-42.5%
Taxes	\$53,411	\$54,091	\$67,243	\$49,566	\$63,359	27.8%
Transportation	\$1,153,472	\$1,283,175	\$1,287,745	\$1,142,094	\$1,146,117	0.4%
Vermont Health Access	\$68,087	\$56,242	\$149,896	\$261,102	\$164,478	-37.0%
Vermont Lottery Commission	\$16,838	\$15,876	\$14,935	\$8,546	\$5,059	-40.8%
Vermont Veterans' Home	\$180,016	\$191,422	\$201,974	\$192,318	\$165,056	-14.2%
Grand Total	\$7,300,676	\$7,174,263	\$7,437,558	\$6,663,102	\$6,537,703	-1.9%
% Change from Previous FY		-1.7%	3.7%	-10.4%	-1.9%	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2011 to 2015. "Small Departments" have 15 or fewer employees (See Appendices C & E). Payment for compensatory time off as reported in this Table includes: (1) compensatory time actually used; and (2) payment of unused accrued compensatory time upon separation or as specified in the Labor Agreements.

Compensatory time costs decreased 1.9% from Fiscal Year 2014 to Fiscal Year 2015.

TABLE 59 MINORITY REPRESENTATION BY FISCAL YEAR AND COMPARISON TO VERMONT CIVILIAN LABOR FORCE



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015.

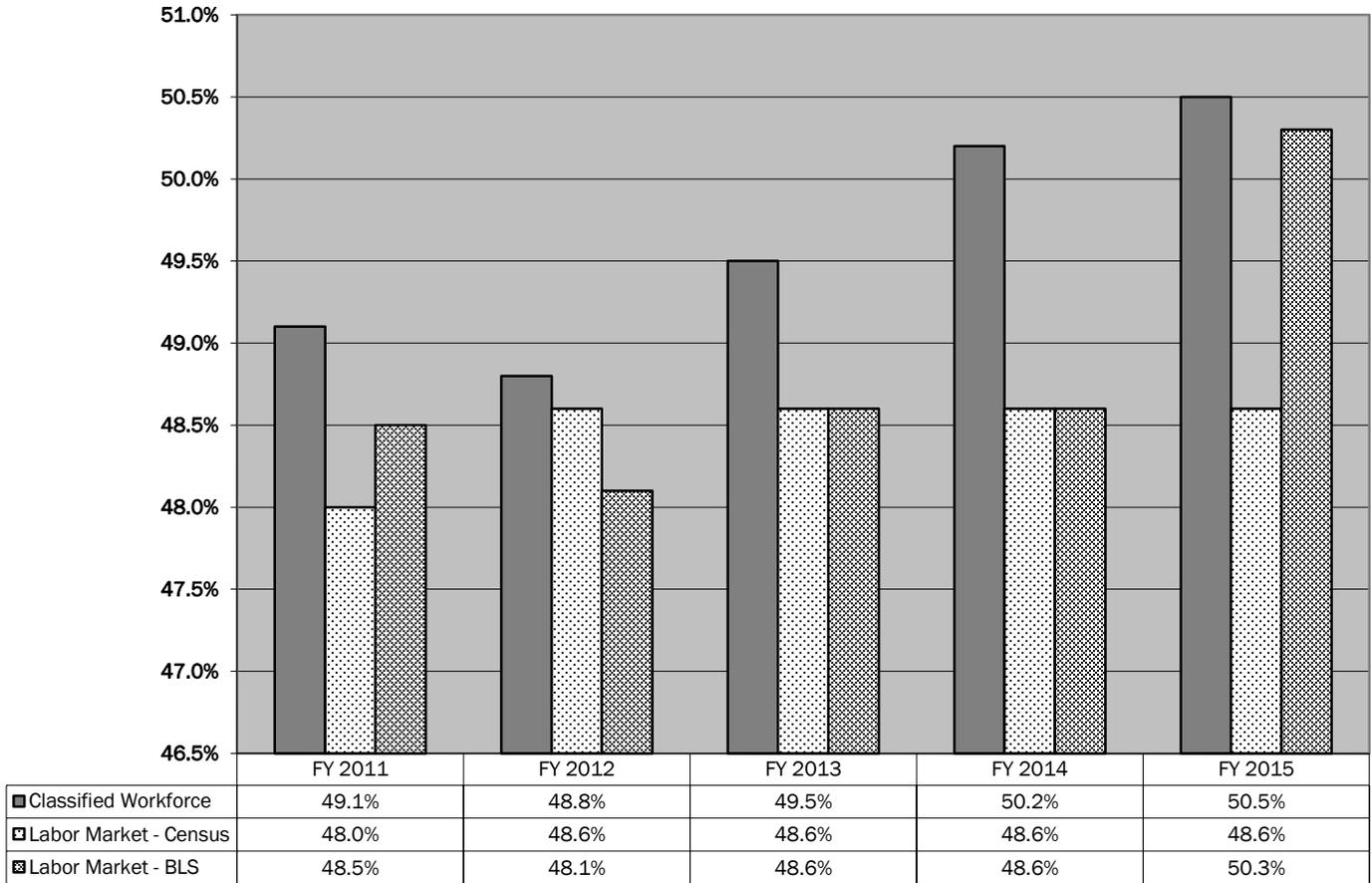
Labor Market – U.S. Department of Labor, Bureau of Labor Statistics (BLS) Local Unemployment Statistics (LAUS) program (<http://www.bls.gov/lau/>). **NOTE:** Civilian Labor Force estimates presented here are obtained from the annual averages published in the table “Employment status of the civilian noninstitutional population in states by sex, race, Hispanic or Latino ethnicity, marital status, and detailed age” (2010 to 2014). LAUS data come from the Current Population Survey (CPS), the household survey that is the official measure of the labor force for the nation. This survey data is subject to sampling variability, and this is especially true when working with small sample sizes. Vermont’s total labor force and minority population estimates are subject to such fluctuations and should be interpreted carefully.

Labor Market – Census data from U.S. Bureau of the Census, American Fact Finder, Equal Employment Opportunity (EEO) Tabulation 2006-2010, Table EEO1r. Detailed Census Occupation by Sex and Race/Ethnicity for Resident Geography Universe: Civilian labor force 16 years and over. <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>

For Fiscal Years 2015, minority representation in the classified workforce was 3.1%.

Two sources of comparative Vermont civilian workforce population estimates for minority representation are the U.S. Census and the Bureau of Labor Statistics. For 2015, Census data estimates a 4.5% minority representation in the civilian workforce and the Bureau of Labor Statistics estimates 3.5%.

TABLE 60 FEMALE REPRESENTATION BY FISCAL YEAR AND COMPARISON TO VERMONT CIVILIAN LABOR FORCE



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015.

Labor Market - U.S. Department of Labor, Bureau of Labor Statistics (BLS) Local Unemployment Statistics (LAUS) program (<http://www.bls.gov/lau/>). **NOTE:** Civilian Labor Force estimates presented here are obtained from the annual averages published in the table "Employment status of the civilian noninstitutional population in states by sex, race, Hispanic or Latino ethnicity, marital status, and detailed age" (2010 to 2014). LAUS data come from the Current Population Survey (CPS), the household survey that is the official measure of the labor force for the nation. This survey data is subject to sampling variability, and this is especially true when working with small sample sizes. Vermont's total labor force and female population estimates are subject to such fluctuations and should be interpreted carefully.

Labor Market - Census data from U.S. Bureau of the Census, American Fact Finder, Equal Employment Opportunity (EEO) Tabulation 2006-2010, Table EEO1r. Detailed Census Occupation by Sex and Race/Ethnicity for Resident Geography Universe: Civilian labor force 16 years and over. <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>

For Fiscal Year 2015, female representation in the classified workforce was 50.5%

Two sources of comparative Vermont civilian workforce population estimates for gender representation are from the U.S. Census and the Bureau of Labor Statistics. For 2015, Census data estimates a 48.6% female representation in the civilian workforce and the Bureau of Labor Statistics estimates 50.3%.

TABLE 61 ETHNIC REPRESENTATION BY DEPARTMENT BY FISCAL YEAR

Department	2011		2012		2013		2014		2015		Five Year Average	
	Minority	White	Minority	White								
Administration							0.0%	100.0%	0.0%	100.0%	n/a	n/a
Agriculture, Food & Markets	1.2%	98.8%	1.1%	98.9%	1.1%	98.9%	2.2%	97.8%	2.1%	97.9%	1.6%	98.4%
Attorney General	3.6%	96.4%	3.6%	96.4%	3.3%	96.7%	3.4%	96.6%	3.3%	96.7%	3.5%	96.5%
Buildings & General Services	5.4%	94.6%	5.4%	94.6%	4.7%	95.3%	5.6%	94.4%	5.4%	94.6%	5.3%	94.7%
Children & Families	2.6%	97.4%	2.4%	97.6%	3.0%	97.0%	3.2%	96.8%	3.6%	96.4%	3.0%	97.0%
Commerce & Community Dev.	1.6%	98.4%	1.7%	98.3%	4.3%	95.7%	2.7%	97.3%	2.7%	97.3%	2.6%	97.4%
Corrections	4.0%	96.0%	4.8%	95.2%	5.3%	94.7%	5.1%	94.9%	4.8%	95.2%	4.8%	95.2%
Disabilities, Aging & Ind. Living	2.0%	98.0%	2.6%	97.4%	4.1%	95.9%	3.6%	96.4%	1.9%	98.1%	2.8%	97.2%
Education	1.4%	98.6%	1.3%	98.7%	1.3%	98.7%	0.7%	99.3%	0.0%	100.0%	0.9%	99.1%
Environmental Conservation	2.5%	97.5%	2.4%	97.6%	2.3%	97.7%	2.2%	97.8%	1.7%	98.3%	2.2%	97.8%
Finance & Management	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Financial Regulation	1.1%	98.9%	1.1%	98.9%	1.0%	99.0%	1.2%	98.8%	1.2%	98.8%	1.1%	98.9%
Fish & Wildlife	0.8%	99.2%	0.8%	99.2%	0.8%	99.2%	0.8%	99.2%	0.8%	99.2%	0.8%	99.2%
Forests, Parks & Recreation	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Green Mountain Care Board							0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Health	1.6%	98.4%	2.2%	97.8%	2.8%	97.2%	3.1%	96.9%	2.8%	97.2%	2.5%	97.5%
Human Resources	3.0%	97.0%	2.9%	97.1%	3.7%	96.3%	2.5%	97.5%	1.5%	98.5%	2.7%	97.3%
Human Services	4.9%	95.1%	3.3%	96.7%	2.1%	97.9%	3.3%	96.7%	3.3%	96.7%	3.4%	96.6%
Information & Innovation	2.9%	97.1%	2.7%	97.3%	2.4%	97.6%	1.9%	98.1%	1.8%	98.2%	2.3%	97.7%
Labor	1.9%	98.1%	2.3%	97.7%	2.0%	98.0%	3.2%	96.8%	2.4%	97.6%	2.4%	97.6%
Libraries	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	4.8%	95.2%	1.0%	99.0%
Liquor Control	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	2.1%	97.9%	0.4%	99.6%
Mental Health	5.6%	94.4%	6.0%	94.0%	6.7%	93.3%	5.0%	95.0%	6.6%	93.4%	6.0%	94.0%
Military	2.5%	97.5%	2.5%	97.5%	2.6%	97.4%	2.7%	97.3%	2.6%	97.4%	2.6%	97.4%
Natural Resources	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Natural Resources Board	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Public Safety - Civilian	1.2%	98.8%	2.0%	98.0%	2.6%	97.4%	2.6%	97.4%	2.6%	97.4%	2.2%	97.8%
Public Safety - Sworn	1.6%	98.4%	1.9%	98.1%	1.7%	98.3%	2.0%	98.0%	1.8%	98.2%	1.8%	98.2%
Public Service	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Secretary of State	1.9%	98.1%	3.7%	96.3%	3.4%	96.6%	1.8%	98.2%	0.0%	100.0%	2.2%	97.8%
Small Departments	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
State Treasurer	7.4%	92.6%	7.1%	92.9%	6.3%	93.8%	6.3%	93.8%	9.7%	90.3%	7.3%	92.7%
Taxes	2.7%	97.3%	3.4%	96.6%	4.9%	95.1%	4.9%	95.1%	4.7%	95.3%	4.1%	95.9%
Transportation	1.9%	98.1%	1.8%	98.2%	2.2%	97.8%	2.3%	97.7%	2.6%	97.4%	2.2%	97.8%
Vermont Health Access	6.3%	93.7%	5.9%	94.1%	4.0%	96.0%	3.5%	96.5%	5.5%	94.5%	5.0%	95.0%
Vermont Lottery Commission	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	5.0%	95.0%	5.0%	95.0%	2.0%	98.0%
Vermont Veterans' Home	4.7%	95.3%	3.0%	97.0%	2.5%	97.5%	2.6%	97.4%	2.9%	97.1%	3.1%	96.9%
Grand Total	2.6%	97.4%	2.7%	97.3%	3.0%	97.0%	3.1%	96.9%	3.1%	96.9%	2.9%	97.1%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. "Small Departments" have 15 or fewer employees (See Appendices C & E).

In Fiscal Year 2015, three departments – Corrections, Children & Families, and Transportation – accounted for 50% of the minority representation among classified State of Vermont employees.

TABLE 62 GENDER REPRESENTATION BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year												Five Year Average	
	2011		2012		2013		2014		2015		Female	Male		
	Female	Male												
Administration							62.5%	37.5%	77.3%	22.7%	n/a	n/a		
Agriculture, Food & Markets	41.5%	58.5%	43.7%	56.3%	43.3%	56.7%	44.0%	56.0%	45.3%	54.7%	43.5%	56.5%		
Attorney General	67.9%	32.1%	64.3%	35.7%	63.3%	36.7%	62.1%	37.9%	60.0%	40.0%	63.5%	36.5%		
Buildings & General Services	31.7%	68.3%	30.8%	69.2%	30.3%	69.7%	29.6%	70.4%	29.4%	70.6%	30.4%	69.6%		
Children & Families	78.5%	21.5%	77.9%	22.1%	79.1%	20.9%	79.2%	20.8%	78.8%	21.2%	78.7%	21.3%		
Commerce & Community Dev.	58.1%	41.9%	59.3%	40.7%	56.5%	43.5%	58.1%	41.9%	52.7%	47.3%	56.9%	43.1%		
Corrections	29.3%	70.7%	29.0%	71.0%	29.5%	70.5%	29.7%	70.3%	29.6%	70.4%	29.4%	70.6%		
Disabilities, Aging & Ind. Living	76.5%	23.5%	73.6%	26.4%	72.8%	27.2%	75.0%	25.0%	75.2%	24.8%	74.6%	25.4%		
Education	73.1%	26.9%	71.5%	28.5%	72.1%	27.9%	71.4%	28.6%	71.2%	28.8%	71.9%	28.1%		
Environmental Conservation	39.8%	60.2%	41.1%	58.9%	41.6%	58.4%	42.1%	57.9%	44.4%	55.6%	41.8%	58.2%		
Finance & Management	64.5%	35.5%	68.8%	31.3%	66.7%	33.3%	64.5%	35.5%	66.7%	33.3%	66.2%	33.8%		
Financial Regulation	59.1%	40.9%	61.5%	38.5%	63.9%	36.1%	67.1%	32.9%	68.6%	31.4%	64.1%	35.9%		
Fish & Wildlife	18.9%	81.1%	19.8%	80.2%	17.7%	82.3%	21.1%	78.9%	20.6%	79.4%	19.6%	80.4%		
Forests, Parks & Recreation	27.1%	72.9%	24.7%	75.3%	25.3%	74.7%	26.0%	74.0%	29.3%	70.7%	26.5%	73.5%		
Green Mountain Care Board							76.5%	23.5%	73.7%	26.3%	n/a	n/a		
Health	79.1%	20.9%	79.6%	20.4%	79.4%	20.6%	78.8%	21.3%	79.5%	20.5%	79.3%	20.7%		
Human Resources	74.6%	25.4%	75.0%	25.0%	79.3%	20.7%	77.5%	22.5%	76.9%	23.1%	76.7%	23.3%		
Human Services	47.6%	52.4%	47.8%	52.2%	52.6%	47.4%	57.6%	42.4%	60.0%	40.0%	53.1%	46.9%		
Information & Innovation	31.9%	68.1%	28.8%	71.2%	31.0%	69.0%	29.0%	71.0%	28.8%	71.2%	29.9%	70.1%		
Labor	66.5%	33.5%	68.1%	31.9%	69.8%	30.2%	73.3%	26.7%	70.2%	29.8%	69.6%	30.4%		
Libraries	70.8%	29.2%	65.2%	34.8%	64.0%	36.0%	60.0%	40.0%	57.1%	42.9%	63.4%	36.6%		
Liquor Control	32.0%	68.0%	31.3%	68.8%	29.2%	70.8%	27.1%	72.9%	29.8%	70.2%	29.9%	70.1%		
Mental Health	60.3%	39.7%	59.8%	40.2%	61.2%	38.8%	62.8%	37.2%	62.6%	37.4%	61.4%	38.6%		
Military	16.8%	83.2%	16.8%	83.2%	17.9%	82.1%	17.9%	82.1%	20.0%	80.0%	17.9%	82.1%		
Natural Resources	47.8%	52.2%	42.3%	57.7%	40.0%	60.0%	40.7%	59.3%	37.5%	62.5%	41.7%	58.3%		
Natural Resources Board	69.6%	30.4%	72.7%	27.3%	72.7%	27.3%	69.6%	30.4%	68.2%	31.8%	70.6%	29.4%		
Public Safety - Civilian	50.8%	49.2%	50.4%	49.6%	48.9%	51.1%	48.9%	51.1%	49.1%	50.9%	49.6%	50.4%		
Public Safety - Sworn	9.5%	90.5%	11.4%	88.6%	17.3%	82.7%	17.7%	82.3%	16.7%	83.3%	14.5%	85.5%		
Public Service	53.3%	46.7%	50.0%	50.0%	42.4%	57.6%	41.2%	58.8%	42.4%	57.6%	45.9%	54.1%		
Secretary of State	67.3%	32.7%	66.7%	33.3%	65.5%	34.5%	61.4%	38.6%	65.5%	34.5%	65.3%	34.7%		
Small Departments	68.0%	32.0%	66.7%	33.3%	67.6%	32.4%	68.4%	31.6%	66.7%	33.3%	67.5%	32.5%		
State Treasurer	74.1%	25.9%	71.4%	28.6%	71.9%	28.1%	68.8%	31.3%	61.3%	38.7%	69.5%	30.5%		
Taxes	69.4%	30.6%	69.0%	31.0%	72.2%	27.8%	71.5%	28.5%	71.8%	28.2%	70.8%	29.2%		
Transportation	28.2%	71.8%	28.2%	71.8%	28.7%	71.3%	28.9%	71.1%	28.3%	71.7%	28.5%	71.5%		
Vermont Health Access	73.9%	26.1%	72.3%	27.7%	70.5%	29.5%	73.4%	26.6%	70.7%	29.3%	72.1%	27.9%		
Vermont Lottery Commission	73.7%	26.3%	73.7%	26.3%	58.8%	41.2%	50.0%	50.0%	55.0%	45.0%	62.2%	37.8%		
Vermont Veterans' Home	74.2%	25.8%	77.0%	23.0%	76.4%	23.6%	78.1%	21.9%	78.2%	21.8%	76.8%	23.2%		
Grand Total	49.1%	50.9%	48.8%	51.2%	49.5%	50.5%	50.2%	49.8%	50.5%	49.5%	49.6%	50.4%		

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. "Small Departments" have 15 or fewer employees (See Appendices C & E).

While the overall five-fiscal-year average was 49.6% female and 50.4% male, there are clear departmental differences in gender representation.

TABLE 63 MINORITY AND GENDER REPRESENTATION BY EEO-4 OCCUPATIONAL GROUP BY FISCAL YEAR

Occupational Group	2011		2012		Fiscal Year 2013		2014		2015		Five Year Average	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Administrative Support	81.5%	18.5%	79.9%	20.1%	80.6%	19.4%	77.8%	22.2%	76.6%	23.4%	79.3%	20.7%
Officials and Administrators	43.9%	56.1%	46.5%	53.5%	47.7%	52.3%	48.6%	51.4%	52.0%	48.0%	47.8%	52.2%
Paraprofessionals	71.1%	28.9%	77.4%	22.6%	76.8%	23.2%	78.5%	21.5%	77.9%	22.1%	76.3%	23.7%
Professionals	57.7%	42.3%	57.3%	42.7%	58.0%	42.0%	58.5%	41.5%	58.8%	41.2%	58.1%	41.9%
Protective Service	15.8%	84.2%	16.4%	83.6%	16.6%	83.4%	17.1%	82.9%	16.8%	83.2%	16.5%	83.5%
Service Maintenance	33.3%	66.7%	33.2%	66.8%	32.8%	67.2%	35.4%	64.6%	36.5%	63.5%	34.2%	65.8%
Skilled Craft	2.2%	97.8%	1.9%	98.1%	2.2%	97.8%	2.3%	97.7%	2.5%	97.5%	2.2%	97.8%
Technicians	57.8%	42.2%	55.9%	44.1%	56.2%	43.8%	57.6%	42.4%	55.9%	44.1%	56.7%	43.3%
Grand Total	49.1%	50.9%	48.8%	51.2%	49.5%	50.5%	50.2%	49.8%	50.5%	49.5%	49.6%	50.4%

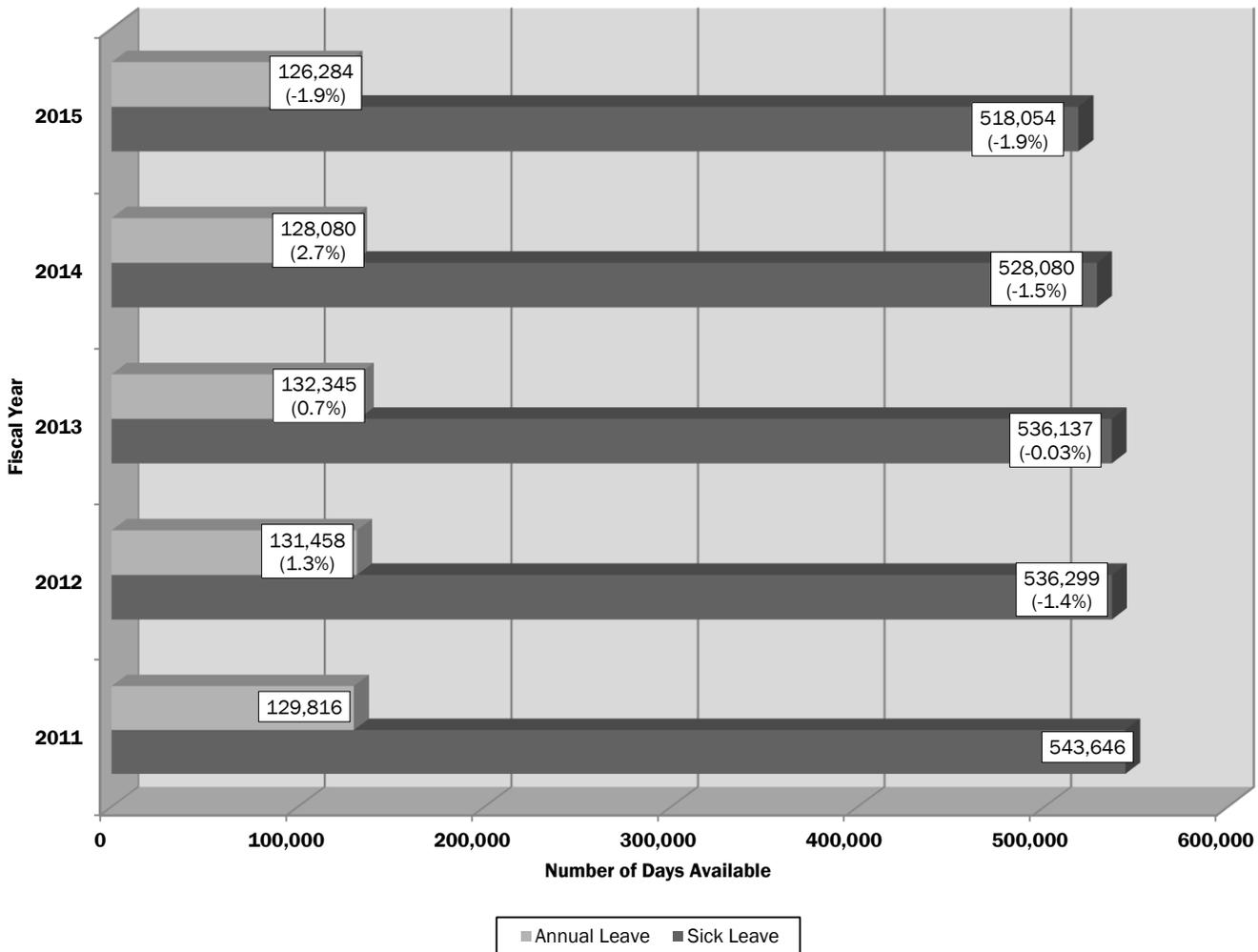
Occupational Group	2011		2012		Fiscal Year 2013		2014		2015		Five Year Average	
	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White
Administrative Support	1.9%	98.1%	2.0%	98.0%	1.8%	98.2%	2.4%	97.6%	2.7%	97.3%	2.2%	97.8%
Officials and Administrators	3.5%	96.5%	2.4%	97.6%	3.2%	96.8%	2.7%	97.3%	2.2%	97.8%	2.8%	97.2%
Paraprofessionals	4.4%	95.6%	4.8%	95.2%	4.9%	95.1%	4.8%	95.2%	5.5%	94.5%	4.9%	95.1%
Professionals	2.2%	97.8%	2.4%	97.6%	2.7%	97.3%	2.6%	97.4%	2.7%	97.3%	2.5%	97.5%
Protective Service	3.4%	96.6%	4.1%	95.9%	4.6%	95.4%	4.6%	95.4%	4.2%	95.8%	4.2%	95.8%
Service Maintenance	6.8%	93.2%	7.9%	92.1%	8.2%	91.8%	9.1%	90.9%	8.4%	91.6%	8.1%	91.9%
Skilled Craft	1.6%	98.4%	0.8%	99.2%	1.9%	98.1%	1.4%	98.6%	2.3%	97.7%	1.6%	98.4%
Technicians	3.1%	96.9%	2.2%	97.8%	1.6%	98.4%	2.6%	97.4%	2.4%	97.6%	2.4%	97.6%
Grand Total	2.6%	97.4%	2.7%	97.3%	3.0%	97.0%	3.1%	96.9%	3.1%	96.9%	2.9%	97.1%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix B gives a full definition of each category.

Based on the five-year averages, there are clear gender representation differences by occupational group. Occupational groups that have relatively equivalent gender representation include Officials and Administrators (Female, 47.8%; Male, 52.2%) and Technicians (Female, 56.7%; Male, 43.3%). However, female representation was higher in the Administrative Support (Female, 79.3%; Male, 20.7%) and Paraprofessional (Female, 76.3%; Male, 23.7%) occupational groups. On the other hand, male representation was higher in the Protective Service (Female, 16.5%; Male, 83.5%) and Skilled Craft (Female, 2.2%; Male, 97.8%) occupational groups.

Based on the five-year averages, minority representation was highest in Service Maintenance (8.1%) and Paraprofessional (4.9%) occupational groups, and lowest in Skilled Craft (1.6%) and Administrative Support (2.2%).

TABLE 64 TOTAL SICK AND ANNUAL LEAVE BALANCES FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. The percentages noted in parentheses reflect the percent change from the previous fiscal year. Sick and annual leave accrue each pay period at a rate based on an employee’s years of service. There is no limit placed on the total accumulation of earned sick leave hours. Accumulation of annual leave is capped at different levels based on an employee’s years of service, and is paid off, in whole or in part, upon separation from employment. For purposes of this Table the number of days is based on an 8 hour day and is rounded to the nearest day. (Some protective services employees have a “standard day” that is greater than eight hours). Leave balances as reported here are as of the end of each fiscal year.

Total annual leave balances decreased (-1.9%) in FY '15. Accumulated annual leave is paid off, in whole or in part, upon separation from employment. The five-year average was 17.5 days of accumulated annual leave per employee.

Total sick leave balances dropped (-1.9%) from FY '14 to FY '15. The five-year average is nearly 72 days of accumulated sick leave per employee.

TABLE 65 AVERAGE ANNUAL AND SICK LEAVE BALANCES PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR

Department	Average Annual Leave Balances (Days)					Average Sick Leave Balances (Days)				
	Fiscal Year					Fiscal Year				
	2011	2012	2013	2014	2015	2011	2012	2013	2014	2015
Administration				16.2	16.4				61.5	60.8
Agriculture, Food & Markets	22.4	22.1	22.9	22.2	21.5	124.8	122.3	116.9	117.8	117.2
Attorney General	14.5	18.0	16.6	15.2	13.6	60.4	72.4	73.5	77.5	79.8
Buildings & General Services	17.9	15.6	18.4	17.6	17.1	76.8	58.2	75.5	73.7	72.9
Children & Families	17.0	17.9	16.4	15.6	14.4	65.2	76.6	58.1	56.6	52.5
Commerce & Community Dev.	21.3	17.2	18.9	18.3	16.6	95.0	63.4	81.6	79.9	69.4
Corrections	16.1	20.8	16.3	15.8	15.9	52.4	95.0	51.6	51.0	51.1
Disabilities, Aging & Ind. Living	18.7	16.0	17.6	17.5	17.0	76.6	51.4	71.1	72.8	74.2
Education	17.0	17.3	16.4	15.5	14.1	52.6	67.9	50.6	44.0	41.8
Environmental Conservation	19.1	16.3	18.0	17.3	16.2	125.7	53.2	108.6	102.4	92.0
Finance & Management	23.7	19.2	21.8	22.1	21.6	68.5	116.7	70.3	81.3	79.1
Financial Regulation	15.6	23.1	15.3	14.4	12.3	62.6	72.8	56.2	60.9	59.4
Fish & Wildlife	27.8	25.7	25.6	25.1	25.5	169.1	154.4	150.5	145.8	153.3
Forests, Parks & Recreation	21.1	22.3	22.6	21.9	21.5	165.0	170.7	172.7	162.0	156.9
Green Mountain Care Board				22.4	21.5				67.7	68.1
Health	17.4	17.0	16.6	15.3	15.3	72.5	70.9	69.7	67.8	64.4
Human Resources	20.1	22.0	20.2	19.2	18.7	76.8	74.9	66.9	69.8	69.7
Human Services	17.9	20.0	18.3	17.0	15.2	80.4	74.1	70.3	61.1	52.6
Information & Innovation	18.1	17.8	18.7	18.5	16.3	79.9	74.1	75.0	76.1	73.7
Labor	18.7	18.4	17.2	15.6	14.2	78.1	77.1	73.0	63.4	57.9
Libraries	20.3	20.0	17.7	18.1	22.0	144.8	150.8	148.9	144.6	173.9
Liquor Control	21.9	22.9	23.3	22.7	21.2	114.9	119.7	124.1	123.4	110.5
Mental Health	12.7	15.7	12.3	9.5	10.2	37.7	40.6	28.7	23.4	20.7
Military	17.9	17.7	18.7	19.0	19.3	72.9	67.8	70.9	74.3	70.0
Natural Resources	15.7	17.5	18.1	16.9	16.6	77.9	73.7	68.0	68.8	66.8
Natural Resources Board	18.7	20.3	21.2	18.0	20.0	133.5	130.3	135.9	125.3	119.5
Public Safety - Civilian	18.5	18.5	17.9	16.2	15.7	73.1	73.7	73.1	66.5	64.7
Public Safety - Sworn	26.9	26.9	25.3	24.2	24.6	121.3	118.3	114.8	110.4	113.5
Public Service	18.3	16.3	17.9	15.3	15.0	51.0	38.4	46.2	44.9	49.8
Secretary of State	14.2	13.7	14.1	14.4	14.4	42.3	32.6	30.0	33.0	36.9
Small Departments	17.1	16.6	16.6	15.8	17.4	42.0	52.4	59.8	54.8	56.8
State Treasurer	20.8	20.2	20.9	18.6	14.9	60.8	54.3	55.8	54.7	44.3
Taxes	18.1	18.5	17.9	16.6	15.7	64.5	65.6	65.9	60.8	57.7
Transportation	18.9	19.2	18.8	18.6	18.2	82.9	82.3	81.0	80.2	79.3
Vermont Health Access	11.9	11.8	10.7	10.9	10.9	38.2	37.6	30.4	30.1	29.0
Vermont Lottery Commission	22.5	23.4	21.6	18.1	18.3	144.6	150.9	114.6	79.7	81.7
Vermont Veterans' Home	14.7	14.5	14.0	14.4	15.0	37.8	35.7	35.7	38.7	39.1
Overall Average	18.1	18.3	17.8	17.0	16.5	75.9	74.5	72.1	69.8	67.7
% Change from Previous FY		0.8%	-2.5%	-4.4%	-3.0%		-1.9%	-3.2%	-3.2%	-3.0%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. "Small Departments" have 15 or fewer employees (See Appendices C & E). See Table 64 for an explanation of the accrual of annual and sick leave, as well as other source information.

The five-year average was 17.5 days of accumulated annual leave and 72.0 days of accumulated sick leave, although there are clear departmental differences.

TABLE 66 AVERAGE ANNUAL LEAVE USE AND AVERAGE COSTS PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR

Department	Average Annual Leave Days Used					Average Annual Leave Costs				
	Fiscal Year					Fiscal Year				
	2011	2012	2013	2014	2015	2011	2012	2013	2014	2015
Administration				16.2	21.9				\$3,663	\$5,158
Agriculture, Food & Markets	15.4	14.3	14.6	16.3	15.6	\$3,133	\$2,931	\$3,112	\$3,640	\$3,672
Attorney General	14.4	15.2	16.8	17.4	16.1	\$2,936	\$3,110	\$3,670	\$3,941	\$3,820
Buildings & General Services	16.4	15.5	15.3	15.7	15.4	\$2,547	\$2,415	\$2,562	\$2,542	\$2,632
Children & Families	15.6	14.1	14.5	15.0	14.2	\$3,079	\$2,752	\$2,949	\$3,107	\$3,074
Commerce & Community Dev.	15.3	14.6	14.7	14.5	15.1	\$3,329	\$3,141	\$3,328	\$3,342	\$3,615
Corrections	14.6	14.0	14.3	14.6	14.9	\$2,588	\$2,466	\$2,636	\$2,817	\$2,957
Disabilities, Aging & Ind. Living	14.9	13.2	14.5	14.8	15.1	\$3,153	\$2,771	\$3,206	\$3,359	\$3,571
Education	14.3	14.7	14.2	15.1	15.0	\$3,066	\$3,067	\$3,162	\$3,438	\$3,510
Environmental Conservation	17.2	15.4	16.3	15.8	15.7	\$3,807	\$3,372	\$3,722	\$3,686	\$3,777
Finance & Management	14.0	14.2	13.3	13.2	12.4	\$3,405	\$3,371	\$3,333	\$3,446	\$3,428
Financial Regulation	14.4	13.6	15.0	16.0	16.3	\$3,503	\$3,318	\$3,808	\$4,291	\$4,575
Fish & Wildlife	15.6	15.3	15.5	15.1	16.6	\$3,240	\$3,160	\$3,301	\$3,302	\$3,724
Forests, Parks & Recreation	17.7	15.9	17.1	17.9	17.0	\$3,719	\$3,348	\$3,742	\$3,984	\$3,905
Green Mountain Care Board				14.8	15.8				\$4,070	\$4,814
Health	14.9	14.5	14.8	15.6	14.4	\$3,052	\$2,924	\$3,184	\$3,422	\$3,269
Human Resources	14.8	13.4	14.1	15.2	14.0	\$3,294	\$2,943	\$3,230	\$3,510	\$3,378
Human Services	15.5	15.0	14.7	13.8	16.5	\$3,702	\$3,663	\$3,679	\$3,568	\$4,364
Information & Innovation	15.7	14.6	13.5	15.9	17.8	\$3,657	\$3,349	\$3,319	\$3,980	\$4,697
Labor	15.6	15.6	16.0	15.1	15.8	\$2,840	\$2,822	\$3,035	\$2,950	\$3,165
Libraries	16.6	16.7	18.4	16.4	14.9	\$2,898	\$3,005	\$3,481	\$3,171	\$3,045
Liquor Control	16.7	15.8	15.4	17.1	14.7	\$2,973	\$2,696	\$2,873	\$3,198	\$2,955
Mental Health	13.6	13.1	13.1	12.6	12.4	\$2,680	\$2,671	\$2,877	\$2,692	\$2,658
Military	16.7	15.4	14.7	15.0	16.1	\$2,833	\$2,632	\$2,662	\$2,720	\$3,098
Natural Resources	17.9	13.0	14.3	16.9	16.4	\$3,829	\$2,719	\$3,189	\$3,947	\$3,959
Natural Resources Board	18.5	17.8	16.4	19.6	16.9	\$3,942	\$3,836	\$3,646	\$4,459	\$4,091
Public Safety - Civilian	14.1	13.8	12.6	14.7	14.1	\$2,672	\$2,575	\$2,510	\$2,940	\$2,955
Public Safety - Sworn	15.1	15.1	18.4	16.1	16.6	\$3,272	\$3,273	\$4,112	\$3,793	\$3,913
Public Service	12.7	10.3	11.5	15.0	16.5	\$2,799	\$2,219	\$2,648	\$3,655	\$4,205
Secretary of State	12.5	13.4	12.8	13.4	14.1	\$2,312	\$2,414	\$2,359	\$2,506	\$2,829
Small Departments	9.1	17.6	12.5	15.4	13.3	\$2,159	\$4,062	\$3,065	\$3,541	\$3,192
State Treasurer	14.9	14.0	14.8	16.8	16.8	\$2,952	\$2,733	\$2,996	\$3,523	\$3,631
Taxes	14.8	14.4	15.1	15.4	15.4	\$2,647	\$2,513	\$2,860	\$3,048	\$3,147
Transportation	15.9	15.1	15.9	15.9	16.2	\$2,924	\$2,758	\$3,053	\$3,176	\$3,345
Vermont Health Access	14.4	12.7	12.1	12.1	11.5	\$3,010	\$2,652	\$2,739	\$2,867	\$2,779
Vermont Lottery Commission	17.2	16.5	16.0	11.9	13.3	\$3,140	\$2,919	\$2,924	\$2,334	\$2,562
Vermont Veterans' Home	14.8	12.7	13.5	12.7	13.9	\$2,304	\$1,945	\$2,199	\$2,078	\$2,289
Overall Average	15.3	14.5	14.9	15.1	15.1	\$2,950	\$2,775	\$3,018	\$3,158	\$3,269
% Change from Previous FY		-5.3%	3.2%	1.5%	0.0%		-5.9%	8.8%	4.6%	3.5%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. "Small Departments" have 15 or fewer employees (See Appendices C & E). See Table 64 for an explanation of the accrual of annual and sick leave, as well as other source information.

Employees used an average 15.1 annual leave days in FY '15, the same as FY '14. For FY '15, average annual leave costs were \$3,269 per employee.

TABLE 67 AVERAGE SICK LEAVE USE AND AVERAGE COSTS PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR

Department	Average Sick Days Used					Average Sick Leave Costs				
	Fiscal Year					Fiscal Year				
	2011	2012	2013	2014	2015	2011	2012	2013	2014	2015
Administration				11.9	18.5				\$2,617	\$4,354
Agriculture, Food & Markets	9.8	8.1	8.4	11.6	10.8	\$1,985	\$1,612	\$1,713	\$2,528	\$2,453
Attorney General	12.4	12.3	13.1	13.0	9.9	\$2,284	\$2,300	\$2,617	\$2,726	\$2,079
Buildings & General Services	12.9	13.4	12.8	13.0	13.0	\$1,925	\$1,998	\$2,024	\$2,054	\$2,155
Children & Families	12.8	11.9	12.6	12.6	12.1	\$2,479	\$2,261	\$2,525	\$2,558	\$2,563
Commerce & Community Dev.	9.2	11.8	10.2	11.3	13.0	\$1,862	\$2,547	\$2,244	\$2,550	\$3,112
Corrections	13.4	12.7	12.7	12.4	13.2	\$2,389	\$2,217	\$2,310	\$2,354	\$2,614
Disabilities, Aging & Ind. Living	11.5	11.0	10.1	11.8	11.0	\$2,373	\$2,301	\$2,178	\$2,634	\$2,568
Education	12.8	12.2	13.2	12.9	13.2	\$2,662	\$2,477	\$2,928	\$2,947	\$3,063
Environmental Conservation	11.7	9.8	9.3	9.6	10.4	\$2,488	\$2,049	\$2,065	\$2,174	\$2,407
Finance & Management	11.4	10.3	10.4	10.8	8.4	\$2,562	\$2,400	\$2,540	\$2,742	\$2,288
Financial Regulation	11.4	10.0	9.6	10.5	12.2	\$2,722	\$2,370	\$2,365	\$2,703	\$3,436
Fish & Wildlife	11.2	8.8	8.6	7.5	8.2	\$2,338	\$1,712	\$1,758	\$1,591	\$1,789
Forests, Parks & Recreation	10.9	9.3	8.7	9.6	10.8	\$2,215	\$1,838	\$1,838	\$2,087	\$2,357
Green Mountain Care Board				7.3	9.0				\$1,958	\$2,605
Health	11.4	10.8	11.3	11.3	11.9	\$2,257	\$2,123	\$2,321	\$2,400	\$2,681
Human Resources	12.9	11.5	10.7	13.6	11.3	\$2,788	\$2,601	\$2,428	\$3,239	\$2,672
Human Services	11.3	9.5	10.7	11.5	11.7	\$2,636	\$2,199	\$2,553	\$3,012	\$2,984
Information & Innovation	9.7	9.5	9.0	10.2	11.6	\$2,194	\$2,066	\$2,151	\$2,524	\$3,024
Labor	12.9	13.1	12.4	14.3	12.6	\$2,307	\$2,284	\$2,343	\$2,847	\$2,500
Libraries	9.4	7.6	7.0	9.0	9.3	\$1,719	\$1,517	\$1,360	\$1,860	\$1,890
Liquor Control	9.1	10.4	10.1	12.0	12.1	\$1,436	\$1,779	\$1,788	\$2,254	\$2,298
Mental Health	14.1	12.3	13.1	12.3	12.9	\$2,724	\$2,529	\$2,930	\$2,622	\$2,640
Military	17.1	13.1	12.3	12.9	14.8	\$2,879	\$2,162	\$2,189	\$2,467	\$2,807
Natural Resources	11.4	10.8	8.8	10.9	11.7	\$2,322	\$2,075	\$1,948	\$2,455	\$2,718
Natural Resources Board	13.3	9.3	11.3	11.9	12.3	\$2,719	\$1,900	\$2,342	\$2,657	\$2,942
Public Safety - Civilian	11.3	9.0	7.7	9.9	10.5	\$2,110	\$1,637	\$1,489	\$1,964	\$2,191
Public Safety - Sworn	8.6	8.9	8.6	9.0	9.5	\$1,826	\$1,968	\$1,898	\$2,136	\$2,278
Public Service	13.0	9.2	7.8	9.4	11.6	\$2,732	\$1,861	\$1,924	\$2,169	\$2,753
Secretary of State	12.8	13.1	11.8	11.1	11.7	\$2,440	\$2,544	\$2,340	\$2,084	\$2,343
Small Departments	7.8	12.1	7.0	9.5	12.1	\$1,553	\$2,483	\$1,517	\$2,080	\$2,750
State Treasurer	10.8	9.8	8.7	8.9	10.0	\$2,208	\$1,914	\$1,788	\$1,811	\$1,991
Taxes	13.3	12.7	11.4	10.8	11.9	\$2,357	\$2,143	\$2,156	\$2,132	\$2,374
Transportation	13.4	12.4	11.9	12.7	12.9	\$2,404	\$2,225	\$2,234	\$2,444	\$2,635
Vermont Health Access	12.5	10.9	11.1	8.7	8.8	\$2,552	\$2,223	\$2,435	\$1,969	\$2,075
Vermont Lottery Commission	10.9	10.8	11.7	8.3	9.3	\$1,952	\$1,916	\$2,145	\$1,526	\$1,668
Vermont Veterans' Home	14.4	13.2	12.9	11.8	13.8	\$2,284	\$2,018	\$2,073	\$1,880	\$2,283
Overall Average	12.5	11.6	11.4	11.7	12.1	\$2,348	\$2,161	\$2,235	\$2,383	\$2,542
% Change from Previous FY		-7.3%	-1.6%	2.7%	2.9%		-7.9%	3.4%	6.6%	6.7%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2011 to 2015. "Small Departments" have 15 or fewer employees (See Appendices C & E). See Table 64 for an explanation of the accrual of annual and sick leave, as well as other source information.

Employees used an average 12.1 sick leave days in FY '15, a 2.9% increase from FY '14. For FY '15, average sick leave costs were \$2,542 per employee.

REPORTS REQUIRED BY THE GENERAL ASSEMBLY

- ❖ Section Three of this Workforce Report provides information required by statute, such as limited service positions created, use of temporary employees, contracts for services created, and contractors on payroll.

TABLE 68 LIMITED SERVICE POSITIONS AUTHORIZED IN FISCAL YEAR 2015

Department	Joint Fiscal Committee	Act 179, Sec. E.100(b)(1), 2014 Session	Position Pilot - Act 179, Sec. E.100(d), 2014 Session	Act 179, Sec. E.500.2, 2014 Session	Total
Agriculture, Food & Markets	1				1
Children & Families	18		63		81
Commerce & Community Development	2				2
Corrections	5				5
Disabilities, Aging & Independent Living	2				2
Education	4			1	5
Environmental Conservation		4	10		14
Fish & Wildlife	1				1
Forests, Parks & Recreation	1				1
Health	8				8
Human Services	15				15
Labor	2				2
Military	7				7
Public Safety	1				1
Transportation			1		1
Vermont Health Access	1				1
Total	68	4	74	1	147

During Fiscal Year 2015, 147 new limited service positions were authorized.

NOTE: A limited service position is a time-limited position in the classified service which, when initially established, is reasonably expected to exist for a limited duration of less than three (3) years but more than one (1) year, but which may be extended based on continued funding. Such positions are usually associated with a specially funded project or program.

Source: Department of Human Resources.

TABLE 69a USE OF TEMPORARY EMPLOYEES IN FISCAL YEAR 2015

Department	Temporary Categories							Total for Department		
	Bona Fide Emergency	Fill Ins	Intermittent	Part-Time On- Going	Seasonal	Sporadic	Other	Num.	Hours	Gross Wages
Administration		2	3			1	1	7	5,272	\$130,420
Agriculture				1	18	1	3	21	10,643	\$200,362
Attorney General		1			2	1	1	5	3,089	\$53,946
Buildings & General Services		39		2	18	12	15	83	65,764	\$662,048
Children & Families		67	22	6	1	123	18	232	182,333	\$3,063,860
Commerce & Community Dev.			3		51	2	1	57	21,232	\$241,430
Corrections		109	1	5	3	13	53	180	124,264	\$1,631,800
Criminal Justice Training Council			1					1	1,322	\$18,019
Defender General		1					1	2	2,110	\$44,567
Disabilities, Aging & Ind Living		5	1	2		2	3	13	6,716	\$154,008
Education		5	2		6	1		14	6,513	\$112,554
Enhanced 911			1					1	1,280	\$15,861
Environmental Conservation					41		2	43	21,000	\$367,991
Finance & Management		1						1	401	\$18,676
Financial Regulation					2			2	588	\$9,902
Fish & Wildlife					76		3	78	47,281	\$786,209
Forest, Parks & Recreation					469	2	9	475	260,695	\$3,116,539
Governor's Office					1	2	1	4	1,430	\$27,848
Green Mountain Care Board							1	1	832	\$14,394
Health		10	4	37	11	15	6	80	27,359	\$410,099
Human Resources		2					1	3	537	\$9,445
Human Services				1				1	120	\$1,447
Information & Innovation		1				1	1	3	2,252	\$57,106
Labor		3	6		16		10	42	20,680	\$312,625
Liquor Control		9			1	2		12	10,426	\$141,720
Mental Health		17	12		1	8	5	35	38,510	\$424,961
Military		8		1	4	1	3	14	9,890	\$142,604
Natural Resources					1	1		2	90	\$1,923
Public Safety - Civilian		7	22	4	3	67	55	143	68,505	\$979,565
Public Safety - Sworn		4	5	4	3	2	26	44	16,584	\$272,555
Public Service							1	1	68	\$2,094
Secretary of State				1	2	1	3	7	3,597	\$63,491
State Treasurer				2	1	1		4	2,413	\$56,743
State's Attorneys & Sheriffs			1				1	2	1,020	\$20,005
Taxes		3	1		31	6		39	22,353	\$316,957
Transportation	1	13	9	1	295	10	33	357	172,254	\$2,662,536
Vermont Health Access		6	2	1	3	15	1	28	21,503	\$416,807
Vermont Labor Relations Board		1						1	4	\$60
Vermont Veterans' Home			51	2	2	1	2	54	47,649	\$550,780
Grand Total	1	314	147	70	1062	291	260	2092	1,228,579	\$17,513,956

Source: The State's Human Resource Information System (VTHR). Please see Table 69b for additional source information and Special Note.

TABLE 69b SUMMARY OF USE OF TEMPORARY EMPLOYEES BY FISCAL YEAR

Summary of Temporary Usage FY 2011 to FY 2015					
State Totals	2011	2012	2013	2014	2015
Number	1,838	2,000	1,900	2,123	2,065
% Change from Previous FY	10.5%	8.8%	-5.0%	11.7%	-2.7%
Hours	1,205,075	1,232,451	1,154,888	1,326,245	1,228,579
% Change from Previous FY	3.7%	2.3%	-6.3%	14.8%	-7.4%
Wages	\$14,794,591	\$15,661,967	\$15,168,287	\$18,413,312	\$17,513,956
% Change from Previous FY	7.2%	5.9%	-3.2%	21.4%	-4.9%

Source: The State's Human Resource Information System (VTHR). Data include only temporary employees of the Executive Branch for Fiscal Years 2011 to 2015.

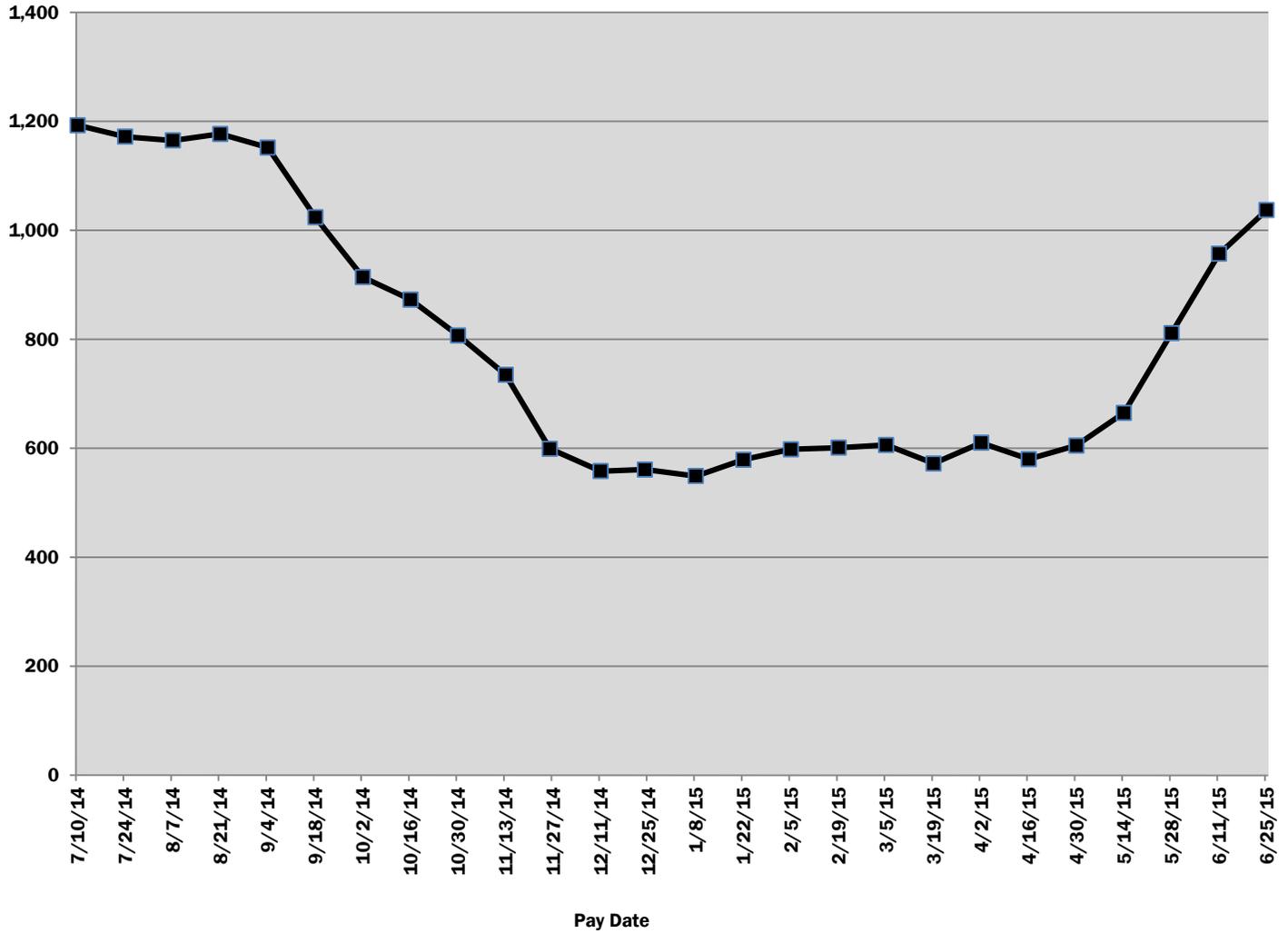
SPECIAL NOTE: Providing an exact count of temporary employees is troublesome. Temporary employees can work more than one time period, in more than one category, and for more than one department in a fiscal year. In the Table 69a under "Total for Department" the number for each individual department is accurate, but adding across the temporary categories for a particular department may not always sum to the department total since one individual may have worked in more than one category. The "Grand Total" row on the bottom of the Table 69a accurately shows the number of individuals who worked as temporary employees within each category. The "Grand Total" under "Total for Department" shows the sum across all departments (2,092) but the actual total of unique temporary employees (shown in Table 69b) was 2,065 because 27 individuals worked in more than one department.

In Fiscal Year 2015, 2,065 individuals worked as temporary employees for 1,228,579 hours and were paid a total of \$17,513,956 in gross wages.

The Table above compares the use of temporary employees for Fiscal Years 2011 to 2015. Fiscal Year 2015 saw a decrease from Fiscal Year 2014 in the number of unique temporary employees (-2.7%), in total hours (-7.4%) and total gross wages (-4.9%).

Comment: In accordance with 3 V.S.A. § 331, temporary positions are created when there is a short-term need for additional employees. There are six categories of temporary employees: (1) **SEASONAL:** Seasonal employment is defined within each department and may vary by program. Each season has a defined beginning and end, and the season repeats on a yearly basis; (2) **BONA FIDE EMERGENCY:** This category is usually limited to an unforeseen situation that requires a short-term staffing increase to avoid a serious threat to critical services that would otherwise jeopardize public safety. Employment may be full time during the emergency; (3) **FILL-INS:** A fill-in is a one-for-one replacement of an existing employee who may be on a leave of absence for illness, military, educational, or family reasons. This category may also be used to fill-in for a vacant position that is actively under recruitment. Employment may be full time during the fill-in period; (4) **INTERMITTENT:** This category is reserved for situations where there are fluctuations in the workload that are not seasonal. Occasionally the employee may work 40 hours, but not on a regular basis; (5) **SPORADIC:** These situations have no pattern or order. They may include projects, special caseloads, and other situations where an employee is needed for a short period of time or on an occasional basis over a period of time; and (6) **PART-TIME ON-GOING:** This category covers regular, on-going part-time employment.

TABLE 70 NUMBER OF TEMPORARY EMPLOYEES ON PAYROLL BY PAY DATE FOR FISCAL YEAR 2015



Source: The State's Human Resource Information System (VTHR). Data include only temporary employees of the Executive Branch for Fiscal Year 2015.

The number of temporary employees on payroll at each pay date varies considerably over the span of the fiscal year.

While the number of temporary employees peaks during the summer months at over 1,000 employees per pay date, from late November (11/27/14) to early May (5/14/15) the number of temporary employees drops to 700 or fewer.

TABLE 71 EXECUTIVE BRANCH CONTRACTS FOR SERVICES CREATED IN FISCAL YEAR 2015

Agency/Department	Number of Contracts	Amount Expended	Maximum Amount
Administration	6	\$442,143	\$2,286,470
Agriculture	60	\$286,157	\$1,345,554
Attorney General	36	\$1,138,761	\$2,302,071
Auditor of Accounts	2	\$19,622	\$93,900
Buildings & General Services	220	\$15,675,212	\$58,666,513
Children and Families	269	\$4,107,300	\$58,105,392
Commerce & Community Development	61	\$2,680,739	\$7,811,635
Corrections	62	\$12,740,274	\$99,016,868
Criminal Justice Training Council	4	\$270,114	\$733,810
Defender General	92	\$3,556,901	\$4,735,491
Disabilities, Aging, and Independent Living	64	\$657,462	\$3,905,852
Education	93	\$5,234,080	\$13,726,619
Enhanced 911 Board	2	\$31,523	\$130,505
Environmental Conservation	66	\$1,370,393	\$7,968,232
Financial Regulation	3	\$4,800	\$115,000
Fish & Wildlife	93	\$1,896,356	\$3,761,005
Forest, Parks & Recreation	125	\$976,234	\$2,683,709
Green Mountain Care Board	16	\$828,333	\$5,370,990
Health	73	\$2,099,867	\$5,715,586
Human Resources	22	\$7,496,769	\$13,174,105
Human Services	43	\$2,553,908	\$10,964,327
Information & Innovation	28	\$2,299,979	\$30,025,274
Labor	6	\$308,237	\$6,056,661
Libraries	10	\$135,857	\$190,490
Liquor Control	3	\$531,602	\$1,027,000
Mental Health	24	\$537,889	\$16,245,736
Military	213	\$6,413,185	\$20,931,432
Natural Resources	6	\$469,706	\$1,237,152
Public Safety	108	\$1,533,838	\$5,154,501
Public Service	29	\$692,848	\$3,171,317
Public Service Board	6	\$74,339	\$1,438,114
Secretary of State	28	\$479,151	\$1,005,272
State Treasurer	3	\$553,315	\$1,050,000
State's Attorneys & Sheriffs	21	\$181,319	\$1,174,726
Taxes	5	\$49,474	\$111,420
Transportation	121	\$18,346,828	\$98,912,610
Vermont Health Access	60	\$10,883,854	\$27,701,859
Vermont Lottery Commission	4	\$195,695	\$700,275
Vermont Veterans' Home	11	\$199,473	\$1,737,920
Grand Total	2,098	\$107,953,536	\$520,485,392

According to 3 V.S.A. §341(2) "Personal services contract" or "contract" means an agreement or combination or series of agreements, by which an entity or individual who is not a State employee agrees with an agency to provide services, valued at \$10,000.00 or more per year. However, included in this Table are **all** contracts for services, regardless of size, that departments are required to track in the Financial VISION system and the AOT system "STARS" in accordance with Administrative Bulletin 3.5.

Expended amount means the amount of payment released for the contract in Fiscal Year 2015. "Released" means the amount of payment authorized to be released, upon receipt and processing of a valid vendor invoice. It usually, but does not always coincide with the actual payment. Contracts may be written for duration of multiple years. Maximum amount may reflect a multiple year contract.

This Table contains information on contracts newly issued during Fiscal Year 2015 (7/1/14 - 6/30/15).

Source: VISION/Department of Finance & Management and STARS/Agency of Transportation.

TABLE 72 EXECUTIVE BRANCH PRIVATIZATION CONTRACTS – FISCAL YEAR 2015

Contractor	Summary of Work	Cost of Contract	Duration of Contract
n/a	n/a	n/a	n/a

Source: Department of Human Resources/Department of Finance & Management

No privatization contracts were executed in Fiscal Year 2015.

NOTE: According to 3 V.S.A. § 341(3) "Privatization contract" means a personal services contract by which an entity or an individual who is not a State employee agrees with an agency to provide services, valued at \$20,000.00 or more per year, which are the same or substantially similar to and in lieu of services previously provided, in whole or in part, by permanent, classified State employees, and which result in a reduction in force of at least one permanent, classified employee, or the elimination of a vacant position of an employee covered by a collective bargaining agreement.

TABLE 73 CONTRACTORS ON PAYROLL AS OF 6/25/15 PAY DATE

Pos. Num.	Department	Title	Average Hourly Rate
198025	Attorney General	Contractual	\$56.00
198020	Attorney General	Contractual	\$59.00
198002	Attorney General	Contractual	\$43.00
	Attorney General	Total	3
758021	Children & Families	Contractual	\$25.00
758025	Children & Families	Contractual	\$25.00
758031	Children & Families	Contractual	\$15.00
758028	Children & Families	Contractual	\$15.00
758017	Children & Families	Contractual	\$25.00
758013	Children & Families	Contractual	\$14.00
758023	Children & Families	Contractual	\$25.00
758011	Children & Families	Contractual	\$15.00
758020	Children & Families	Contractual	\$25.00
758026	Children & Families	Contractual	\$14.00
758016	Children & Families	Contractual	\$25.00
758018	Children & Families	Contractual	\$15.00
758027	Children & Families	Contractual	\$25.00
758022	Children & Families	Contractual	\$15.00
758004	Children & Families	Disability Determination Medical Consultant	\$73.98
758009	Children & Families	Disability Determination Medical Consultant	\$63.98
758005	Children & Families	Disability Determination Medical Consultant	\$63.98
758003	Children & Families	Disability Determination Medical Consultant	\$58.65
758002	Children & Families	Disability Determination Medical Consultant	\$73.98
758010	Children & Families	Disability Determination Medical Consultant	\$63.98
758015	Children & Families	Disability Determination Medical Consultant	\$63.98
758029	Children & Families	Disability Determination Medical Consultant	\$63.98
758030	Children & Families	Disability Determination Medical Consultant	\$58.65
758001	Children & Families	Disability Determination Medical Consultant	\$63.98
758008	Children & Families	Disability Determination Medical Consultant	\$63.98
758014	Children & Families	Disability Determination Medical Consultant	\$58.65
758007	Children & Families	Disability Determination Medical Consultant	\$58.65
758012	Children & Families	Disability Determination Medical Consultant	\$53.32
	Children & Families	Total	28
768017	Disabilities, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$17.00
	Disabilities, Aging & Independent Living	Total	1
		Grand Total	32

Source: The State's Human Resource Information System (VTHR).

These are contractors who are paid through the State's payroll system, but whose working relationships with the State of Vermont are properly outside of the classified service.

SPECIAL SECTION – EMPLOYEE ENGAGEMENT SURVEY RESULTS – 2015

The mission of the Department of Human Resources (DHR) is to provide leadership to and partnership with other departments in State Government, building managerial and workforce excellence while fostering understanding and observance of regulatory requirements. DHR's 2012 – 2015 strategic plan heavily emphasizes training and development in core skills for supervisors and managers, and clear standards in HR best practices for recruiting, hiring, retaining and supporting an effective and engaged workforce.

In 2013, DHR implemented the first statewide survey assessing employee engagement in an effort to address the goal of developing workforce excellence using meaningful performance targets and measures. That survey provided a baseline assessment of employee engagement.

The 2015 State of Vermont Employee Engagement Survey builds on the baseline established in the 2013 Engagement Survey, and provides important information for DHR to stay current on the status of employee engagement in Vermont State Government. This survey process allows us to measure how employees feel about their daily work and about the State of Vermont as an employer. In addition, results can be compared to prior years to examine trends and establish goals for improved engagement.

The 2015 survey structure remained the same as the 2014 survey. While there are a number of ways to define employee engagement, simply stated it is the degree to which an individual is committed to an organization and the extent to which he/she works to fulfill and advance a stated mission. The 2015 survey addressed the engagement areas of:

- The relationship between job duties and the organization's mission/goals;
- Communication and input;
- Relationships and morale within the organization;
- The employee's relationship with supervisor;
- The impact of workload, staffing and resources; and
- Compensation and benefits.

The survey was conducted from October 26 through November 2, 2015. The survey sample included all classified and exempt employees of the Executive Branch employed during the survey period.

Of the 7,961 employees surveyed, 4,523 employees responded to the survey for an overall response rate of 56.8%. While this was a robust sample, since survey participation was voluntary it should be noted that this survey was based on a "convenience" sample of employees who chose to respond. Therefore, one should be cautious in interpretation of results.

TABLE 74 JOB DUTIES AND THEIR RELATIONSHIP TO THE MISSION AND GOALS OF YOUR AGENCY OR DEPARTMENT – ALL RESPONDENTS

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department	All Respondents		
Question	% Agree	% Neutral	% Disagree
Q1. I understand my job duties and responsibilities.	92.0%	5.0%	2.9%
Q2. I understand the work, goals, and mission of my department or agency.	89.1%	7.3%	3.6%
Q3. The work I perform is linked to my department or agency meeting its goals and mission.	88.5%	8.5%	3.0%
Q4. I enjoy the performing the day to day work of my job.	78.0%	14.5%	7.5%
Q5. The work I perform is meaningful and rewarding.	74.9%	16.3%	8.8%
Q6. I would recommend the State of Vermont to others as a great place to work.	65.4%	23.3%	11.2%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from October 26 through November 2, 2015. Of the 7,961 employees surveyed, 4,523 employees responded to the survey for an overall response rate of 56.8%. Since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, one should be cautious in interpretation of results.

Table 74 displays percent agreement for all respondents to survey statements for “Job Duties and their Relationship to the Mission and Goals of your Agency or Department.”

More than 90% of respondents agreed that they understand their job duties and responsibilities (92.0%). A high level of agreement was also seen when asked if they understood the work, goals, and mission of their department or agency (89.1%) and that the work they perform is linked to their department or agency meeting its goals and mission (88.5%).

To a lesser extent, respondents agreed that they enjoy performing the day to day work of their job (78.0%) and that the work they perform is meaningful and rewarding (74.9%).

The lowest agreement was found among all respondents when asked if they would recommend the State of Vermont to others as a great place to work (65.4%). The relatively high level of “neutral” as a response shows the ambivalence respondents felt about this statement (23.3%).

TABLE 75 COMMUNICATION AND INPUT WITHIN YOUR ORGANIZATION – ALL RESPONDENTS

Survey Items: Communication and Input within Your Organization	All Respondents		
Question	% Agree	% Neutral	% Disagree
Q7. Management and senior leadership communicates important information effectively.	51.8%	20.0%	28.2%
Q8. I have an opportunity to communicate with and provide feedback to management and senior leadership.	59.6%	19.4%	21.0%
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.	58.6%	20.2%	21.2%
Q10. My department or agency works well with other departments and agencies.	60.4%	27.4%	12.2%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from October 26 through November 2, 2015. Of the 7,961 employees surveyed, 4,523 employees responded to the survey for an overall response rate of 56.8%. Since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, one should be cautious in interpretation of results.

Table 75 displays percent agreement for all respondents to survey statements for “Communication and Input within your Organization.”

A little over half of respondents agreed that management and senior leadership communicates important information in an effective manner (51.8%). However, nearly 30% disagreed with this statement (28.2%).

More respondents felt they had an opportunity to communicate with and provide feedback to management and senior leadership (59.6%), were encouraged to share ideas on improving either service delivery or business process efficiency (58.6%), and that their department or agency works well with other departments and agencies (60.4%). However, there was a relatively high level of “neutral” and “disagree” responses (all total over 40%), which shows respondents’ ambivalence about these statements.

TABLE 76 RELATIONSHIPS AND MORALE IN YOUR ORGANIZATION – ALL RESPONDENTS

Survey Items: Relationships and Morale in Your Organization	All Respondents		
	Question	% Agree	% Neutral
Q11. Morale within my department or agency is good.	41.5%	22.7%	35.8%
Q12. The people I work with treat each other respectfully.	69.0%	16.5%	14.5%
Q13. The people I work with care about me.	65.5%	24.3%	10.2%
Q14. My fellow employees are committed to doing good work.	78.4%	16.0%	5.6%
Q15. The employees in my work group work well together as a team.	73.6%	16.4%	10.0%
Q16. I feel I can communicate honestly and openly in my workplace.	61.1%	18.1%	20.8%
Q17. Harassment is not tolerated in my workplace.	75.8%	13.7%	10.5%
Q18. Discrimination is not tolerated in my workplace.	78.8%	13.3%	7.9%
Q19. I am confident that any misconduct that I report will be handled properly.	59.5%	21.7%	18.8%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from October 26 through November 2, 2015. Of the 7,961 employees surveyed, 4,523 employees responded to the survey for an overall response rate of 56.8%. Since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, one should be cautious in interpretation of results.

Table 76 displays percent agreement for all respondents to survey statements for “Relationships and Morale in your Organization.”

About the same percentage of respondents agreed that morale within their department or agency is good (41.5%) as those that disagreed (35.8%).

Nearly 70% of all respondents agreed that the people they work with treat each other respectfully (69.0%) and to a slightly lesser extent that the people they work with care about them (65.5%).

Approximately three out of four of respondents agreed that their fellow employees are committed to doing good work (78.4%) and that employees in their work group work well together as a team (73.6%).

A little over 60% of respondents felt they can communicate honestly and openly in their workplace (61.1%), which had a relatively high percent disagreeing with the statement (20.8%).

Three out of four of all respondents agreed that harassment is not tolerated in their workplace (75.8%) and discrimination is not tolerated in their workplace (78.8%). Fewer respondents agreed that they were confident that any misconduct that they report will be handled properly (59.5%), which had a relatively high percent disagreeing with the statement (18.8%).

TABLE 77 YOUR SUPERVISOR – ALL RESPONDENTS

Survey Items: Your Supervisor	All Respondents		
Question	% Agree	% Neutral	% Disagree
Q20. My supervisor clearly explains my job performance expectations.	68.5%	17.3%	14.2%
Q21. My supervisor regularly provides me with timely and useful feedback.	60.9%	19.4%	19.7%
Q22. My supervisor gives me an opportunity to do my best work.	73.7%	15.1%	11.3%
Q23. I am satisfied with the recognition I receive from my supervisor for my work.	61.9%	18.9%	19.2%
Q24. My supervisor treats employees fairly and respectfully.	70.8%	15.8%	13.4%
Q25. My supervisor seems to care about me as a person.	75.0%	15.5%	9.5%
Q26. My supervisor provides the help I need to improve my job performance.	63.8%	20.4%	15.7%
Q27. I have an opportunity to learn and grow professionally.	64.5%	19.1%	16.4%
Q28. I receive the training I need to perform my job.	61.6%	22.5%	15.9%
Q29. My supervisor and I discuss and plan my career development.	41.0%	29.2%	29.9%
Q30. My performance evaluations are completed annually.	62.8%	17.4%	19.8%
Q31. The standards used to evaluate my performance are fair.	57.7%	29.1%	13.2%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from October 26 through November 2, 2015. Of the 7,961 employees surveyed, 4,523 employees responded to the survey for an overall response rate of 56.8%. Since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, one should be cautious in interpretation of results.

Table 77 displays percent agreement for all respondents to survey statements for “Your Supervisor.”

Generally, there were moderate levels of agreement across the range of statements, but with relatively high levels of “neutral” and “disagree” responses (in the 30% to 40% range) which shows that these supervisory items have variability based on other factors, such as across departments.

The lowest agreement among all respondents was when asked if their supervisor discussed and planned their career development with them (41.0%).

For all respondents, 62.8% agreed that their performance evaluations are completed annually. To a lesser extent respondents agreed that the standards used to evaluate their performance were fair (57.7%), with a high level of “neutral” (29.1%), which shows respondents’ ambivalence about this statement.

TABLE 78 WORKLOAD, STAFFING AND RESOURCES – ALL RESPONDENTS

Survey Items: Workload, Staffing and Resources	All Respondents		
	Question	% Agree	% Neutral
Q32. My Agency or Department has the staffing necessary to achieve its mission.	26.9%	19.7%	53.4%
Q33. The amount of work I am expected to perform is reasonable.	50.0%	21.2%	28.8%
Q34. My job allows a good balance between work and my personal life.	58.2%	22.0%	19.8%
Q35. I have the resources to do my job well.	54.7%	21.6%	23.8%
Q36. My Agency or Department has the technology needed to get the work done.	52.6%	20.1%	27.4%
Q37. My physical working environment is reasonable for my type of work.	76.8%	12.6%	10.6%
Q38. I feel safe and secure in my work environment.	72.3%	15.2%	12.6%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from October 26 through November 2, 2015. Of the 7,961 employees surveyed, 4,523 employees responded to the survey for an overall response rate of 56.8%. Since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, one should be cautious in interpretation of results.

Table 78 displays percent agreement for all respondents to survey statements for “Workload, Staffing and Resources.”

A majority of respondents disagreed that their department or agency has the staffing and resources necessary to achieve its mission (53.4%).

While 50.0% of all respondents agreed that the amount of work they are expected to perform is reasonable, nearly one-third (28.8%) disagreed. A higher percentage agreed that their job and work environment allow for a good balance between work and their personal life (58.2%).

A majority of all respondents agreed that they have the resources to do their job well (54.7%) and that their department or agency had the technology needed to get the work done (52.6%).

Over three out of four of all respondents agreed that their physical working environment is reasonable for their type of work (76.8%) and to a lesser extent that they feel safe and secure in their work environment (72.3%).

TABLE 79 COMPENSATION AND BENEFITS – ALL RESPONDENTS

Survey Items: Compensation and Benefits	All Respondents		
Question	% Agree	% Neutral	% Disagree
Q39. I am paid fairly for the work I do.	55.7%	18.7%	25.6%
Q40. I feel that working for the State of Vermont provides me with good job security.	71.4%	17.5%	11.1%
Q41. I feel that working for the State of Vermont provides me with a solid career path.	58.0%	26.2%	15.8%
Q42. I understand my benefit plans.	77.6%	15.0%	7.4%
Q43. I understand my retirement benefits.	60.2%	24.1%	15.7%
Q44. Overall, I am satisfied with the benefits I receive.	74.5%	18.4%	7.1%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from October 26 through November 2, 2015. Of the 7,961 employees surveyed, 4,523 employees responded to the survey for an overall response rate of 56.8%. Since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, one should be cautious in interpretation of results.

Table 79 displays percent agreement for all respondents to survey statements for “Compensation and Benefits.”

Over half of all respondents (55.7%) agreed that they felt that they were paid fairly for the work they perform, while 25.6% disagreed.

Nearly three out of four of all respondents agreed that working for the State of Vermont provides them with good job security (71.4%), while to a lesser extent 58.0% agreed that that working for the State of Vermont provided them with a solid career path.

Nearly four out of five respondents agreed that they understand their benefits plan (77.6%), and a lower percent agreed that they understand their retirement benefits (60.2%). Overall, 74.5% agreed that they were satisfied with the benefits they received. Only 7.1% disagreed.

TABLE 80 OVERALL JOB SATISFACTION – ALL RESPONDENTS

Survey Items: Overall Job Satisfaction	All Respondents		
Question	% Agree	% Neutral	% Disagree
Q45. In general, I am satisfied with my job.	72.1%	16.5%	11.4%

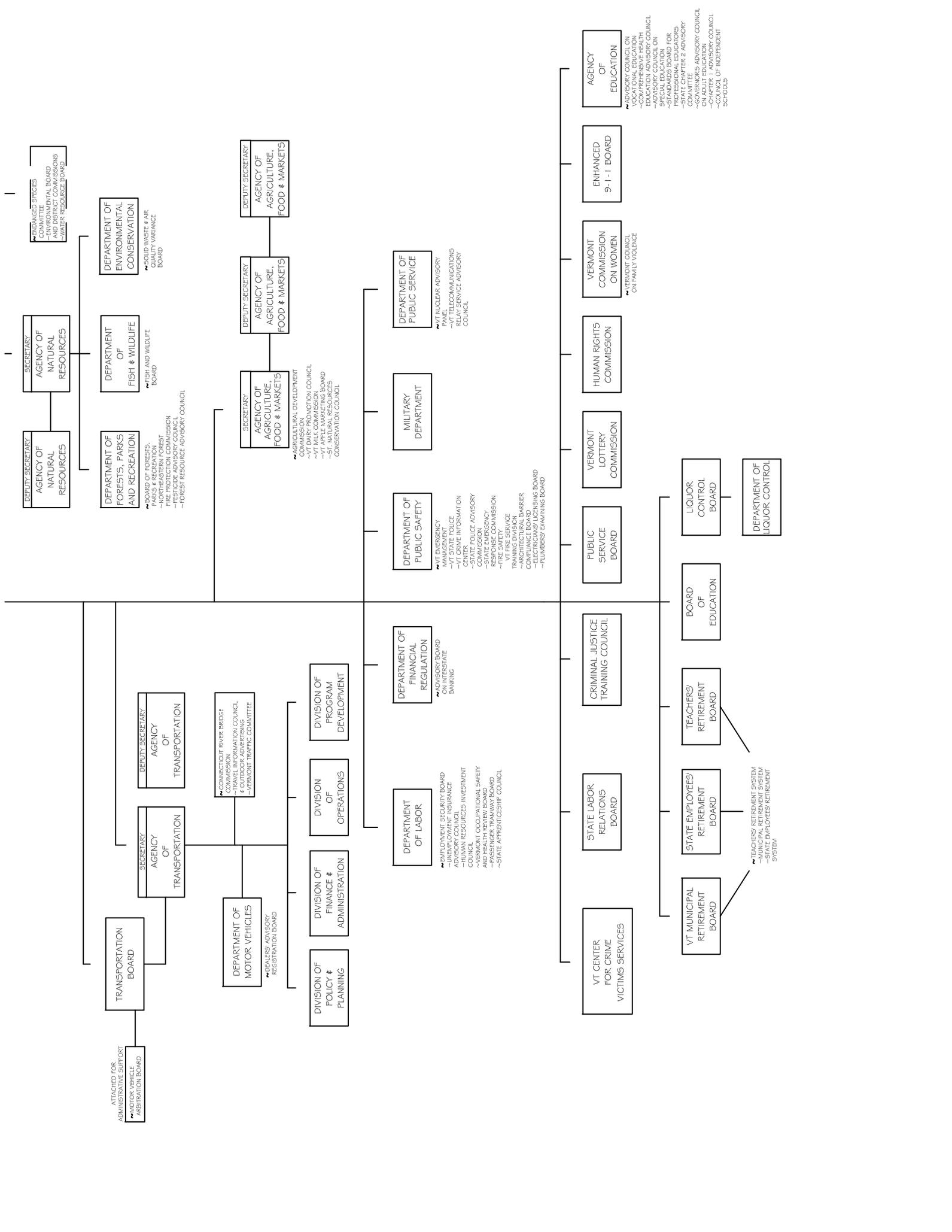
Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from October 26 through November 2, 2015. Of the 7,961 employees surveyed, 4,523 employees responded to the survey for an overall response rate of 56.8%. Since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, one should be cautious in interpretation of results.

Table 80 displays percent agreement for all respondents for “Overall Job Satisfaction.”

Over 70% agreed that in general they were satisfied with their job (72.1%).

APPENDIX A – STATE OF VERMONT ORGANIZATIONAL CHART

Source: Courtesy of the Department of Buildings & General Services



APPENDIX B – EEO-4 CATEGORIES

The Equal Employment Opportunity Commission (EEOC) has established eight standardized occupational groupings.

Administrative Support (Including Clerical and Sales): Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

Officials and Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

Paraprofessionals: Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes: research assistants, medical aids, child support workers, policy auxiliary welfare service aids, recreation assistants, homemakers aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dieticians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

Protective Service Workers: Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

Service Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

Skilled Craft Workers: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

Technicians : Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers) and kindred workers.

APPENDIX C – DEPARTMENT LISTING

Department, Full Name	Department, Used in Report	Small Department
Adjutant General, Office of	Military	
Agency of Administration	Administration	
Agriculture, Food & Markets, Agency of	Agriculture, Food & Markets	
Attorney General, Office of	Attorney General	
Auditor of Accounts	Auditor of Accounts	Yes
Buildings & General Services, Department of	Buildings & General Services	
Children & Families, Department for	Children & Families	
Commerce & Community Development, Agency	Commerce & Community Development	
Corrections, Department of	Corrections	
Defender General, Office of	Defender General	
Disabilities, Aging & Independent Living, Department of	Disabilities, Aging & Independent Living	
Enhanced 911 Board	Enhanced 911 Board	Yes
Education, Agency of	Education	
Environmental Conservation, Department of	Environmental Conservation	
Finance & Management, Department of	Finance & Management	
Financial Regulation, Department of	Financial Regulation	
Fish & Wildlife, Department of	Fish & Wildlife	
Forest, Parks & Recreation, Department of	Forest, Parks & Recreation	
Governor's, Office of the	Governor's Office	
Green Mountain Care Board	Green Mountain Care Board	
Health, Department	Health	
Human Resources, Department of	Human Resources	
Human Services, Agency of	Human Services	
Information & Innovation, Department of	Information & Innovation	
Labor, Department of	Labor	
Libraries, Department of	Libraries	
Lieutenant Governor	Lieutenant Governor	
Liquor Control, Department of	Liquor Control	
Lottery Commission, Vermont	Vermont Lottery Commission	
Natural Resources Board	Natural Resources Board	
Natural Resources, Agency of	Natural Resources	
Public Safety, Department of	Public Safety	
Public Service Board	Public Service Board	Yes
Public Service, Department of	Public Service	
Secretary of State	Secretary of State	
State's Attorneys & Sheriffs, Department of	State's Attorneys & Sheriffs	
Taxes, Department of	Taxes	
Transportation, Agency of	Transportation	
Treasurer, Office of State	State Treasurer	
Vermont Commission on Women	Vermont Commission on Women	Yes
Vermont Criminal Justice Training Council	Criminal Justice Training Council	Yes
Vermont Health Access, Department of	Vermont Health Access	
Vermont Human Rights Commission	Vermont Human Rights Commission	Yes
Vermont Labor Relations Board	Vermont Labor Relations Board	Yes
Vermont Veterans' Home	Vermont Veterans' Home	
VOSHA Review Board	VOSHA Review Board	Yes

Note: "Small Departments" have 15 or fewer classified employees.

APPENDIX D – CALCULATION OF RETIREMENT ELIGIBILITY

Retirement eligibility was determined if at the end of Fiscal Years 2015 the employee met one of the following conditions for normal retirement:

(1) Five or more years of service (vested) and age 62; or (2) 30 years of service. These are the criteria for “Group F” retirement members (hired before 7/1/08), which include more than 60% of all classified employees.

(2) Some law enforcement employees have different eligibility criteria (“Group C”) and for these employees eligibility was based on (a) five or more years of service (vested) and age 55; or (b) age 50 and 20 years of service.

(3) There are a small number of employees who are in “Group A”. For these employees, eligibility was based on (a) age 65 or (b) age 62 with 20 years of service.

(4) Finally, for all new Group F hires as of (7/1/08) eligibility will be 87 (combination of age and service) points or 65 years of age.

Projections are based on employee’s age and length of creditable service at Fiscal 2015 year-end. One year is added to age and creditable service to determine eligibility in the next fiscal year. This process is repeated for each subsequent fiscal year.

Data on employee age was obtained from the State’s Human Resource Information System (VTHR). Data on years of creditable service was obtained from the Office of the State Treasurer, Retirement Division. Creditable service includes time spent as an active employee, as well as credit for prior service, military duty and purchased service.

APPENDIX E – SPECIAL NOTES

Table 56

Under the collective bargaining agreements, some law enforcement positions are paid premium pay for certain hours regularly scheduled over 80 in a 2-week period. This has not historically been categorized as overtime. At the introduction of the new VTHR system in May, 2013, these hours began being counted as overtime. The system has now been adjusted so that these hours are reverting to their previous status. There is no change in total pay, just the categorization of overtime. For the periods in which these hours were counted as overtime, an estimate calculation has been performed to revise the reporting of overtime.

Appendix C – Department Listing

In Fiscal Year 2014 two departments – Administration and Green Mountain Care Board – had a number of classified employees that totaled 15 or more for the first time. Therefore, these departments were no longer classified as “small departments” and included in all department tables. Previous fiscal years when the number of classified employees for these departments was fewer than 15 employee, the department’s data remains in the small department category.

Multiple Tables

At the end of Fiscal Year 2014 a discrepancy in employee data in VTHR was determined to be a result of the existence of multiple ethnic records for a small number of employees. The result was that number of employees for Fiscal Years 2010, 2011, 2012 and 2013 was slightly overstated because of multiple records (Fiscal Year 2010, +4; Fiscal Year 2011, +11; Fiscal Year 2012, +17; Fiscal Year 2013, +35). Employee count in this Fiscal Year 2015 report has been corrected. In addition, as a result of the multiple employee records ethnic representation in the workforce was also slightly overstated, but only affected Fiscal Year 2013 reported percentages. Again, in this Fiscal Year 2015 report this has been corrected.