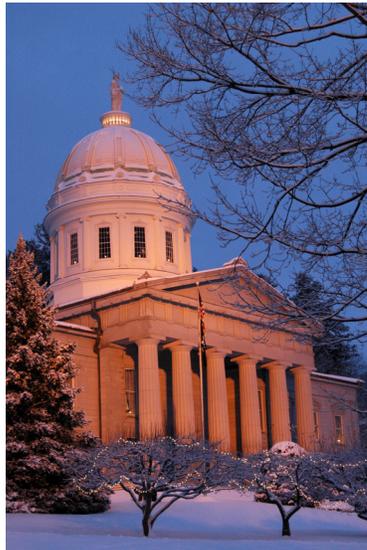


State of Vermont
Workforce Report
Fiscal Year 2007

And

Department of Human Resources
Annual Report 2007



State of Vermont Workforce Report Fiscal Year 2007

And

**Department of Human Resources
Annual Report 2007**

**Presented to
Governor James H. Douglas
and
The Vermont General Assembly**

Prepared by:

Vermont Department of Human Resources

David K. Herlihy
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Governor Douglas and Members of the General Assembly:

It is a privilege to present the Department of Human Resources Annual Report and the State of Vermont Workforce Report – Fiscal Year 2007.

As explained in the annual report, during the past year the Department of Human Resources continued to evolve to better serve employees, managers, applicants, and everyone interested in the state employee workforce. The Benefits and Wellness Division was split, with the business-oriented functions of the benefits programs being moved into the Division of Administrative Services alongside our other business functions. Wellness was relocated to the division that focuses on employee enrichment, the Workforce Development Division. Payroll completed a move from the Department of Human Resources into the Department of Finance & Management, as set forth in statute.

In addition to the annual report, you will find the Workforce Report called for by 3 V.S.A. § 309. We have worked to capture and present data that will allow you, department heads, and managers to better understand our workforce. The ultimate goal is the ability to identify and meet the challenges of managing our workforce. Within the Workforce Report are sections on Workforce Characteristics, Workforce Trends, and Reports to the General Assembly as specified in statute. It is my hope that you and managers at all levels of state government find the data useful. Data cannot tell the whole story, but it's a good way to uncover issues that could need a closer look, such as anticipating turnover. My staff and I look forward to supporting you and state managers in interpreting and responding to the data.

I want to take this opportunity to publicly thank the staff at the Department of Human Resources. Although I have been Commissioner only a few weeks, as a long-time member of the Department I have an insider's view of their hard work and dedication to carrying out the department's mission to work with all state government employers to ensure that the state workforce is ready and able to meet the needs of all who look to the State of Vermont for services.

As we reflect on the achievements of 2007 and the challenges that await us in 2008, we welcome all your observations about how well we have accomplished our mission and how we can improve in the future.

Sincerely,

A handwritten signature in black ink that reads "David K. Herlihy".

David K. Herlihy
Commissioner

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**DEPARTMENT OF HUMAN RESOURCES
ANNUAL REPORT 2007**



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OVERVIEW: A YEAR OF CHANGE

This was a year of significant change for the Department of Human Resources (DHR). Most notably, pursuant to a change in statute, the Payroll Division was transferred back to the Department of Finance & Management, where the division had previously resided. From an accounting systems perspective, moving the payroll function from the Department was necessary to achieve a separation between the human resources actions that drive payroll and the actual processing of payroll. In addition to that transfer, there was a good deal of internal reorganization. Divisions were dismantled and reorganized with a focus on function and workflow. The Benefits and Wellness Division was split, with the Wellness Program becoming part of the Workforce Development Division, while the business of operating the State employee health plans was placed with the Department's other business functions in the Administrative Services Division. The Recruitment Services Division moved from Waterbury to Montpelier, so that it would be co-located with the Classification, Compensation, & Human Resources Information Systems (HRIS) Division. All the change was prompted by a common goal: more efficient, effective, and responsive services for all who use them.

COMMISSIONER'S OFFICE & LEGAL SERVICES

This was a year of transition in the Commissioner's Office. At the end of October, Commissioner Linda McIntire accepted an appointment as Deputy Secretary of Administration, leaving General Counsel David Herlihy to do double duty as Acting Commissioner and counsel for the Department. In December, Herlihy was named Commissioner. Executive Staff Assistant Harriet Johnson, who joined DHR in the spring, also accepted a position in the Agency of Administration.

Many changes occurred in Legal Services, as well. Assistant Attorney General Margaret Vincent was assigned to the Department on a part-time basis, replacing AAG Joe Winn, who was assigned new duties with AHS. Paralegal Chris Boraker, who studied the law for four years under the mentorship of Assistant Attorney General Bill Reynolds, passed the Vermont Bar Examination and was sworn in as an attorney. Because of the overlap between the duties of a senior paralegal and those of a junior attorney, the Department was able to retain this employee by transforming her position from paralegal to Assistant Attorney General. Boraker will continue to support more senior attorneys and provide assistance with more challenging investigations, while also taking on her own caseload. Paralegal Mary Puro continued to provide in-depth investigative services for departments and agencies, and provide support for Herlihy, as well as Assistant Attorneys General Reynolds, Julio Thompson, and Vincent. Once

again in 2007, there were many issues of interest to the General Assembly that involved the Department, so during the session much of the counsel's time was devoted to assisting the Commissioner in providing information and representing the Department's interests.

CLASSIFICATION, COMPENSATION, and HRIS

Director Molly Paulger leads the Classification, Compensation, and HRIS Division. Classification Analysts Bill Rose, Julie Chenail and Tammie Ellison are responsible for classifying jobs by accurately assessing job content and assigning an appropriate pay grade, using the Willis Point Factor System. HRIS Coordinator Shelley Morton is responsible for quality control and data verification of HCM records. Auditing is performed to ensure business process consistency as well as records integrity pertaining to issues around labor relations, payroll, classification, benefits and recruitment. Jenny Audet works with Morton to audit HCM entries by end users, and enters personnel actions; she supports the classification analysts by tracking their work, managing work flow, and processing salary changes that result from reclassification.

Classification is sure to see increased demand for services as agencies reassign duties and reorganize functions to meet ever-increasing pressure to be more efficient. The analysts are assigned to specific departments and agencies, but also work collegially together on many job reviews. Additionally, the analysts support agency or department classification committees consisting of managers, supervisors, and human resource (HR) administrators. With that support, the committees conduct classification review of positions within their departments. The analysts provide training and assistance to the committees throughout the year. Current committees include those operating in the Agencies of Transportation, Natural Resources, and Agriculture, as well as the Departments of Motor Vehicles, Education, Public Safety, and Buildings and General Services. The analysts are also responsible for ongoing creation and maintenance of general descriptions for each job class.

Director Paulger is responsible for the oversight of exempt salaries, including initial salary approval, annual salary increases, promotions, and other special salary increases. She develops, maintains, and oversees exempt pay plans and works with the Administrative Services Division on market factor adjustment reviews, requiring an in-depth analysis of marketplace salaries of comparable positions outside of State government. Further, Paulger is responsible for hire-into-range reviews, which take various factors into account when establishing initial salaries, such as experience and difficulty in filling positions. Moreover, Paulger oversees statewide merit bonus policies for both classified and exempt employees.

The division has responsibility for position management and maintenance of position data in the Human Capital Management (HCM) system for all positions in all branches of State government. Paulger works closely with the Department of Finance & Management's budget analysts on department and agency requests to use positions. These aspects of her duties have dominated the second half of 2007, as State government has entered a period during which 400 positions must be eliminated as they become vacant. It is expected that oversight of that process will continue to occupy much of her time well into 2008, to the extent that some of her regular duties have been redistributed to other staff members.

ADMINISTRATIVE SERVICES

Mid-year the Fiscal and Information Management (FIM) Division added the Benefits unit, to become the Administrative Services Division.

Benefits

Division Director Harold Schwartz and all of FIM had long been involved in the financial aspects of the employee health plans so there were few growing pains in this transition. Administrative Services has worked to assure close ongoing coordination between the Benefit unit and Wellness unit functions.

The Benefits unit is responsible for managing and administering benefit programs covering more than 22,000 employees, retirees, and their eligible dependents. Offered programs include four health plan options, each of which includes medical, prescription drug, and mental health coverage. Other available benefits are the dental assistance program, life insurance, employee assistance program, and a flexible spending account program for qualifying medical expenses and dependent care.

Payroll's transfer from DHR provided a fresh opportunity to review processes formerly performed by payroll that actually are benefits processes. Nicole Hill, newly hired into the Benefits unit during the year, assumed benefits operations functions and in tandem with Benefits Analyst Sara Peake, successfully transitioned this functionality into the Benefits unit. Hill acts as operations supervisor for Benefits Administrators Jerry Fry and Anne Carver. In addition to regular customer service and other duties, Fry has a special focus on the flexible spending account program, and Carver has a special focus on the life insurance program.

Peake has worked closely with Hill in developing the process for collection and payment of Catamount fees by the State. During the course of the year, Hill and Peake have been responsible for notable improvements in benefits business processes.

Kathy Callaghan continues to manage the benefits programs for our participants, who now number more than 22,000 employees, dependents, and retirees. Contracting and managing the relationships with our providers remains her focus. The Department has succeeded in staggering the benefits contracts, allowing us to focus on one or two contracts per year. This year, Callaghan led the successful rebidding for life insurance coverage. As the face of the State Employees' Health Plan, she continued to contribute to the ongoing discussions in the General Assembly of how to best meet the State's health care challenges, and participated in statewide health care reform committees on initiatives such as Vermont Blueprint for Health.

Fiscal & Information Management (FIM)

FIM is responsible for data analysis, accounting, and budget development of the department. FIM is also responsible for coordinating response to public records and other information requests, for administering the Tuition Reimbursement program for State employees, as well as performing HR administrator and other functions.

Sheri Rockcastle, business manager, assisted in the transition of payroll to Finance in 2007. Terri Tibbetts, in addition to her HR administrator duties, also ensured that 377 State employee applicants received Tuition Reimbursement benefits. Jennifer Herwood, analyst, and Harold Schwartz, Director of Administrative Services, responded to a constant flow of requests for information about the Department, the State employee workforce, and our benefit plans. Herwood also supports State government by providing the market factor analyses that allow the State to provide adequate compensation for difficult-to-fill positions, as well as assisting managers all across State government to better manage through access to workforce data.

In addition to managing the enlarged Administrative Services Division, Director Schwartz was tasked with conducting analysis and providing key reports that significantly impact all of State government. Examples include in-depth analysis of the cost of salaries and benefits for use in collective bargaining and detailed analysis of the cost of employee benefits in order to set premium rates.

LABOR RELATIONS

The primary function of the Labor Relations Division is the negotiation, implementation, interpretation, and administration of collective bargaining agreements for unionized State employees in four certified bargaining units: Non-Management; Supervisory; Corrections; and State Police Bargaining Units. The division is also primarily responsible for the development, implementation, interpretation, and administration of many of the statewide policies and procedures for personnel administration. The division staff fulfills its mission to implement, interpret, and administer the contracts and policies in part by acting as the day-to-day consultants for the other divisions of the Department and all of State government.

Being an employer is growing ever more complex, as a growing number of State and federal requirements enter the employer-employee relationship. Specialized knowledge is needed on subjects such as Family/Medical Leave; political activity; Americans with Disabilities Act; veterans' reemployment rights; immigration employment law; fair employment practices and standards; alcohol and drug testing policies; security and background checks; and many others. The Labor Relations Division advises on all these subjects. The division also conducts hearings and issues decisions on labor or classification grievances filed with the Department.

A staff of only three carries out these varied and complex duties – Director Tom Ball and Labor Relations Specialists John Berard and Karin Pelletier. In addition to all the earlier-mentioned duties, Berard also serves as the Chair of the State's Reasonable Accommodation Committee for ADA requests and is the Department's representative on the State Health and Safety labor/management committee. In addition to her workforce diversity and equal employment opportunity responsibilities, Pelletier supports the State's overall security, emergency planning, and continuity of operations efforts. She also serves as the Department's representative to the Child and Elder Care Labor Management Committee that administers the State's child and elder care benefits programs, and to the State's Sick Leave Bank Committees. This year, the Division has also embarked on a long-term project to systematically review, update, and revise the Personnel Policies and Procedures Manual. Assistance has also been provided to other departments in developing and revising their internal policies and procedures, such as DII computer policies, BGS security policies, and the Agency of Human Services Hiring Standards policy.

The Labor Relations Division spent a considerable amount of time in 2007 finalizing and implementing the State employees' collective bargaining agreements negotiated for Fiscal Year 2008. Because this was a one-year contract, the staff has also been required

to conduct labor contract negotiations for the successor collective bargaining agreements which will take effect in July 2008. Bargaining talks occurred during the Fall, but did not result in a settlement. Mediation reduced the number of unsettled issues, but still did not produce complete agreement, so a fact-finding process occurred during November. The final outcome of negotiations is not known as this report is being prepared.

All division employees provide labor relations training for the professional development of the State's workforce, particularly supervisory development training programs, and *ad hoc* training that focuses on particular subject matter requests from departments and agencies. The Labor Relations Division staff has also been actively involved in the renewed efforts to improve the training, support, and guidance provided to the HR administrators from other State agencies and departments.

RECRUITMENT SERVICES

The Recruitment Services Division is responsible for recruitment administration and outreach activities for the State of Vermont. Under the leadership of Director Rossie Conklin, the division provides agencies and departments with highly qualified candidates to meet their staffing needs while at the same time providing an equal opportunity for all. The division is also responsible for the statewide coordinated advertising program, marketing efforts, workforce data collection, as well as managing the reemployment program for those employees with reduction-in-force reemployment rights.

In July 2007, the Recruitment Services Division moved from their offices at the Osgood Building in Waterbury to 144 State Street in Montpelier. The new office space provides room for three computer kiosks that are available for applicants who otherwise lack computer access. Staff is available to assist applicants in completing the online job application so they may view and apply for job postings of interest to them. The computer kiosks are also available for applicants to take the typing performance exam.

Four Recruitment Specialists provide support for all recruitment activities to State agencies and departments. Recruitment is much more than want ads and collecting applications. Done properly, recruitment is an involved process that begins with careful analysis of the position, its minimum qualifications, and time constraints, followed by development of appropriate screening questions and consideration of advertising options. The Recruitment Specialists work diligently to attract a high quality and diverse applicant pool and to help managers create fair and effective

screening tools. Additionally, they showcase the State of Vermont as an employer at job fairs around the state.

Recruitment duties are distributed among staff by department. In addition to regular recruiting duties for her assigned departments, Specialist Ann Carnell assists former employees who have reemployment rights to use their rights. Specialist Tanya Jarvis's additional duties center on the eRecruit database, technical assistance to applicants; and some system maintenance. In December, Specialist Gloria Abbiatti rejoined the division. Her special duties will be to continue the division's work with VABIR and the Vermont Refugee Resettlement Program as part of diversity outreach efforts. Specialist Ellen Gokey coordinates the outreach program, attending many job fairs and outreach events.

During 2007, there were over twelve hundred job requisitions posted and well over thirty thousand applications processed for those job postings. The plan to reduce positions by not filling some vacancies is not expected to noticeably reduce the workload of the division. As agencies work to do more with fewer employees, there will be pressure on the division to be even more responsive to the recruitment needs of agencies to quickly fill those vacancies that are to be staffed, and it will be more important than ever that the candidates are of high quality.

Project Management Analyst Doug Pine also reports to Director Conklin. He is responsible for the State of Vermont's advertising program, compiles data and produces the annual Workforce Report, and manages other division and department wide projects. The coordinated advertising program continues to be highly successful. During 2007, well over 300 ads have been placed, providing the State greater advertising effectiveness while also saving money.

Online recruitment is huge and growing. Of course, all State openings are posted on the DHR website. In addition, the division offers the optional use of Career Builder, which is a national online job site. By coordinating use across State government, the division has obtained pricing that provides substantial savings to agencies and departments. Well over 100 State jobs were posted on Career Builder during 2007, with very favorable feedback from hiring managers.

Outreach efforts – general advertising and communications not targeted to specific openings – are an important part of the overall recruitment picture. Generic advertisements for State employment were placed in targeted publications throughout the state. These advertisements are designed to raise awareness of State job

opportunities and support efforts to reach targeted populations such as minorities, college graduates, and specialty professional areas such as nursing or engineering.

INFORMATION TECHNOLOGY

The Information Technology Division fulfills all IT requirements for the Department, both internal and external. Internally, the division supports a department of State government with many users and four distinct operating locations. Demands are as varied as the Department's functions, with having to serve a small law firm (Legal Services), a medical practice (Wellness), an insurance business (Benefits), and a bookkeeping, budgeting, and accounting operation, among others. Externally, the division operates the PeopleSoft enterprise human resources information platform for all of State government. The clients served by the division extend beyond the department and State government, reaching all the online applicants for State employment, who frequently seek assistance from the division's Help Desk.

A review of 2007 must start with the response to the threat of flooding in Montpelier. All members of the division showed great dedication, skill, and creativity to quickly put the Department in a position to continue operations in the event of significant flooding, including the ability to process payroll. The division continued to work on improvements in the PeopleSoft system, enhancing the eRecruit function, planning and preparing for future employee self-serve functions, and getting ready to implement Time and Labor, which will significantly improve the State's management of payroll. Compliance with the Catamount Health Plan required several system enhancements. A common thread in all the division's work is constant attention to information security – the team works hard to protect all the Department's data, and in particular, confidential employee data.

There was a change in the IT Division during 2007, as well. Director Tom Mulhall joined the division in February as a Change Management analyst and was promoted to his current position in August. His staff includes Systems Developers Pam Perry, Alan Williams, and Alena Farrell. Working closely with them is Database Administrator Louisa Tripp. Together, they are primarily responsible for maintenance and enhancement of the HCM system. Network Infrastructure Specialist Tom White and Web Architect Grahame Wright tend to the department's PCs, network, and web site. White also brings considerable computer forensic expertise to the Department, providing support to Legal Services and all of State government to investigate misuse of State systems by employees. Shannon Spidle and Deb Bruce complete the division, staffing the Help Desk, helping to manage work flow, and providing training.

WORKFORCE DEVELOPMENT & WELLNESS

In 2007 the Workforce Development and Wellness Division experienced significant changes. In April, Director Tracy Gallo took over the Workforce Planning and Development Division. In June, Commissioner McIntire re-created and expanded the Division with the inclusion of the Employee Wellness program. The change reflects the common orientation of these previously divergent programs – to train, develop, support and improve our workforce.

Workforce Development

The Workforce Development Team includes Rose Gowdey and Matt Krauss, Professional Development/Training Consultants and Carole Bourneuf, Professional Development/Training Coordinator. The team provides a wide range of services including: open enrollment courses at The Summit: Center for State Employee Development; on-site consulting and training on numerous topics, which include organizational development, supervisory development, team building, and HR-related topics. Additionally, the team offers two programs – one focused on Supervision (Supervisory Development Program - SDP) and one on Leadership and Management (Vermont Public Manager Program - VPM). In 2007 there has been a focus on bringing the Professional Development and Training Center into the 21st Century. Work to date has included a new name for the center as decided by an employee contest, upgrades to the facility, and the development of a 12-month online calendar of courses. During the year, over 1,200 employees attended training events at the center and the center's meeting rooms hosted over 10,000 attendees. Thirty-seven consulting projects were completed on topics that included organizational development, workforce planning, performance management strategies, survey creation and implementation, supervision and many others. One significant project was assisting in a major agency reorganization.

Wellness Program

The Wellness Program Team includes: Maura O'Brien, Program Coordinator; Diane Vanderbush, Program Assistant; Marlene Poirier, Program Technician; Sasha Kohnowich, Health Educator; and Annette Smith, Janet Waters, Marilyn Lindquist, and Essie Howe, Nurse Educators. The Wellness team strives to improve employee health outcomes and control health care costs by focusing on the employee to provide information, education, support, and coaching for behavior change. This is accomplished in several ways: providing direct wellness and prevention services to over one third of the State workforce each year; and providing referral services to

Employee Assistance Program and other resources identified to assist State workers and management teams to address health-related concerns, as well as stress and change management.

The health and nurse educators also conduct workshops on various topics at State worksites. Special screenings were conducted as requested for the State troopers and game wardens. For the third year in a row, the Wellness Program collaborated with the Health Department to provide a flu-immunization program for State employees. The team provided wellness screenings for over 3,000 employees and retirees at more than 400 different events. Almost 3,000 employees participated in the popular spring activity program, and approximately 3,000 employees and retirees received flu vaccinations.

**STATE OF VERMONT
WORKFORCE REPORT
FISCAL YEAR 2007**

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STATISTICAL HIGHLIGHTS

Profile of the Executive Branch Workforce for Fiscal Year 2007				Page Reference
	Classified	Exempt	Total	
Number	7,746	606	8,353	20
FTEs (Full-Time Equivalents)	7,634.4	586.8	8,221.2	20
Average Age	45.9	48.3	46.1	23, 47
Average Annual Salary (base rate)	\$45,165	\$62,153	\$46,397	24, 57
Average Length of Service	12.3	9.7	12.1	25, 50
Percent Minorities	2.1%	1.3%	2.0%	26, 64
Percent Females	49.4%	50.0%	49.4%	26, 65
Percent Represented by a Bargaining Unit	93.3%	4.9%	86.9%	28
Highlights of Workforce Trends for Classified Employees – Fiscal Year 2007				
Employment				
Percent Increase in Number of Classified Employees from Fiscal Year 2006 to Fiscal Year 2007			0.6%	32
Percent Increase in Number of Classified Employees from Fiscal Year 2003 to Fiscal Year 2007			5.7%	32
Number of Applications Submitted for Classified Jobs			34,202	35
Number of Applicants for Classified Jobs			8,969	35
Percent of Applicants Female/Percent of Applicants Minority			53.2% / 5.2%	36
Percent of Applicants with Bachelor's Level Degree or Higher			47.2%	36
Number of Hires			831	38
Percent of Hires Female/Percent of Hires Minority			53.8% / 2.5%	39
Average Age of Hires			37.1	39
Turnover				
Turnover Rate of Classified Employees			8.9%	40
Number of Employees Separated			691	44
Percent Voluntary Terminations			48.9%	44
Percent Retirements			33.7%	44
Percent Involuntary Terminations			15.2%	44
Age				
Percent of Classified Employees less than 35 Years Old			17.0%	48
Percent of Classified Employees 45 Years or Older			56.8%	48
Retirement Eligibility				
Percent of Classified Employees Retirement Eligible at the End of Fiscal Year 2007			9.6%	53
Number Retirement Eligible at the End of Fiscal Year 2007			747	53
Percent of Classified Employees Retirement Eligible within Five Years (End of Fiscal Year 2012)			27.4%	53
Number Retirement Eligible within Five Years			2,120	53
Compensation				
Average Annual Salary for Classified Employees (base rate only)			\$45,165	57
Total Cash Overtime Costs			\$15,479,953	61
Total Compensatory Time Costs			\$7,882,277	62
Average Total Compensation (Total Pay Plus Benefits) per Classified Employee			\$63,952	60
Average Benefits Paid as a Percent of Total Compensation			25.8%	60
Diversity				
Minority Representation in the Classified Workforce			2.1%	64
Vermont Civilian Workforce Minority Population Estimates – U. S. Census/Bureau of Labor Statistics			3.3% / 3.6%	64
Female Representation in the Classified Workforce			49.4%	65
Vermont Civilian Workforce Female Population Estimates – U.S. Census/Bureau of Labor Statistics			48.0% / 48.2%	65

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WORKFORCE CHARACTERISTICS – FISCAL YEAR 2007

- ❖ Section One of this Workforce Report provides general descriptive statistics for the Executive Branch workforce for Fiscal Year 2007. The data presented include all Executive Branch employees (exempt and classified), but does not include temporary employees, or 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			4	4.0	4	4.0
Agriculture	91	90.4	6	6.0	97	96.4
Attorney General	31	30.8	42	38.7	73	69.5
Auditor of Accounts	8	8.0	3	3.0	11	11.0
BISHCA	93	91.9	16	16.0	109	107.9
Buildings & General Services	414	411.0	7	6.3	421	417.3
Children & Families	933	919.5	28	28.0	961	947.5
Commerce & Community Development	75	73.6	23	23.0	98	96.6
Corrections	1,129	1,127.9	22	22.0	1,151	1,149.9
Criminal Justice Training Council	9	9.0	1	1.0	10	10.0
Defender General			68	62.9	68	62.9
Disabilities, Aging & Independent Living	290	280.6	8	7.1	298	287.7
Education	186	185.1	9	9.0	195	194.1
Environmental Conservation	279	276.1	9	8.5	288	284.6
Finance & Management	34	34.0	3	3.0	37	37.0
Fish & Wildlife	122	122.0	2	2.0	124	124.0
Forests, Parks & Recreation	112	110.4	3	3.0	115	113.4
Governor's Office			18	17.6	18	17.6
Health	795	740.1	13	12.5	808	752.6
Human Resources	53	52.1	7	7.0	60	59.1
Human Services	85	83.8	11	10.8	96	94.6
Information & Innovation	54	54.0	3	3.0	57	57.0
Labor	267	265.2	11	10.8	278	276.0
Libraries	30	29.5	2	2.0	32	31.5
Lieutenant Governor			2	2.0	2	2.0
Liquor Control	52	52.0	2	2.0	54	54.0
Military	114	113.5	4	4.0	118	117.5
Natural Resources	47	46.3	10	10.0	57	56.3
Natural Resources Board	25	24.6	4	4.0	29	28.6
Office of Vermont Health Access	74	74.0	5	5.0	79	79.0
Public Safety – Civilian	281	277.3	9	9.0	290	286.3
Public Safety – Sworn	313	313.0			313	313.0
Public Service	37	37.0	15	15.0	52	52.0
Public Service Board	5	4.8	19	19.0	24	23.8
Secretary of State	43	43.0	10	9.5	53	52.5
State Treasurer	32	32.0	4	4.0	36	36.0
State's Attorneys & Sheriffs			160	154.6	160	154.6
Taxes	166	165.5	11	11.0	177	176.5
Transportation	1,240	1,236.8	19	18.7	1,259	1,255.5
Vermont Commission on Women	2	1.8	1	1.0	3	2.8
Vermont Human Rights Commission			5	4.8	5	4.8
Vermont Labor Relations Board			2	1.7	2	1.7
Vermont Lottery Commission	17	17.0	1	1.0	18	18.0
Vermont Veterans' Home	208	201.1	3	3.0	211	204.1
VOSHA Review Board			1	0.5	1	0.5
Grand Total	7,746	7,634.4	606	586.8	8,352	8,221.2

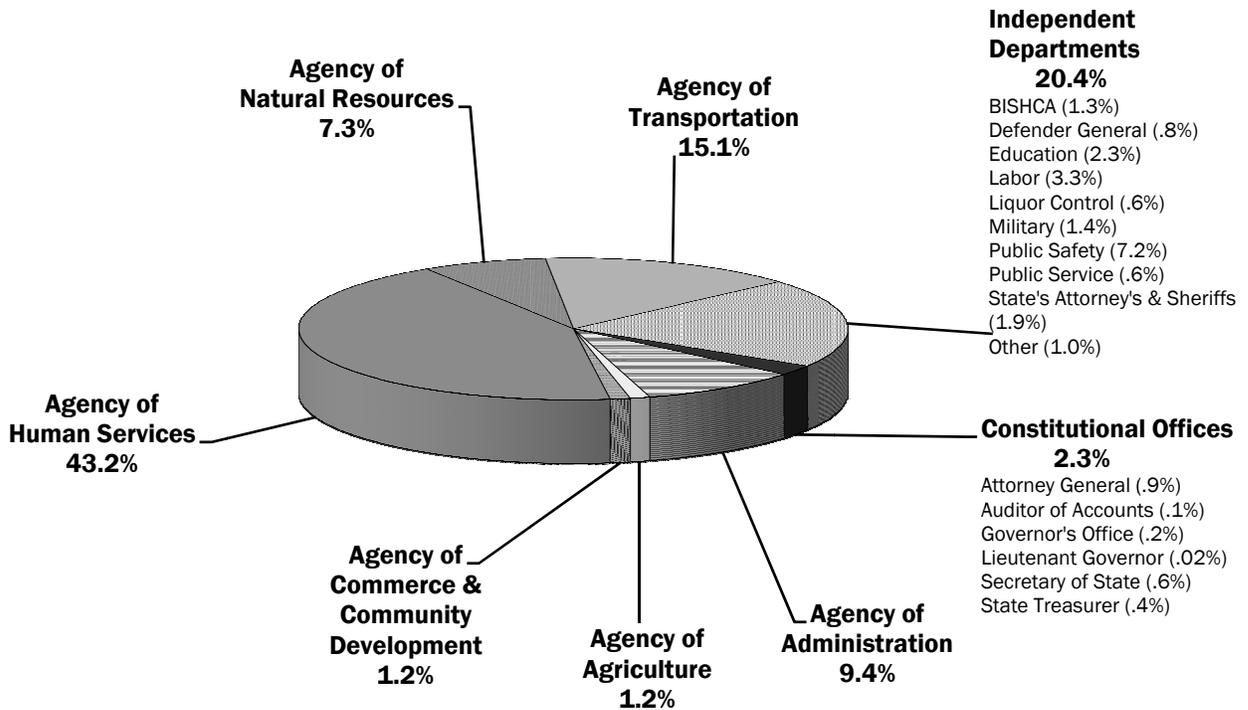
At the end of Fiscal Year 2007 there were 8,352 Executive Branch employees. A more accurate picture of staffing level is provided by the 8,221.2 FTE* figure.

About 93% of the Executive Branch workforce is made up of classified employees while the remaining 7% 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 Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2007.

TABLE 2 EXECUTIVE BRANCH EMPLOYEE DISTRIBUTION BY AGENCY/DEPARTMENT



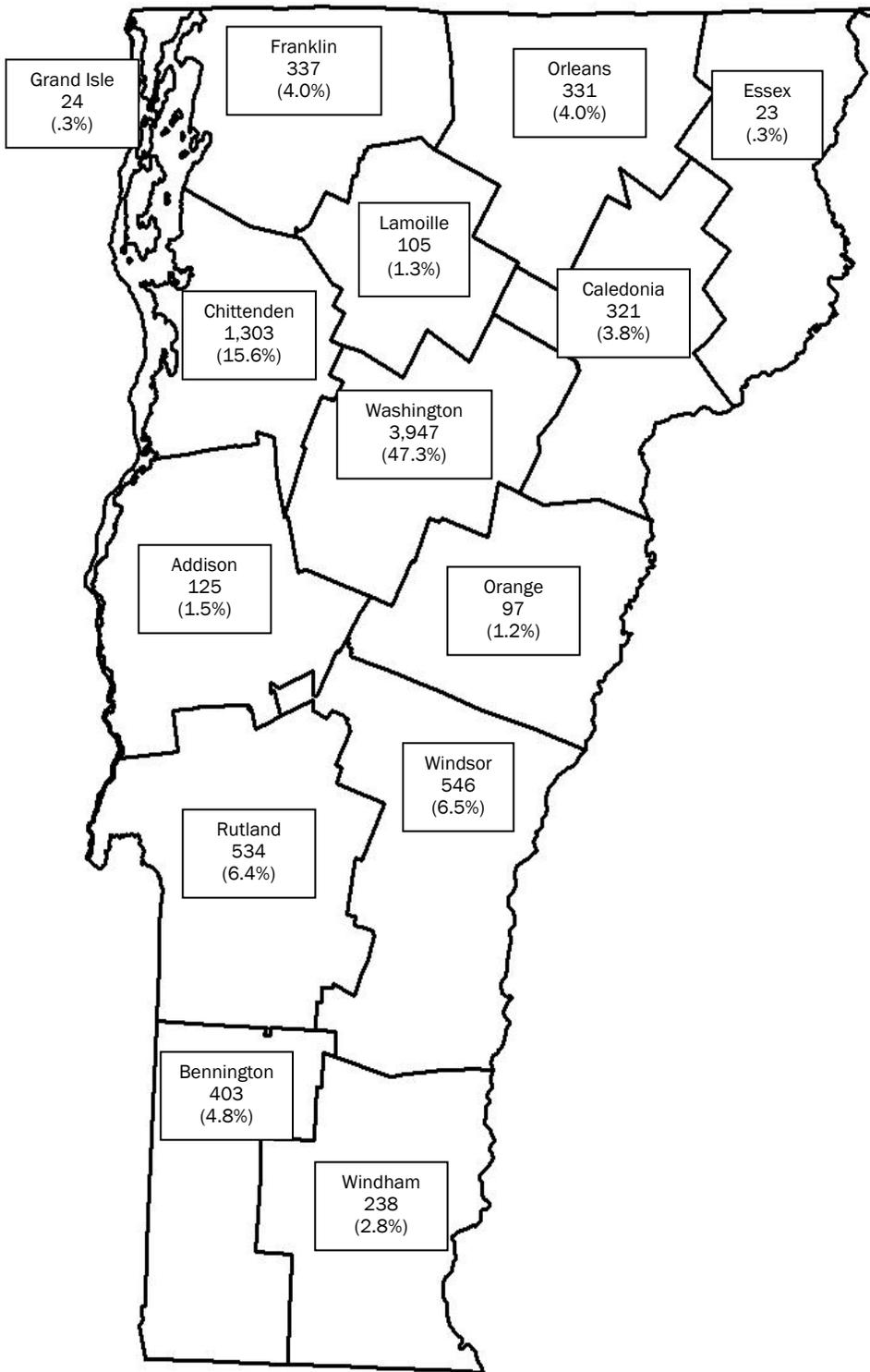
Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2007.

The six "super" agencies account for 77% of all Executive Branch employees, with the Agency of Human Services having the largest single concentration of employees (43.2%).

Independent departments, those not under an agency structure, make up 20.4% of employees, with the Department of Public Safety being the largest independent department (7.2%).

Constitutional Offices account for 2.3% of Executive Branch employees.

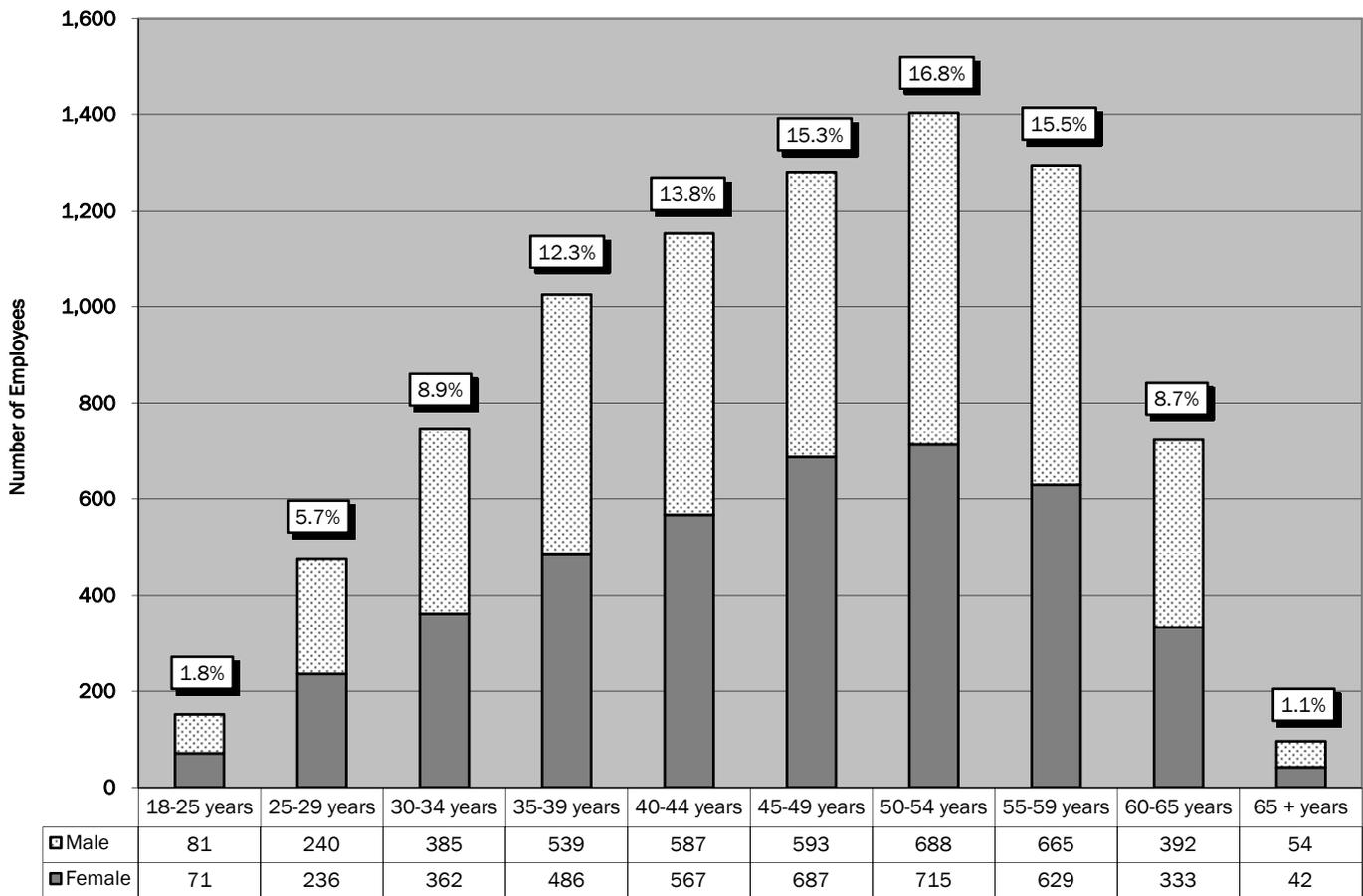
TABLE 3 EXECUTIVE BRANCH EMPLOYEES BY COUNTY OF WORK LOCATION



Executive Branch employees work in every county in the state. The majority of employees (63%) work in Washington or Chittenden Counties. Nearly 50% (3,947) work in Washington County (Montpelier and Waterbury office complexes).

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2007. 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 4 EXECUTIVE BRANCH EMPLOYEES BY AGE GROUP



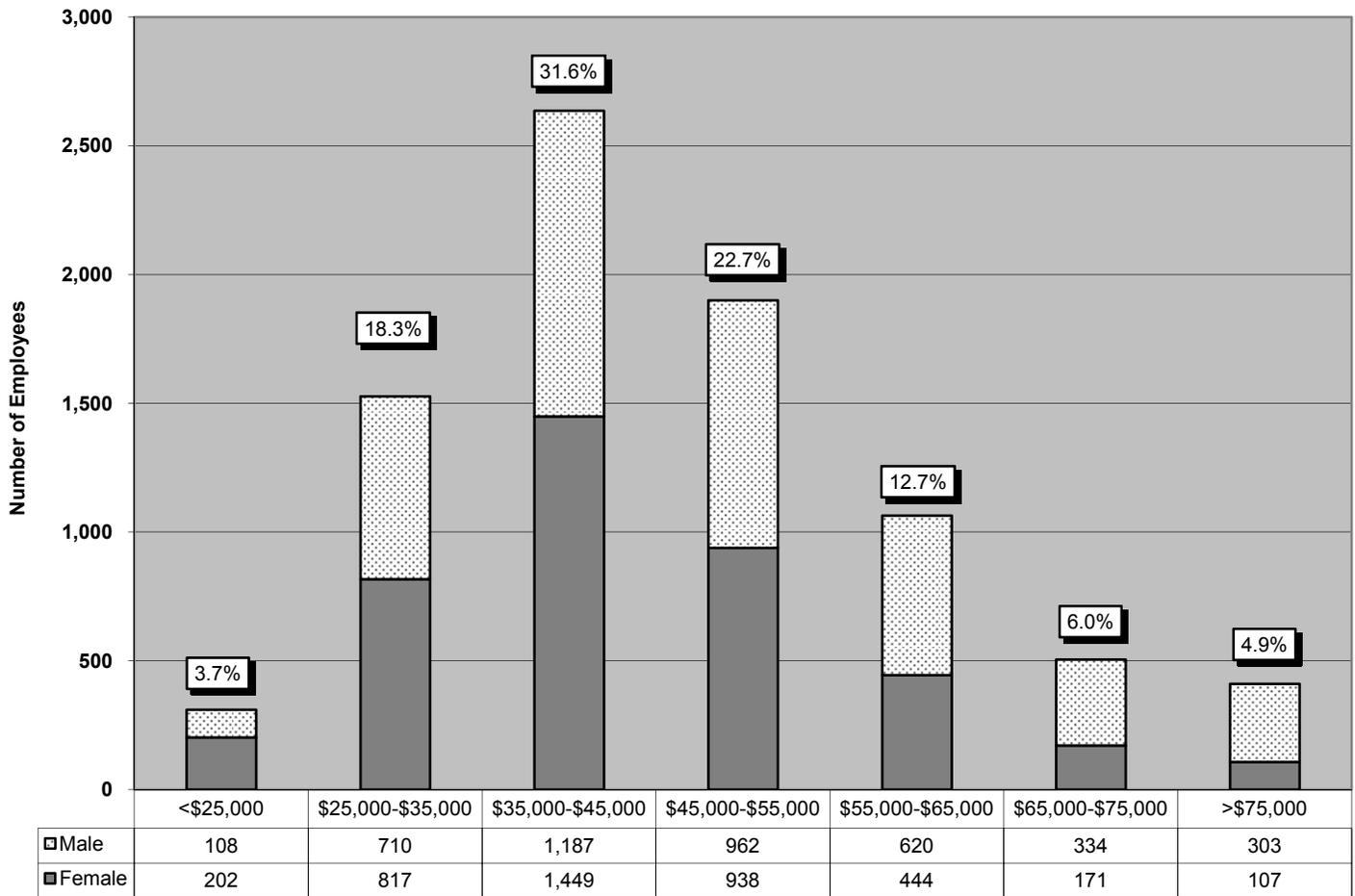
Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2007.

The largest group of Executive Branch employees (16.8%) was age 50-54, closely followed by the 55-59 age group (15.5%) and the 45-49 age group (15.3%). The average employee age at the end of Fiscal Year 2007 was 46.1 years. There was no difference between the average age of male and female employees (both 46.1).

Benchmarking New England State Governments - Average Age	
Connecticut	45.4
Massachusetts	46.4
Maine	46.3
New Hampshire	47.0
Vermont	46.1

Source: Connecticut Department of Administrative Services (FY '07); Commonwealth of Massachusetts, Human Resources Division (FY '07); New Hampshire, Division of Personnel 2006 Annual Report (FY '06); Maine, Bureau of Human Resources (FY '07).

TABLE 5 EXECUTIVE BRANCH EMPLOYEES BY ANNUAL SALARY



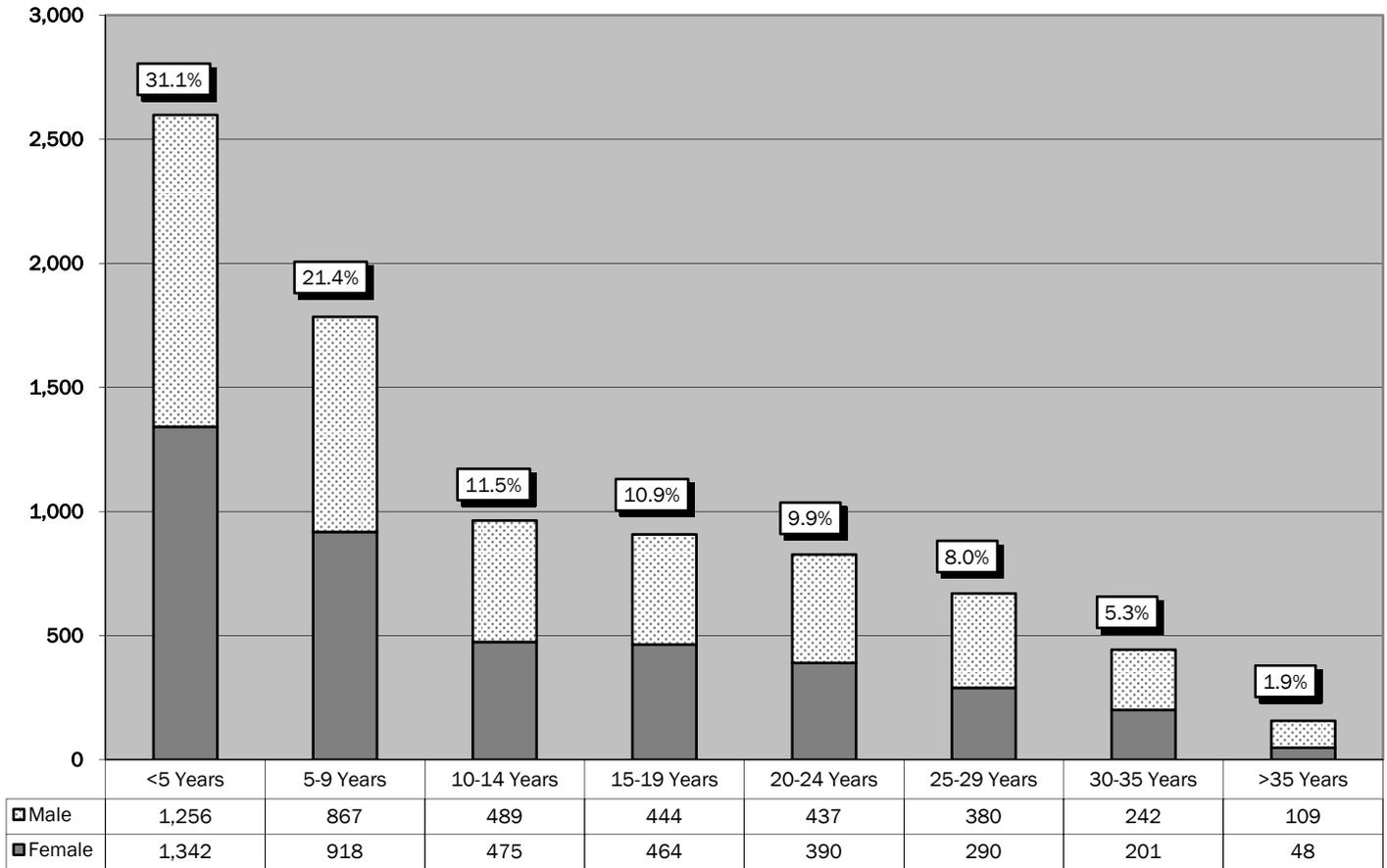
Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2007. Annual salary is the base rate and does not include benefits or overtime.

The largest percentage of Executive Branch employees (31.6%) earned between \$35,000 and \$45,000 in base rate annual salary.

The average base rate salary for Executive Branch employees was \$46,397, with males earning an average of \$48,813 and females \$43,925.

The average exempt salary was \$62,153 and the average classified salary was \$45,165.

TABLE 6 EXECUTIVE BRANCH EMPLOYEES BY YEARS OF SERVICE



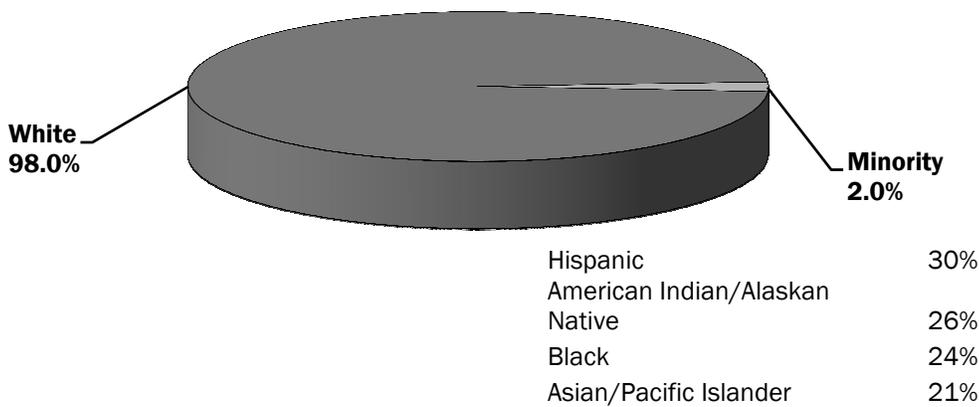
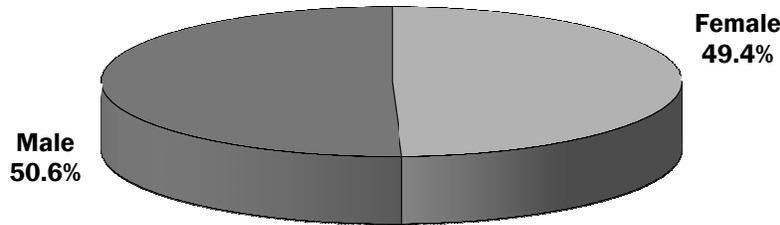
Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2007. Years of (continuous) Service is the time of uninterrupted services by an employee. Authorized leaves of absence are not counted as an interruption of service.

The largest percentage of employees (31.1%) had less than five years of service. The average length of service of Executive Branch employees was 12.1 years. Males averaged 12.7 years of service and females 11.4 years.

Benchmarking New England State Governments – Average Years of Service	
Connecticut	14.2
Massachusetts	14.5
Maine	12.8
New Hampshire	10.0
Vermont	12.1

Source: Connecticut Department of Administrative Services (FY '07); Commonwealth of Massachusetts, Human Resources Division (FY '07); New Hampshire, Division of Personnel 2006 Annual Report (FY '06); Maine, Bureau of Human Resources (FY '07).

TABLE 7 EXECUTIVE BRANCH EMPLOYEES BY ETHNIC AND GENDER REPRESENTATION



Of the population of Executive Branch employees, 4,224 or 50.6% were male and 4,128 or 49.4% were female.

Minority employees made up 2.0% of the workforce.

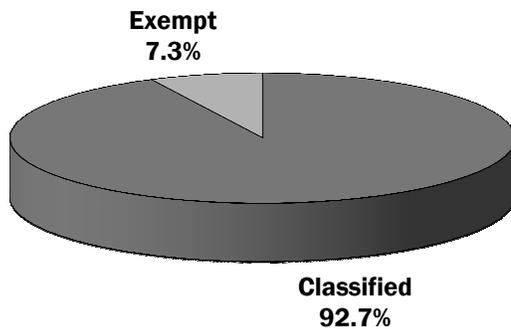
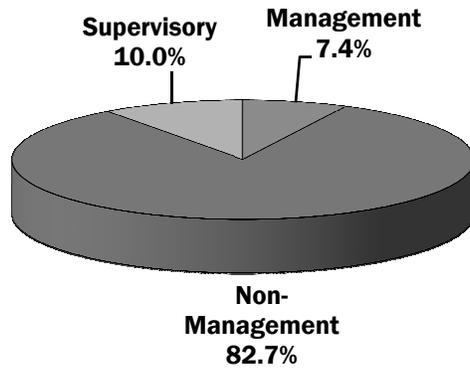
Of the State of Vermont's 171 minority employees, 30% identified themselves as Hispanic, 26% American Indian/Alaskan Native, 24% Black, and 21% Asian/Pacific Islander.

Benchmarking New England State Governments – Gender and Ethnic Representation		
	% Male/% Female	% Minority
Connecticut	50.4%/49.6%	28.5%
Massachusetts	48.2%/52.0%	22.5%
Maine	53.7%/46.3%	3.8%
New Hampshire	48.2%/51.8%	2.7%
Vermont	50.6%/49.4%	2.0%

Source: Connecticut Department of Administrative Services (FY '07); Commonwealth of Massachusetts, Human Resources Division (FY '07); New Hampshire, Division of Personnel 2006 Annual Report (FY '06); Maine, Bureau of Human Resources (FY '07).

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2007.

TABLE 8 EXECUTIVE BRANCH EMPLOYEES BY MANAGEMENT LEVEL AND JOB TYPE

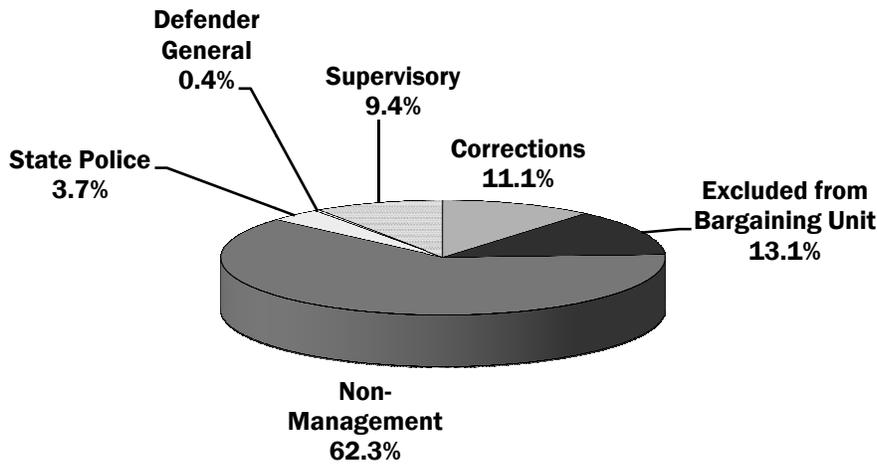


Over 17% percent (1,447) of Executive Branch employees are designated as supervisory or managerial. This amounts to approximately a 1 to 5 ratio of supervisors and managers to non-supervisory employees.

Exempt employees made up 7.3% (606) of the workforce.

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2007.

TABLE 9 EXECUTIVE BRANCH EMPLOYEES BY BARGAINING UNIT



A total of 7,256 or 87%, of Executive Branch employees are covered by one of the five collective bargaining units – State Police (313), Supervisory (785), Corrections (924), Defender General (30), and the largest, Non-Management (5,204).

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

Source: The State’s Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2007.

TABLE 10 EXECUTIVE BRANCH EMPLOYEES BY OCCUPATIONAL GROUP

Occupational Group	Number of Employees	Percentage
Administrative Support	788	9.4%
Officials and Administrators	505	6.0%
Paraprofessionals	316	3.8%
Professionals	4,393	52.6%
Protective Service	1,092	13.1%
Service Maintenance	224	2.7%
Skilled Craft	544	6.5%
Technicians	490	5.9%
Grand Total	8,352	100.0%

Over half (52.6%) of Executive Branch employees are in jobs categorized as Professional. Paraprofessional (3.8%) and Service Maintenance (2.7%) occupational categories have 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 A gives a full definition of each category.

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2007.

TABLE 11 MOST POPULOUS CLASSIFIED JOB TITLES

Job Title	Number of Employees
Correctional Officer I	353
AOT Maintenance Worker IV	183
Administrative Assistant B	149
Administrative Assistant A	142
Correctional Services Specialist II	141
Social Worker B	139
Benefits Programs Specialist	138
Program Services Clerk	135
Correctional Officer II	130
Senior Trooper - Station	116
Sergeant	84
Systems Developer II	79
Licensed Nursing Assistant	78
Emergency Communications Dispatcher	68
Custodian I	67
Motor Vehicle Customer Services Specialist	66
Public Health Nurse I	66
Systems Developer III	65
Information Technology Specialist II	61
Psychiatric Technician	60
AOT Senior Maintenance Worker	59
Reach Up Case Manager	59
AOT Technician IV	52
Community Correctional Officer	50
Program Technician I	48
Trooper 1/C - Station	47
Environmental Analyst IV - General	45
Corrections Services Specialist I	44
AOT Area Maintenance Supervisor	43
AOT Technician VI	41

At the end of Fiscal Year 2007 there were 1,598 classified job titles on record. The most populous was Correctional Officer I (353 employees).

The majority of classified job titles 942 (59%) had a single incumbent. Over 90% (1,443) have eight or fewer incumbents.

Nearly 19% (1,456) of the classified workforce were employed in the ten most populous job titles.

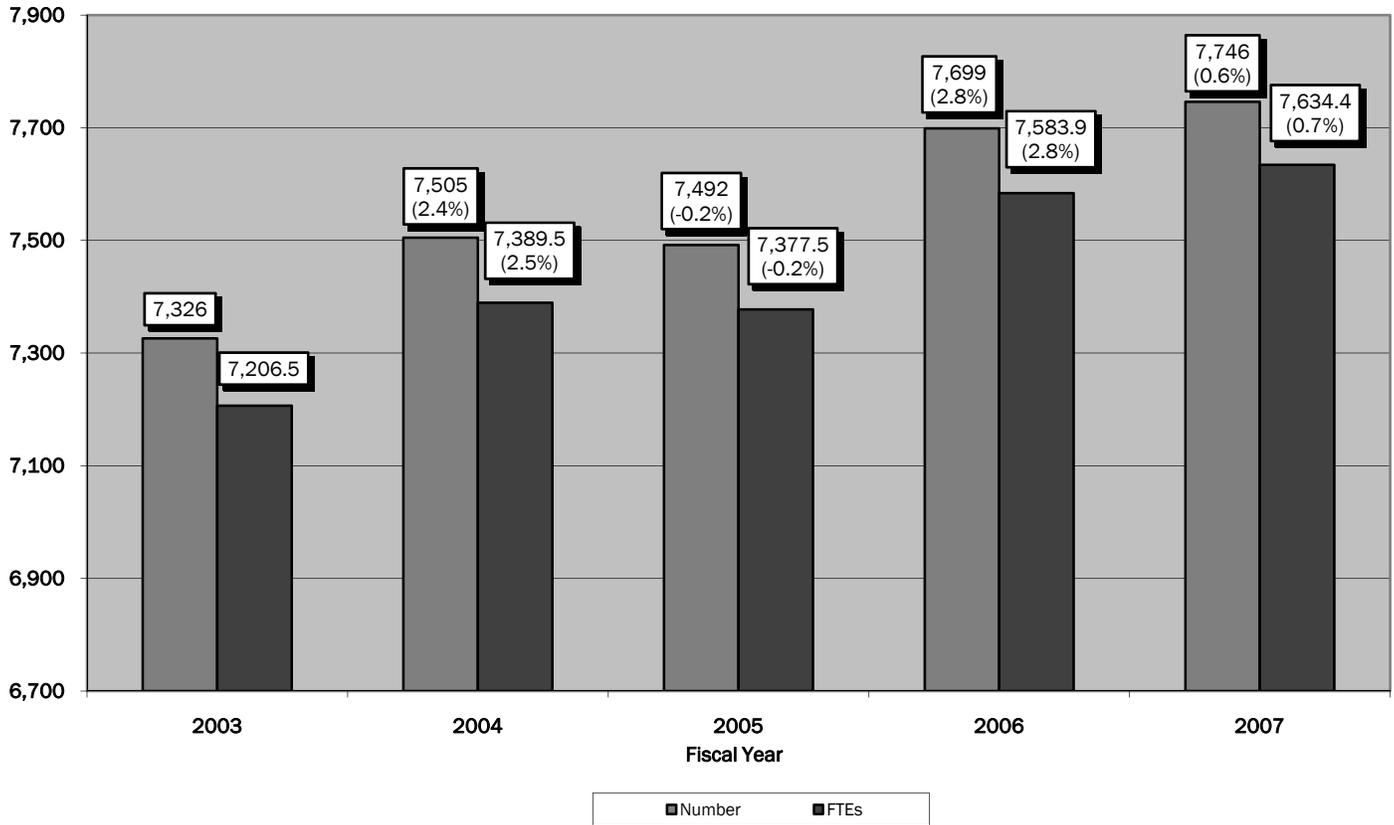
Source: The State's Human Capital Management System (HCM). Data only include classified employees of the Executive Branch for Fiscal Year 2007.

WORKFORCE TRENDS – FISCAL YEARS 2003 - 2007

- ❖ Section Two of this Workforce Report provides graphs and tables showing the workforce trends for Fiscal Years 2003 to 2007. 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*
- *Compensation*
- *Diversity*
- *Leave Usage*

TABLE 12 NUMBER OF CLASSIFIED EMPLOYEES AND FTES BY FISCAL YEAR



Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. 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 2007 there were a total of 7,746 classified employees and 7,634.4 FTEs. This represents a slight increase from Fiscal Year 2006 in both number of employees 0.6% (47) and FTEs 0.7% (50.5).

From Fiscal Year 2003 to Fiscal Year 2007 the number of classified employees grew 5.7% (420) and FTEs increased 5.9% (427.8).

TABLE 13 NUMBER OF CLASSIFIED EMPLOYEES AND FTES BY DEPARTMENT BY FISCAL YEAR

Department	2003		2004		2005		2006		2007		% Change	
	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	FY '03 to FY '07	
											Num.	FTEs
Agriculture	80	78.9	83	82.3	85	84.4	91	90.4	91	90.4	13.8%	14.6%
Attorney General	29	28.3	28	27.8	29	28.8	32	31.8	31	30.8	6.9%	8.8%
BISHCA	76	74.9	78	76.4	82	80.6	89	87.8	93	91.9	22.4%	22.6%
Buildings & General Services	378	377.9	396	394.3	392	390.7	420	418.1	414	411.0	9.5%	8.8%
Children & Families					915	903.6	928	913.5	933	919.5	n/a	n/a
Commerce & Comm. Dev.	80	78.3	79	76.8	83	81.4	73	71.9	75	73.6	-6.3%	-6.0%
Corrections	973	967.1	1098	1093.3	1113	1108.7	1128	1124.4	1129	1127.9	16.0%	16.6%
Disabilities, Aging & Ind. Liv.					271	262.4	276	268.6	290	280.6	n/a	n/a
Education	174	171.1	177	173.8	174	172.5	188	186.6	186	185.1	6.9%	8.2%
Environmental Conservation	257	252.7	261	257.8	271	267.4	284	279.8	279	276.1	8.6%	9.3%
Finance & Management	31	31.0	35	35.0	34	34.0	36	36.0	34	34.0	9.7%	9.7%
Fish & Wildlife	118	118.0	114	114.0	118	118.0	117	117.0	122	122.0	3.4%	3.4%
Forest, Parks & Recreation	115	114.0	119	117.0	110	108.3	112	110.4	112	110.4	-2.6%	-3.1%
Health					759	704.3	791	738.2	795	740.1	n/a	n/a
Human Resources	51	49.4	52	51.2	52	50.4	53	51.3	53	52.1	3.9%	5.5%
Human Services					49	48.5	81	79.7	85	83.8	n/a	n/a
Information & Innovation	49	49.0	49	49.0	46	46.0	47	47.0	54	54.0	10.2%	10.2%
Labor	318	315.9	285	284.6	245	244.8	272	271.1	267	265.2	-16.0%	-16.1%
Libraries	33	32.0	33	32.0	32	31.5	32	31.5	30	29.5	-9.1%	-7.8%
Liquor Control	52	52.0	53	53.0	52	52.0	54	54.0	52	52.0	0.0%	0.0%
Military	106	105.3	107	106.5	106	105.5	114	113.5	114	113.5	7.5%	7.8%
Natural Resources	40	39.5	39	38.5	41	40.0	47	46.3	47	46.3	17.5%	17.2%
Natural Resources Board					24	23.8	25	24.6	25	24.6	n/a	n/a
Office of VT Health Access					41	41.0	60	59.9	74	74.0	n/a	n/a
Public Safety - Civilian	195	192.6	210	207.3	256	252.3	278	274.3	281	277.3	44.1%	44.0%
Public Safety - Sworn	285	285.0	298	298.0	308	308.0	319	319.0	313	313.0	9.8%	9.8%
Public Service	38	38.0	37	37.0	35	35.0	35	35.0	37	37.0	-2.6%	-2.6%
Secretary of State	38	38.0	41	41.0	40	40.0	43	43.0	43	43.0	13.2%	13.2%
Small Departments	29	28.5	30	29.4	27	26.6	26	25.6	24	23.6	-17.2%	-17.4%
State Treasurer	26	26.0	29	29.0	30	30.0	33	33.0	32	32.0	23.1%	23.1%
Taxes	175	172.1	174	172.1	174	172.6	173	172.3	166	165.5	-5.1%	-3.9%
Transportation	1271	1266.0	1276	1269.8	1243	1238.0	1228	1223.9	1240	1236.8	-2.4%	-2.3%
Vermont Lottery Commission	18	18.0	18	18.0	18	18.0	18	18.0	17	17.0	-5.6%	-5.6%
Vermont Veterans' Home	209	201.4	200	191.9	196	187.7	196	186.9	208	201.1	-0.5%	-0.1%
Former Depts.(restructured)	1978	1903.3	2001	1929.2	41	41.0					n/a	n/a
Grand Total	7326	7206.5	7505	7389.5	7492.0	7377.5	7699	7583.9	7746	7634.4	5.7%	5.9%
% Increase from Prev. FY			2.4%	2.5%	-0.2%	-0.2%	2.8%	2.8%	0.6%	0.7%		

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Year 2003 to 2007. "Small Departments" have 10 or fewer employees (See Appendix B). "Former Depts. (restructured)" are those departments that no longer exist as a result of reorganization (See Appendix C). FTEs are "Full-Time Equivalents" (see Note on Table 1 for the definition of FTEs).

The Departments of Corrections and Public Safety – Civilian account for 58% of the total increase in number of employees from Fiscal Year 2003 to Fiscal Year 2007.

TABLE 14 NUMBER OF CLASSIFIED EMPLOYEES BY OCCUPATIONAL GROUP BY FISCAL YEAR

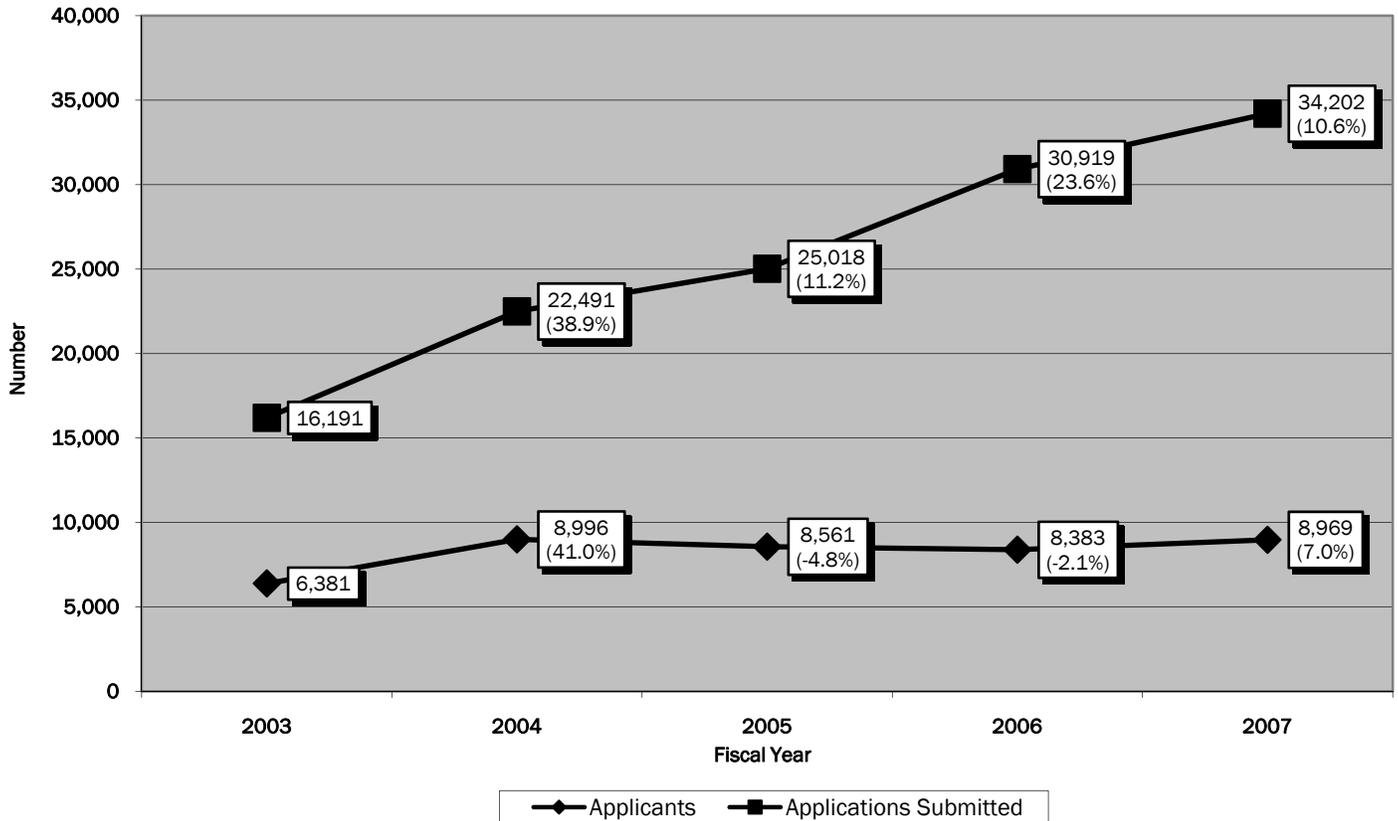
Occupational Group	2003		2004		2005		2006		2007		% Change FY '03 to FY '07
	Num.	%									
Administrative Support	898	12%	831	11%	792	11%	752	10%	713	9%	-20.6%
Officials and Administrators	332	5%	326	4%	324	4%	331	4%	336	4%	1.2%
Paraprofessionals	192	3%	224	3%	229	3%	232	3%	316	4%	64.6%
Professionals	3,658	50%	3,768	50%	3,725	50%	4,030	52%	4,084	53%	11.6%
Protective Service	891	12%	997	13%	1,018	14%	1,052	14%	1,044	13%	17.2%
Service Maintenance	211	3%	205	3%	198	3%	205	3%	224	3%	6.2%
Skilled Craft	562	8%	569	8%	566	8%	555	7%	544	7%	-3.2%
Technicians	582	8%	585	8%	640	9%	542	7%	485	6%	-16.7%
Grand Total	7,326	100%	7,505	100%	7,492	100%	7,699	100%	7,746	100%	5.7%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix A gives a full definition of each category.

The Professional occupational category accounts for over 50% of the State of Vermont's workforce.

The Administrative Support occupational group continues to show a steady decline. The number of employees in jobs in the Administrative Support category declined 20.6% over the five fiscal year period.

TABLE 15 NUMBER OF JOB APPLICATIONS FOR CLASSIFIED JOBS BY FISCAL YEAR

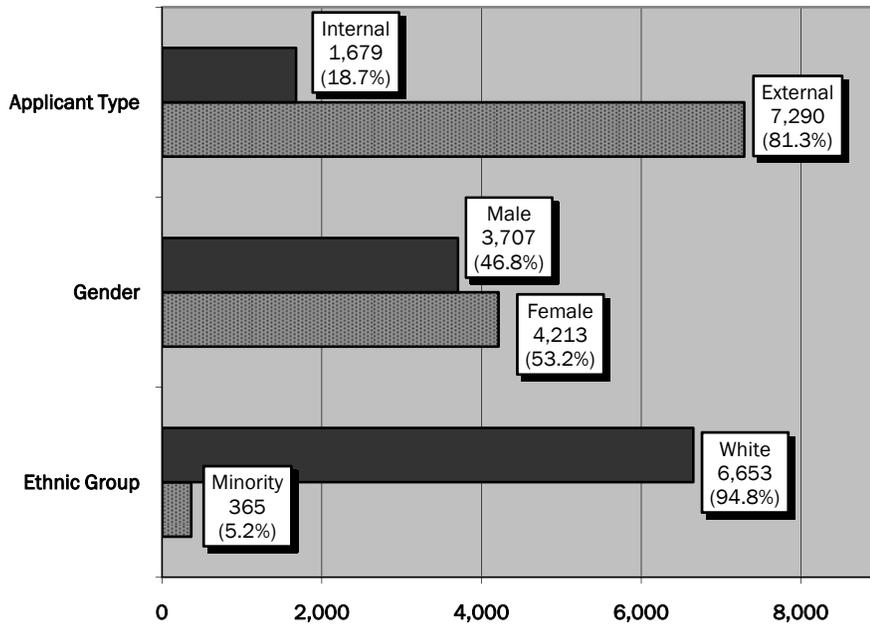


Source: The State's Human Capital Management System (HCM). Data include both internal and external applicants for classified jobs who applied through the Department of Human Resources for Fiscal Years 2003 to 2007. For Fiscal Years 2003 and 2004 this analysis does not include departments with decentralized recruitment authority. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

In Fiscal Year 2007, 8,969 applicants submitted 34,202 applications for classified jobs with the State of Vermont. This represents a 10.6% increase in the number of applications from FY '06 to FY '07. After two fiscal years of declines in the actual number of applicants, there was a 7.0% increase from FY '06 to FY '07.

In FY '07 there was an average of 3.8 applications submitted per applicant. This continues the trend of more applications submitted per applicant – 2.5 in FY '03 and FY '04, 2.9 in FY '05, and 3.7 in FY '06. However, in FY '07 nearly 50% of the applicants submitted a single application for a specific job opening, so the average is skewed by a relatively small number of applicants who submitted applications for a large number of job openings.

TABLE 16 CHARACTERISTICS OF JOB APPLICANTS – FISCAL YEAR 2007



While only 18.7% of the applicant pool, almost 22% of current employees (internal applicants) applied for at least one job opening. However, the vast majority of applicants (81.3%) were external.

There were more female applicants (53.2%) than male (46.8%).

Minority applicants made up 5.2% of the applicant pool in FY 2007.

Nearly 50% of applicants had a bachelor's level degree or higher.

The average age of applicants was 38.3. Applicants were relatively evenly distributed among age groups.

Highest Educational Level	Num.	Percent
Does not have HS Diploma or GED	64	0.7%
HS Diploma or Equivalent	1,820	20.6%
Some college	1,599	18.1%
Technical school	287	3.3%
2-year college degree	885	10.0%
Bachelor's level degree	2,382	27.0%
Some graduate school	438	5.0%
Master's level degree	1,168	13.3%
Doctorate level degree	171	1.9%

Age	Num.	Percent
<25	927	12.9%
25-29	1,166	16.2%
30-34	919	12.8%
35-39	967	13.4%
40-44	880	12.2%
45-49	901	12.5%
50-55	922	12.8%
>55	521	7.2%
Average Age	38.3	

Source: The State's Human Capital Management System (HCM). Data include both internal and external applicants for classified jobs who applied through the Department of Human Resources for Fiscal Year 2007 and who completed the optional EEO "self identification" survey. 1,951 (21.8%) applicants did not submit ethnic group information; 1,049 (11.7%) did not submit gender information.

TABLE 17 JOB APPLICATION ACTIVITY – FISCAL YEAR 2007

Occupational Group	Number of Applications	Percent	Number of Job Postings	Average Number of Applications per Posting
Administrative Support	7,012	20.5%	138	50.8
Officials and Administrators	1,172	3.4%	69	17.0
Paraprofessionals	1,347	3.9%	41	32.9
Professionals	17,678	51.7%	750	23.6
Protective Service	2,561	7.5%	61	42.0
Service Maintenance	1,313	3.8%	62	21.2
Skilled Craft	332	1.0%	45	7.4
Technicians	2,787	8.1%	103	27.1
Grand Total	34,202	100.0%	1,269	27.0

Source first learned of job opportunity	Num.	Percent
Internet	19,037	65.6%
A State Employee	2,734	9.4%
A Friend	1,900	6.5%
Newspaper Advertisement *	1,436	4.9%
Department of Human Resources	1,299	4.5%
Other	1,166	4.0%
Department of Labor	735	2.5%
State Office	381	1.3%
Job Fair	216	0.7%
School	107	0.4%
Professional Magazine Ad	30	0.1%

Note: 5,161 applications did not indicate a source of referral.

* Only a small number of positions are advertised so this number should be interpreted carefully

Job Titles with the Greatest Number of Applications	
Job Title	Number of Applications
Program Services Clerk	2,477
Administrative Assistant B	1,705
Correctional Officer I	1,639
Administrative Assistant A	1,328
Benefits Programs Specialist	993
AOT Maintenance Worker Series	627
Motor Vehicle Customer Services Specialist	454
Systems Developer II	447
Information Technology Specialist II	438
Field Services Specialist	419
Vocational Rehabilitation Counselor Series	415

The vast majority of job postings (750) and over 50% of all job applications were for jobs in the Professional occupational category, with an average of 23.6 applications per posting.

Administrative Support positions had the largest average number of applications per posting (50.8), while skilled craft openings had the fewest (7.4).

The majority of applications came from applicants who indicated that they first learned of the job they were applying for on the Internet (65.6%). A referral from a friend or current employee accounted for 15.9% of the referrals.

The most “popular” job titles had well over 1,000 applications.

Source: The State’s Human Capital Management System (HCM). Data includes applications from both internal and external applicants for classified jobs who applied through the Department of Human Resources for Fiscal Year 2007. Occupational categories are based on the Equal Employment Opportunity Commission’s occupational categories for state and local government (EEO-4). Appendix A gives a full definition of each category.

TABLE 18 HIRES BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year									
	2003		2004		2005		2006		2007	
	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate
Agriculture	6	7.4%	10	12.3%	9	10.8%	12	13.7%	1	1.1%
Attorney General	2	6.9%	3	10.5%	1	3.5%	5	15.6%	4	12.5%
BISHCA	7	9.5%	5	6.6%	9	11.3%	12	13.9%	7	7.9%
Buildings & General Services	37	8.9%	61	15.7%	47	11.8%	66	16.0%	42	10.0%
Children & Families					87	9.6%	72	7.7%	79	8.4%
Commerce & Comm. Dev.	4	4.9%	4	5.1%	9	11.2%	3	3.8%	12	15.8%
Corrections	85	8.8%	283	27.3%	212	19.0%	194	17.1%	168	14.7%
Disabilities, Aging & Ind. Liv.					23	8.6%	32	11.7%	28	9.8%
Education	11	6.2%	18	10.2%	28	15.7%	30	16.3%	13	7.0%
Environmental Conservation	18	6.9%	15	5.8%	24	9.1%	24	8.6%	20	7.2%
Finance & Management	2	6.1%	5	15.2%	3	9.2%	5	14.3%	2	5.7%
Fish & Wildlife	10	8.7%	4	3.4%	9	7.8%	4	3.4%	9	7.5%
Forests, Parks & Recreation	5	4.3%	7	6.0%	4	3.5%	9	8.3%	5	4.5%
Health					114	14.7%	132	16.6%	123	15.3%
Human Resources	2	3.9%	9	17.3%	10	18.7%	3	5.7%	8	14.8%
Human Services					3	6.8%	8	15.1%	12	19.2%
Information & Innovation			3	6.1%	7	14.4%	4	8.7%	11	23.4%
Labor	16	5.0%	14	4.6%	15	5.6%	22	7.9%	24	8.9%
Libraries	4	12.5%	1	3.0%	2	6.2%	2	6.3%	4	12.9%
Liquor Control	3	5.6%		0.0%	3	5.6%	4	7.5%	3	5.5%
Military	7	6.5%	8	7.6%	5	4.7%	16	14.6%	10	8.8%
Natural Resources	3	10.2%	1	2.5%	2	5.2%	7	15.9%	3	6.6%
Natural Resources Board		0.0%		0.0%		0.0%	1	4.0%		0.0%
Office of VT Health Access					10	26.3%	16	34.4%	13	21.0%
Public Safety – Civilian	28	14.2%	38	18.5%	35	16.0%	53	19.6%	41	14.7%
Public Safety – Sworn	18	6.2%	39	13.4%	45	14.8%	24	7.7%	14	4.4%
Public Service	5	13.3%	5	12.8%	2	5.3%	6	16.7%	4	11.4%
Secretary of State	4	10.3%	5	12.7%	3	7.6%	3	7.3%	5	12.2%
Small Departments	3	10.9%	2	9.8%	10	37.7%	4	11.8%	5	16.7%
State Treasurer	4	15.7%	6	21.4%	9	29.0%	2	6.5%	3	9.2%
Taxes	2	1.1%	13	7.4%	10	5.7%	8	4.6%	8	4.7%
Transportation	110	8.8%	95	7.5%	87	6.9%	87	7.0%	101	8.2%
Vermont Lottery Commission	2	11.1%	2	10.5%	1	5.6%		0.0%		0.0%
Vermont Veterans' Home	50	24.8%	44	21.4%	46	23.1%	51	25.8%	49	24.1%
Former Depts. (restructured)	172	8.4%	166	8.0%	8	9.1%				
Grand Total	620	8.5%	866	11.7%	892	11.8%	921	12.0%	831	10.7%

In Fiscal Year 2007 there were 831 hires, for a hire rate of 10.7% of the overall workforce.

Three departments – Corrections, Health, and Transportation – accounted for 47% of all hires.

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 Capital Management System (HCM). Data include new hires, rehires and transfers to classified for classified positions in the Executive Branch for Fiscal Years 2003 to 2007. "Small Departments" have 10 or fewer employees (See Appendix B). Does not include internal promotions or transfers. "Former Depts. (restructured)" are those departments that no longer exist as a result of reorganization (See Appendix C).

TABLE 19 CHARACTERISTICS OF HIRES BY FISCAL YEAR

	2003		2004		Fiscal Year 2005		2006		2007	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
New Hires	369	59.5%	525	60.6%	531	59.5%	535	58.1%	464	55.8%
Rehires	106	17.1%	129	14.9%	152	17.0%	174	18.9%	130	15.6%
Transfer to Classified	145	23.4%	212	24.5%	209	23.4%	212	23.0%	237	28.5%
Minority	18	2.9%	21	2.4%	21	2.4%	40	4.3%	21	2.5%
White	602	97.1%	845	97.6%	871	97.6%	881	95.7%	810	97.5%
Female	318	51.3%	409	47.2%	438	49.1%	488	53.0%	447	53.8%
Male	302	48.7%	457	52.8%	454	50.9%	433	47.0%	384	46.2%
Full-Time	591	95.3%	828	95.6%	853	95.6%	881	95.7%	788	94.8%
Part-Time	29	4.7%	38	4.4%	39	4.4%	40	4.3%	43	5.2%
Office/Clerical	91	14.7%	105	12.1%	94	10.5%	96	10.4%	79	9.5%
Officials and Administrators	12	1.9%	14	1.6%	19	2.1%	15	1.6%	23	2.8%
Paraprofessionals	66	10.6%	48	5.5%	63	7.1%	74	8.0%	55	6.6%
Professionals	234	37.7%	270	31.2%	333	37.3%	350	38.0%	349	42.0%
Protective Service	95	15.3%	306	35.3%	252	28.3%	215	23.3%	171	20.6%
Service Maintenance	39	6.3%	45	5.2%	41	4.6%	67	7.3%	66	7.9%
Skilled Craft	31	5.0%	28	3.2%	40	4.5%	33	3.6%	29	3.5%
Technicians	52	8.4%	50	5.8%	50	5.6%	71	7.7%	59	7.1%
<25 Years	79	12.7%	120	13.9%	145	16.3%	124	13.5%	114	13.7%
25-34 Years	192	31.0%	295	34.1%	264	29.6%	292	31.7%	282	33.9%
35-44 Years	145	23.4%	229	26.4%	250	28.0%	226	24.5%	200	24.1%
45-54 Years	155	25.0%	162	18.7%	157	17.6%	190	20.6%	166	20.0%
55-65 Years	48	7.7%	55	6.4%	73	8.2%	84	9.1%	69	8.3%
>65 Years	1	0.2%	5	0.6%	3	0.3%	5	0.5%		0.0%
Average Age	38.1		36.8		36.9		37.7		37.1	
Average Base Starting Salary	\$30,147		\$30,106		\$31,810		\$32,881		\$34,568	
Grand Total	620		866		892		921		831	

In FY '07, the greatest number and percentage of hires were in the Professional occupational category (349; 42.0%).

The average age of new hires was 37.1 and highest percentage of hires (33.9%) were in the 25-34 age category.

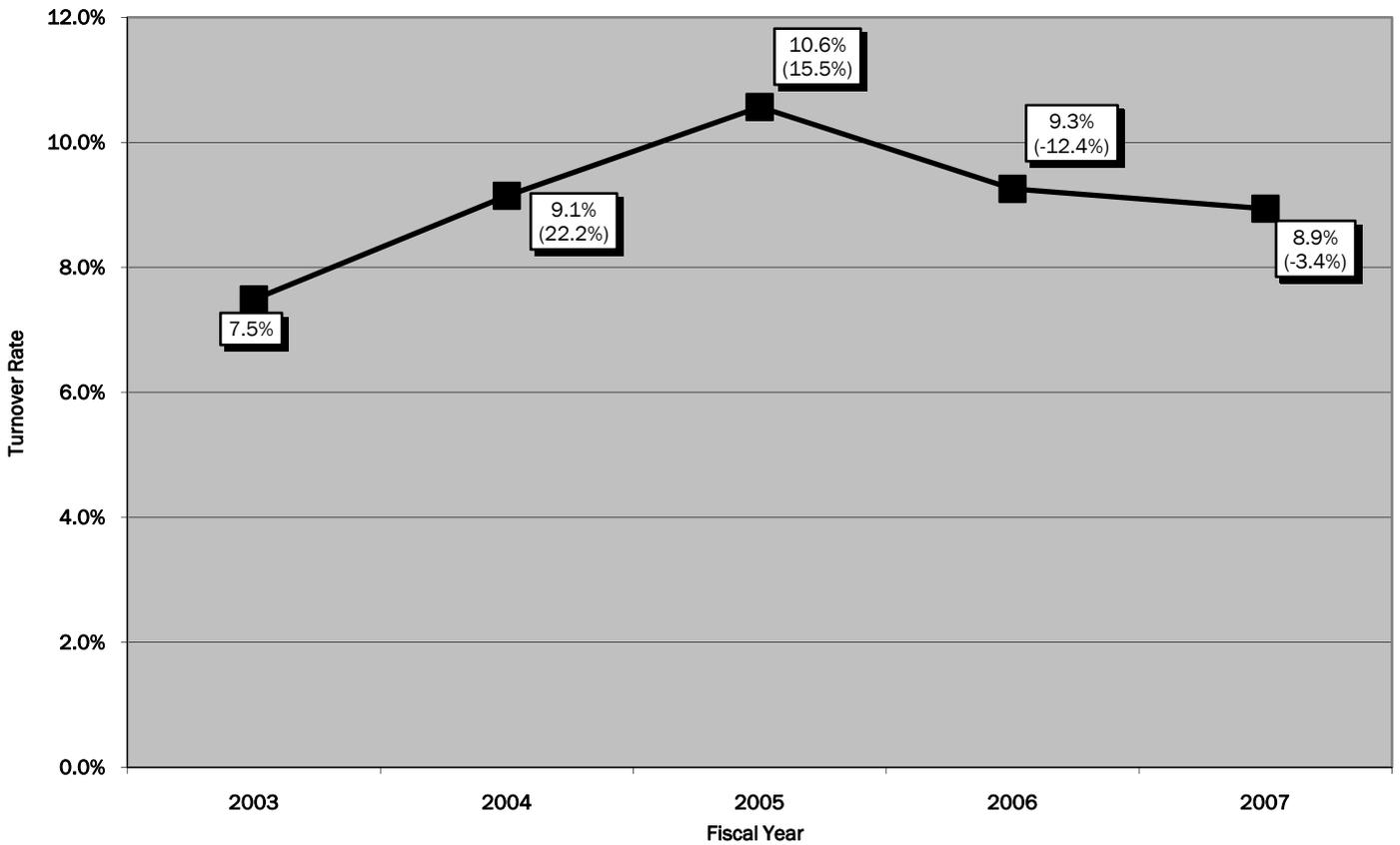
The average base starting salary was \$34,568.

For FY '07, 2.5% of hires were ethnic minorities and 53.8% were female.

Source: The State's Human Capital Management System (HCM). Data include new hires, rehires and transfers to classified for classified positions in the Executive Branch for Fiscal Years 2003 to 2007. Average base starting salary does not include benefits or overtime.

COMMENT: 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.). Finally, "Transfer to Classified" are currently employed in a non-classified status (temporary, exempt, etc.) and are hired into a classified position.

TABLE 20 TURNOVER RATE BY FISCAL YEAR



Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. 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.

After a 37.4% increase from FY '03 to FY '05, the turnover rate has dropped for the past two fiscal years and was 8.9% for FY '07, a 3.4% decrease from FY '06. The five-year average for turnover is 9.1%.

Benchmarking New England State Governments – Turnover	
Connecticut	7.3%
Massachusetts	8.7%
Maine	10.3%
New Hampshire	10.1%
Vermont	8.9%

Source: Connecticut Department of Administrative Services (FY '07); Commonwealth of Massachusetts, Human Resources Division (FY '07); New Hampshire, Division of Personnel 2006 Annual Report (FY '06); Maine, Bureau of Human Resources (FY '07).

TABLE 21 TURNOVER BY DEPARTMENT BY FISCAL YEAR

Department						Five Year
	2003	2004	2005	2006	2007	Average
Agriculture	7.4%	8.6%	8.4%	5.7%	0.0%	5.9%
Attorney General	6.9%	14.0%	3.5%	6.3%	12.5%	8.7%
BISHCA	4.1%	6.6%	7.5%	5.8%	4.5%	5.7%
Buildings & General Services	8.6%	10.3%	12.1%	9.5%	9.6%	10.0%
Children & Families			6.4%	5.3%	7.2%	n/a
Commerce & Community Development	7.3%	7.6%	5.0%	15.1%	7.9%	8.6%
Corrections	8.7%	14.7%	15.8%	15.1%	12.5%	13.5%
Disabilities, Aging & Independent Living			11.2%	11.3%	6.3%	n/a
Education	9.1%	9.1%	16.3%	6.5%	6.4%	9.4%
Environmental Conservation	3.8%	4.2%	5.7%	3.9%	8.2%	5.2%
Finance & Management	6.1%	3.0%	12.3%	8.6%	11.4%	8.3%
Fish & Wildlife	6.1%	5.1%	3.5%	4.3%	3.3%	4.4%
Forests, Parks & Recreation	7.8%	3.4%	8.7%	9.2%	5.4%	6.9%
Health			11.8%	9.2%	11.9%	n/a
Human Resources	11.7%	11.5%	9.3%	5.7%	7.4%	9.1%
Human Services			9.1%	3.8%	8.0%	n/a
Information & Innovation		6.1%	12.4%	13.0%	14.9%	n/a
Labor	5.3%	12.4%	15.2%	11.9%	8.9%	10.6%
Libraries	6.3%	3.0%	9.2%	6.3%	19.4%	8.7%
Liquor Control	3.7%	1.9%	5.6%	3.7%	3.7%	3.7%
Military	8.4%	8.5%	5.7%	6.4%	8.8%	7.6%
Natural Resources	3.4%	2.5%	7.8%	6.8%	4.4%	5.1%
Natural Resources Board	3.8%	3.9%	8.0%	12.0%	0.0%	5.5%
Office of Vermont Health Access			21.1%	6.5%	11.3%	n/a
Public Safety – Civilian	9.7%	9.2%	11.0%	10.0%	11.4%	10.3%
Public Safety - Sworn	10.3%	9.6%	9.2%	4.1%	5.4%	7.7%
Public Service	13.3%	2.6%	2.7%	11.1%	11.4%	8.1%
Secretary of State	7.7%	2.5%	15.2%	4.9%	17.1%	9.5%
Small Departments	7.3%	4.9%	11.3%	14.7%	16.7%	11.6%
State Treasurer	15.7%	7.1%	22.6%	0.0%	12.3%	11.5%
Taxes	3.4%	7.4%	4.6%	4.6%	7.0%	5.4%
Transportation	5.9%	7.1%	8.3%	8.6%	6.7%	7.3%
Vermont Lottery Commission	11.1%	0.0%	5.6%	0.0%	5.7%	4.4%
Vermont Veterans' Home	18.8%	23.8%	24.1%	25.3%	15.7%	21.5%
Former Depts. (restructured)	7.0%	7.1%	3.4%			n/a
Grand Total	7.5%	9.1%	10.6%	9.3%	8.9%	9.1%

Over this five fiscal year timeframe the highest turnover has been at the Vermont Veterans' Home with average yearly turnover of 21.5%.

Other departments with consistently higher than average yearly turnover include Corrections (13.5%), Public Safety – Civilian (10.3%), and Buildings & General Services (10.0%).

Departments with consistently lower than average yearly turnover during this timeframe include Liquor Control (3.7%), Fish & Wildlife (4.4%), Vermont Lottery Commission (4.4%), and Natural Resources (5.1%).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. "Small Departments" have 10 or fewer employees (See Appendix B). 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. "Former Depts. (restructured)" are those departments that no longer exist as a result of reorganization (See Appendix C).

TABLE 22 TURNOVER BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	2003	2004	2005	2006	2007	Five Year Average
Administrative Support	7.7%	9.2%	9.2%	9.4%	8.3%	8.7%
Officials and Administrators	7.2%	8.9%	10.9%	5.6%	11.0%	8.7%
Paraprofessionals	19.3%	20.0%	20.1%	19.4%	16.0%	18.9%
Professionals	6.1%	6.9%	8.6%	6.9%	7.5%	7.2%
Protective Service	10.0%	17.2%	18.2%	14.9%	12.9%	14.7%
Service Maintenance	14.4%	17.3%	15.6%	19.1%	15.7%	16.4%
Skilled Craft	4.8%	5.5%	8.5%	8.2%	7.7%	6.9%
Technicians	8.0%	7.0%	7.9%	10.1%	6.8%	7.9%
Grand Total	7.5%	9.1%	10.6%	9.3%	8.9%	9.1%

Gender	2003	2004	2005	2006	2007	Five Year Average
Female	7.9%	9.2%	10.3%	9.4%	8.7%	9.1%
Male	7.1%	9.1%	10.8%	9.1%	9.1%	9.1%
Grand Total	7.5%	9.1%	10.6%	9.3%	8.9%	9.1%

Ethnic Status	2003	2004	2005	2006	2007	Five Year Average
Minority	10.9%	9.1%	13.9%	14.6%	9.3%	11.5%
White	7.4%	9.1%	10.5%	9.2%	8.9%	9.0%
Grand Total	7.5%	9.1%	10.6%	9.3%	8.9%	9.1%

The Paraprofessional occupational group has the highest five-year average turnover rate of 18.9%. This group includes such job titles as Psychiatric Technician and Licensed Nursing Assistant.

There were no notable differences in turnover rates between male and female employees. Both the female and male five-year average was 9.1%

There appears to be a generally higher rate of turnover for minority employees. Minority employees averaged over 2.5% higher turnover per year. The minority five-year average turnover was 11.5% versus 9.0% for white employees.

Source: The State’s Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. Occupational categories are based on the Equal Employment Opportunity Commission’s occupational categories for state and local government (EEO-4). Appendix A 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 23 TURNOVER RATES FOR CLASSIFIED JOB TITLES – FISCAL YEAR 2007

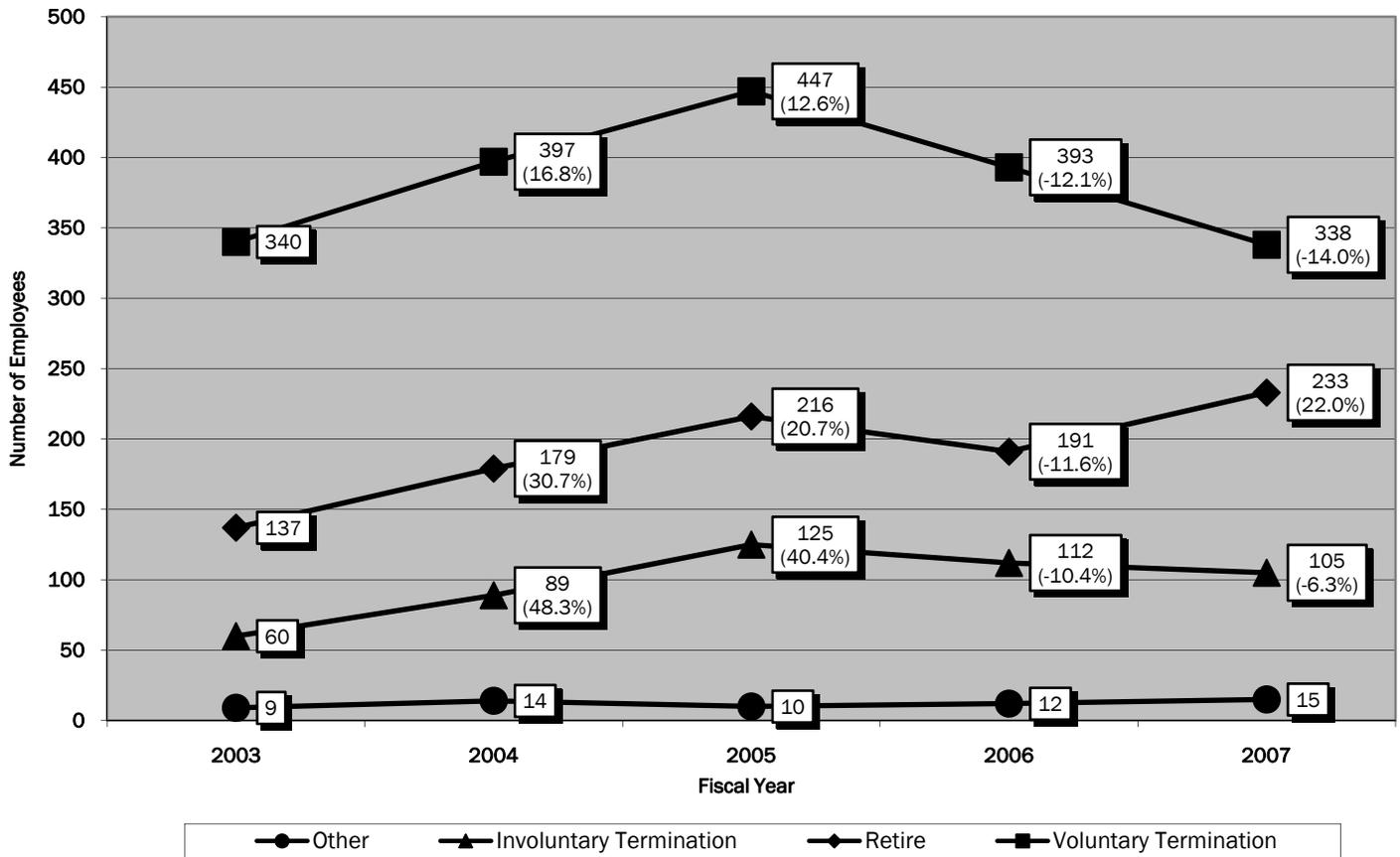
Turnover of Most Populous Job Titles FY '07			Job Titles with the Highest Turnover Rate FY '07		
Job Title	Ave. Num.	Turnover	Job Title	Ave. Num.	Turnover
Correctional Officer I	369	23.8%	Psychiatric Nurse II - Evening	15	46.7%
AOT Maintenance Worker IV	189	6.9%	Secretary C	12	43.5%
Administrative Assistant B	154	5.2%	Child Support Services Technician II	10	30.0%
Program Services Clerk	153	7.2%	Psychiatric Nurse II – Night	10	30.0%
Administrative Assistant A	152	7.3%	Environmental Scientist IV – General	11	28.6%
Social Worker B	140	6.4%	Veterans Home Registered Nurse	21	24.4%
Benefits Programs Specialist	132	8.3%	Public Health Specialist – Emergency	13	24.0%
Corrections Services Specialist II	131	5.4%	Correctional Officer I	369	23.8%
Correctional Officer II	128	7.8%	Public Health Specialist	18	22.9%
Senior Trooper – Station	105	6.7%	Psychiatric Technician IV	22	22.7%
Systems Developer II	86	10.5%	Security Guard	19	21.6%
Sergeant	85	1.2%	Licensed Nursing Assistant	75	20.0%
Licensed Nursing Assistant	75	20.0%	Customer Response Representative	10	20.0%
Custodian I	74	13.5%	Tax Compliance Officer II	10	20.0%
Emergency Communications Dispatcher	72	14.0%	AOT Technician II	11	19.0%
Public Health Nurse I	69	5.8%	AOT Maintenance Worker III	22	18.2%
Motor Vehicle Customer Services Specialist	65	9.3%	Veterans Home Utility Worker	29	17.5%
AOT Senior Maintenance Worker	63	6.3%	Education Consultant II	23	17.4%
Reach Up Case Manager	63	3.2%	Career Development Facilitator II	24	17.0%
Information Technology Specialist II	59	5.1%	Information Technology Manager I	19	16.2%
Systems Developer III	58	5.2%	Network Administrator III	13	16.0%
Trooper 1/C – Station	56	0.0%	Vocational Rehabilitation Counselor I – General	13	16.0%
Community Correctional Officer	53	13.3%	Career Development Facilitator III	32	15.9%
AOT Technician IV	52	1.9%	Psychiatric Technician I	47	15.1%
Corrections Services Specialist I	48	0.0%	Bridge Maintenance Mechanic II	14	14.8%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Year 2007. 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 (23.8%). Of the top ten most populous titles, all (except for Correctional Officer I) showed turnover rates less than the statewide average of 8.9% for FY '07.

Several nursing and institutional job titles were among those with the highest rates of turnover in FY '07 including Psychiatric Nurse II – Evening (46.7%), Psychiatric Nurse II – Night (30.0%), Veterans Home Registered Nurse (24.4%), Psychiatric Technician IV (22.7%) and Licensed Nursing Assistant (20.0%)

TABLE 24 TURNOVER BY REASON BY FISCAL YEAR



Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. 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 were voluntary terminations (338), down 14.0% from FY '06. Involuntary terminations also dropped for the second fiscal year. On the other hand, after a one-fiscal-year decline, the number of retirements increased 22.0% to a five-year high of 233.

A total of 691 employees separated during Fiscal Year 2007. Of the turnover in Fiscal Year 2007, 49% were voluntary terminations, 34% were retirements, 15% involuntary terminations, and 2% were "other".

TABLE 25 CHARACTERISTICS OF TYPE OF SEPARATION BY FISCAL YEAR

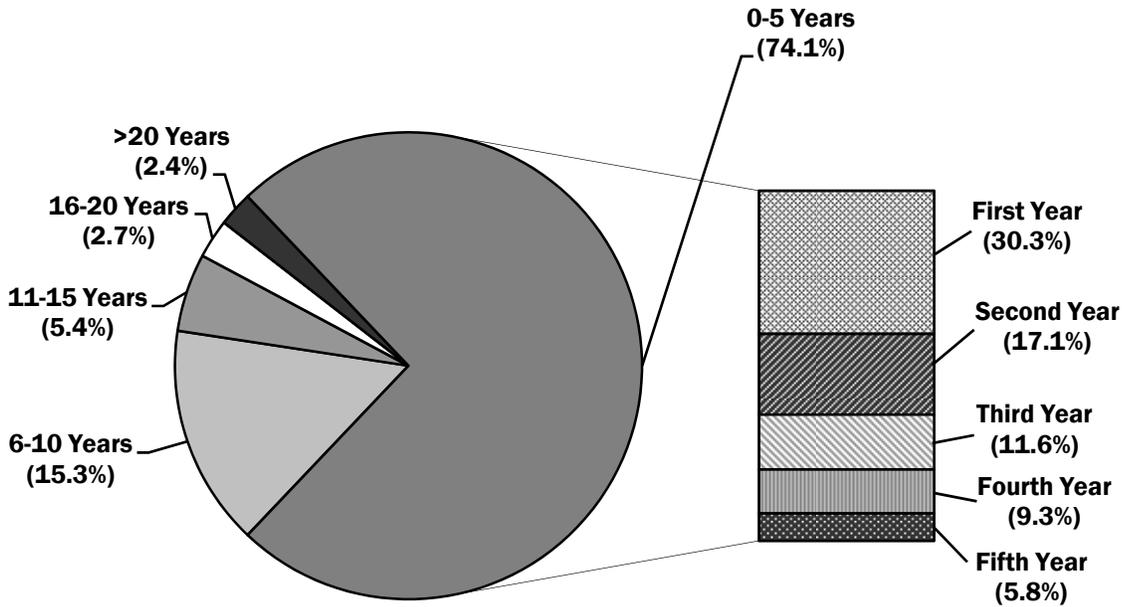
	2003			2004			2005			2006			2007		
	Invol. Term.	Retire	Vol. Term.												
Female	50%	41%	56%	53%	42%	50%	43%	42%	51%	52%	47%	51%	41%	43%	54%
Male	50%	59%	44%	47%	58%	50%	57%	58%	49%	48%	53%	49%	59%	57%	46%
Minority	5%	2%	2%	0%	2%	2%	3%	1%	3%	4%	2%	3%	4%	2%	3%
White	95%	98%	98%	100%	98%	98%	97%	99%	97%	96%	98%	97%	96%	98%	97%
Office/Clerical	15%	12%	14%	18%	16%	9%	10%	10%	9%	5%	12%	12%	9%	10%	9%
Officials and Administrators	0%	9%	3%	0%	11%	3%	2%	13%	1%	1%	5%	2%	1%	10%	3%
Paraprofessionals	17%	3%	7%	15%	0%	7%	10%	1%	7%	15%	2%	6%	13%	3%	6%
Professionals	32%	38%	41%	21%	46%	36%	27%	49%	41%	27%	53%	34%	24%	55%	43%
Protective Service	12%	15%	19%	33%	9%	29%	35%	8%	28%	38%	5%	26%	34%	8%	23%
Service Maintenance	8%	3%	6%	10%	3%	6%	4%	2%	5%	9%	4%	5%	11%	2%	5%
Skilled Craft	10%	9%	3%	2%	6%	5%	3%	10%	5%	1%	7%	7%	6%	8%	4%
Technicians	7%	12%	7%	1%	10%	5%	7%	7%	5%	4%	12%	7%	2%	5%	6%
Age <25 Years	12%	0%	6%	21%	0%	7%	14%	0%	6%	19%	0%	10%	10%	0%	7%
25-34 Years	22%	0%	31%	20%	0%	34%	24%	0%	32%	32%	0%	33%	30%	0%	34%
35-44 Years	28%	1%	29%	27%	1%	29%	24%	1%	30%	20%	2%	29%	30%	0%	25%
45-54 Years	25%	24%	23%	21%	20%	22%	26%	17%	24%	22%	11%	19%	22%	14%	21%
55-65 Years	12%	69%	10%	7%	69%	8%	10%	74%	8%	7%	74%	9%	9%	73%	12%
>65 Years	2%	7%	0%	3%	9%	1%	1%	8%	1%	0%	13%	0%	0%	13%	1%
Average Age	40.8	58.6	39.3	38.2	59.0	38.6	39.2	58.9	39.1	36.4	60.0	38.0	38.5	59.7	39.1
Length of Service <5 Years	78%	4%	73%	82%	4%	70%	82%	4%	70%	84%	6%	70%	90%	7%	72%
5-9 Years	12%	11%	13%	8%	8%	18%	10%	9%	17%	5%	10%	21%	6%	12%	17%
10-14 Years	3%	7%	7%	4%	7%	6%	4%	6%	6%	4%	9%	4%	3%	8%	8%
15-19 Years	3%	11%	4%	2%	15%	3%	3%	11%	4%	4%	12%	3%	1%	12%	1%
20-24 Years	3%	12%	3%	2%	9%	2%	0%	10%	1%	2%	10%	1%	1%	11%	1%
25-30 Years	0%	28%	1%	0%	24%	1%	1%	31%	1%	2%	27%	1%	0%	27%	1%
>30 Years	0%	27%	0%	1%	32%	0%	0%	30%	0%	0%	26%	0%	0%	24%	0%
Grand Total Number	60	137	340	89	179	397	125	216	447	112	191	393	105	233	338
Grand Total Percent	11%	26%	63%	13%	27%	60%	16%	27%	57%	16%	27%	56%	16%	34%	50%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. 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.

For FY '07, involuntary terminations were most likely among male employees (59%), those with less than five years of service (90%) and in the Protective Service occupational group (38%).

The average age of retirement was 59.7 years in FY '07; the largest percentage of retirements is among Professionals (55%) and age 55-65 years (73%).

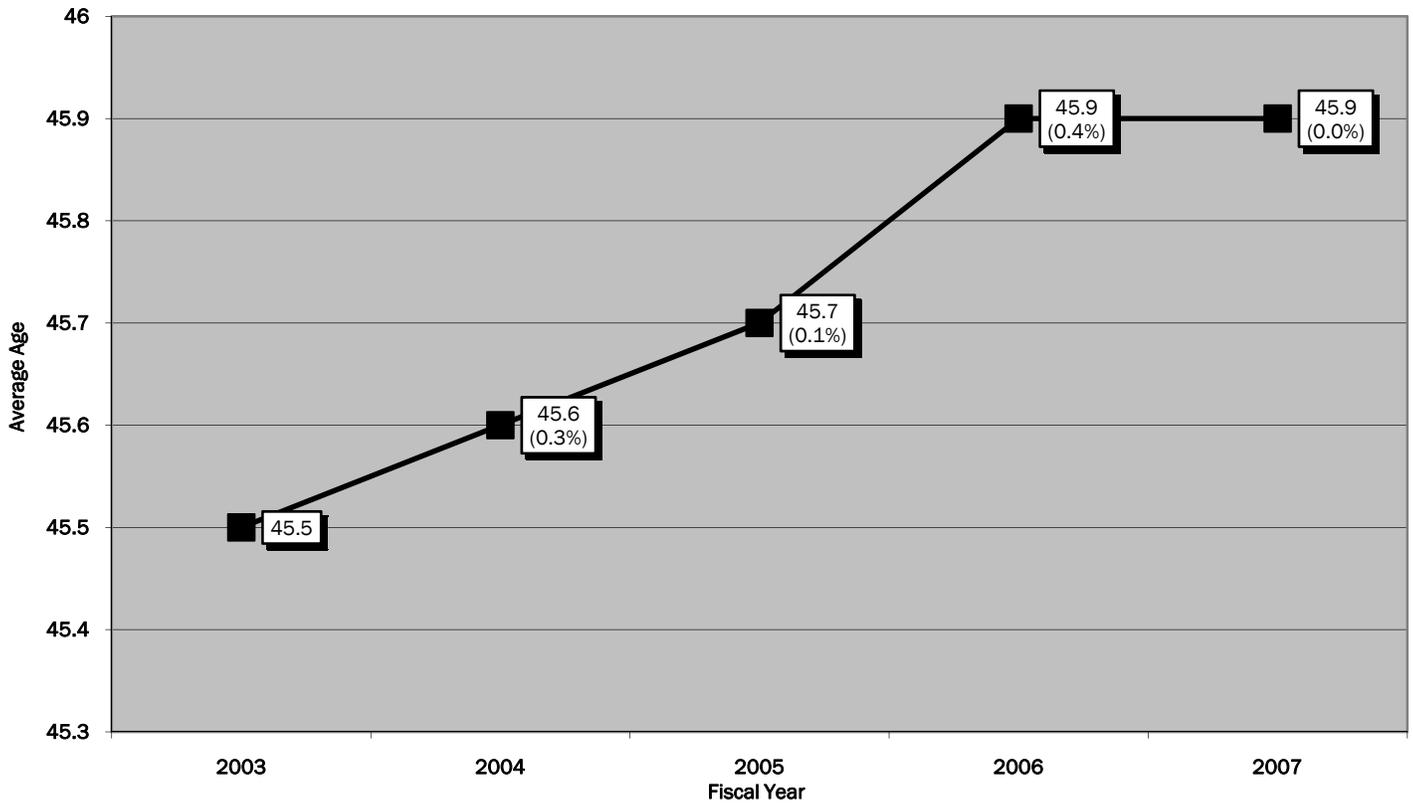
TABLE 26 VOLUNTARY TURNOVER BY YEARS OF SERVICE (5 YEAR AVERAGE)



Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. Movement between State departments is not considered as turnover for purposes of this analysis. Voluntary turnover includes voluntary resignations and end of limited term or interim appointments.

From Fiscal Year 2003 to 2007 the vast majority of voluntary terminations (five year average 74.1%) occurred among employees with five or fewer years of service. When considering those employees who voluntarily terminated in the first five years the largest percentage occurred in the first year of employment (five-year average 30.3%).

TABLE 27 AVERAGE AGE OF CLASSIFIED EMPLOYEES BY FISCAL YEAR



Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. 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 2007 was 45.9, unchanged from the previous fiscal year.

TABLE 28 EMPLOYEE AGE GROUPS BY DEPARTMENT – FISCAL YEAR 2007

Department	Age Groups						Average Age
	<25	25-34	35-44	45-54	55-65	>65	
Agriculture		14	21	36	18	2	46.8
Attorney General		6	7	10	8		45.4
BISHCA	1	13	25	26	28		45.9
Buildings & General Services	5	43	94	164	100	8	47.6
Children & Families	14	125	220	294	267	13	47.1
Commerce & Community Development		12	12	29	21	1	47.5
Corrections	42	255	372	269	188	3	42.3
Disabilities, Aging & Independent Living		30	42	117	95	6	49.9
Education		24	36	55	66	5	49.0
Environmental Conservation	2	38	70	106	62	1	46.3
Finance & Management		4	10	12	8		47.4
Fish & Wildlife	1	22	38	49	12		43.9
Forests, Parks & Recreation		11	25	43	31	2	48.7
Health	22	121	157	270	216	9	46.9
Human Resources		5	17	18	12	1	47.4
Human Services		10	14	38	23		48.0
Information & Innovation	3	4	16	22	9		44.6
Labor	2	28	54	87	92	4	49.0
Libraries			2	12	14	2	53.9
Liquor Control		7	19	18	8		45.1
Military	3	13	30	45	22	1	45.9
Natural Resources		5	14	15	12	1	46.6
Natural Resources Board			5	12	8		51.0
Office of Vermont Health Access	1	13	28	21	9	2	43.8
Public Safety – Civilian	9	57	71	67	67	10	45.4
Public Safety – Sworn	10	96	148	59			37.6
Public Service	1	5	15	7	9		44.8
Secretary of State		11	8	10	13	1	46.2
Small Departments		3	9	6	6		46.1
State Treasurer		2	13	13	4		45.4
Taxes	3	13	34	48	64	4	50.0
Transportation	24	150	345	419	289	13	46.3
Vermont Lottery Commission		2	5	4	6		47.6
Vermont Veterans' Home	9	23	57	72	47		45.6
Grand Total	152	1165	2033	2473	1834	89	45.9
Percent	2.0%	15.0%	26.2%	31.9%	23.7%	1.1%	

Departments with the highest average age include Libraries (53.9), Taxes (50.0), and Disabilities, Aging & Independent Living (49.9).

Public Safety – Sworn (37.6) and Corrections (42.3) had employees with an average age lower than the overall average.

Only 17.0% of the workforce is less than 35 years old; 56.8% are 45 or older.

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Year 2007. "Small Departments" have 10 or fewer employees (See Appendix B).

TABLE 29 AVERAGE AGE BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	2003	2004	2005	2006	2007	Five Year Average
Administrative Support	45.7	46.0	46.3	46.8	46.7	46.3
Officials and Administrators	52.3	52.6	52.2	52.5	51.9	52.3
Paraprofessionals	39.4	40.7	42.2	42.9	42.7	41.6
Professionals	46.7	47.0	47.1	47.1	47.3	47.0
Protective Service	39.2	38.7	38.2	38.6	38.8	38.7
Service Maintenance	45.4	45.7	45.9	46.2	45.1	45.7
Skilled Craft	45.9	46.5	46.6	47.0	47.2	46.6
Technicians	44.6	45.0	45.5	45.5	45.7	45.3
Grand Total	45.5	45.6	45.7	45.9	45.9	45.7

Gender	2003	2004	2005	2006	2007	Five Year Average
Female	45.3	45.5	45.7	45.9	46.0	45.7
Male	45.6	45.7	45.7	45.8	45.9	45.7
Grand Total	45.5	45.6	45.7	45.9	45.9	45.7

Ethnic Status	2003	2004	2005	2006	2007	Five Year Average
Minority	44.6	44.0	43.6	43.8	44.3	44.1
White	45.5	45.6	45.7	45.9	46.0	45.7
Grand Total	45.5	45.6	45.7	45.9	45.9	45.7

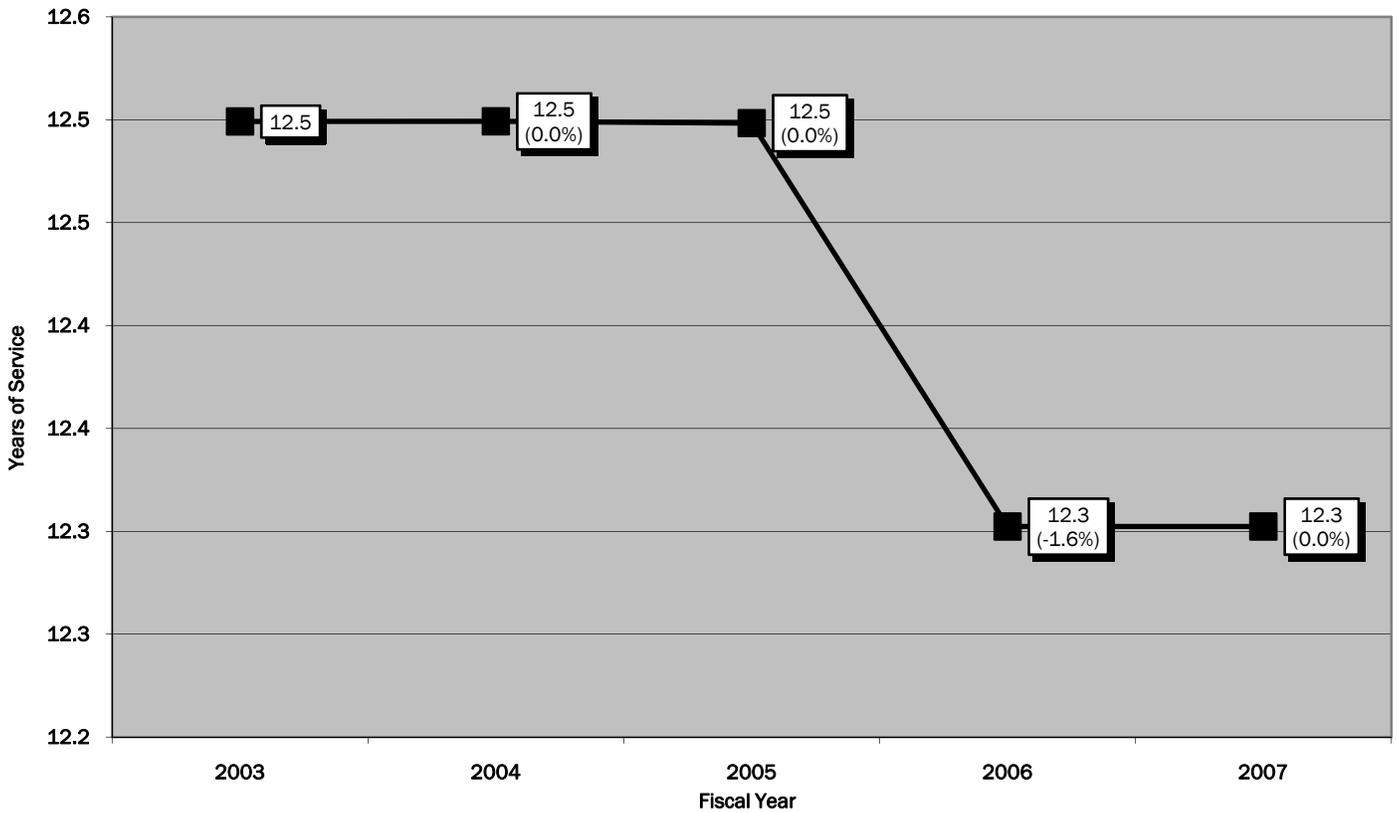
Employees in jobs categorized as Officials and Administrators have the highest average age (five-year average 52.3 years); those employees in the Protective Service group had the lowest average (five-year average 38.7 years).

There is no difference between the average age of female and male classified employees (both five-year average 45.7 years).

There is a small difference in the average age of white (five-year average 45.7 years) and minority employees (five-year average 44.1 years).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix A gives a full definition of each category.

TABLE 30 AVERAGE LENGTH OF SERVICE OF CLASSIFIED EMPLOYEES BY FISCAL YEAR



Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. 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 length of service was 12.3 years in Fiscal Year 2007, unchanged from the previous fiscal year. The five-year average for length of service is 12.4 years.

TABLE 31 AVERAGE LENGTH OF SERVICE BY DEPARTMENT BY FISCAL YEAR

Department						Five Year
	2003	2004	2005	2006	2007	Average
Agriculture	13.4	13.3	13.3	12.7	13.7	13.3
Attorney General	8.4	9.0	9.3	9.3	10.1	9.2
BISHCA	10.2	9.8	9.8	9.9	10.0	10.0
Buildings & General Services	11.5	11.1	11.0	10.8	11.2	11.1
Children & Families			13.8	13.9	14.0	n/a
Commerce & Community Development	13.0	13.6	12.8	14.6	13.4	13.5
Corrections	10.4	9.7	9.5	9.7	9.9	9.8
Disabilities, Aging & Independent Living			12.9	12.7	12.2	n/a
Education	9.9	10.2	10.4	10.1	10.6	10.2
Environmental Conservation	13.8	14.1	13.9	13.9	14.0	13.9
Finance & Management	15.6	14.3	13.2	11.5	13.0	13.5
Fish & Wildlife	14.1	14.3	13.8	14.4	14.8	14.3
Forests, Parks & Recreation	19.2	19.2	18.7	18.3	17.9	18.7
Health			10.9	10.3	10.3	n/a
Human Resources	13.1	12.9	11.4	12.1	12.5	12.4
Human Services			16.2	13.9	13.2	n/a
Information & Innovation	13.3	13.7	13.7	13.0	10.4	12.8
Labor	15.5	16.4	16.9	15.4	14.9	15.8
Libraries	16.2	16.7	17.3	16.8	16.8	16.8
Liquor Control	12.6	13.4	13.8	13.6	13.0	13.3
Military	13.5	13.9	14.8	13.9	13.4	13.9
Natural Resources	15.2	15.3	15.6	14.6	13.9	14.9
Natural Resources Board	16.0	16.7	17.5	17.9	18.9	17.4
Office of Vermont Health Access			9.5	7.6	7.0	n/a
Public Safety – Civilian	9.6	9.6	10.3	9.5	9.8	9.8
Public Safety – Sworn	11.7	11.6	10.7	10.9	11.1	11.2
Public Service	10.1	10.8	10.9	9.5	9.5	10.1
Secretary of State	10.8	11.2	12.2	12.4	12.4	11.8
Small Departments	12.2	11.3	10.1	11.5	7.5	10.5
State Treasurer	10.3	10.2	8.0	9.2	9.9	9.5
Taxes	15.0	15.1	15.1	15.5	15.6	15.3
Transportation	14.0	14.3	14.5	14.6	14.4	14.4
Vermont Lottery Commission	15.8	15.3	14.8	15.8	15.9	15.5
Vermont Veterans' Home	8.8	9.8	10.3	10.0	9.4	9.6
Former Depts. (restructured)	12.4	12.5	11.5			n/a
Grand Total	12.5	12.5	12.5	12.3	12.3	12.4
% Change from Previous FY		0.0%	0.0%	-1.6%	0.0%	

Forest, Parks and Recreations has the highest average length of service (five-year average of 18.7 years), while Attorney General has the lowest (five-year average 9.2 years).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. 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 32 AVERAGE LENGTH OF SERVICE BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	2003	2004	2005	2006	2007	Five Year Average
Administrative Support	12.4	12.3	12.5	12.5	12.4	12.4
Officials and Administrators	20.0	20.2	19.0	19.0	18.2	19.3
Paraprofessionals	7.0	8.4	9.0	8.7	9.9	8.6
Professionals	13.2	13.4	13.3	13.0	13.0	13.2
Protective Service	8.5	7.8	7.5	7.6	7.8	7.8
Service Maintenance	8.7	9.1	9.4	8.6	8.2	8.8
Skilled Craft	13.7	14.1	13.9	14.3	14.5	14.1
Technicians	12.0	12.4	12.9	12.7	12.4	12.5
Grand Total	12.5	12.5	12.5	12.3	12.3	12.4

Gender	2003	2004	2005	2006	2007	Five Year Average
Female	11.5	11.7	11.7	11.6	11.6	11.6
Male	13.4	13.3	13.2	13.0	13.0	13.2
Grand Total	12.5	12.5	12.5	12.3	12.3	12.4

Ethnic Status	2003	2004	2005	2006	2007	Five Year Average
Minority	11.8	11.6	11.7	10.7	10.6	11.3
White	12.5	12.6	12.5	12.4	12.3	12.4
Grand Total	12.5	12.5	12.5	12.3	12.3	12.4

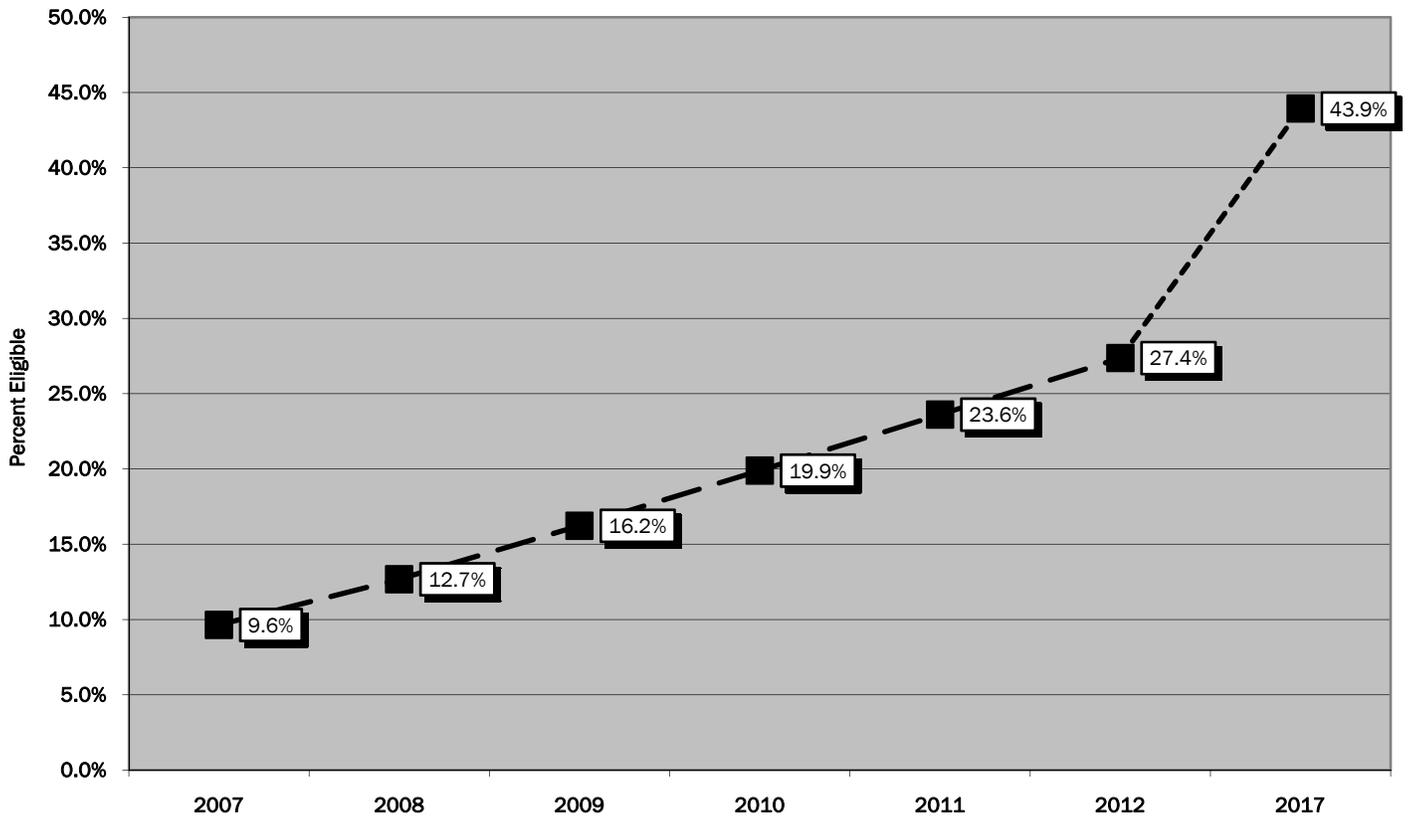
The Official and Administrators occupational group has the highest average length of service at 19.3 years (five-year average). Those employees in the Protective Service group have the lowest (five-year average 7.8 years).

Male employees on average have a greater length of service (five-year average 13.2 years) than females (five-year average 11.6 years).

There is a small difference in the average length of service of white (five-year average 12.5 years) and minority employees (five-year average 11.3 years).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. 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. Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix A gives a full definition of each category.

TABLE 33 PROJECTED RETIREMENT ELIGIBILITY BY FISCAL YEAR



Male	432	549	694	846	976	1,135	1,767
Female	315	433	563	695	853	985	1,637
Total	747	982	1,257	1,541	1,829	2,120	3,404
% Change from Previous FY		31.5%	28.0%	22.6%	18.7%	15.9%	60.6%

Source: The State's Human Capital Management System (HCM) 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 2007 year-end. See Appendix D for a description of the method used to produce the retirement projections.

At the end of Fiscal Year 2007, 747 employees (9.6% of the classified workforce) were retirement eligible.

Projecting from FY 2007, the percent eligible increases an average of 23% per fiscal year until at five years (FY 2012) 27.4% or 2,120 employees are projected to be retirement eligible. The largest percent increase projected (31.5%) is from FY '07 to FY '08.

The ten-year projection (FY 2017) sees 43.9% (3,404) of employees retirement eligible.

TABLE 34 PROJECTED RETIREMENT ELIGIBILITY BY DEPARTMENT

Department	Eligible FY '07		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '08	FY '09	FY '10	FY '11	FY '12	Num.	Percent	Num.	Percent
Agriculture	11	12.1%	2.2%	3.3%	3.3%	1.1%	1.1%	21	23.1%	41	45.1%
Attorney General	3	9.7%	0.0%	6.5%	3.2%	0.0%	3.2%	7	22.6%	12	38.7%
BISHCA	5	5.4%	1.1%	3.2%	1.1%	5.4%	5.4%	20	21.5%	39	41.9%
Buildings & General Services	33	8.0%	2.7%	4.3%	3.4%	4.1%	6.0%	118	28.5%	194	46.9%
Children & Families	111	11.9%	3.5%	4.5%	3.2%	3.5%	4.9%	295	31.6%	450	48.2%
Commerce & Community Development	5	6.7%	1.3%	8.0%	0.0%	6.7%	5.3%	21	28.0%	39	52.0%
Corrections	55	4.9%	1.9%	2.7%	1.9%	2.1%	3.0%	187	16.6%	325	28.8%
Disabilities, Aging & Independent Living	32	11.0%	5.5%	2.8%	5.9%	4.5%	4.5%	99	34.1%	157	54.1%
Education	24	12.9%	3.2%	3.2%	5.9%	5.4%	3.2%	63	33.9%	102	54.8%
Environmental Conservation	25	9.0%	3.9%	2.5%	2.5%	2.9%	3.2%	67	24.0%	115	41.2%
Finance & Management	7	20.6%	2.9%	2.9%	0.0%	2.9%	0.0%	10	29.4%	13	38.2%
Fish & Wildlife	6	4.9%	0.8%	0.0%	5.7%	1.6%	9.8%	28	23.0%	51	41.8%
Forests, Parks & Recreation	19	17.0%	2.7%	6.3%	5.4%	3.6%	2.7%	42	37.5%	60	53.6%
Health	68	8.6%	3.6%	3.1%	3.9%	5.8%	3.9%	230	28.9%	367	46.2%
Human Resources	3	5.7%	5.7%	3.8%	3.8%	7.5%	5.7%	17	32.1%	26	49.1%
Human Services	9	10.6%	5.9%	0.0%	2.4%	5.9%	4.7%	25	29.4%	43	50.6%
Information & Innovation	5	9.3%	1.9%	3.7%	1.9%	1.9%	1.9%	11	20.4%	21	38.9%
Labor	34	12.7%	4.9%	4.9%	7.1%	4.1%	3.4%	99	37.1%	157	58.8%
Libraries	5	16.7%	10.0%	3.3%	3.3%	10.0%	16.7%	18	60.0%	20	66.7%
Liquor Control	11	21.2%	0.0%	1.9%	1.9%	3.8%	0.0%	15	28.8%	19	36.5%
Military	12	10.5%	3.5%	5.3%	0.9%	2.6%	4.4%	31	27.2%	51	44.7%
Natural Resources	9	19.1%	2.1%	0.0%	2.1%	0.0%	0.0%	11	23.4%	22	46.8%
Natural Resources Board	2	8.0%	0.0%	12.0%	12.0%	4.0%	0.0%	9	36.0%	21	84.0%
Office of Vermont Health Access	1	1.4%	1.4%	2.7%	4.1%	1.4%	2.7%	10	13.5%	23	31.1%
Public Safety – Civilian	32	11.4%	3.2%	1.1%	2.8%	2.8%	2.8%	68	24.2%	111	39.5%
Public Safety – Sworn	13	4.2%	2.6%	3.2%	3.2%	1.6%	2.9%	55	17.6%	112	35.8%
Public Service	3	8.1%	2.7%	0.0%	5.4%	5.4%	2.7%	9	24.3%	12	32.4%
Secretary of State	3	7.0%	2.3%	16.3%	2.3%	7.0%	2.3%	16	37.2%	21	48.8%
Small Departments	1	4.2%	0.0%	8.3%	4.2%	0.0%	8.3%	6	25.0%	9	37.5%
State Treasurer	1	3.1%	0.0%	0.0%	3.1%	3.1%	0.0%	3	9.4%	9	28.1%
Taxes	36	21.7%	3.0%	4.2%	6.0%	6.6%	3.6%	75	45.2%	99	59.6%
Transportation	150	12.1%	3.1%	4.3%	4.8%	3.9%	3.1%	386	31.1%	576	46.5%
Vermont Lottery Commission	2	11.8%	0.0%	0.0%	0.0%	5.9%	5.9%	4	23.5%	8	47.1%
Vermont Veterans' Home	11	5.3%	2.9%	1.9%	3.8%	4.3%	2.9%	44	21.2%	79	38.0%
Grand Total	747	9.6%	3.0%	3.6%	3.7%	3.7%	3.8%	2,120	27.4%	3,404	43.9%

Source: The State's Human Capital Management System (HCM) 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 2007 year-end. Please see Appendix D for a description of the method used to produce the retirement projections. "Small Departments" have 10 or fewer employees (See Appendix B).

Over half (52%) of all the employees who will be retirement eligible in five years (FY 2012) come from just four departments – Children and Families, Corrections, Health, and Transportation.

TABLE 35 PROJECTED RETIREMENT ELIGIBILITY BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Gender	Eligible FY '07		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '08	FY '09	FY '10	FY '11	FY '12	Num.	Percent	Num.	Percent
Administrative Support	79	11.1%	3.5%	4.6%	3.8%	3.9%	3.5%	217	30.4%	322	45.2%
Officials and Administrators	81	24.1%	4.2%	5.7%	6.5%	5.1%	3.9%	166	49.4%	221	65.8%
Paraprofessionals	15	4.7%	2.8%	0.9%	4.1%	3.5%	3.5%	62	19.6%	103	32.6%
Professionals	437	10.7%	3.3%	3.9%	3.6%	4.1%	4.1%	1,217	29.8%	1,964	48.1%
Protective Service	22	2.1%	1.3%	1.4%	2.0%	1.6%	2.5%	115	11.0%	231	22.1%
Service Maintenance	17	7.6%	3.6%	2.2%	1.8%	3.6%	3.6%	50	22.3%	80	35.7%
Skilled Craft	54	9.9%	2.4%	4.0%	4.8%	4.2%	4.0%	160	29.4%	270	49.6%
Technicians	42	8.7%	3.5%	3.9%	4.5%	3.1%	3.7%	133	27.4%	213	43.9%
Total	747	9.6%	3.0%	3.6%	3.7%	3.7%	3.8%	2,120	27.4%	3,404	43.9%

Gender	Eligible FY '07		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '08	FY '09	FY '10	FY '11	FY '12	Num.	Percent	Num.	Percent
Female	315	8.2%	3.1%	3.4%	3.5%	4.1%	3.5%	985	25.8%	1,637	42.8%
Male	432	11.0%	3.0%	3.7%	3.9%	3.3%	4.1%	1,135	28.9%	1,767	45.1%
Total	747	9.6%	3.0%	3.6%	3.7%	3.7%	3.8%	2,120	27.4%	3,404	43.9%

Ethnic Status	Eligible FY '07		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '08	FY '09	FY '10	FY '11	FY '12	Num.	Percent	Num.	Percent
Minority	16	9.8%	0.6%	3.7%	1.2%	2.5%	4.3%	36	22.1%	54	33.1%
White	731	9.6%	3.1%	3.5%	3.7%	3.7%	3.7%	2,084	27.5%	3,350	44.2%
Total	747	9.6%	3.0%	3.6%	3.7%	3.7%	3.8%	2,120	27.4%	3,404	43.9%

Source: The State's Human Capital Management System (HCM) and Office of the State Treasurer, Retirement Division. Projections are based on employee's age and length of creditable service at Fiscal 2007 year-end. Please see Appendix D for a description of the method used to produce the retirement projections. Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix A gives a full definition of each category

While the percentage of employees retirement eligible in five years in the Officials and Administrators occupational group is the highest (49.4%), in terms of actual numbers, 57% of all employees retirement eligible in five years are in the Professional occupational group.

There is a higher percentage of male than female employees retirement eligible both at the end of FY 2007 (11.0% vs. 8.2%) and in five years (28.9% vs. 25.8%).

TABLE 36 PROJECTED RETIREMENT ELIGIBILITY FOR CLASSIFIED JOB TITLES – FISCAL YEAR 2007

Projected Retirement Eligibility of Most Populous Job Titles			
Job Title	Num.	Eligible FY '07	Five Year Percent Projected Eligible
Correctional Officer I	353	0.0%	3.7%
AOT Maintenance Worker IV	183	7.7%	23.5%
Administrative Assistant B	149	9.4%	37.6%
Administrative Assistant A	142	12.7%	30.3%
Corrections Services Specialist II	141	7.8%	23.4%
Social Worker B	139	9.4%	23.0%
Benefits Programs Specialist	138	8.7%	29.7%
Program Services Clerk	135	8.9%	25.9%
Correctional Officer II	130	1.5%	13.1%
Senior Trooper – Station	116	0.0%	8.6%
Sergeant	84	3.6%	22.6%
Systems Developer II	79	10.1%	20.3%
Licensed Nursing Assistant	78	3.8%	19.2%
Emergency Comm. Dispatcher	68	7.4%	14.7%
Custodian I	67	7.5%	31.3%
Motor Vehicle Customer Serv. Spec.	66	7.6%	34.8%
Public Health Nurse I	66	4.5%	27.3%
Systems Developer III	65	13.8%	29.2%
Information Technology Specialist II	61	8.2%	19.7%
Psychiatric Technician	60	0.0%	6.7%
AOT Senior Maintenance Worker	59	18.6%	49.2%
Reach Up Case Manager	59	13.6%	35.6%
AOT Technician IV	52	11.5%	36.5%
Community Correctional Officer	50	2.0%	16.0%
Program Technician I	48	6.3%	22.9%

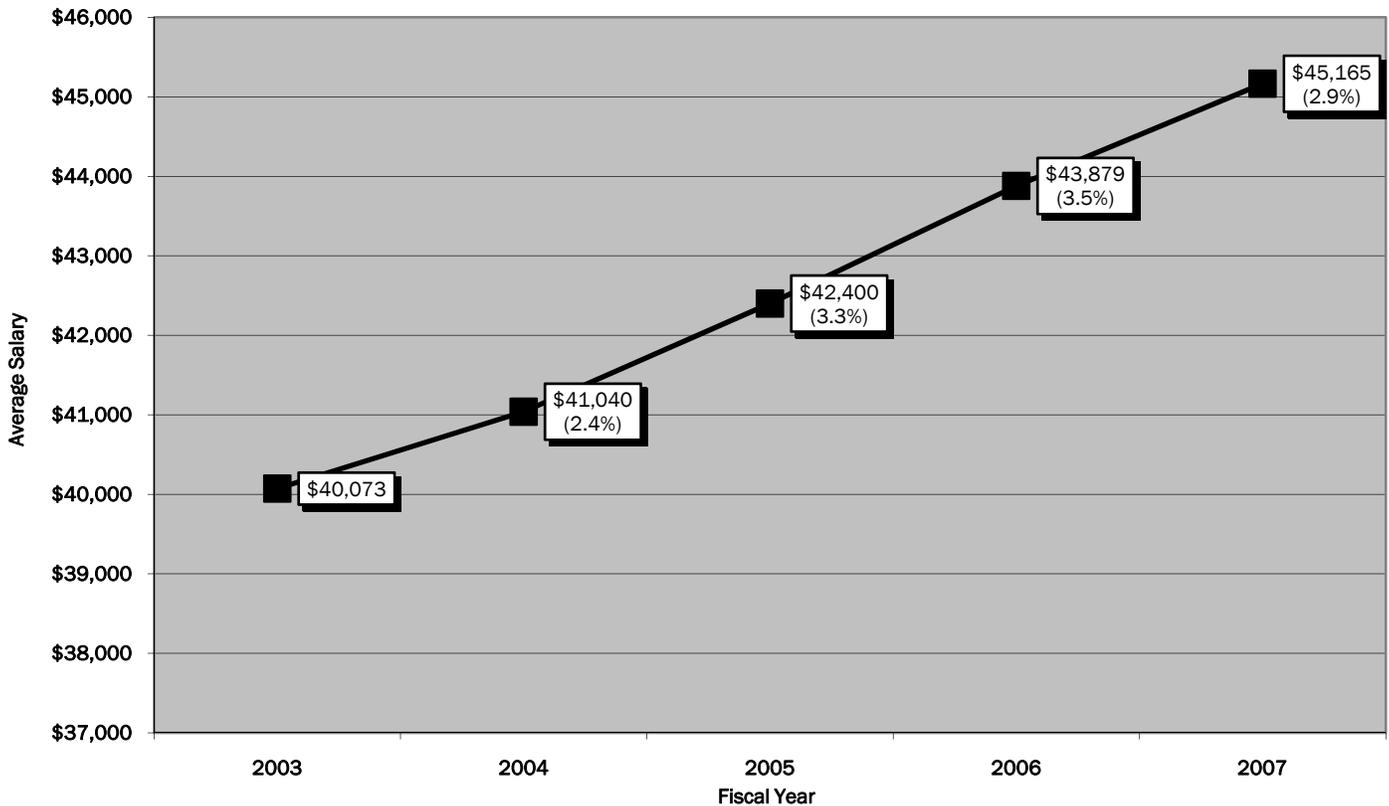
Job Titles with the Highest Projected Retirement Eligibility			
Job Title	Num.	Eligible FY '07	Five Year Percent Projected Eligible
AOT Technician VI	41	34.1%	43.9%
Information Technology Manager I	21	33.3%	57.1%
AOT Area Maintenance Supervisor	43	30.2%	53.5%
Senior Psychiatric Technician	21	28.6%	47.6%
Lieutenant	30	26.7%	50.0%
AOT Manager IV	15	26.7%	53.3%
Environmental Analyst VI	19	26.3%	63.2%
Business Manager D	16	25.0%	56.3%
Education Consultant I	16	25.0%	43.8%
Forester II	21	23.8%	42.9%
Community Correctional Prog. Super.	22	22.7%	45.5%
Health Programs Outreach Spec. II	27	22.2%	40.7%
Clerk C	19	21.1%	36.8%
Military Maintenance Specialist	15	20.0%	46.7%
Social Services Supervisor	21	19.0%	33.3%
AOT Senior Maintenance Worker	59	18.6%	49.2%
Economic Services Supervisor	38	18.4%	34.2%
Business Manager A	22	18.2%	45.5%
AOT Technician V	34	17.6%	44.1%
Information Center Representative II	34	17.6%	41.2%
Tax Examiner III	23	17.4%	60.9%
Administrative Secretary	36	16.7%	33.3%
Civil Engineer VII	18	16.7%	38.9%
Child Support Specialist II	31	16.1%	29.0%
Systems Developer III	65	13.8%	29.2%

Source: The State's Human Capital Management System (HCM) and Office of the State Treasurer, Retirement Division. Projections are based on employee's age and length of creditable service at Fiscal 2007 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.

Most populous job titles with a high percentage of employees projected to be retirement eligible in five years include AOT Senior Maintenance Worker (49.2%), Administrative Assistant B (37.6%), AOT Technician IV (36.5%), and Reach Up Case Manager (35.6%).

There are several job titles with 50% or more of the incumbents who are projected to be retirement eligible in five years.

TABLE 37 AVERAGE SALARY FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR



Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. Annual salary is base rate and does not include benefits or overtime. The percentages noted in parentheses reflect the percent change from the previous year.

At the end of Fiscal Year 2007 the average base rate salary for classified employees was \$45,165, a 2.9% increase over the Fiscal Year 2006 average. Several factors contribute to change in average annual salary. Many employees are eligible for step movement within the pay plan each year. Negotiated across-the-board salary increases are based on collective bargaining agreements (see box below). In addition, classification actions and promotions, higher paid employees retiring and newly hired employees coming in lower on the pay scale all affect average salary.

State of Vermont and VSEA Negotiated Salary Increases	
Fiscal Year	Total Average Salary Adjustments
2003	4.98% (includes 1.98% for steps)
2004	3.48% (includes 1.98% for steps)
2005	4.48% (includes 1.98% for steps)
2006	3.98% (includes 1.98% for steps)
2007	4.23% (includes 1.98% for steps)

TABLE 38 AVERAGE SALARY BY DEPARTMENT BY FISCAL YEAR

Department						% Change
	2003	2004	2005	2006	2007	FY '03 to FY '07
Agriculture	\$39,884	\$41,751	\$45,554	\$46,738	\$49,398	23.9%
Attorney General	\$39,931	\$42,191	\$45,330	\$46,896	\$48,187	20.7%
BISHCA	\$48,603	\$50,451	\$52,170	\$53,593	\$56,502	16.3%
Buildings & General Services	\$31,843	\$32,577	\$34,114	\$34,730	\$35,967	13.0%
Children & Families			\$43,993	\$45,177	\$46,591	n/a
Commerce & Community Development	\$43,665	\$44,740	\$46,620	\$50,326	\$50,407	15.4%
Corrections	\$37,130	\$36,991	\$37,801	\$39,937	\$41,279	11.2%
Disabilities, Aging & Independent Living			\$44,940	\$46,377	\$47,252	n/a
Education	\$45,531	\$46,168	\$48,225	\$49,494	\$51,147	12.3%
Environmental Conservation	\$45,689	\$47,760	\$48,828	\$49,810	\$50,997	11.6%
Finance & Management	\$52,633	\$53,088	\$55,188	\$56,938	\$58,208	10.6%
Fish & Wildlife	\$44,862	\$46,192	\$47,710	\$48,874	\$50,349	12.2%
Forests, Parks & Recreation	\$44,452	\$45,013	\$46,704	\$48,101	\$48,946	10.1%
Health			\$41,779	\$43,528	\$44,715	n/a
Human Resources	\$44,473	\$45,911	\$46,674	\$48,558	\$52,032	17.0%
Human Services			\$53,391	\$52,770	\$54,476	n/a
Information & Innovation	\$45,461	\$47,578	\$49,201	\$49,469	\$50,337	10.7%
Labor	\$38,583	\$40,871	\$42,454	\$42,998	\$43,767	13.4%
Libraries	\$35,403	\$36,889	\$38,501	\$39,681	\$41,957	18.5%
Liquor Control	\$37,947	\$39,119	\$40,507	\$41,072	\$41,791	10.1%
Military	\$35,957	\$37,231	\$39,443	\$40,091	\$41,281	14.8%
Natural Resources	\$47,248	\$48,995	\$49,338	\$50,365	\$52,700	11.5%
Natural Resources Board	\$44,522	\$45,465	\$47,432	\$50,202	\$52,127	17.1%
Office of Vermont Health Access			\$47,757	\$48,315	\$49,037	n/a
Public Safety – Civilian	\$37,938	\$38,745	\$40,797	\$41,879	\$43,284	14.1%
Public Safety – Sworn	\$55,093	\$55,766	\$55,970	\$57,837	\$59,609	8.2%
Public Service	\$44,024	\$46,342	\$47,590	\$49,692	\$52,046	18.2%
Secretary of State	\$38,201	\$39,752	\$42,337	\$44,088	\$45,811	19.9%
Small Departments	\$45,569	\$45,872	\$43,308	\$49,329	\$53,603	17.6%
State Treasurer	\$37,405	\$40,501	\$43,797	\$45,734	\$47,565	27.2%
Taxes	\$38,841	\$39,560	\$41,214	\$42,688	\$43,590	12.2%
Transportation	\$38,770	\$39,648	\$40,673	\$41,963	\$42,860	10.6%
Vermont Lottery Commission	\$37,479	\$38,119	\$38,971	\$41,220	\$41,941	11.9%
Vermont Veterans' Home	\$30,636	\$31,366	\$32,819	\$33,814	\$35,112	14.6%
Former Depts. (restructured)	\$40,748	\$42,050	\$42,712			n/a
Grand Total	\$40,073	\$41,040	\$42,402	\$43,882	\$45,165	12.7%
% Change from Previous FY		2.4%	3.3%	3.5%	2.9%	

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. Annual salary is base rate and does not include benefits or overtime.

At the end of Fiscal Year 2007, Public Safety – Sworn had the highest average salary (\$59,609) and the Vermont Veterans' Home the lowest (\$35,112).

TABLE 39 AVERAGE SALARY BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	2003	2004	2005	2006	2007	% Change FY '03 to FY '07
Administrative Support	\$29,610	\$30,310	\$31,447	\$32,254	\$32,882	11.0%
Officials and Administrators	\$65,467	\$67,463	\$68,619	\$70,943	\$72,137	10.2%
Paraprofessionals	\$28,125	\$30,105	\$31,157	\$32,312	\$35,626	26.7%
Professionals	\$44,278	\$45,420	\$46,852	\$48,122	\$49,529	11.9%
Protective Service	\$38,288	\$37,877	\$38,498	\$40,725	\$41,975	9.6%
Service Maintenance	\$23,857	\$24,263	\$25,266	\$25,477	\$25,945	8.8%
Skilled Craft	\$32,220	\$33,157	\$34,226	\$35,235	\$36,303	12.7%
Technicians	\$35,432	\$36,465	\$39,550	\$38,858	\$39,681	12.0%
Grand Total	\$40,073	\$41,040	\$42,402	\$43,882	\$45,165	12.7%
% Change from Previous FY		2.4%	3.3%	3.5%	2.9%	

Gender	2003	2004	2005	2006	2007	% Change FY '03 to FY '07
Female	\$37,469	\$38,610	\$40,174	\$41,717	\$43,101	15.0%
Male	\$42,517	\$43,299	\$44,504	\$45,958	\$47,178	11.0%
Grand Total	\$40,073	\$41,040	\$42,402	\$43,882	\$45,165	12.7%
% Change from Previous FY		2.4%	3.3%	3.5%	2.9%	

Ethnic Status	2003	2004	2005	2006	2007	% Change FY '03 to FY '07
Minority	\$37,741	\$37,983	\$39,201	\$40,307	\$41,819	10.8%
White	\$40,116	\$41,099	\$42,464	\$43,955	\$45,237	12.8%
Grand Total	\$40,073	\$41,040	\$42,402	\$43,882	\$45,165	12.7%
% Change from Previous FY		2.4%	3.3%	3.5%	2.9%	

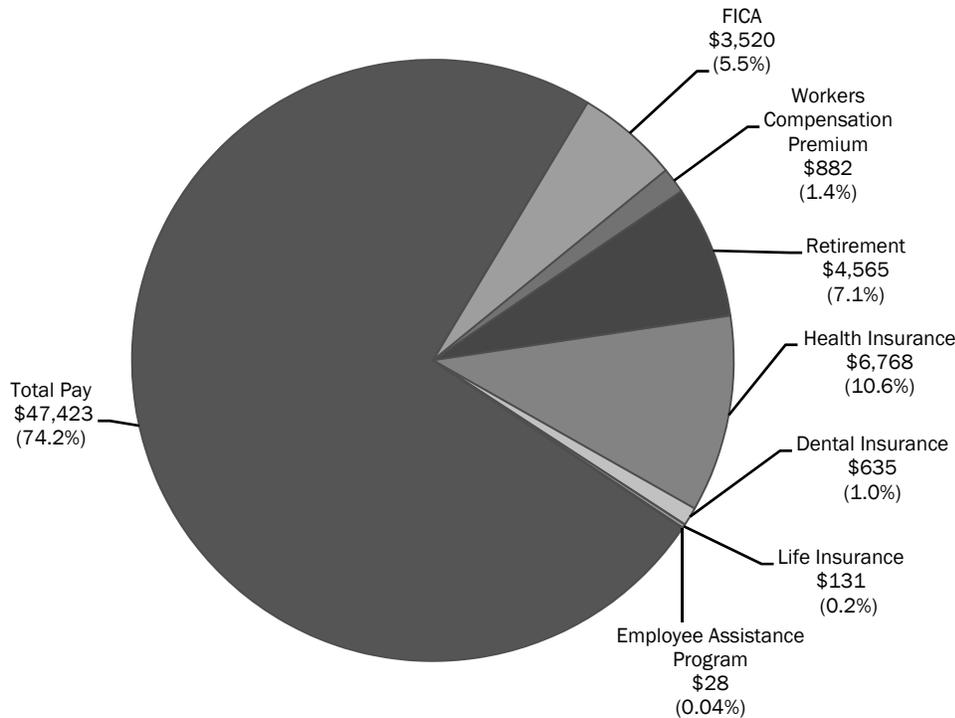
At the end of FY '07 the Officials and Administrators occupational group had the highest average salary (\$72,137) and Service Maintenance the lowest (\$25,945). The largest occupational group – Professionals – averaged \$49,529.

Male employees had a higher average salary (\$47,178) than females (\$43,101) at the end of FY '07. The average female salary increased at a higher percentage than males from FY '03 to FY '06 (15.0% vs. 11.0%).

Minority employees' average salary (\$41,819) was lower than white employees (\$45,237) at the end of FY '07.

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. 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 A gives a full definition of each category.

TABLE 40 TOTAL COMPENSATION FOR EXECUTIVE BRANCH EMPLOYEES – FISCAL YEAR 2007



Average total compensation for Executive Branch employees for Fiscal Year 2007 was \$63,952.

On average, employer paid benefits were 25.8% of total compensation.

Detail of Total Compensation – Executive Branch Classified ¹ Employees Fiscal Year 2007			
Pay	Total	Cost per Employee ³	% of Total Compensation
Total Pay ²	\$367,762,990	\$47,423	74.1%
Subtotal	\$367,762,990	\$47,423	74.2%
Employer Paid Benefits			
FICA (Social Security and Medicare Deductions)	\$27,294,101	\$3,520	5.5%
Workers Compensation Premium ⁴	\$6,839,222	\$882	1.4%
Retirement (State share of retirement deduction)	\$35,402,278	\$4,565	7.1%
Health Insurance (State 80% share)	\$52,488,878	\$6,768	10.6%
Dental Insurance (State 100% share)	\$4,925,203	\$635	1.0%
Life Insurance (State 75% share)	\$1,012,973	\$131	0.2%
Employee Assistance Program	\$220,085	\$28	0.04%
Subtotal	\$128,182,740	\$16,529	25.8%
Total Compensation (Pay + Benefits)	\$495,945,730	\$63,952	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 '07 (7,755)

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 Capital Management System (HCM).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Year 2007.

TABLE 41 CASH OVERTIME COSTS BY DEPARTMENT AND FISCAL YEAR

Department	2003	2004	2005	2006	2007	% Change FY '06 to FY '07
Agriculture	\$3,115	\$8,469	\$19,451	\$22,975	\$18,161	-21.0%
Attorney General	\$4,384	\$3,713	\$1,827	\$3,363	\$4,846	44.1%
BISHCA	\$26,545	\$29,502	\$16,227	\$12,607	\$14,746	17.0%
Buildings & General Services	\$550,474	\$515,915	\$555,080	\$569,578	\$557,027	-2.2%
Children & Families			\$767,856	\$857,948	\$854,192	-0.4%
Commerce & Community Development	\$28,358	\$34,972	\$44,562	\$34,289	\$22,109	-35.5%
Corrections	\$2,134,883	\$2,611,078	\$3,540,721	\$3,856,887	\$3,660,657	-5.1%
Disabilities, Aging & Independent Living			\$47,041	\$63,222	\$41,521	-34.3%
Education	\$60,401	\$42,459	\$15,509	\$14,102	\$10,102	-28.4%
Environmental Conservation	\$66,127	\$74,837	\$104,680	\$97,376	\$107,804	10.7%
Finance & Management	\$4,810	\$8,414		\$1,407	\$330	-76.6%
Fish & Wildlife	\$355,502	\$353,463	\$398,966	\$303,768	\$324,129	6.7%
Forests, Parks & Recreation	\$226,927	\$212,670	\$198,404	\$232,211	\$246,991	6.4%
Health			\$864,019	\$841,429	\$783,373	-6.9%
Human Resources	\$969	\$4,190	\$15,706	\$12,007	\$11,948	-0.5%
Human Services			\$6,119	\$5,416	\$29,985	453.7%
Information & Innovation		\$37,872	\$33,438	\$39,573	\$39,551	-0.1%
Labor	\$149,491	\$120,884	\$119,708	\$120,377	\$147,843	22.8%
Liquor Control	\$113,196	\$118,288	\$119,305	\$125,826	\$115,701	-8.0%
Military	\$94,352	\$84,471	\$92,678	\$106,903	\$139,530	30.5%
Natural Resources	\$83,077	\$69,467	\$81,530	\$94,130	\$96,600	2.6%
Natural Resources Board	\$728	\$157	\$1,899	\$284	\$0	-100.0%
Office of Vermont Health Access			\$556	\$21,096	\$7,315	-65.3%
Public Safety – Civilian	\$599,199	\$819,188	\$1,100,787	\$1,026,925	\$1,007,180	-1.9%
Public Safety – Sworn	\$1,823,103	\$2,290,569	\$2,690,914	\$2,551,416	\$2,585,213	1.3%
Public Service	\$26,770	\$21,099	\$23,007	\$35,430	\$36,761	3.8%
Secretary of State	\$11,994	\$3,607	\$11,761	\$10,135	\$30,476	200.7%
Small Departments	\$37,140	\$36,895	\$46,021	\$75,120	\$80,469	7.1%
State Treasurer	\$7,713	\$4,952	\$12,114	\$18,079	\$20,074	11.0%
State's Attorney's & Sheriffs	\$63,022	\$66,116	\$65,119	\$59,225	\$67,000	13.1%
Taxes	\$14,733	\$19,253	\$17,785	\$14,121	\$16,813	19.1%
Transportation	\$4,250,619	\$3,604,923	\$3,706,155	\$3,394,629	\$4,045,648	19.2%
Vermont Lottery Commission	\$12,530	\$26,387	\$17,625	\$11,674	\$9,422	-19.3%
Vermont Veterans' Home	\$512,559	\$548,331	\$614,059	\$532,818	\$346,437	-35.0%
Former Depts. (restructured)	\$1,339,085	\$1,458,971	\$20,351			n/a
Grand Total	\$12,601,808	\$13,231,108	\$15,370,981	\$15,166,344	\$15,479,953	2.1%
% Change from Previous FY		5.0%	16.2%	-1.3%	2.1%	

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified, exempt and temporary) for Fiscal Years 2003 to 2007. "Small Departments" have 10 or fewer employees (See Appendix B). "Former Depts. (restructured)" are those departments that no longer exist as a result of reorganization (See Appendix C). Overtime compensation in the form of cash reported in this Table includes: (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.

Overtime costs increased 2.1% from FY '06 to FY '07. Three departments accounted for 73% of the total cash overtime costs – Corrections, Public Safety and Transportation.

TABLE 42 COMPENSATORY TIME COSTS BY DEPARTMENT AND FISCAL YEAR

Department						% Change FY '06
	2003	2004	2005	2006	2007	to FY '07
Agriculture	\$120,906	\$108,570	\$118,854	\$113,183	\$128,738	13.7%
Attorney General	\$50,237	\$52,219	\$54,368	\$56,943	\$57,078	0.2%
BISHCA	\$51,994	\$54,252	\$58,240	\$51,252	\$61,949	20.9%
Buildings & General Services	\$322,869	\$339,617	\$369,036	\$359,599	\$439,440	22.2%
Children & Families			\$786,560	\$793,989	\$770,319	-3.0%
Commerce & Community Development	\$118,432	\$103,233	\$102,279	\$104,808	\$140,873	34.4%
Corrections	\$740,773	\$801,246	\$955,789	\$951,752	\$1,053,529	10.7%
Disabilities, Aging & Independent Living			\$168,399	\$182,379	\$174,499	-4.3%
Education	\$330,598	\$293,063	\$150,005	\$75,701	\$123,992	63.8%
Environmental Conservation	\$265,488	\$266,759	\$282,592	\$282,905	\$293,668	3.8%
Finance & Management	\$74,973	\$43,180	\$38,867	\$56,933	\$63,923	12.3%
Fish & Wildlife	\$160,803	\$160,522	\$172,489	\$179,655	\$209,614	16.7%
Forests, Parks & Recreation	\$90,819	\$101,997	\$103,406	\$105,979	\$116,520	9.9%
Health			\$757,265	\$796,075	\$808,420	1.6%
Human Resources	\$32,676	\$27,392	\$33,936	\$38,497	\$51,364	33.4%
Human Services			\$38,382	\$32,831	\$73,159	122.8%
Information & Innovation		\$33,085	\$31,991	\$31,615	\$37,071	17.3%
Labor	\$195,456	\$188,582	\$162,007	\$115,149	\$136,932	18.9%
Libraries	\$6,724	\$5,668	\$5,856	\$5,585	\$7,002	25.4%
Liquor Control	\$36,746	\$33,726	\$37,719	\$32,808	\$34,231	4.3%
Military	\$145,443	\$147,017	\$152,470	\$146,070	\$210,736	44.3%
Natural Resources	\$22,954	\$33,237	\$37,929	\$41,886	\$51,381	22.7%
Natural Resources Board	\$35,799	\$36,338	\$47,601	\$33,604	\$30,791	-8.4%
Office of Vermont Health Access			\$41,486	\$56,438	\$89,636	58.8%
Public Safety – Civilian	\$317,989	\$334,745	\$360,128	\$407,316	\$472,055	15.9%
Public Safety – Sworn	\$614,302	\$615,301	\$662,710	\$426,929	\$513,368	20.2%
Public Service	\$34,319	\$36,273	\$39,298	\$39,105	\$62,577	60.0%
Secretary of State	\$29,495	\$31,662	\$45,356	\$42,766	\$46,400	8.5%
Small Departments	\$25,538	\$23,507	\$26,083	\$33,101	\$55,563	67.9%
State Treasurer	\$11,218	\$6,884	\$12,052	\$15,669	\$15,100	-3.6%
State's Attorney's & Sheriffs	\$7,391	\$8,707	\$7,136	\$7,862	\$7,705	-2.0%
Taxes	\$46,244	\$42,825	\$44,129	\$38,066	\$49,472	30.0%
Transportation	\$1,279,115	\$1,158,612	\$1,188,023	\$1,178,901	\$1,307,207	10.9%
Vermont Lottery Commission	\$6,076	\$5,107	\$12,791	\$6,680	\$10,262	53.6%
Vermont Veterans' Home	\$141,651	\$162,328	\$187,959	\$148,078	\$177,703	20.0%
Former Depts. (restructured)	\$1,665,771	\$1,663,100	\$24,815			n/a
Grand Total	\$6,982,799	\$6,918,755	\$7,318,005	\$6,990,109	\$7,882,277	12.8%
% Change from Previous FY		-0.9%	5.8%	-4.5%	12.8%	

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2003 to 2007. "Small Departments" have 10 or fewer employees (See Appendix B). "Former Depts. (restructured)" are those departments that no longer exist as a result of reorganization (See Appendix C). 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 increased 12.8% from FY '06 to FY '07.

TABLE 43 CLASSIFIED EMPLOYEES BY PAY GRADE AND STEP – FISCAL YEAR 2007

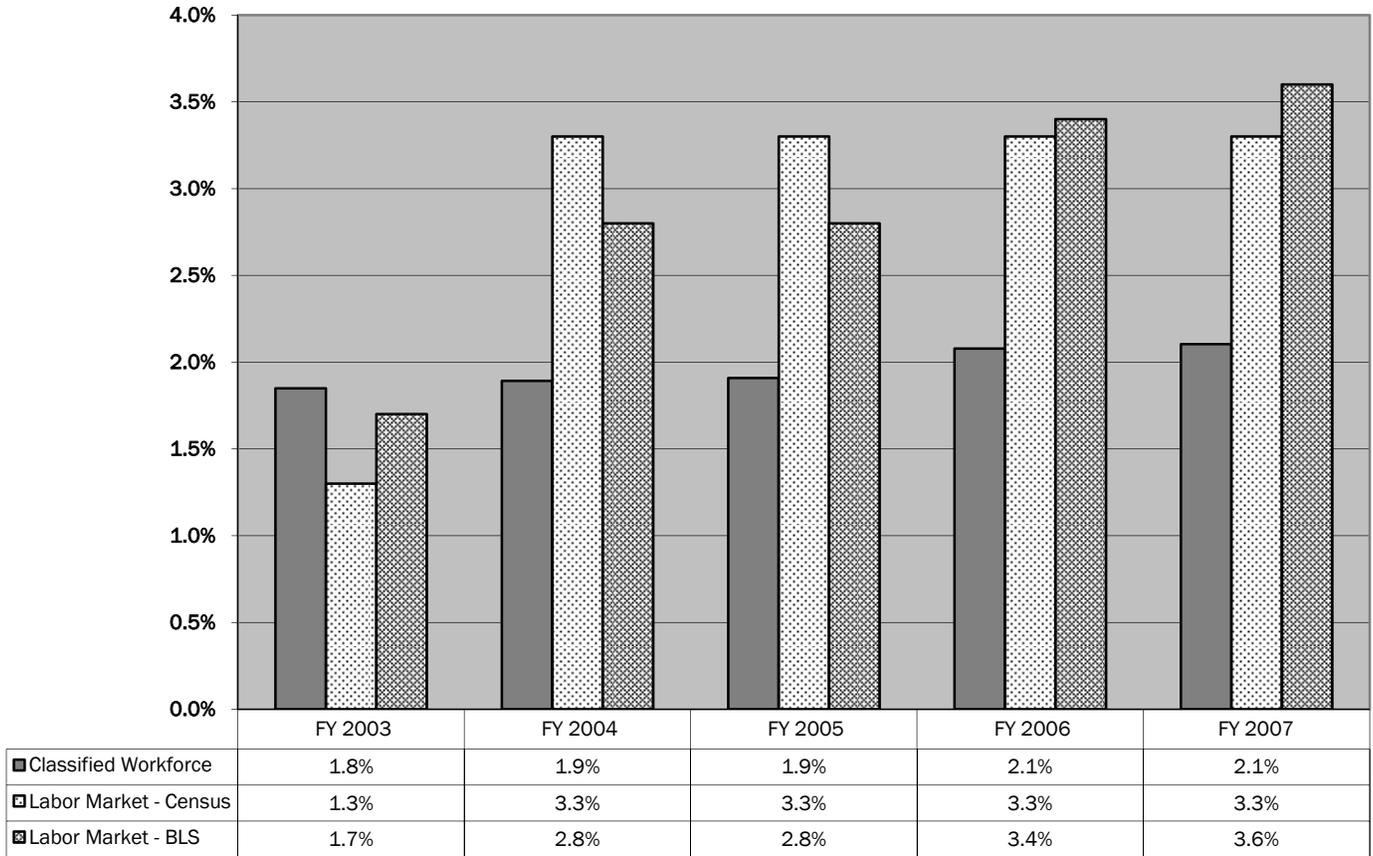
Pay Grade	Step															Total	%	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15			
05																		0.0%
06																		0.0%
07											1				2		3	0.0%
08																		0.0%
09	9	15	4	2	4	22	4	3	1		3		5	2	5		79	1.0%
10	8	14	5	3	1	5		1	4	2	5	3	4	3	1		59	0.8%
11	3	4	3	6	3	4	2	3			1	2	5	3	2		41	0.5%
12	3	5	5	3	2	7	5	2		3	4	2	3	4	8		56	0.7%
13	13	14	9	17	4	17	8	2	5	6	6	6	7	2	8		124	1.6%
14	3	2	3	3	3	4	2	4		2		2	5	1	0		34	0.4%
15	24	46	35	48	34	84	61	31	20	22	39	34	30	17	28		553	7.1%
16	4	20	11	12	12	20	18	11	9	15	10	15	7	10	16		190	2.5%
17	11	54	26	30	27	31	41	35	27	32	28	25	36	30	21		454	5.9%
18	77	127	153	39	44	78	46	36	22	29	22	12	25	17	20		747	9.6%
19	20	35	33	29	48	69	58	36	42	29	49	27	28	10	31		544	7.0%
20	15	86	94	52	50	81	72	42	43	40	37	32	34	16	11		705	9.1%
21	25	66	47	48	49	125	90	75	61	67	55	39	82	43	38		910	11.7%
22	16	59	69	55	57	93	80	65	59	71	44	56	70	42	59		895	11.6%
23	15	56	67	36	33	69	72	77	52	57	42	47	53	31	50		757	9.8%
24	10	21	23	23	29	68	57	46	36	46	41	54	69	37	25		585	7.6%
25	4	11	13	14	16	27	29	22	15	10	16	14	25	10	33		259	3.3%
26	3	15	11	24	19	41	37	25	24	21	35	29	28	13	39		364	4.7%
27	1	6	6	7	6	10	9	14	8	4	10	5	9	8	10		113	1.5%
28	3	9	3	7	6	12	4	13	10	15	7	14	12	7	9		131	1.7%
29	1	1	1			8	8	2	5	4	4	3	5	3	6		51	0.7%
30		4	2	7	4	7	3	3	5	13	3	2	1	1	4		59	0.8%
31				2	1	1		4	1	3	2	1	2	1	0		18	0.2%
32			1	1	2	3	2	3	2						1		15	0.2%
Total	268	670	624	468	454	886	708	555	451	491	464	424	545	311	376		7,746	
%	3.5%	8.6%	8.1%	6.0%	5.9%	11.4%	9.1%	7.2%	5.8%	6.3%	6.0%	5.5%	7.0%	4.0%	4.9%			

Source: The State's Human Capital Management System (HCM). Data include all classified Executive Branch employees for Fiscal Year 2007. 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 +/- 3.17%. Step 15 is the final step.

Table 43 shows the number of classified employees by the pay grade of their job and the step of that pay grade they were on at the end of FY '07. The median¹ pay grade was 21. Almost 60% of employees (58.8%) are in job classes assigned to pay grades 18 to 23. The median¹ step was step 7. At the end of FY '07, the largest percentage of employees (11.4%) were on step 6 and 4.9% of employees had reached the final step 15.

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

TABLE 44 MINORITY REPRESENTATION BY FISCAL YEAR AND COMPARISON TO VERMONT CIVILIAN LABOR FORCE



Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007.

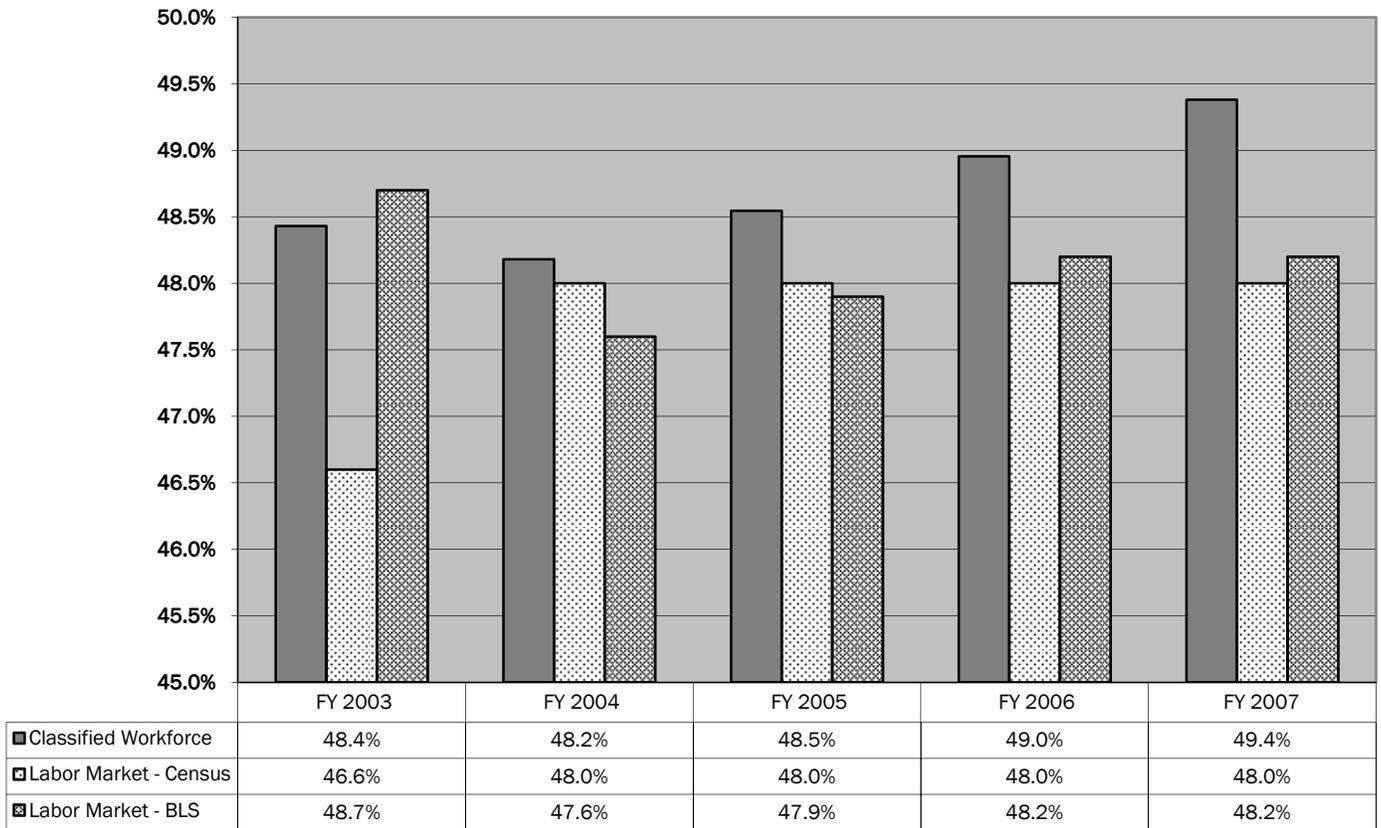
Labor Market – Bureau of Labor Statistics (BLS) Civilian Labor Force data from 2002 to 2006 population surveys, U.S. Department of Labor, Bureau of Labor Statistics (<http://www.bls.gov/lau/>).

Labor Market – Census data from U.S. Bureau of the Census, 1990 and 2000 Census of Population (<http://www.census.gov/>). Census 2000 data was available as of 12/2003 and is utilized in this Table as of FY 2004.

For Fiscal Year 2007, minority representation in the classified workforce was 2.1%.

Two sources of comparative Vermont civilian workforce population estimates for minority representation come from the U.S. Census and the Bureau of Labor Statistics. For 2007, Census data estimates a 3.3% minority representation in the civilian workforce and the Bureau of Labor Statistics estimates 3.6%.

TABLE 45 FEMALE REPRESENTATION BY FISCAL YEAR AND COMPARISON TO VERMONT CIVILIAN LABOR FORCE



Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007.

Labor Market – Bureau of Labor Statistics (BLS) Civilian Labor Force data from 2002 to 2006 population surveys, U.S. Department of Labor, Bureau of Labor Statistics (<http://www.bls.gov/lau/>).

Labor Market – Census data from U.S. Bureau of the Census, 1990 and 2000 Census of Population (<http://www.census.gov/>). Census 2000 data was available as of 12/2003 and is utilized in this Table as of FY 2004.

For Fiscal Year 2007, female representation in the classified workforce was 49.4%

Two sources of comparative Vermont civilian workforce population estimates for minority representation come from the U.S. Census and the Bureau of Labor Statistics. For 2007, Census data estimates a 48.0 female representation in the civilian workforce and the Bureau of Labor Statistics estimates 48.2%.

TABLE 46 ETHNIC REPRESENTATION BY DEPARTMENT BY FISCAL YEAR

Department	FY 2003		FY 2004		FY 2005		FY 2006		FY 2007		Five Year Average	
	Minority	White	Minority	White								
Agriculture	1.3%	98.8%	0.0%	100.0%	0.0%	100.0%	1.1%	98.9%	1.1%	98.9%	1.1%	99.3%
Attorney General	3.4%	96.6%	3.6%	96.4%	3.4%	96.6%	3.1%	96.9%	3.2%	96.8%	3.4%	96.6%
BISHCA	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Buildings & General Services	2.1%	97.9%	2.3%	97.7%	2.3%	97.7%	3.1%	96.9%	3.6%	96.4%	2.8%	97.3%
Children & Families					1.4%	98.6%	1.9%	98.1%	1.8%	98.2%	n/a	n/a
Commerce & Community Dev.	2.5%	97.5%	2.5%	97.5%	2.4%	97.6%	1.4%	98.6%	1.3%	98.7%	2.2%	98.0%
Corrections	2.9%	97.1%	3.0%	97.0%	3.6%	96.4%	3.8%	96.2%	3.7%	96.3%	3.5%	96.6%
Disabilities, Aging & Ind.Living					0.0%	100.0%	0.0%	100.0%	0.7%	99.3%	n/a	n/a
Education	0.6%	99.4%	0.6%	99.4%	1.1%	98.9%	1.1%	98.9%	1.1%	98.9%	1.0%	99.1%
Environmental Conservation	2.3%	97.7%	2.3%	97.7%	2.2%	97.8%	2.5%	97.5%	2.2%	97.8%	2.3%	97.7%
Finance & Management	3.2%	96.8%	2.9%	97.1%	2.9%	97.1%	2.8%	97.2%	0.0%	100.0%	3.0%	97.7%
Fish & Wildlife	0.8%	99.2%	0.9%	99.1%	0.8%	99.2%	0.9%	99.1%	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%
Health					2.2%	97.8%	2.7%	97.3%	2.4%	97.6%	n/a	n/a
Human 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%
Human Services					0.0%	100.0%	1.2%	98.8%	2.4%	97.6%	n/a	n/a
Information & Innovation	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	1.9%	98.1%	1.9%	99.6%
Labor	0.9%	99.1%	1.1%	98.9%	1.2%	98.8%	1.8%	98.2%	2.6%	97.4%	1.8%	98.5%
Libraries	3.0%	97.0%	3.0%	97.0%	3.1%	96.9%	3.1%	96.9%	0.0%	100.0%	3.1%	97.5%
Liquor Control	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Military	4.7%	95.3%	4.7%	95.3%	4.7%	95.3%	3.5%	96.5%	2.6%	97.4%	4.2%	96.0%
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	3.8%	96.2%	3.8%	96.2%	4.2%	95.8%	4.0%	96.0%	4.0%	96.0%	4.0%	96.0%
Office of Vermont Health Access					2.4%	97.6%	3.3%	96.7%	4.1%	95.9%	n/a	n/a
Public Safety – Civilian	2.1%	97.9%	1.9%	98.1%	1.2%	98.8%	1.1%	98.9%	1.4%	98.6%	1.6%	98.5%
Public Safety – Sworn	1.1%	98.9%	1.0%	99.0%	1.0%	99.0%	0.9%	99.1%	1.0%	99.0%	1.0%	99.0%
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	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	2.3%	97.7%	2.3%	99.5%
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	3.8%	96.2%	3.4%	96.6%	3.3%	96.7%	3.0%	97.0%	3.1%	96.9%	3.4%	96.7%
Taxes	2.3%	97.7%	1.7%	98.3%	1.7%	98.3%	1.7%	98.3%	2.4%	97.6%	2.0%	98.0%
Transportation	2.4%	97.6%	2.4%	97.6%	2.1%	97.9%	1.8%	98.2%	1.6%	98.4%	2.1%	98.0%
Vermont Lottery Commission	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Vermont Veterans' Home	1.9%	98.1%	2.0%	98.0%	2.0%	98.0%	2.6%	97.4%	2.9%	97.1%	2.3%	97.7%
Former Depts. (restructured)	1.4%	98.6%	1.6%	98.4%	0.0%	100.0%					n/a	n/a
Grand Total	1.8%	98.2%	1.9%	98.1%	1.9%	98.1%	2.1%	97.9%	2.1%	97.9%	2.0%	98.0%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. "Small Departments" have 10 or fewer employees (See Appendix B).

In FY '07, three departments – Corrections, Transportation, and Health – account for 50% of the minority representation among classified State of Vermont employees.

TABLE 47 GENDER REPRESENTATION BY DEPARTMENT BY FISCAL YEAR

Department	FY 2003		FY 2004		FY 2005		FY 2006		FY 2007		Five Year Average	
	Female	Male	Female	Male								
Agriculture	32.5%	67.5%	33.7%	66.3%	35.3%	64.7%	34.1%	65.9%	35.2%	64.8%	34.2%	65.8%
Attorney General	65.5%	34.5%	71.4%	28.6%	69.0%	31.0%	71.9%	28.1%	71.0%	29.0%	69.8%	30.2%
BISHCA	51.3%	48.7%	55.1%	44.9%	57.3%	42.7%	56.2%	43.8%	55.9%	44.1%	55.2%	44.8%
Buildings & General Services	28.8%	71.2%	30.3%	69.7%	30.6%	69.4%	32.4%	67.6%	33.3%	66.7%	31.1%	68.9%
Children & Families					74.8%	25.2%	76.0%	24.0%	77.0%	23.0%	75.9%	24.1%
Commerce & Community Dev.	63.8%	36.3%	60.8%	39.2%	62.7%	37.3%	57.5%	42.5%	64.0%	36.0%	61.7%	38.3%
Corrections	31.3%	68.7%	31.9%	68.1%	32.2%	67.8%	32.4%	67.6%	32.9%	67.1%	32.2%	67.8%
Disabilities, Aging & Ind. Living					69.7%	30.3%	71.0%	29.0%	71.0%	29.0%	70.6%	29.4%
Education	74.1%	25.9%	71.2%	28.8%	73.6%	26.4%	72.3%	27.7%	72.0%	28.0%	72.7%	27.3%
Environmental Conservation	37.0%	63.0%	36.8%	63.2%	37.3%	62.7%	40.8%	59.2%	42.3%	57.7%	38.8%	61.2%
Finance & Management	61.3%	38.7%	57.1%	42.9%	58.8%	41.2%	55.6%	44.4%	58.8%	41.2%	58.3%	41.7%
Fish & Wildlife	20.3%	79.7%	20.2%	79.8%	21.2%	78.8%	20.5%	79.5%	22.1%	77.9%	20.9%	79.1%
Forests, Parks & Recreation	27.0%	73.0%	27.7%	72.3%	29.1%	70.9%	26.8%	73.2%	26.8%	73.2%	27.5%	72.5%
Health					73.9%	26.1%	74.7%	25.3%	75.1%	24.9%	74.6%	25.4%
Human Resources	78.4%	21.6%	80.8%	19.2%	78.8%	21.2%	81.1%	18.9%	79.2%	20.8%	79.7%	20.3%
Human Services					61.2%	38.8%	53.1%	46.9%	49.4%	50.6%	54.6%	45.4%
Information & Innovation	34.7%	65.3%	32.7%	67.3%	39.1%	60.9%	34.0%	66.0%	35.2%	64.8%	35.1%	64.9%
Labor	63.2%	36.8%	62.1%	37.9%	64.5%	35.5%	63.2%	36.8%	63.7%	36.3%	63.3%	36.7%
Libraries	69.7%	30.3%	69.7%	30.3%	68.8%	31.3%	65.6%	34.4%	66.7%	33.3%	68.1%	31.9%
Liquor Control	28.8%	71.2%	32.1%	67.9%	30.8%	69.2%	31.5%	68.5%	28.8%	71.2%	30.4%	69.6%
Military	15.1%	84.9%	14.0%	86.0%	15.1%	84.9%	14.9%	85.1%	17.5%	82.5%	15.3%	84.7%
Natural Resources	47.5%	52.5%	46.2%	53.8%	43.9%	56.1%	40.4%	59.6%	40.4%	59.6%	43.7%	56.3%
Natural Resources Board	69.2%	30.8%	69.2%	30.8%	70.8%	29.2%	72.0%	28.0%	72.0%	28.0%	70.7%	29.3%
Office of Vermont Health Access					80.5%	19.5%	81.7%	18.3%	75.7%	24.3%	79.3%	20.7%
Public Safety – Civilian	62.1%	37.9%	59.0%	41.0%	52.3%	47.7%	53.6%	46.4%	52.3%	47.7%	55.9%	44.1%
Public Safety – Sworn	8.1%	91.9%	7.7%	92.3%	8.4%	91.6%	7.8%	92.2%	8.0%	92.0%	8.0%	92.0%
Public Service	55.3%	44.7%	59.5%	40.5%	62.9%	37.1%	60.0%	40.0%	59.5%	40.5%	59.4%	40.6%
Secretary of State	76.3%	23.7%	73.2%	26.8%	72.5%	27.5%	69.8%	30.2%	76.7%	23.3%	73.7%	26.3%
Small Departments	45.0%	55.0%	54.5%	45.5%	44.4%	55.6%	57.7%	42.3%	62.5%	37.5%	52.8%	47.2%
State Treasurer	57.7%	42.3%	65.5%	34.5%	70.0%	30.0%	66.7%	33.3%	65.6%	34.4%	65.1%	34.9%
Taxes	64.0%	36.0%	64.9%	35.1%	63.8%	36.2%	63.6%	36.4%	65.7%	34.3%	64.4%	35.6%
Transportation	28.6%	71.4%	29.2%	70.8%	28.6%	71.4%	28.5%	71.5%	28.4%	71.6%	28.6%	71.4%
Vermont Lottery Commission	72.2%	27.8%	66.7%	33.3%	66.7%	33.3%	66.7%	33.3%	58.8%	41.2%	66.2%	33.8%
Vermont Veterans' Home	80.4%	19.6%	79.0%	21.0%	79.1%	20.9%	78.6%	21.4%	75.0%	25.0%	78.4%	21.6%
Former Depts. (restructured)	71.6%	28.4%	71.7%	28.3%	56.1%	43.9%					n/a	n/a
Grand Total	48.4%	51.6%	48.2%	51.8%	48.5%	51.5%	49.0%	51.0%	49.4%	50.6%	48.7%	51.3%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. "Small Departments" have 10 or fewer employees (See Appendix B). "Former Depts. (restructured)" are those departments that no longer exist as a result of reorganization (See Appendix C).

While the overall five-fiscal-year average was 48.7% female and 51.3% male, there are clear departmental differences in gender representation.

TABLE 48 MINORITY & GENDER REPRESENTATION BY OCCUPATIONAL GROUP BY FISCAL YEAR

Occupational Group	FY 2003		FY 2004		FY 2005		FY 2006		FY 2007		Five Year Average	
	Female	Male	Female	Male								
Office/Clerical	85.3%	14.7%	85.7%	14.3%	85.2%	14.8%	85.0%	15.0%	84.4%	15.6%	85.1%	14.9%
Officials and Administrators	36.7%	63.3%	37.4%	62.6%	40.7%	59.3%	41.1%	58.9%	42.0%	58.0%	39.6%	60.4%
Paraprofessionals	69.3%	30.7%	68.8%	31.3%	68.6%	31.4%	68.5%	31.5%	65.2%	34.8%	68.1%	31.9%
Professionals	53.6%	46.4%	54.1%	45.9%	55.1%	44.9%	55.9%	44.1%	57.1%	42.9%	55.2%	44.8%
Protective Service	18.9%	81.1%	19.3%	80.7%	19.0%	81.0%	18.9%	81.1%	18.6%	81.4%	18.9%	81.1%
Service Maintenance	31.8%	68.2%	32.7%	67.3%	34.3%	65.7%	35.6%	64.4%	34.4%	65.6%	33.8%	66.2%
Skilled Craft	3.9%	96.1%	3.9%	96.1%	4.4%	95.6%	3.8%	96.2%	4.2%	95.8%	4.0%	96.0%
Technicians	52.9%	47.1%	52.6%	47.4%	52.2%	47.8%	53.5%	46.5%	52.0%	48.0%	52.6%	47.4%
Grand Total	48.4%	51.6%	48.2%	51.8%	48.5%	51.5%	49.0%	51.0%	49.4%	50.6%	48.7%	51.3%

Occupational Group	FY 2003		FY 2004		FY 2005		FY 2006		FY 2007		Five Year Average	
	Minority	White	Minority	White								
Office/Clerical	3.0%	97.0%	3.1%	96.9%	3.0%	97.0%	2.8%	97.2%	2.9%	97.1%	3.0%	97.0%
Officials and Administrators	1.2%	98.8%	1.5%	98.5%	2.2%	97.8%	2.4%	97.6%	3.0%	97.0%	2.1%	97.9%
Paraprofessionals	3.1%	96.9%	4.0%	96.0%	3.5%	96.5%	4.7%	95.3%	4.1%	95.9%	3.9%	96.1%
Professionals	1.5%	98.5%	1.4%	98.6%	1.4%	98.6%	1.5%	98.5%	1.5%	98.5%	1.4%	98.6%
Protective Service	1.9%	98.1%	2.3%	97.7%	2.7%	97.3%	2.8%	97.2%	2.6%	97.4%	2.4%	97.6%
Service Maintenance	1.9%	98.1%	2.9%	97.1%	3.5%	96.5%	4.9%	95.1%	5.8%	94.2%	3.8%	96.2%
Skilled Craft	1.6%	98.4%	1.8%	98.2%	1.6%	98.4%	1.8%	98.2%	1.5%	98.5%	1.6%	98.4%
Technicians	1.9%	98.1%	2.1%	97.9%	1.6%	98.4%	2.0%	98.0%	2.1%	97.9%	1.9%	98.1%
Grand Total	1.8%	98.2%	1.9%	98.1%	1.9%	98.1%	2.1%	97.9%	2.1%	97.9%	2.0%	98.0%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix A gives a full definition of each category.

Based on a five-year average, there are clear gender representation differences by occupational group. Professionals and Technicians occupational groups have relatively equivalent gender representation. However, female representation was higher in the Administrative Support and Paraprofessional occupational groups. On the other hand, male representation was higher in the Official/Administrators, Protective Service, and Skilled Craft occupational groups.

Again, based on a five-year average, minority representation is higher than the five-year average (2.0%) in Administrative Support, Paraprofessional, and Service Maintenance occupational groups, and lower in Professional and Skilled Craft groups.

TABLE 49 AVERAGE ANNUAL LEAVE USE AND AVERAGE COSTS PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR

Department	Average Annual Leave Days					Average Annual Leave Costs				
	Fiscal Year					Fiscal Year				
	2003	2004	2005	2006	2007	2003	2004	2005	2006	2007
Agriculture	15.2	15.2	13.7	14.1	15.5	\$2,424	\$2,503	\$2,431	\$2,555	\$3,009
Attorney General	13.2	14.3	13.8	12.8	14.4	\$2,120	\$2,466	\$2,490	\$2,431	\$2,742
BISHCA	13.7	13.5	14.9	12.7	14.0	\$2,607	\$2,605	\$3,128	\$2,670	\$3,117
Buildings & General Services	17.0	14.2	13.9	13.5	14.5	\$2,246	\$1,875	\$1,923	\$1,878	\$2,104
Children & Families			14.5	15.2	15.5			\$2,534	\$2,724	\$2,861
Commerce & Community Dev.	15.9	15.4	15.0	15.7	14.3	\$2,783	\$2,728	\$2,809	\$3,036	\$2,951
Corrections	14.3	13.0	12.8	13.2	13.5	\$2,135	\$2,003	\$2,008	\$2,148	\$2,273
Disabilities, Aging & Ind. Living			14.1	14.1	14.1			\$2,555	\$2,653	\$2,725
Education	14.0	13.5	14.0	13.8	14.4	\$2,452	\$2,449	\$2,643	\$2,676	\$2,852
Environmental Conservation	16.6	15.1	15.1	15.0	15.2	\$3,071	\$2,878	\$2,993	\$3,043	\$3,127
Finance & Management	16.6	15.9	15.6	12.1	13.3	\$3,303	\$3,269	\$3,415	\$2,628	\$2,937
Fish & Wildlife	15.2	18.0	15.8	15.1	14.7	\$2,493	\$3,187	\$2,876	\$2,854	\$2,891
Forests, Parks & Recreation	19.5	17.2	17.5	16.6	16.4	\$3,445	\$3,116	\$3,255	\$3,217	\$3,226
Health			13.0	12.6	12.2			\$2,299	\$2,301	\$2,294
Human Resources	15.6	15.1	12.7	14.5	13.3	\$2,772	\$2,743	\$2,474	\$2,878	\$2,717
Human Services			13.9	10.4	13.2			\$2,790	\$2,184	\$2,922
Information & Innovation		17.0	14.9	16.7	12.3		\$3,147	\$2,826	\$3,396	\$2,403
Labor	16.9	18.9	18.6	16.0	15.1	\$2,629	\$3,012	\$3,101	\$2,733	\$2,640
Libraries	16.2	17.0	15.7	17.8	18.5	\$2,373	\$2,519	\$2,424	\$2,838	\$3,026
Liquor Control	14.9	16.5	16.4	15.3	17.1	\$2,189	\$2,469	\$2,520	\$2,437	\$2,845
Military	16.4	15.9	16.7	15.2	15.2	\$2,256	\$2,232	\$2,494	\$2,416	\$2,445
Natural Resources	10.9	16.9	16.4	13.7	16.6	\$1,954	\$3,268	\$3,256	\$2,794	\$3,459
Natural Resources Board	20.6	17.0	21.7	17.1	18.3	\$3,495	\$3,046	\$4,138	\$3,243	\$3,709
Office of Vermont Health Access			11.8	9.0	11.2			\$2,272	\$1,691	\$2,132
Public Safety – Civilian	13.8	12.5	11.0	12.7	13.0	\$2,077	\$1,995	\$1,793	\$2,147	\$2,288
Public Safety – Sworn	17.1	15.1	15.4	14.5	16.1	\$3,174	\$2,879	\$3,002	\$2,897	\$3,261
Public Service	14.0	13.8	14.4	13.1	11.7	\$2,366	\$2,403	\$2,609	\$2,560	\$2,298
Secretary of State	15.1	14.1	15.0	14.8	14.4	\$2,071	\$2,129	\$2,434	\$2,489	\$2,543
Small Departments	19.6	12.1	11.0	14.2	14.6	\$3,789	\$2,284	\$2,054	\$2,628	\$2,893
State Treasurer	13.6	14.4	12.7	10.2	14.2	\$2,023	\$2,236	\$2,099	\$1,773	\$2,627
Taxes	18.1	17.2	16.6	16.4	17.3	\$2,769	\$2,778	\$2,708	\$2,744	\$3,010
Transportation	15.8	15.8	15.9	16.1	15.8	\$2,463	\$2,511	\$2,590	\$2,702	\$2,715
Vermont Lottery Commission	20.1	16.3	13.6	17.5	18.4	\$2,934	\$2,431	\$2,075	\$2,816	\$3,082
Vermont Veterans' Home	12.8	12.7	13.2	14.9	12.7	\$1,564	\$1,602	\$1,740	\$2,069	\$1,827
Former Depts. (restructured)	14.5	14.6	26.4			\$2,399	\$2,498	\$4,493		
Overall Average	15.2	14.9	14.5	14.4	14.5	\$2,422	\$2,441	\$2,469	\$2,514	\$2,617

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. "Small Departments" have 10 or fewer employees (See Appendix B). "Former Depts. (restructured)" are those departments that no longer exist as a result of reorganization (See Appendix C).

Annual leave usage has remained relatively constant from FY '03 to FY '07. For FY '07 average annual leave costs were \$2,617 per employee.

TABLE 50 AVERAGE SICK LEAVE USE AND AVERAGE COSTS PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR

Department	Average Sick Leave Days					Average Sick Leave Costs				
	Fiscal Year					Fiscal Year				
	2003	2004	2005	2006	2007	2003	2004	2005	2006	2007
Agriculture	8.8	8.9	8.4	8.3	7.6	\$1,286	\$1,425	\$1,419	\$1,509	\$1,414
Attorney General	13.8	8.2	8.7	11.3	8.9	\$2,312	\$1,275	\$1,448	\$2,064	\$1,537
BISHCA	8.8	10.2	9.3	9.1	9.2	\$1,596	\$1,962	\$1,862	\$1,903	\$1,993
Buildings & General Services	11.2	10.1	10.6	10.1	12.3	\$1,429	\$1,256	\$1,402	\$1,373	\$1,706
Children & Families			12.4	11.7	12.5			\$2,101	\$2,093	\$2,283
Commerce & Community Dev.	10.5	11.3	10.4	10.0	10.0	\$1,736	\$1,936	\$1,877	\$1,860	\$1,996
Corrections	11.6	10.8	11.6	11.7	12.5	\$1,736	\$1,605	\$1,761	\$1,859	\$2,106
Disabilities, Aging & Ind. Living			11.0	10.4	10.8			\$1,963	\$1,900	\$2,046
Education	10.4	10.7	10.6	9.1	10.5	\$1,747	\$1,958	\$1,911	\$1,704	\$2,065
Environmental Conservation	9.6	10.4	9.9	9.6	10.0	\$1,660	\$1,844	\$1,892	\$1,868	\$1,962
Finance & Management	9.5	8.9	10.9	8.7	10.0	\$1,856	\$1,743	\$2,324	\$1,886	\$2,110
Fish & Wildlife	8.6	7.5	7.7	6.9	8.3	\$1,366	\$1,229	\$1,355	\$1,188	\$1,534
Forests, Parks & Recreation	11.5	8.8	11.5	8.9	9.2	\$1,894	\$1,520	\$1,985	\$1,731	\$1,783
Health			10.7	9.9	10.2			\$1,800	\$1,754	\$1,829
Human Resources	10.0	13.4	12.2	10.1	9.8	\$1,698	\$2,353	\$2,197	\$1,856	\$1,898
Human Services			9.0	6.2	9.1			\$1,763	\$1,256	\$1,925
Information & Innovation		10.9	11.6	11.1	10.2		\$1,834	\$2,265	\$2,273	\$2,174
Labor	14.1	15.9	16.1	14.2	12.1	\$2,114	\$2,539	\$2,643	\$2,433	\$2,113
Libraries	9.9	7.8	10.2	7.4	14.5	\$1,386	\$1,153	\$1,584	\$1,095	\$1,960
Liquor Control	9.7	9.3	10.0	14.0	13.8	\$1,241	\$1,336	\$1,482	\$2,340	\$2,385
Military	11.8	11.9	12.9	14.8	14.1	\$1,575	\$1,631	\$1,900	\$2,303	\$2,243
Natural Resources	5.5	9.2	10.1	7.2	7.8	\$906	\$1,689	\$2,205	\$1,379	\$1,519
Natural Resources Board	10.1	12.9	17.9	13.4	12.4	\$1,665	\$2,256	\$3,243	\$2,588	\$2,485
Office of Vermont Health Access			11.6	7.9	9.3			\$2,160	\$1,460	\$1,702
Public Safety – Civilian	8.9	8.3	6.8	8.6	9.4	\$1,292	\$1,261	\$1,078	\$1,422	\$1,608
Public Safety – Sworn	9.8	9.1	7.1	7.6	8.6	\$1,830	\$1,659	\$1,371	\$1,485	\$1,771
Public Service	11.9	11.1	11.7	8.4	8.5	\$2,133	\$1,973	\$2,125	\$1,472	\$1,665
Secretary of State	12.8	10.8	12.3	12.6	12.6	\$1,742	\$1,562	\$1,956	\$2,119	\$2,030
Small Departments	15.0	9.1	9.8	9.5	7.8	\$2,759	\$1,678	\$1,855	\$1,717	\$1,475
State Treasurer	8.6	9.7	10.4	9.1	9.1	\$1,166	\$1,506	\$1,711	\$1,542	\$1,575
Taxes	13.6	13.0	13.7	12.9	12.0	\$2,024	\$1,999	\$2,234	\$2,100	\$2,030
Transportation	11.1	11.8	12.8	12.5	12.6	\$1,668	\$1,861	\$2,123	\$2,057	\$2,148
Vermont Lottery Commission	13.9	11.3	10.3	11.2	9.7	\$2,187	\$1,715	\$1,525	\$1,701	\$1,595
Vermont Veterans' Home	11.8	13.8	14.3	12.1	11.4	\$1,414	\$1,835	\$1,891	\$1,653	\$1,629
Former Depts. (restructured)	11.1	10.9	17.3			\$1,775	\$1,809	\$2,911		
Overall Average	11.0	11.0	11.4	10.9	11.3	\$1,696	\$1,752	\$1,887	\$1,851	\$1,990

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007. "Small Departments" have 10 or fewer employees (See Appendix B). "Former Depts. (restructured)" are those departments that no longer exist as a result of reorganization (See Appendix C).

Sick leave usage has remained relatively constant from FY '03 to FY '07. For FY '07, average sick leave costs were \$1,990 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, personal services contracts created, and contractors on payroll.

TABLE 51 LIMITED SERVICE POSITIONS CREATED IN FISCAL YEAR 2007

Joint Fiscal Committee New Limited Service Positions Created Fiscal Year 2007	
Department	Number
Disabilities, Aging & Independent Living	1
Environmental Conservation	3
Health	2
Public Safety	6
Transportation	4
Total	16

During Fiscal Year 2007, 16 new limited service positions were created.

NOTE: A limited service position is a non-tenured position in the classified service which, when initially established, is reasonably expected to exist for a limited duration, frequently more than one year, but less than three years. Such positions usually have a definite termination date and may be associated with a specially funded project or program. The Legislature or the Joint Fiscal Committee approves the creation of limited service positions. Positions created for the purposes of implementing grant-funded initiatives are described in 32 V.S.A. § 5.

Source: Department of Human Resources.

TABLE 52a USE OF TEMPORARY EMPLOYEES IN FISCAL YEAR 2007

Department	Temporary Categories							Total for Department		
	Bona Fide Emergency	Fill Ins	Intermittent	Part-Time On-Going	Seasonal	Sporadic	Other	Num.	Hours	Gross Wages
Agriculture					4	2	1	7	2,904	\$38,785
Attorney General		1		2	2	4		9	2,087	\$46,430
Auditor of Accounts		1						1	853	\$24,020
BISHCA	1				2			3	844	\$11,895
Buildings & General Services		39		11	32	28	5	110	64,934	\$706,099
Children & Families		55	2	1	6	35	13	111	65,154	\$885,515
Commerce & Community Dev.		4	1	1	59	7	4	73	27,084	\$296,151
Corrections	1	176	6	5		2	28	217	100,877	\$1,514,490
Criminal Justice Training Council			1			1	1	3	2,741	\$38,289
Defender General		4	1	2				7	3,323	\$54,805
Disabilities, Aging & Ind. Living		4	1	7		1	2	15	6,263	\$71,307
Education		3	2		106	6	2	119	13,372	\$213,152
Environmental Conservation					54	7	1	62	44,245	\$625,630
Fish & Wildlife					76	1		77	46,960	\$630,046
Forests, Parks & Recreation		2	1	1	379	1	1	385	190,150	\$1,973,762
Health		82	54	4	13	5	14	169	107,894	\$1,589,223
Human Resources		6				1		7	2,290	\$35,249
Human Services		1				3		4	1,393	\$23,252
Information & Innovation						1		1	86	\$702
Labor		4		9	4	6		23	5,447	\$112,765
Libraries		1					1	2	903	\$9,855
Liquor Control		1	3		2			5	1,164	\$13,174
Military		6			2			8	7,516	\$109,835
Natural Resources		1				3		4	2,231	\$44,293
Office of Vermont Health Access						2		2	1,612	\$17,871
Public Safety – Civilian	1	20	64	11	7	38	38	171	59,656	\$913,904
Public Safety – Sworn		3			9		27	39	10,576	\$156,748
Public Service					1			1	2,619	\$46,633
Secretary of State			2		3	6		11	2,726	\$33,706
State Treasurer		1		2	1			4	2,075	\$33,281
State's Attorneys & Sheriffs		1	2	1				3	2,133	\$39,677
Taxes			2		33	3		35	18,643	\$218,759
Transportation		7	5	2	171	12	5	198	93,901	\$1,291,362
Vermont Commission on Women						1		1	1,034	\$30,096
Vermont Labor Relations Board			1					1	8	\$157
Vermont Lottery Commission						1		1	197	\$1,966
Vermont Veterans' Home		2	49		7	3		59	27,596	\$303,571
Grand Total	3	425	197	59	973	180	143	1,948	923,488	\$12,156,454

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Year 2007. "Other" was used when the type of temporary employment was not available. Please see Special Note on Table 52b. See Comment on Table 52b for the definition of temporary categories.

TABLE 52b SUMMARY OF USE OF TEMPORARY EMPLOYEES BY FISCAL YEAR

Summary of Temporary Usage FY 2003 to FY 2007					
State Totals	2003	2004	2005	2006	2007
Number	1,535	1,840	1,814	1,945	1,934
% Change from Previous FY		19.9%	-1.4%	7.2%	-0.6%
Hours	733,378	847,772	850,678	852,308	923,488
% Change from Previous FY		15.6%	0.3%	0.2%	8.4%
Wages	\$8,298,851	\$10,019,796	\$10,494,267	\$10,855,813	\$12,156,454
% Change from Previous FY		20.7%	4.7%	3.4%	12.0%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2003 to 2007.

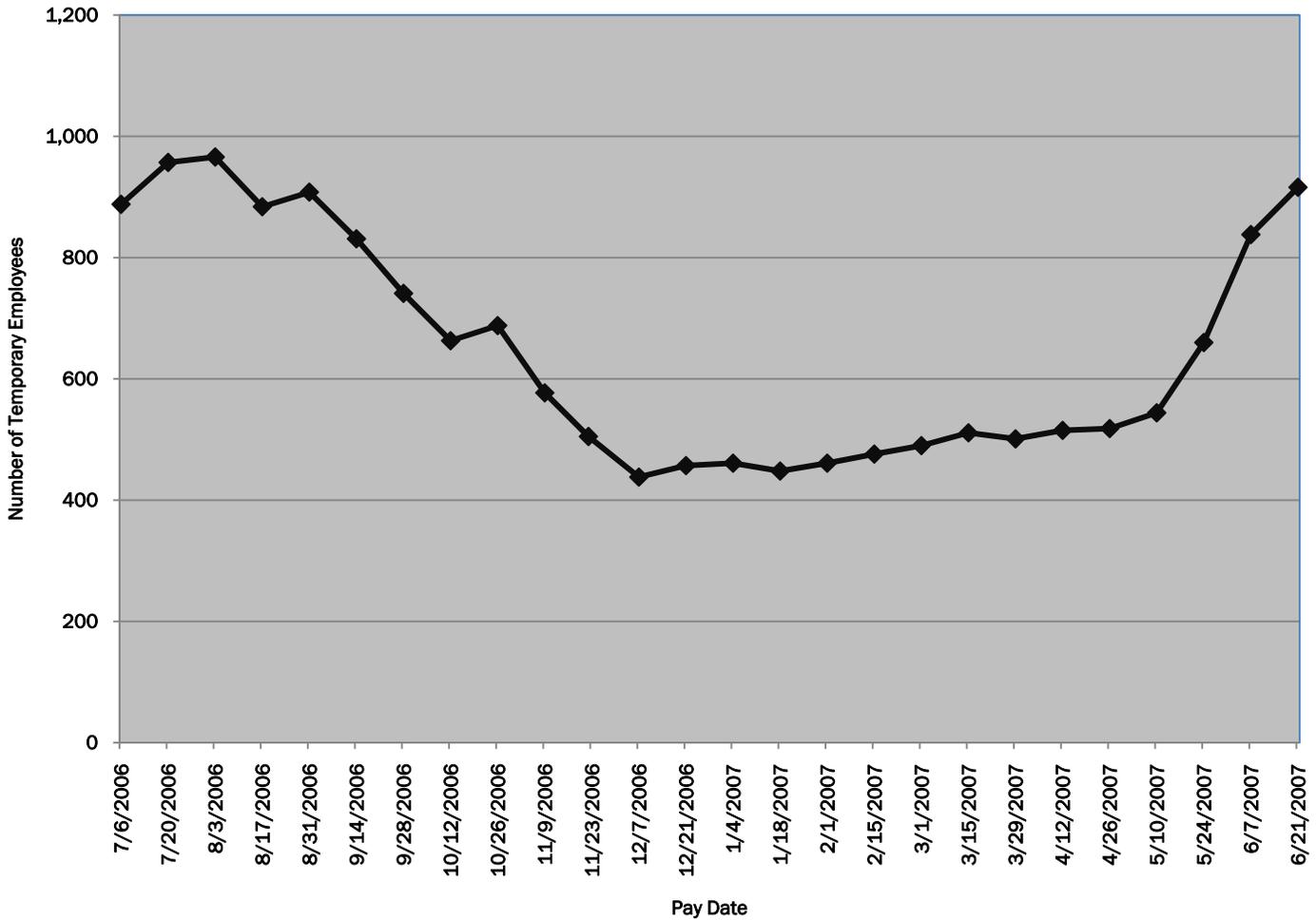
SPECIAL NOTE: Providing an exact count of temporary employees is troublesome. Temporary employees can work more than one time period, in more than one category, and for more than one department in a fiscal year. In the Table 52a under "Total for Department" the number for each individual department is 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 52a accurately shows the number of temporary employees who worked within each category. The "Grand Total" under "Total for Department" shows the sum across all departments (1,948) but the actual total of unique temporary employees (shown in Table 52b) was 1,934 because 14 individuals worked in more than one department.

In Fiscal Year 2007, 1,934 temporary employees worked a total of 923,488 hours and were paid a total of \$12,156,454 in gross wages.

The Table above compares the use of temporary employees for Fiscal Years 2003 to 2007. Fiscal Year 2007 saw a slight decrease over Fiscal Year 2006 in the number of temporary employees (-0.6%), but an increase in total hours (+8.4%) and total gross wages rose (+12.0%).

Comment: 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 53 NUMBER OF TEMPORARY EMPLOYEES ON PAYROLL BY PAY DATE FOR FISCAL YEAR 2007



Source: The State's Human Capital Management System (HCM). Data include only temporary employees of the Executive Branch for Fiscal Year 2007.

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 just over 900 employees per pay date, the median² number per pay date was 561 for FY '07 meaning that for 50% of the pay dates there were 561 or fewer temporary employees on payroll.

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

TABLE 54 PERSONAL SERVICES CONTRACTS CREATED IN FISCAL YEAR 2007

Agency/Department	Number of Contracts	Maximum Total Value (contracts may extend for multiple years)
Administration	1	\$39,600
Agriculture	10	\$281,900
Attorney General	2	\$20,000
Auditor of Accounts	2	\$62,000
BISHCA	10	\$2,250,373
Buildings & General Services	179	\$22,260,506
Children and Families	45	\$13,162,971
Commerce & Community Development	86	\$6,744,498
Corrections	32	\$31,438,290
Criminal Justice Training Council	4	\$644,325
Defender General	133	\$4,998,584
Disabilities, Aging, and Ind. Living	15	\$3,489,585
Education	26	\$3,372,573
Enhanced 911 Board	1	\$3,554,320
Environmental Conservation	58	\$5,901,607
Finance & Management	5	\$762,800
Fish & Wildlife	20	\$717,635
Forests, Parks & Recreation	10	\$380,676
Governor's Office	1	\$20,000
Health	60	\$16,721,088
Human Resources	9	\$23,324,330
Human Services	7	\$681,948
Information & Innovation	11	\$1,631,939
Labor	2	\$121,000
Libraries	4	\$600,160
Liquor Control	1	\$406,225
Military	42	\$8,500,390
Natural Resources	14	\$398,354
Natural Resources Board	1	\$12,000
Office of Vermont Health Access	10	\$13,983,003
Public Safety	58	\$5,361,544
Public Service	20	\$3,788,236
Public Service Board	7	\$1,250,000
Secretary of State	4	\$184,700
State Treasurer	10	\$4,629,500
State's Attorneys & Sheriffs	2	\$64,317
Taxes	9	\$466,202
Transportation	62	\$30,594,094
Vermont Human Rights Commission	1	\$50,000
Vermont Lottery Commission	1	\$3,500,000
Vermont Veterans' Home	22	\$2,394,503
Former Depts. (restructured)	17	\$2,718,430
Grand Total	1,014	\$221,484,205

Given the large number of contracts, only summary data is included in this report.

NOTE: 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.

SPECIAL NOTE: There were 30 contracts in which a placeholder value was used for maximum amount. Per the Department of Finance and Management, this generally occurs because, for example, though price per unit may be defined in the contract, the number of units may be unknown. These contracts are included in the count of the number of contracts but not in the summary of the total value.

Source: VISION/Department of Finance & Management. Table only includes contracts of \$10,000 or greater. "Total Value" is maximum amount authorized. Contracts may extend for multiple years. "Former Depts. (restructured)" are those departments that no longer exist as a result of reorganization. (See Appendix C).

TABLE 55 CONTRACTORS ON PAYROLL AS OF 6/21/07 PAY DATE

Pos. Num.	Department	Title	Average Hourly Rate
068004	Buildings & General Services	Contractual	\$24.00
068005	Buildings & General Services	Contractual	\$24.00
068011	Buildings & General Services	Contractual	\$24.00
068006	Buildings & General Services	Contractual	\$25.00
068003	Buildings & General Services	Contractual	\$27.00
	Buildings & General Services	Total	5
758010	Children & Families	Disability Determination Medical Consultant	\$45.00
758012	Children & Families	Contractual	\$50.00
758014	Children & Families	Disability Determination Medical Consultant	\$50.00
758015	Children & Families	Disability Determination Medical Consultant	\$50.00
758007	Children & Families	Disability Determination Medical Consultant	\$50.00
758008	Children & Families	Disability Determination Medical Consultant	\$50.00
758009	Children & Families	Disability Determination Medical Consultant	\$50.00
758001	Children & Families	Disability Determination Medical Consultant	\$50.00
758011	Children & Families	Contractual	\$55.00
758003	Children & Families	Disability Determination Medical Consultant	\$55.00
758004	Children & Families	Disability Determination Medical Consultant	\$55.00
758006	Children & Families	Disability Determination Medical Consultant	\$55.00
758005	Children & Families	Disability Determination Medical Consultant	\$55.00
758002	Children & Families	Disability Determination Medical Consultant	\$60.00
	Children & Families	Total	14
798002	Corrections	Contractual	\$25.00
798004	Corrections	Contractual	\$26.00
798006	Corrections	Contractual	\$26.00
798001	Corrections	Contractual	\$28.00
798003	Corrections	Contractual	\$28.00
798005	Corrections	Contractual	\$29.00
	Corrections	Total	6
768016	Disability, Aging & Independent Living	Contractual	\$9.55
768008	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$11.00
768003	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$12.00
768013	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$12.00
768015	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$12.00
768011	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$12.50
768004	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$13.00
768006	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$13.00
768012	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$13.00
768019	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$13.00
768010	Disability, Aging & Independent Living	Contractual	\$13.50
768007	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$13.50
768005	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$13.50
768001	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$13.50
768002	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$14.00
768018	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$14.00
768014	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$14.00
	Disability, Aging & Independent Living	Total	17

Table 55 continued on next page.

TABLE 55 CONTRACTORS ON PAYROLL AS OF 6/21/07 PAY DATE (CONTINUED)

Pos. Num.	Department	Title	Average Hourly Rate
648022	Fish & Wildlife	Deputy Game Warden	\$10.00
648011	Fish & Wildlife	Deputy Game Warden	\$10.00
648015	Fish & Wildlife	Deputy Game Warden	\$10.00
648016	Fish & Wildlife	Deputy Game Warden	\$10.00
648019	Fish & Wildlife	Deputy Game Warden	\$10.00
648012	Fish & Wildlife	Deputy Game Warden	\$10.00
648002	Fish & Wildlife	Deputy Game Warden	\$10.00
648001	Fish & Wildlife	Deputy Game Warden	\$10.00
648024	Fish & Wildlife	Deputy Game Warden	\$14.00
	Fish & Wildlife	Total	9
748016	Health	Psychiatrist	\$40.00
748015	Health	Psychiatrist	\$40.00
748014	Health	Psychiatrist	\$40.00
748013	Health	Psychiatrist	\$40.00
748012	Health	Psychiatrist	\$40.00
748011	Health	Psychiatrist	\$40.00
748010	Health	Psychiatrist	\$40.00
748009	Health	Psychiatrist	\$40.00
748008	Health	Psychiatrist	\$40.00
748007	Health	Psychiatrist	\$40.00
748006	Health	Psychiatrist	\$40.00
748005	Health	Psychiatrist	\$40.00
748004	Health	Psychiatrist	\$40.00
748003	Health	Psychiatrist	\$40.00
748002	Health	Psychiatrist	\$40.00
	Health	Total	15
		Grand Total	66

Source: Department of Human Resources.

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

APPENDIX A – 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 B – DEPARTMENT LISTING

Department, Full Name	Department, Used in Report	Small Department
Adjutant General, Office of	Military	
Agency of Administration	Administration	Yes
Agriculture, Food & Markets, Agency of	Agriculture	
Attorney General, Office of	Attorney General	
Auditor of Accounts	Auditor of Accounts	Yes
Banking, Insurance, Securities & Health Care Administration, Department of	BISHCA	
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	
Education, Department of	Education	
Environmental Conservation, Department of	Environmental Conservation	
Finance & Management, Department of	Finance & Management	
Fish & Wildlife, Department of	Fish & Wildlife	
Forests, Parks & Recreation, Department of	Forests, Parks & Recreation	
Governor's, Office of the	Governor's Office	
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	
Office of Vermont Health Access	Office of Vermont Health Access	
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 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 10 or fewer classified employees.

APPENDIX C – FORMER DEPARTMENTS (RESTRUCTURED)

AHS Reorganization

Effective July 1, 2004 (the beginning of Fiscal Year 2005) Act 45, passed by the Legislature in 2003, authorized the reorganization of the Agency of Human Services. The following table shows a basic “crosswalk” from current (new) AHS departments and the former (restructured) AHS departments. For more information visit the Agency of Human Services web site at www.ahs.state.vt.us/depts.cfm.

Current (New) AHS Departments	Former (Restructured) AHS Departments
Children & Families, Department for	Office of Child Support Social & Rehabilitation Services (SRS) part of Prevention, Assistance, Transition, and Health Access (PATH) Office of Economic Opportunity part of Developmental and Mental Health Services part of Health part of Agency of Human Services Central Office
Disabilities, Aging & Independent Living, Department of	Aging & Disabilities part of Developmental and Mental Health Services part of PATH's Office of Vermont Health Access
Health, Department of	Health part of Developmental and Mental Health Services
Vermont Health Access, Office of	part of PATH

Department of Employment and Training Reorganization

The Department of Labor & Industry and the Department of Employment & Training merged to form the Department of Labor, authorized by Executive Order No. 01-05 and implemented beginning in Fiscal Year 2006 (7/1/05).

APPENDIX D – CALCULATION OF RETIREMENT ELIGIBILITY

Retirement eligibility was determined if at the end of Fiscal Year 2007 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, which include almost 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) Finally, according to the Report on the Actuarial Valuation of the Vermont State Employees’ Retirement System Prepared as of June 30, 2007, there are a small number (28) of employees who remain in “Group A”, which has slightly different criteria for eligibility. For purposes of this analysis these employees could not be identified so have been included under the “Group F” eligibility criteria.

Projections are based on employee’s age and length of creditable service at Fiscal 2007 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 Capital Management System (HCM). 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 and military duty. In this analysis creditable service does NOT include retirement credits purchased (“air time”) by individual employees.