

State of Vermont
Workforce Report
Fiscal Year 2008

And

Department of Human Resources
Annual Report 2008



State of Vermont Workforce Report Fiscal Year 2008

And

**Department of Human Resources
Annual Report 2008**

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

Prepared by:

Vermont Department of Human Resources

David K. Herlihy
Commissioner

110 State Street
Montpelier, VT 05620-3001
(802) 828-3491

Web site: www.vermontpersonnel.org

THIS PAGE IS INTENTIONALLY LEFT BLANK



**State of Vermont
Department of Human Resources
Office of the Commissioner**

Agency of Administration

www.vermontpersonnel.org

[phone] 802-828-3491
[fax] 802-828-3409

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 2008.

As explained in the annual report, during the past year the Department continued to evolve to better serve employees, managers, and applicants. Most notable among several changes was the consolidation of the Recruitment and Classification Divisions into one new division. Another structural change was the consolidation of our IT Division with the Finance and Management IT Division. The new IT unit is under the management of the Department of Information and Innovation. Next, the Agency of Administration consolidated agency human resources services in one central unit within the Department of Human Resources. Instead of having separate HR staff in each of the departments that make up the Agency of Administration, there is one group offering services across the agency. We believe that all these changes will lead to even better services and greater efficiencies.

At the same time that the Department made organizational changes, staff did an exceptional job with the transition from paychecks and printed pay advices to Direct Deposit and on-line, electronic pay advices. Those shifts were a task from the 2008 “Big Bill.” It may not sound like a major undertaking, but the job of making changes across the entire workforce is huge. It required dedicated effort and a high level of cooperation between employees of this department, as well as, Finance & Management, and Information & Innovation. There is no room for error when you are dealing with everyone’s pay, and many staff members distinguished themselves, making for a remarkably smooth transition.

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.

Finally, I want to take this opportunity to publicly thank the staff at the Department of Human Resources. After a year as Commissioner, my admiration for the talent and dedication of our staff has simply grown. It seems that every day I find myself asking them to do more with fewer resources. As we reflect on the achievements of 2008 and the challenges that await us in 2009, 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



TABLE OF CONTENTS

TABLE OF CONTENTS.....	1
DEPARTMENT OF HUMAN RESOURCES – ANNUAL REPORT 2008.....	3
STATE OF VERMONT WORKFORCE REPORT – FISCAL YEAR 2008.....	13
STATISTICAL HIGHLIGHTS.....	15
WORKFORCE CHARACTERISTICS – FISCAL YEAR 2008.....	17
TABLE 1 NUMBER OF EXECUTIVE BRANCH EMPLOYEES AND FTES BY DEPARTMENT	18
TABLE 2 NUMBER OF EXECUTIVE BRANCH EMPLOYEES BY FISCAL YEAR	19
TABLE 3 EXECUTIVE BRANCH EMPLOYEE DISTRIBUTION BY AGENCY/DEPARTMENT	20
TABLE 4 EXECUTIVE BRANCH EMPLOYEES BY COUNTY OF WORK LOCATION	21
TABLE 5 AGE DISTRIBUTION FOR EXECUTIVE BRANCH EMPLOYEES.....	22
TABLE 6 ANNUAL SALARY DISTRIBUTION FOR EXECUTIVE BRANCH FULL-TIME EMPLOYEES	23
TABLE 7 YEARS OF SERVICE DISTRIBUTION FOR EXECUTIVE BRANCH EMPLOYEES.....	24
TABLE 8 EXECUTIVE BRANCH EMPLOYEES BY ETHNIC AND GENDER REPRESENTATION	25
TABLE 9 EXECUTIVE BRANCH EMPLOYEES BY MANAGEMENT LEVEL AND JOB TYPE	26
TABLE 10 EXECUTIVE BRANCH EMPLOYEES BY BARGAINING UNIT.....	27
TABLE 11 EXECUTIVE BRANCH EMPLOYEES BY OCCUPATIONAL GROUP	28
WORKFORCE TRENDS – FISCAL YEARS 2004 - 2008.....	29
TABLE 12 NUMBER OF CLASSIFIED EMPLOYEES AND FTES BY FISCAL YEAR	30
TABLE 13 NUMBER OF CLASSIFIED EMPLOYEES AND FTES BY DEPARTMENT BY FISCAL YEAR.....	31
TABLE 14 NUMBER OF CLASSIFIED EMPLOYEES BY OCCUPATIONAL GROUP BY FISCAL YEAR.....	32
TABLE 15 MOST POPULOUS CLASSIFIED JOB TITLES	33
TABLE 16 NUMBER OF JOB APPLICATIONS BY FISCAL YEAR.....	34
TABLE 17 CHARACTERISTICS OF JOB APPLICANTS BY FISCAL YEAR	35
TABLE 18a JOB APPLICATION ACTIVITY BY FISCAL YEAR	36
TABLE 18b JOB APPLICATION ACTIVITY BY FISCAL YEAR (SOURCE OF REFERRAL).....	37
TABLE 19 HIRES BY DEPARTMENT BY FISCAL YEAR.....	38
TABLE 20 CHARACTERISTICS OF HIRES BY FISCAL YEAR	39
TABLE 21 TURNOVER RATE BY FISCAL YEAR.....	40
TABLE 22 TURNOVER BY DEPARTMENT BY FISCAL YEAR.....	41
TABLE 23 TURNOVER BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR.....	42
TABLE 24 TURNOVER RATES FOR CLASSIFIED JOB TITLES – FISCAL YEAR 2008	43
TABLE 25 TURNOVER BY REASON BY FISCAL YEAR	44
TABLE 26 TYPE OF SEPARATION BY DEPARTMENT BY FISCAL YEAR	45
TABLE 27 CHARACTERISTICS OF TYPE OF SEPARATION BY FISCAL YEAR	46
TABLE 28 VOLUNTARY TURNOVER BY YEARS OF SERVICE (5 YEAR AVERAGE).....	47
TABLE 29 AVERAGE AGE OF CLASSIFIED EMPLOYEES BY FISCAL YEAR.....	48
TABLE 30 EMPLOYEE AGE GROUPS BY DEPARTMENT – FISCAL YEAR 2008	49
TABLE 31 AVERAGE AGE BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR.....	50
TABLE 32 AGE DISTRIBUTION FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR	51
TABLE 33 AVERAGE YEARS OF SERVICE OF CLASSIFIED EMPLOYEES BY FISCAL YEAR.....	52
TABLE 34 AVERAGE YEARS OF SERVICE BY DEPARTMENT BY FISCAL YEAR.....	53
TABLE 35 AVERAGE YEARS OF SERVICE BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR	54
TABLE 36 YEARS OF SERVICE DISTRIBUTION FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR	55
TABLE 37 PROJECTED RETIREMENT ELIGIBILITY BY FISCAL YEAR	56
TABLE 38 PROJECTED RETIREMENT ELIGIBILITY BY DEPARTMENT	57
TABLE 39 PROJECTED RETIREMENT ELIGIBILITY BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR	58
TABLE 40 PROJECTED RETIREMENT ELIGIBILITY FOR CLASSIFIED JOB TITLES – FISCAL YEAR 2008.....	59
TABLE 41 AVERAGE SALARY FOR FULL-TIME CLASSIFIED EMPLOYEES BY FISCAL YEAR.....	60
TABLE 42 AVERAGE SALARY FOR FULL-TIME EMPLOYEES BY DEPARTMENT BY FISCAL YEAR.....	61

TABLE 43	AVERAGE SALARY FOR FULL-TIME EMPLOYEES BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR	62
TABLE 44	ANNUAL SALARY DISTRIBUTION FOR FULL-TIME CLASSIFIED EMPLOYEES BY FISCAL YEAR.....	63
TABLE 45	TOTAL COMPENSATION FOR EXECUTIVE BRANCH EMPLOYEES – FISCAL YEAR 2008.....	64
TABLE 46	CLASSIFIED EMPLOYEES BY PAY GRADE AND STEP – FISCAL YEAR 2008	65
TABLE 47	NUMBER OF CLASSIFIED JOB CLASSES BY PAY GRADE BY FISCAL YEAR	66
TABLE 48	CASH OVERTIME COSTS BY DEPARTMENT AND FISCAL YEAR	67
TABLE 49	COMPENSATORY TIME COSTS BY DEPARTMENT AND FISCAL YEAR.....	68
TABLE 50	MINORITY REPRESENTATION BY FISCAL YEAR AND COMPARISON TO VERMONT CIVILIAN LABOR FORCE ...	69
TABLE 51	FEMALE REPRESENTATION BY FISCAL YEAR AND COMPARISON TO VERMONT CIVILIAN LABOR FORCE	70
TABLE 52	ETHNIC REPRESENTATION BY DEPARTMENT BY FISCAL YEAR	71
TABLE 53	GENDER REPRESENTATION BY DEPARTMENT BY FISCAL YEAR	72
TABLE 54	MINORITY & GENDER REPRESENTATION BY OCCUPATIONAL GROUP BY FISCAL YEAR	73
TABLE 55	TOTAL SICK AND ANNUAL LEAVE BALANCES FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR.....	74
TABLE 56	AVERAGE ANNUAL AND SICK LEAVE BALANCES PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR	75
TABLE 57	AVERAGE ANNUAL LEAVE USE AND AVERAGE COSTS PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR.....	76
TABLE 58	AVERAGE SICK LEAVE USE AND AVERAGE COSTS PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR	77

REPORTS REQUIRED BY THE GENERAL ASSEMBLY..... 79

TABLE 59	LIMITED SERVICE POSITIONS CREATED IN FISCAL YEAR 2008	80
TABLE 60a	USE OF TEMPORARY EMPLOYEES IN FISCAL YEAR 2008.....	81
TABLE 60b	SUMMARY OF USE OF TEMPORARY EMPLOYEES BY FISCAL YEAR	82
TABLE 61	NUMBER OF TEMPORARY EMPLOYEES ON PAYROLL BY PAY DATE FOR FISCAL YEAR 2008	83
TABLE 62	PERSONAL SERVICES CONTRACTS CREATED IN FISCAL YEAR 2008.....	84
TABLE 63	CONTRACTORS ON PAYROLL AS OF 6/19/08 PAY DATE	85

APPENDIX A – EEO-4 CATEGORIES..... 87

APPENDIX B – DEPARTMENT LISTING..... 89

APPENDIX C – FORMER DEPARTMENTS (RESTRUCTURED)..... 90

APPENDIX D – CALCULATION OF RETIREMENT ELIGIBILITY..... 91

DEPARTMENT OF HUMAN RESOURCES – ANNUAL REPORT 2008



THIS PAGE IS INTENTIONALLY LEFT BLANK

OVERVIEW: DHR CONTINUES TO EVOLVE

Last year's Annual Report summed up 2007 as a year of change. The year 2008 continued that theme, as the Department of Human Resources continued to evolve to more efficiently perform its mission for state government. The first notable change came in July, when the Information Technology (IT) Division began to operate as part of a shared IT unit with the IT staff from the Department of Finance & Management; the new shared unit operates under the management of an IT professional from the Department of Information and Innovation (DII). Then, in early November, as part of an initiative that studied agency-wide functions within the Agency of Administration, the Department of Human Resources assumed responsibility for the department-level HR function across the agency. Along with that responsibility, DHR gained much of the HR staff from across the agency. The advantages of this consolidation will be discussed below in the section that describes the unit. Work also continues on the process to integrate agency-wide business functions, but that consolidation has not yet occurred. Finally, the Recruitment Division and Classification Division were combined into a single division under the management of one director after Administration Secretary Neale Lunderville tapped Classification & Compensation Director Molly Paulger to work directly with him on statewide position management. The recruitment and classification functions, although distinct, each focus on accurately describing the duties of a position. The new combination will allow DHR to function with one less director and promote cross-training and mutual backup among the classification analysts and recruitment specialists. Two functions from the former Classification and Compensation Division were redistributed within the department. Compensation is now fully the responsibility of the Administrative Services Division (market factor analysis was already there), and the Human Resources Information Systems unit, which is responsible for the statewide employee data system (known as HCM), has become part of the Labor Relations Division.

COMMISSIONER'S OFFICE & LEGAL SERVICES

Commissioner David Herlihy is assisted by Administrative Assistant Doreen Marquis. In addition to support of the Commissioner, Marquis is responsible for many department-wide functions, such as acting as the department's timekeeper for Payroll and managing the department's records program.

The Legal Services unit is responsible for advising and representing all departments of state government on cases relating to the State employee workforce. The unit has downsized this year. When former General Counsel Herlihy was appointed Commissioner, Assistant Attorney General William Reynolds became the General

Counsel. The departure of another AAG left the unit with one full-time AAG, Julio Thompson, and the part-time assistance of AAG Margaret Vincent, who also litigates Medical Practice Board cases. Paralegal Mary Puro continues to investigate the more challenging cases for departments and agencies, and provides support for the remaining attorneys.

RECRUITMENT & CLASSIFICATION DIVISION

Director Rossie Conklin has taken over the new unified Recruitment & Classification Division. Conklin is uniquely well qualified for the role, having been the Director of the former Classification and Compensation Division in the past. As Director, Conklin will be spearheading an effort to cross train the Classification Analysts and Recruitment Specialists, which will allow them to provide backup to one another, as needed, and to better do their own jobs. The functions of classification and recruitment share a common core – the accurate analysis of the duties of a position. By gaining new insights from each others' perspectives, employees who perform each of these functions will enhance their abilities. The added flexibility gained from this consolidation should help the reduced staff meet workload demands; there are now three Recruitment Specialists and three Classification Analysts to serve the needs of state government.

Recruitment Function

The recruitment function includes both recruitment administration and outreach activities for the State of Vermont. Recruiters provide departments highly qualified candidates to meet their staffing needs while simultaneously providing an equal opportunity for all. The unit is also responsible for the statewide coordinated advertising program and marketing efforts, as well as, managing the reemployment program for those employees with reduction-in-force reemployment rights.

Just three Recruitment Specialists, Tanya Jarvis, Gloria Abbiati, and Ellen Gokey 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. Even in a time when state government is facing the need to downsize, the Recruitment Specialists must work to attract a highly qualified and diverse applicant pool and to help managers create fair and effective screening tools. The State's ability to effectively recruit applicants, especially for hard-to-fill positions, is supported by showcasing the State of Vermont as an employer at job fairs. The Recruitment Specialists are also responsible for working

with former employees who have reemployment rights and assisting them to use those rights.

Classification Function

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. Classification expects 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. The analysts are also responsible for ongoing creation and maintenance of general descriptions for each job class.

ADMINISTRATIVE SERVICES

There are three functional areas within the Administrative Services Division: Benefits, Fiscal & Information Management, and Compensation. Some staff may work in more than one area.

Benefits

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, with three of the options including pharmacy benefit and managed mental health care plans. 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.

Benefits Operations Manager Nicole Hill supervises the benefits administration staff, Jerry Fry and Anne Carver. The three are responsible for the day-to-day interaction with all the State's contracted benefits providers and members. In addition, Hill is a key player in functional process improvement, for the entire department. Fry has a special focus on the flexible spending account program; Carver on the life insurance program. Benefits Analyst Jennifer Hudgins plays a pivotal business process and quality assurance role working with the above plans -- which account for well in excess of \$100 million in activity yearly -- while at the same time developing and maintaining key financial data for reporting and premium-rate setting.

Benefits Program Administrator Kathy Callaghan continues to guide the benefits programs for our participants. Contracting and managing the relationships with our providers is a big task. The department has succeeded in staggering the benefits contract bids, allowing the division to focus efforts on a manageable number of contracts each year. This year, Callaghan led the successful rebidding for dental, pharmacy, and stop-loss coverage, as well as, a memorandum of understanding for Vocational Rehabilitation to provide an Employee Assistance Program. As the face of the State Employees' Health Plan at the General Assembly, Callaghan continued to contribute to the ongoing discussions 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, as well as, coordinating responses to public records and other information requests, administering the Tuition Reimbursement program for State employees, and various other administrative functions.

Business Manager Sheri Rockcastle is responsible for developing and administering the department's budget, as well as, overseeing all the department's business transactions. Terri Tibbetts is responsible for the day-to-day business processing, but also handles the task of ensuring that state employees receive Tuition Reimbursement benefits. Analyst Doug Pine and Director of Administrative Services, Harold Schwartz, respond to a constant flow of requests for information about the department, the state employee workforce, and our benefit plans. Pine also supports state government by assisting managers all across state government to better manage through access to workforce data. Another major duty for Pine is to compile data and materials for the annual Workforce Report. In addition, Pine is the coordinator for the department's updating of its website and transition to a new web platform.

In addition to managing the Administrative Services Division, and performing peer review, Director Schwartz is 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.

Compensation

Analyst Pine is responsible for the oversight of exempt salaries, including initial salary approval, annual salary increases, promotions, and other special salary increases. He develops, maintains, and oversees exempt pay plans and works on market factor adjustment reviews, requiring an in-depth analysis of marketplace salaries of comparable positions outside of state government. Further, Pine 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. Finally, Pine oversees statewide merit bonus policies for both classified and exempt employees.

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; veteran's 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. Pelletier's responsibilities support affirmative action, workforce diversity equal employment opportunity and the State's overall security, emergency planning, and continuity of operations efforts. Pelletier 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.

At a time when state government faces the elimination of positions in order to meet revenue shortfalls, the Labor Relations Division faces a considerable expansion of work demands. The division is responsible for working with departments that must eliminate positions, assisting them in understanding the sometimes complex process for reduction in force established by the collective bargaining agreements, and then administering the process.

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 human resource administrators from other State agencies and departments ("HR Partners").

Human Resources Information Services

As noted in the introduction, this year HRIS moved to the Labor Relations Division. The unit works in close cooperation with the Labor Relations Specialists, who advise unit members on proper interpretation of the collective bargaining agreements and State employment policies. HRIS Coordinator Shelley Morton is responsible for quality control and data verification of records in the statewide employee record system, "HCM." 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. Audet processes salary changes that result from reclassification and also is responsible for the day-to-day management of temporary position monitoring, such as approving or denying hiring of temporary workers and extending or abolishing temporary positions. Morton and Audet provide training and assistance to users across state government, to the end of promoting accurate and proper use of the system.

INFORMATION TECHNOLOGY

The Information Technology Division is now under the management of DII, but continues to fulfill IT requirements for the department, both internally and externally. Internally, the division supports a department of state government with many users

and four distinct operating locations. 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.

WORKFORCE DEVELOPMENT & WELLNESS

Director Tracy Gallo manages two distinct programs, each of which is focused on delivering services to our state employees, helping to improve their lives and careers.

Professional Development/Training

The Workforce Development Team includes Professional Development/Training Consultants Rose Gowdey and Matt Krauss, and Professional Development/Training Coordinator, Carole Bourneuf. The team provides a wide range of services for employees and departments including open enrollment courses at The Summit: Center for State Employee Development. A focus this year has been the creation of courses specific to state work, including records management, project management, computer courses and veterans' benefits. The team also provides consulting and training on a broad range of topics, including organizational development, supervisory development, team building, and HR-related topics. Additionally, the team provides two core program series, one focused on Supervision (SDP – Supervisory Development Program) and one on Leadership (VPM- Vermont Public Manager Program). In the last year, there has been an increase in demand for professional development and training services, and to meet that need, Gallo and her staff have worked on workforce planning tools for managers, as well as, on-line courses that will be available to all employees.

Employee Wellness Program

The Wellness Program Team includes Maura O'Brien-Program Coordinator, Diane Vanderbush-Program Assistant, Marlene Poirier-Program Technician, Sasha Kohnowich-Health Educator, Amy Lefevre-Health Educator, Annette Smith-Nurse Educator, Marilyn Lindquist-Nurse Educator, and Essie Howe-Nurse Educator. The Wellness unit strives to both improve employee health outcomes and control health care costs by focusing on the employee to provide information, education, support, and coaching for behavior change. Those goals are served by providing direct wellness and prevention services to over one-third of the State workforce each year, and by providing referral services to the Employee Assistance Program and other resources identified to assist State workers and management teams to address health-related concerns.

The Program also coordinates the State's annual flu-immunization program. This year that effort resulted in 3,420 State employees being vaccinated at 25 worksites throughout the State. The Program offers wellness screenings all year long. In the past year, over 2,000 employees participated. In addition, almost 2000 employees participated in the popular spring activity program, which was administered on line for the first time, and expanded to go all year long, continuing to provide support and encouragement to many employees who appreciate the extra assistance in maintaining an active and healthy lifestyle all year, not just during the spring program.

AGENCY OF ADMINISTRATION HR UNIT

During the summer of 2008, the Secretary of Administration directed a study of business and human resource functions across the Agency of Administration. That study revealed that consolidation of those functions could yield significant benefits, as opposed to continuing to operate separate HR and business units in the departments that make up the Agency. Not only could consolidation generate economies of scale, but it would allow for more consistent coverage. Prior to consolidation, the smaller departments had only a single employee who worked on HR issues – when that single employee was absent, access to services suffered. Consolidation also allows the members of the HR staff to specialize to some extent, which can make for a greater level of expertise and higher performing group. Finally, putting the group under the management of a single director will promote consistency and best practices across the agency.

The core of the unit is the former Department of Buildings and General Services (BGS) HR Unit. Former BGS HR Manager Chris McConnell moved over and will continue to lead the new group as director. He is joined by Nancy Buttura, Margaret Loftus, and Don Robbins, all from BGS, as well as Lorna Carty from the Department of Taxes and Rita Rounds of the Department of Information and Innovation. This talented group has many years of HR experience. In short order, the new unit has come together and made a smooth transition, delivering HR services across the Agency of Administration without interruption.

STATE OF VERMONT WORKFORCE REPORT – FISCAL YEAR 2008

THIS PAGE IS INTENTIONALLY LEFT BLANK

STATISTICAL HIGHLIGHTS

Profile of the Executive Branch Workforce for Fiscal Year 2008				Page
	Classified	Exempt	Total	Reference
Number	7,783	600	8,383	18
FTEs (Full-Time Equivalents)	7,677.1	580.6	8,257.6	18
Full-Time Employees (FTE = 1) /Part-Time Employees (FTE <1)	7,487/296	551/49	8,038/345	18
Average Age	46.3	48.3	46.4	22, 48
Average Annual Salary (Full-time, base rate only)	\$47,584	\$66,950	\$48,911	23, 60
Average Years of Service	12.4	9.7	12.3	24, 52
Percent Minorities	2.3%	2.0%	2.3%	25, 69
Percent Females	49.6%	51.5%	49.7%	25, 70
Percent Represented by a Bargaining Unit	93.0%	5.0%	86.6%	27
Highlights of Workforce Trends for Classified Employees – Fiscal Year 2008				
Employment				
Percent Increase in Number of Classified Employees from Fiscal Year 2007 to Fiscal Year 2008			0.3%	30
Percent Increase in Number of Classified Employees from Fiscal Year 2004 to Fiscal Year 2008			3.7%	30
Number of Applications Submitted for Classified Jobs			36,674	34
Number of Applicants for Classified Jobs			9,071	34
Percent of Applicants Female/Percent of Applicants Minority			54.9% / 4.9%	35
Percent of Applicants with Bachelor's Level Degree or Higher			44.7%	35
Number of Hires			746	38
Percent of Hires Female/Percent of Hires Minority			52.9% / 4.0%	39
Average Age of Hires			37.9	39
Turnover				
Turnover Rate of Classified Employees			8.8%	40
Number of Employees Separated			685	44
Percent Voluntary Terminations			59.3%	44
Percent Retirements			26.9%	44
Percent Involuntary Terminations			12.8%	44
Age				
Percent of Classified Employees less than 35 Years Old			16.6%	49
Percent of Classified Employees 45 Years or Older			57.8%	49
Retirement Eligibility				
Percent of Classified Employees Eligible for Retirement at the End of Fiscal Year 2008			10.9%	56
Number Eligible for Retirement at the End of Fiscal Year 2008			847	56
Percent of Classified Employees Eligible for Retirement within Five Years (End of Fiscal Year 2013)			28.2%	56
Number Eligible for Retirement within Five Years			2,192	56
Compensation				
Average Annual Salary for Classified Employees (Full-time, base rate only)			\$47,584	60
Total Cash Overtime Costs			\$16,081,274	67
Total Compensatory Time Costs			\$7,964,724	68
Average Total Compensation (Total Pay Plus Benefits) per Classified Employee			\$66,746	64
Average Benefits Paid as a Percent of Total Compensation			26.7%	64
Diversity				
Minority Representation in the Classified Workforce			2.3%	69
Vermont Civilian Workforce Minority Population Estimates – U. S. Census/Bureau of Labor Statistics			3.3% / 3.7%	69
Female Representation in the Classified Workforce			49.6%	70
Vermont Civilian Workforce Female Population Estimates – U.S. Census/Bureau of Labor Statistics			48.0% / 48.2%	70

THIS PAGE IS INTENTIONALLY LEFT BLANK

WORKFORCE CHARACTERISTICS – FISCAL YEAR 2008

- ❖ Section One of this Workforce Report provides general descriptive statistics for the Executive Branch workforce for Fiscal Year 2008. 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			5	5.0	5	5.0
Agriculture	93	92.4	5	5.0	98	97.4
Attorney General	31	30.8	43	39.9	74	70.7
Auditor of Accounts	8	8.0	4	4.0	12	12.0
BISHCA	93	91.3	20	19.0	113	110.3
Buildings & General Services	420	417.6	7	6.3	427	423.9
Children & Families	941	931.0	29	29.0	970	960.0
Commerce & Community Development	77	75.4	21	21.0	98	96.4
Corrections	1,096	1,094.8	20	20.0	1,116	1,114.8
Criminal Justice Training Council	9	9.0	1	1.0	10	10.0
Defender General			69	64.3	69	64.3
Disabilities, Aging & Independent Living	304	292.8	6	5.0	310	297.7
Education	180	178.7	5	5.0	185	183.7
Environmental Conservation	280	276.1	7	6.5	287	282.6
Finance & Management	43	43.0	4	3.8	47	46.8
Fish & Wildlife	128	127.8	2	2.0	130	129.8
Forests, Parks & Recreation	112	110.6	3	3.0	115	113.6
Governor's Office			18	18.0	18	18.0
Health	561	518.0	7	7.0	568	525.0
Human Resources	47	46.0	5	5.0	52	51.0
Human Services	91	89.3	10	9.8	101	99.1
Information & Innovation	58	58.0	3	3.0	61	61.0
Labor	267	266.1	11	10.8	278	276.9
Libraries	30	30.0	2	2.0	32	32.0
Lieutenant Governor			2	2.0	2	2.0
Liquor Control	54	54.0	2	2.0	56	56.0
Mental Health	235	230.0	7	6.5	242	236.5
Military	123	122.1	4	4.0	127	126.1
Natural Resources	48	46.8	12	12.0	60	58.8
Natural Resources Board	26	25.8	5	5.0	31	30.8
Office of Vermont Health Access	90	89.0	4	4.0	94	93.0
Public Safety – Civilian	288	284.1	9	9.0	297	293.1
Public Safety – Sworn	299	299.0			299	299.0
Public Service	37	37.0	13	13.0	50	50.0
Public Service Board	5	4.8	21	20.4	26	25.2
Secretary of State	43	43.0	9	8.5	52	51.5
State Treasurer	31	31.0	4	4.0	35	35.0
State's Attorneys & Sheriffs			161	156.4	161	156.4
Taxes	170	169.5	11	11.0	181	180.5
Transportation	1,241	1,237.4	16	15.7	1,257	1,253.1
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	1.6	2	1.6
Vermont Lottery Commission	18	18.0	1	1.0	19	19.0
Vermont Veterans' Home	204	197.3	3	3.0	207	200.3
VOSHA Review Board			1	0.5	1	0.5
Grand Total	7,783	7,677.1	600	580.6	8,383	8,257.6

At the end of Fiscal Year 2008 there were 8,383 Executive Branch employees. A more accurate picture of the staffing level is provided by the 8,257.6 FTE* figure.

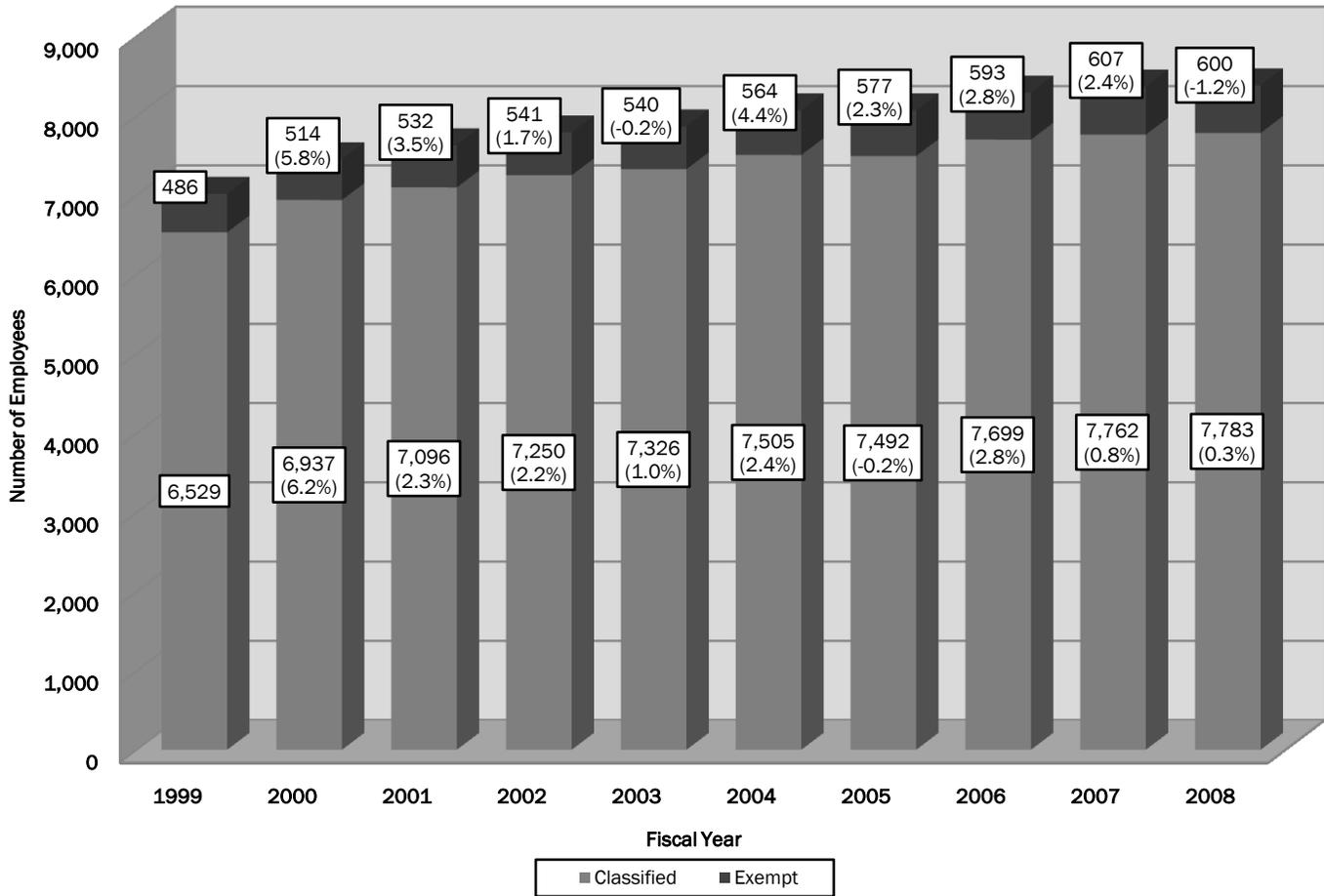
Among classified employees 296 (3.8%) are part-time (FTE<1) and for exempt employees 49 (8.2%) are part-time.

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 2008.

TABLE 2 NUMBER OF EXECUTIVE BRANCH EMPLOYEES BY FISCAL YEAR

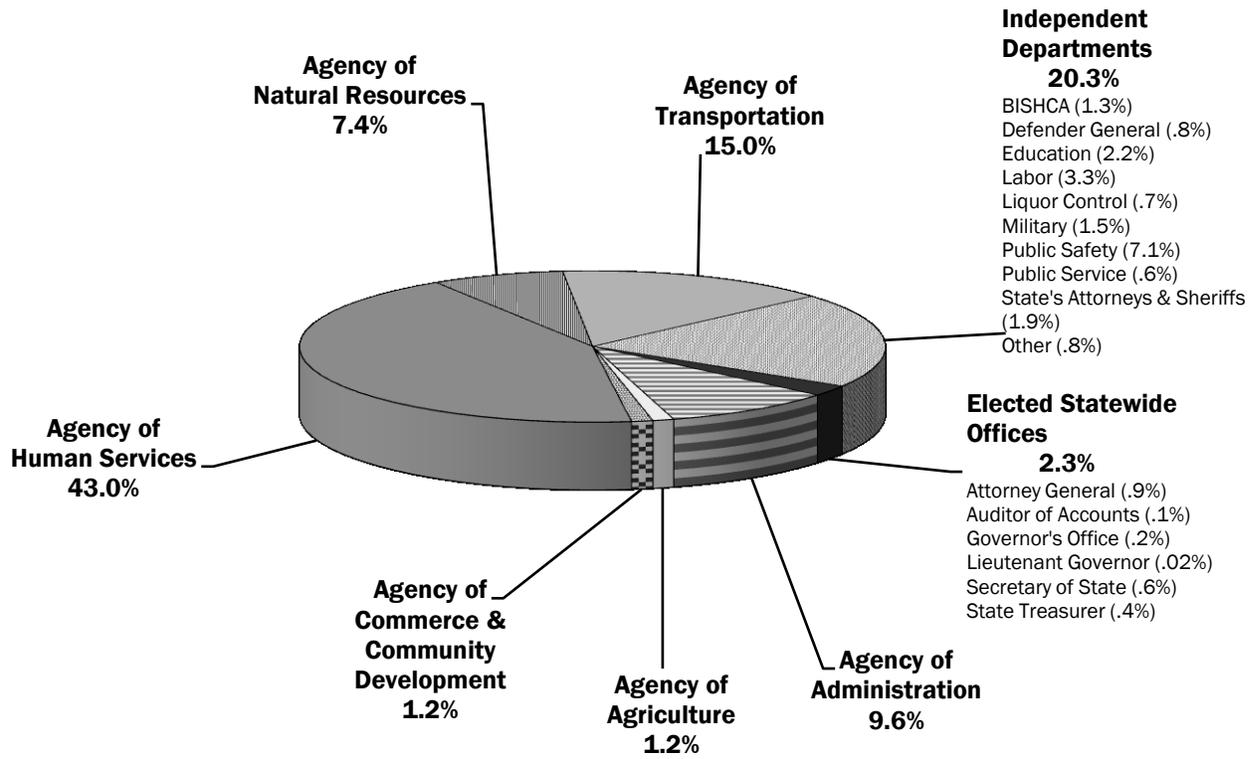


Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 1999 to 2008. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

From Fiscal Year 1999 to Fiscal Year 2008 the number of Executive Branch employees has grown by 19.5%, with classified employees increasing by 19.2% and exempt employees by 23.5%.

It is important to note that between 2003 and 2008 legislation converted 21 classified positions to exempt positions.

TABLE 3 EXECUTIVE BRANCH EMPLOYEE DISTRIBUTION BY AGENCY/DEPARTMENT



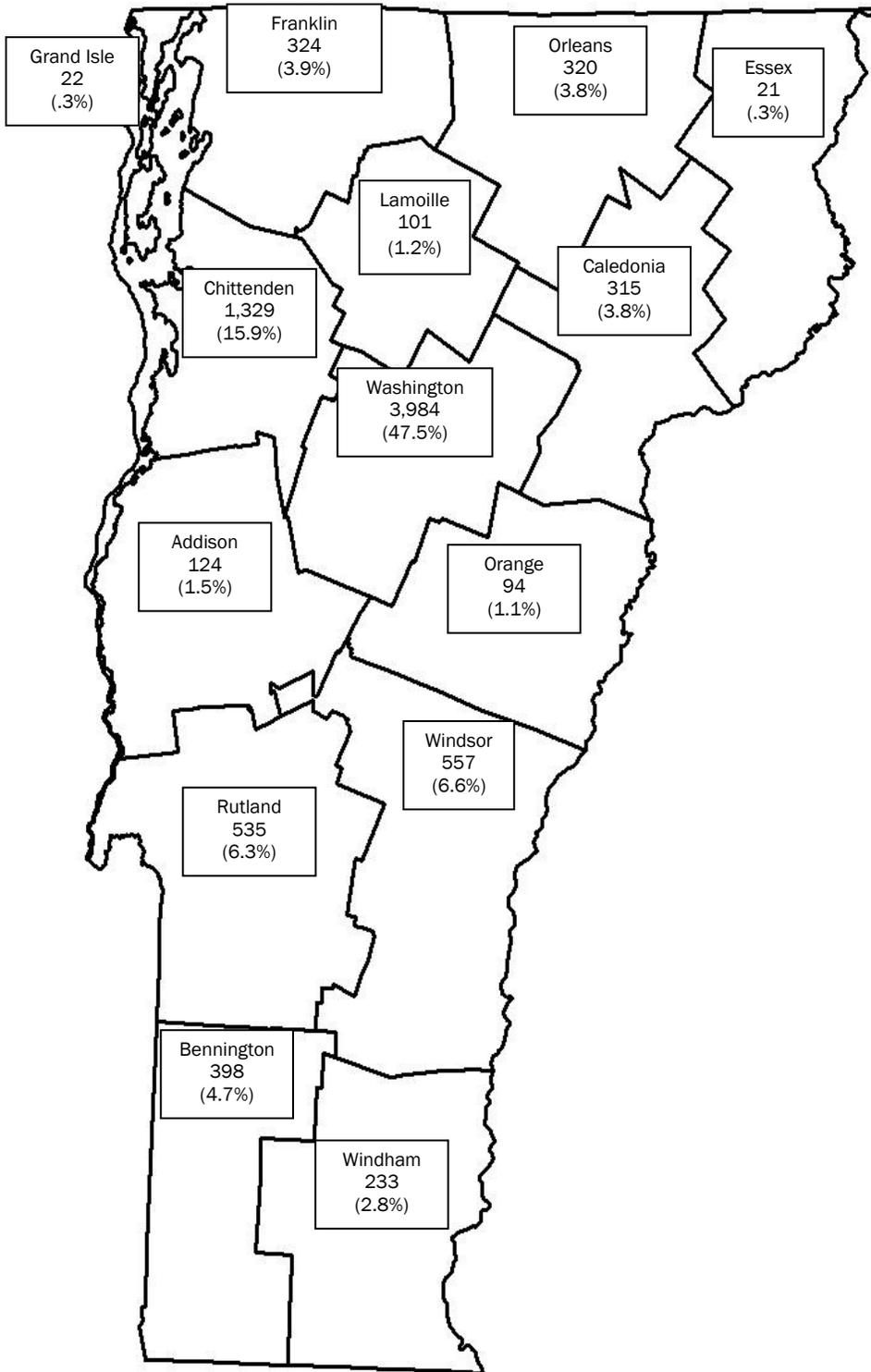
Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2008.

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 (43.0%).

Independent departments, those not under an agency structure, make up 20.3% of employees, with the Department of Public Safety being the largest independent department (7.1%).

Elected Statewide Offices account for 2.3% of Executive Branch employees.

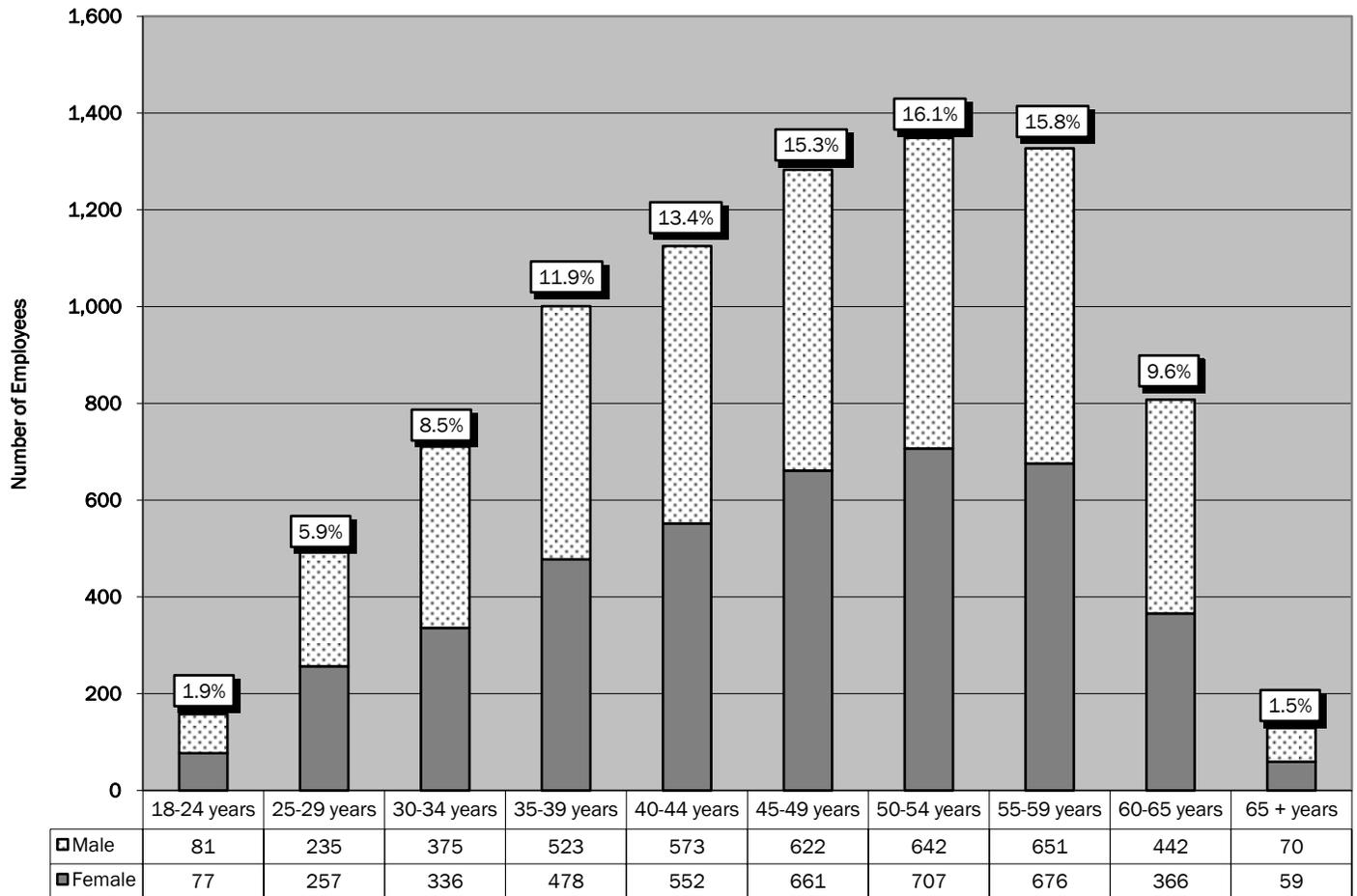
TABLE 4 EXECUTIVE BRANCH EMPLOYEES BY COUNTY OF WORK LOCATION



Executive Branch employees work in every county in the state. The majority of employees (63%) work in Washington or Chittenden Counties. Nearly 50% (3,984) 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 2008. 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 5 AGE DISTRIBUTION FOR EXECUTIVE BRANCH EMPLOYEES



Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2008.

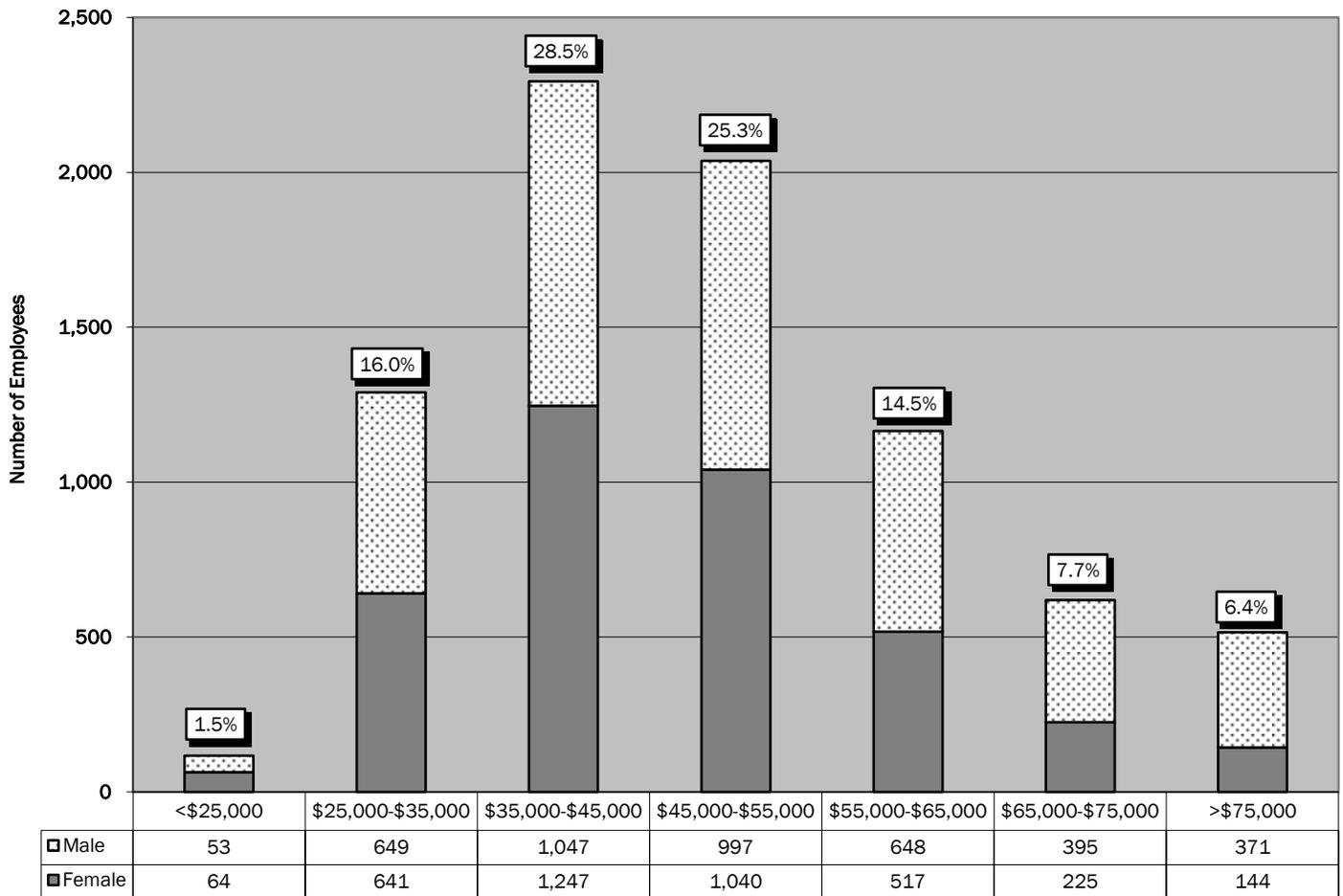
The largest group of Executive Branch employees (16.1%) was age 50-54, closely followed by the 55-59 age group (15.8%). Only 16% of employees were less than 35 years old. The average employee age was 46.4 years. The average age of exempt employees was slightly higher (48.3) than that of classified employees (46.3). There was little difference between the average age of male (46.5) and female (46.4) employees.

**Benchmarking
New England State Governments – Average Age**

Connecticut	45.5
Massachusetts	46.6
Maine	46.0
New Hampshire	48.0
Vermont	46.4

Source: Connecticut Department of Administrative Services (FY '08); Commonwealth of Massachusetts, Human Resources Division (FY '08); New Hampshire, Division of Personnel 2007 Annual Report (FY '07); Maine, Bureau of Human Resources (FY '08).

TABLE 6 ANNUAL SALARY DISTRIBUTION FOR EXECUTIVE BRANCH FULL-TIME EMPLOYEES



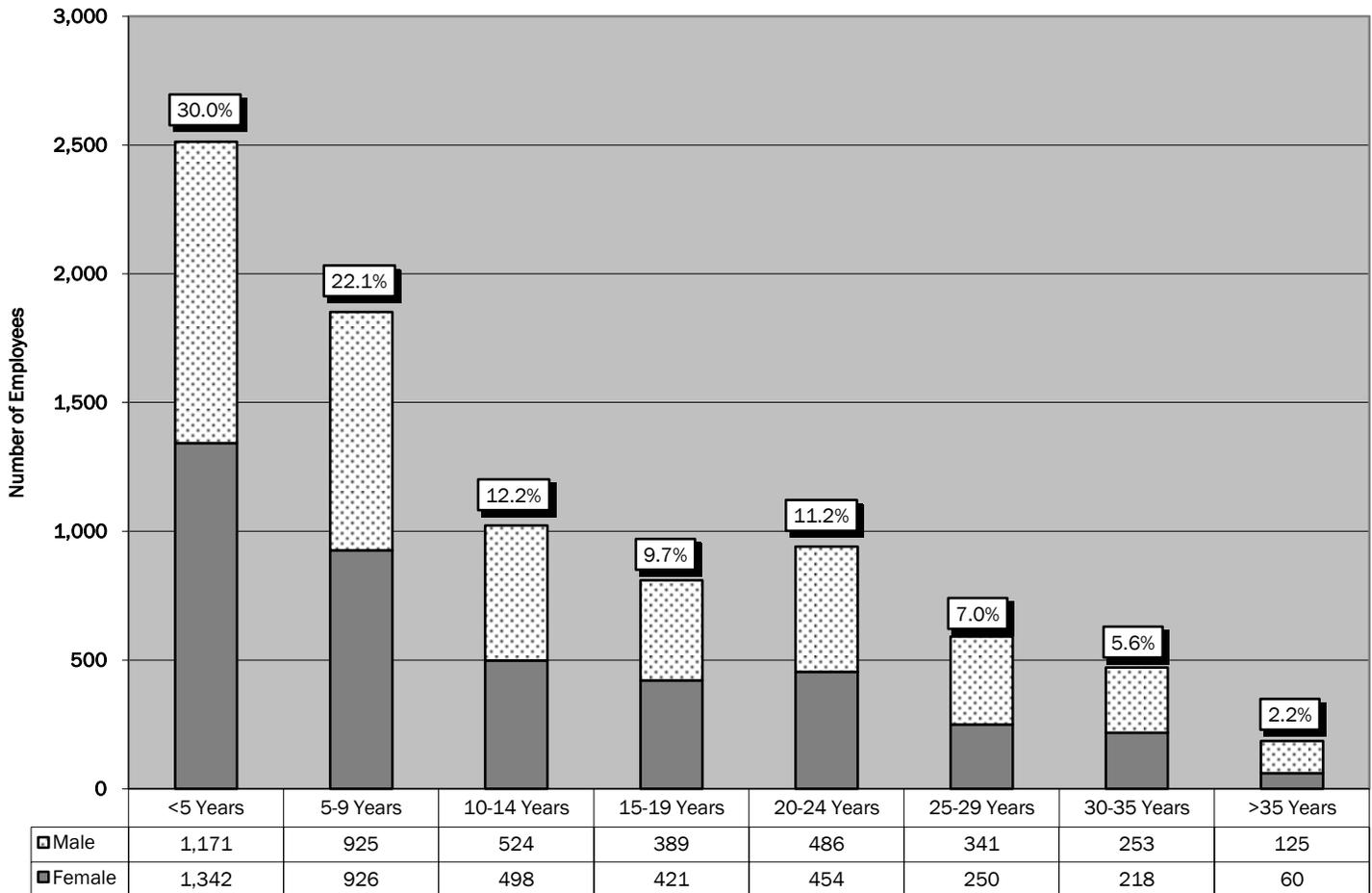
Source: The State's Human Capital Management System (HCM). Data include all full-time Executive Branch employees (classified and exempt) for Fiscal Year 2008. Annual salary is the base rate and does not include benefits or overtime.

The largest percentage of Executive Branch full-time employees (28.5%) earned between \$35,000 and \$45,000 in base rate annual salary.

The average base rate salary for full-time Executive Branch employees was \$48,911, with males earning an average of \$50,754 and females \$46,935.

The average base rate salary for full-time exempt employees was \$66,950 and \$47,584 for classified employees.

TABLE 7 YEARS OF SERVICE DISTRIBUTION FOR EXECUTIVE BRANCH EMPLOYEES



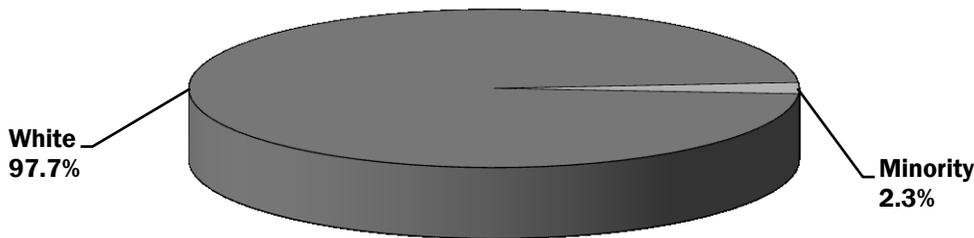
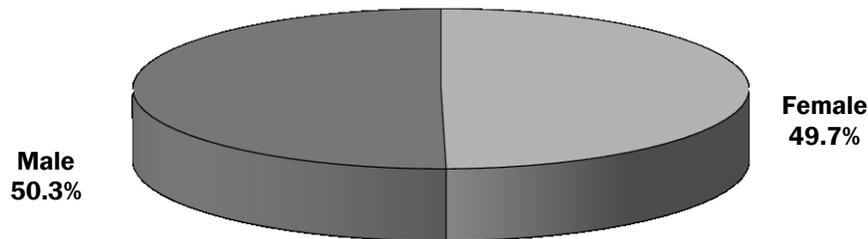
Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2008. Years of (continuous) Service is the time of uninterrupted services by an employee. Authorized leaves of absence are not counted as an interruption of service.

The largest percentage of employees (30.0%) had less than five years of service. The average length of service of Executive Branch employees was 12.3 years. Classified employees had a higher average length of service (12.4) than did exempt employees (9.7). Males averaged 12.9 years of service and females 11.6 years.

Benchmarking New England State Governments – Average Years of Service	
Connecticut	13.1
Massachusetts	14.6
Maine	12.0
New Hampshire	10.0
Vermont	12.3

Source: Connecticut Department of Administrative Services (FY '08); Commonwealth of Massachusetts, Human Resources Division (FY '08); New Hampshire, Division of Personnel 2007 Annual Report (FY '07); Maine, Bureau of Human Resources (FY '08).

TABLE 8 EXECUTIVE BRANCH EMPLOYEES BY ETHNIC AND GENDER REPRESENTATION



Hispanic	30%
Black	24%
Asian/Pacific Islander	24%
American Indian/Alaskan Native	22%
Native Hawaiian/Other Pacific Islander	0.5%

Of the population of Executive Branch employees, 4,214 or 50.3% were male and 4,169 or 49.7% were female.

Minority employees made up 2.3% of the workforce.

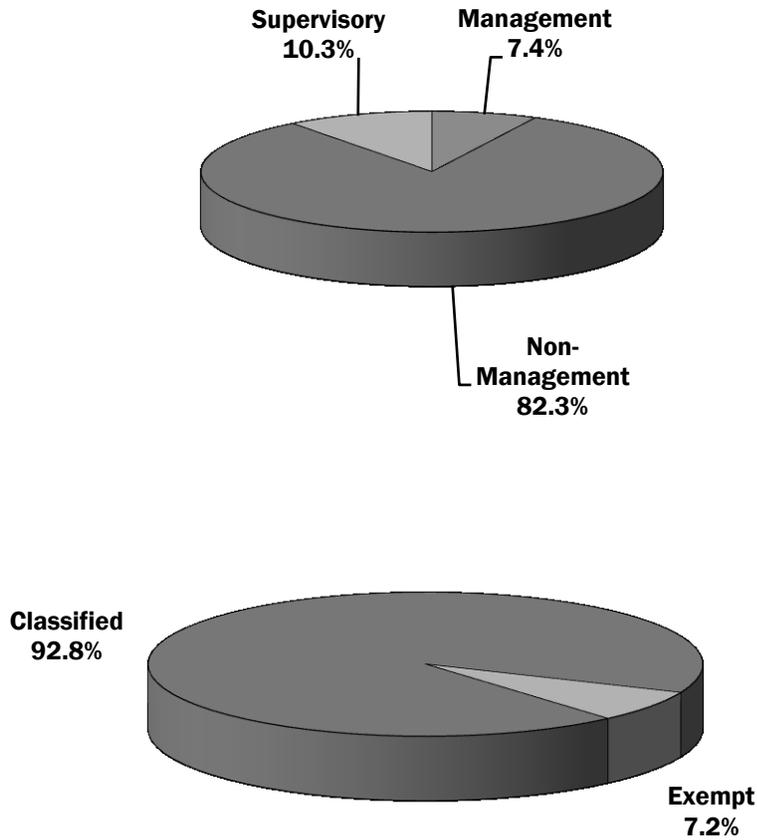
Of the State of Vermont's 192 minority employees, 30% identified themselves as Hispanic, 22% American Indian/Alaskan Native, 24% Black, 24% Asian/Pacific Islander, and .5% Native Hawaiian/Other Pacific Islander.

Benchmarking New England State Governments – Gender and Ethnic Representation		
	% Male/% Female	% Minority
Connecticut	50.1%/49.9%	29.9%
Massachusetts	47.9%/52.1%	23.1%
Maine	54.0%/46.0%	4.0%
New Hampshire	47.7%/52.2%	2.9%
Vermont	50.3%/49.7%	2.3%

Source: Connecticut Department of Administrative Services (FY '08); Commonwealth of Massachusetts, Human Resources Division (FY '08); New Hampshire, Division of Personnel 2007 Annual Report (FY '07); Maine, Bureau of Human Resources (FY '08).

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2008.

TABLE 9 EXECUTIVE BRANCH EMPLOYEES BY MANAGEMENT LEVEL AND JOB TYPE

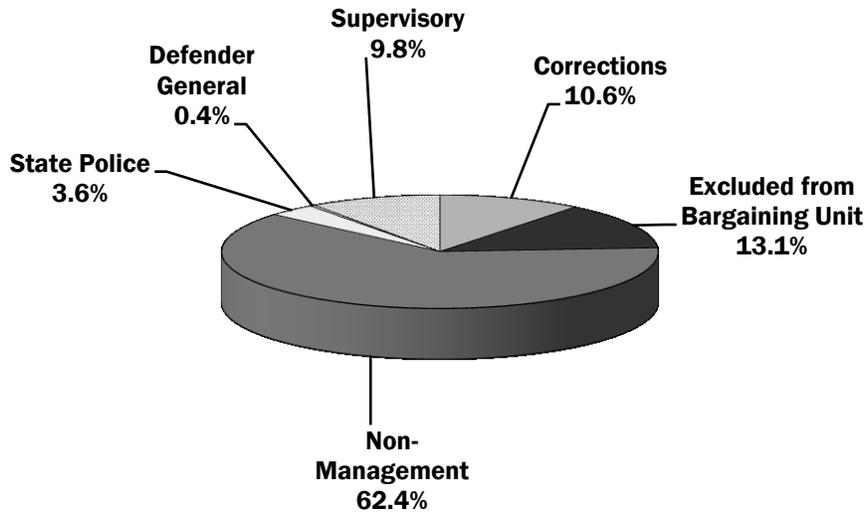


Of Executive Branch employees almost 18% (1,484) are designated as supervisory or managerial.

Exempt employees (600) made up 7.2% of the workforce.

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2008.

TABLE 10 EXECUTIVE BRANCH EMPLOYEES BY BARGAINING UNIT



A total of 7,266 or 87%, of Executive Branch employees are covered by one of the five collective bargaining units – State Police (299), Supervisory (818), Corrections (891), Defender General (30), and the largest, Non-Management (5,228).

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 2008.

TABLE 11 EXECUTIVE BRANCH EMPLOYEES BY OCCUPATIONAL GROUP

Occupational Group	Number of Employees	Percentage
Administrative Support	750	8.9%
Officials and Administrators	498	5.9%
Paraprofessionals	346	4.1%
Professionals	4,458	53.2%
Protective Service	1,061	12.7%
Service Maintenance	229	2.7%
Skilled Craft	540	6.4%
Technicians	501	6.0%
Grand Total	8,383	100.0%

Over half (53.2%) of Executive Branch employees are in jobs categorized as Professional. Service Maintenance (2.7%) has the smallest percentage of employees.

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

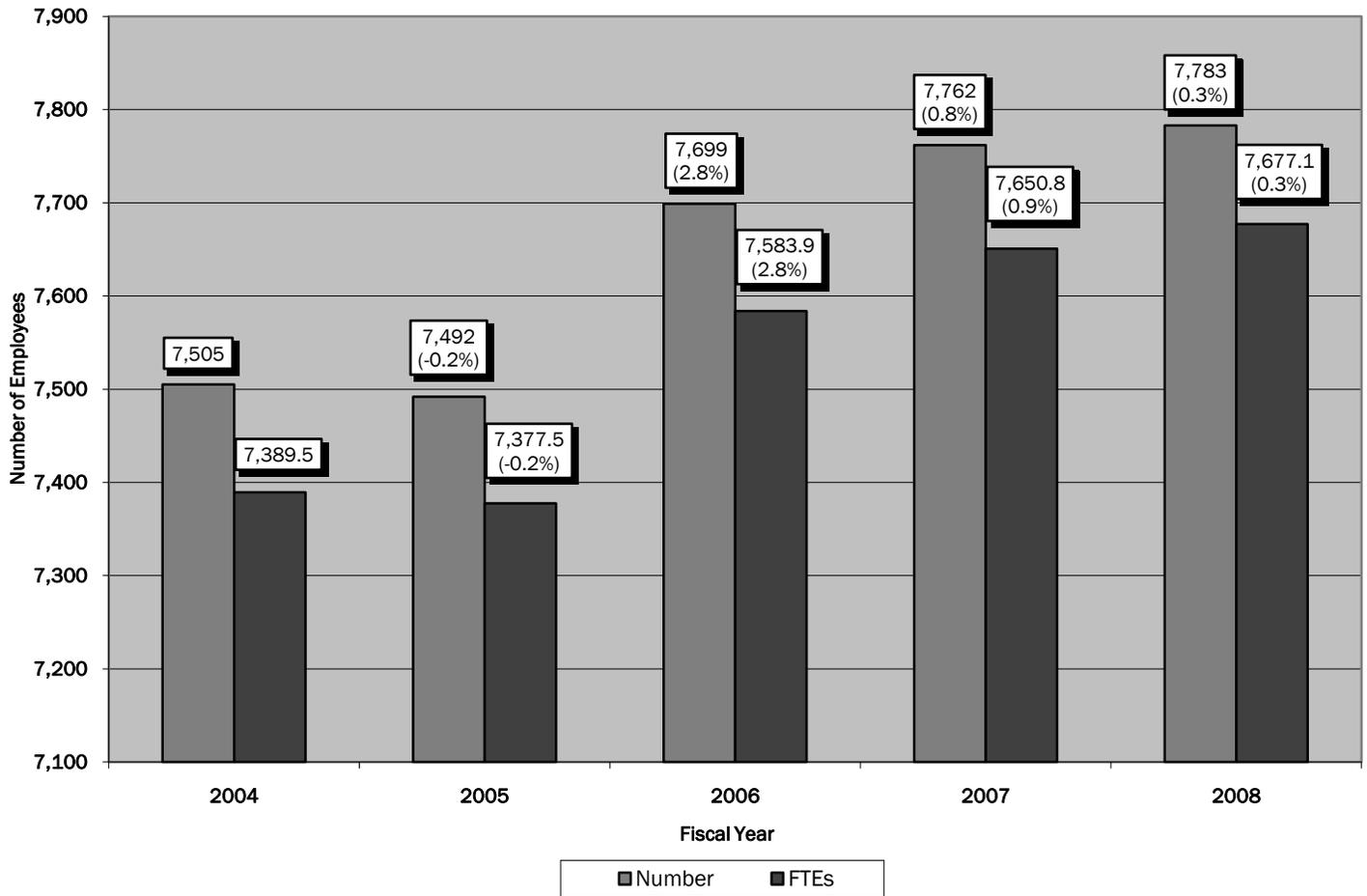
Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2008.

WORKFORCE TRENDS – FISCAL YEARS 2004 - 2008

❖ Section Two of this Workforce Report provides graphs and tables showing the workforce trends for Fiscal Years 2004 to 2008. 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*

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 2004 to 2008. 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 2008 there were a total of 7,783 classified employees and 7,677.1 FTEs. This represents a slight increase from Fiscal Year 2007 in both number of employees 0.3% (21) and FTEs 0.3% (26.3).

From Fiscal Year 2004 to Fiscal Year 2008 the number of classified employees grew 3.7% (278) and FTEs increased 3.9% (287.6).

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

Department	Fiscal Year										% Change	
	2004		2005		2006		2007		2008		FY '04 to FY '08	
	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs
Agriculture	83	82.3	85	84.4	91	90.4	91	90.4	93	92.4	12.0%	12.3%
Attorney General	28	27.8	29	28.8	32	31.8	31	30.8	31	30.8	10.7%	10.8%
BISHCA	78	76.4	82	80.6	89	87.8	93	91.9	93	91.3	19.2%	19.5%
Buildings & General Services	396	394.3	392	390.7	420	418.1	415	412.2	420	417.6	6.1%	5.9%
Children & Families	n/a	n/a	915	903.6	928	913.5	934	920.7	941	931.0	n/a	n/a
Commerce & Comm. Dev.	79	76.8	83	81.4	73	71.9	75	73.6	77	75.4	-2.5%	-1.9%
Corrections	1098	1093.3	1113	1108.7	1128	1124.4	1131	1129.9	1096	1094.8	-0.2%	0.1%
Disabilities, Aging & Ind. Liv.	n/a	n/a	271	262.4	276	268.6	290	280.6	304	292.8	n/a	n/a
Education	177	173.8	174	172.5	188	186.6	189	188.1	180	178.7	1.7%	2.8%
Environmental Conservation	261	257.8	271	267.4	284	279.8	279	276.1	280	276.1	7.3%	7.1%
Finance & Management	35	35.0	34	34.0	36	36.0	34	34.0	43	43.0	22.9%	22.9%
Fish & Wildlife	114	114.0	118	118.0	117	117.0	122	122.0	128	127.8	12.3%	12.1%
Forests, Parks & Recreation	119	117.0	110	108.3	112	110.4	112	110.4	112	110.6	-5.9%	-5.5%
Health	n/a	n/a	759	704.3	791	738.2	796	741.1	561	518.0	n/a	n/a
Human Resources	52	51.2	52	50.4	53	51.3	53	52.1	47	46.0	-9.6%	-10.2%
Human Services	n/a	n/a	49	48.5	81	79.7	85	83.8	91	89.3	n/a	n/a
Information & Innovation	49	49.0	46	46.0	47	47.0	54	54.0	58	58.0	18.4%	18.4%
Labor	285	284.6	245	244.8	272	271.1	267	265.2	267	266.1	-6.3%	-6.5%
Libraries	33	32.0	32	31.5	32	31.5	30	29.5	30	30.0	-9.1%	-6.3%
Liquor Control	53	53.0	52	52.0	54	54.0	52	52.0	54	54.0	1.9%	1.9%
Mental Health	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	235	230.0	n/a	n/a
Military	107	106.5	106	105.5	114	113.5	114	113.5	123	122.1	15.0%	14.6%
Natural Resources	39	38.5	41	40.0	47	46.3	48	47.3	48	46.8	23.1%	21.6%
Natural Resources Board	n/a	n/a	24	23.8	25	24.6	25	24.6	26	25.8	n/a	n/a
Office of VT Health Access	n/a	n/a	41	41.0	60	59.9	77	77.0	90	89.0	n/a	n/a
Public Safety – Civilian	210	207.3	256	252.3	278	274.3	281	277.3	288	284.1	37.1%	37.0%
Public Safety – Sworn	298	298.0	308	308.0	319	319.0	314	314.0	299	299.0	0.3%	0.3%
Public Service	37	37.0	35	35.0	35	35.0	37	37.0	37	37.0	0.0%	0.0%
Secretary of State	41	41.0	40	40.0	43	43.0	43	43.0	43	43.0	4.9%	4.9%
Small Departments	30	29.4	27	26.6	26	25.6	25	24.6	24	23.6	-20.0%	-20.0%
State Treasurer	29	29.0	30	30.0	33	33.0	32	32.0	31	31.0	6.9%	6.9%
Taxes	174	172.1	174	172.6	173	172.3	166	165.5	170	169.5	-2.3%	-1.5%
Transportation	1276	1269.8	1243	1238.0	1228	1223.9	1242	1238.8	1241	1237.4	-2.7%	-2.6%
Vermont Lottery Commission	18	18.0	18	18.0	18	18.0	17	17.0	18	18.0	0.0%	0.0%
Vermont Veterans' Home	200	191.9	196	187.7	196	186.9	208	201.1	204	197.3	2.0%	2.8%
Former Depts. (restructured)	2001	1929.2	41	41.0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Grand Total	7505	7389.5	7492.0	7377.5	7699	7583.9	7762	7650.8	7,783	7677.1	3.7%	3.9%
% Change from Prev. FY			-0.2%	-0.2%	2.8%	2.8%	0.8%	0.9%	0.3%	0.3%		

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008. "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).

From FY '04 to FY '08 the Department Public Safety – Civilian had the largest gain in number of employees (+78), while Transportation showed the largest decrease (-35).

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

Occupational Group	Fiscal Year										% Change FY '04 to FY '08
	2004		2005		2006		2007		2008		
	Num.	%	Num.	%	Num.	%	Num.	%	Num.	%	
Administrative Support	831	11%	792	11%	752	10%	706	9%	677	9%	-18.5%
Officials and Administrators	326	4%	324	4%	331	4%	324	4%	334	4%	2.5%
Paraprofessionals	224	3%	229	3%	232	3%	337	4%	346	4%	54.5%
Professionals	3,768	50%	3,725	50%	4,030	52%	4,070	52%	4,146	53%	10.0%
Protective Service	997	13%	1,018	14%	1,052	14%	1,046	13%	1,013	13%	1.6%
Service Maintenance	205	3%	198	3%	205	3%	224	3%	229	3%	11.7%
Skilled Craft	569	8%	566	8%	555	7%	538	7%	540	7%	-5.1%
Technicians	585	8%	640	9%	542	7%	517	7%	498	6%	-14.9%
Grand Total	7,505	100%	7,492	100%	7,699	100%	7,762	100%	7,783	100%	3.7%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008. 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.

Over the five-fiscal-year period, steady declines have been seen in the Administrative Support occupational group (-18.5%), Technicians (-14.9%), and Skilled Craft (-5.1%).

TABLE 15 MOST POPULOUS CLASSIFIED JOB TITLES

Job Title	Number of Employees
Correctional Officer I	335
AOT Maintenance Worker IV	187
Administrative Assistant B	172
Corrections Services Specialist II	154
Social Worker	139
Administrative Assistant A	135
Benefits Programs Specialist	135
Correctional Officer II	135
Senior Trooper – Station	129
Program Services Clerk	122
Sergeant	84
Licensed Nursing Assistant	73
Custodian I	68
Systems Developer II	68
Motor Vehicle Customer Services Specialist	66
Psychiatric Technician	66
Public Health Nurse I	59
Systems Developer III	57
AOT Senior Maintenance Worker	55
Information Technology Specialist II	55
Correctional Facility Shift Supervisor	48
Program Technician I	48
AOT Technician IV	47
Community Correctional Officer	47
Environmental Analyst IV – General	47
AOT Area Maintenance Supervisor	44
Reach Up Case Manager II	43
PSAP Emergency Communication Dispatcher II	42
Administrative Secretary	35
AOT Technician V	35

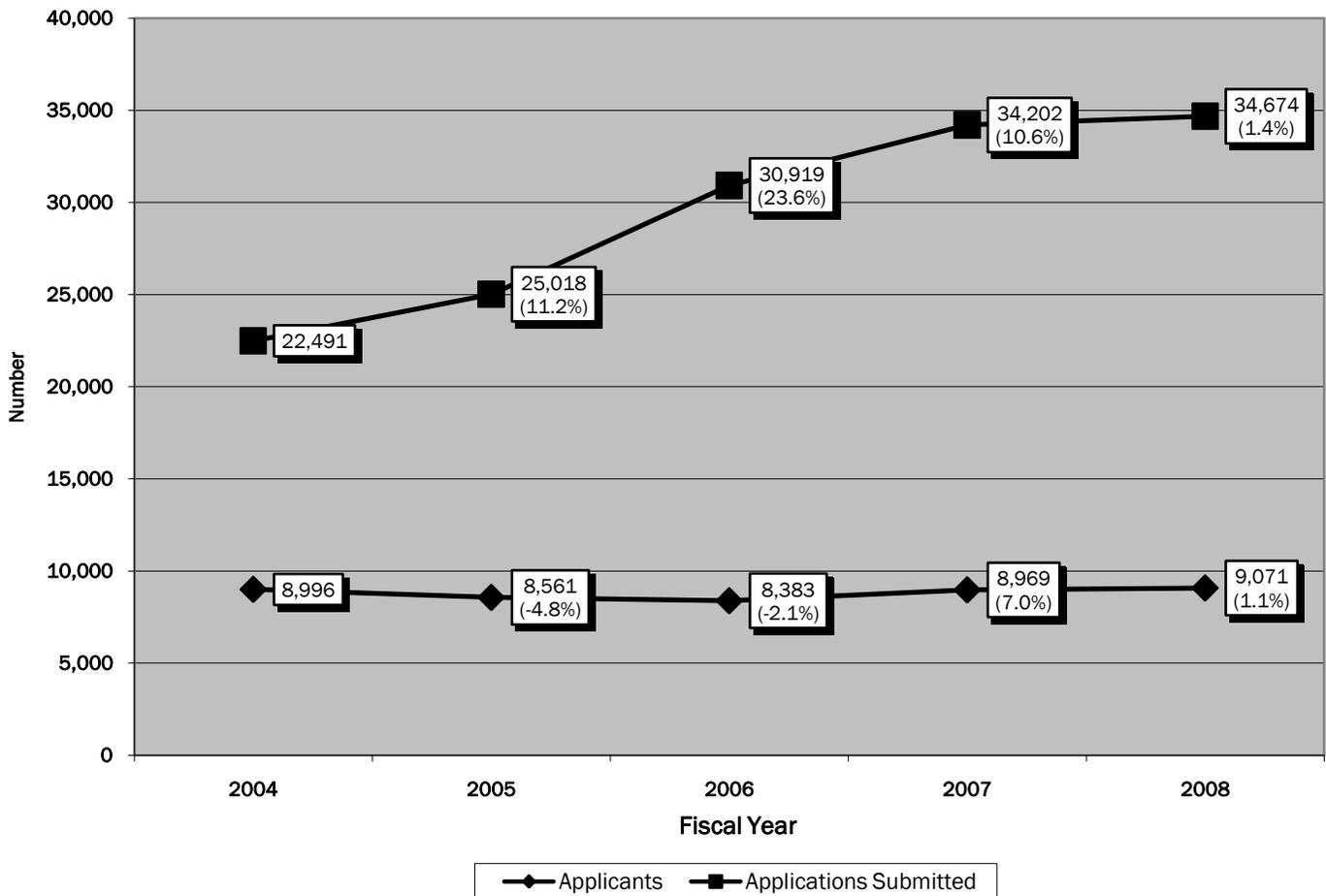
At the end of Fiscal Year 2008 there were 1,657 classified job titles on record. The most populous was Correctional Officer I (335 employees).

The majority of classified job titles 982 (59%) had a single incumbent. Over 84% (1,395) had five or fewer incumbents.

Nearly 21% (1,643) 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 2008.

TABLE 16 NUMBER OF JOB APPLICATIONS BY FISCAL YEAR



Source: The State's Human Capital Management System (HCM). Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2004 to 2008. This includes all classified job postings, and some temporary and exempt job postings. For Fiscal Year 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 2008, 9,071 applicants submitted 34,674 applications for jobs with the State of Vermont. This represents a slight 1.4% increase in the number of applications from FY '07 to FY '08. The number of applicants also rose only slightly (1.1%).

In FY '08 there was an average of 3.8 applications submitted per applicant, which is the same ratio as FY '07.

TABLE 17 CHARACTERISTICS OF JOB APPLICANTS BY FISCAL YEAR

	Fiscal Year									
	2004		2005		2006		2007		2008	
	Num.	Percent								
Internal	1,146	12.7%	1,288	15.0%	1,452	17.3%	1,679	18.7%	1,665	18.4%
External	7,850	87.3%	7,273	85.0%	6,931	82.7%	7,290	81.3%	7,406	81.6%
Minority	381	4.8%	329	4.5%	339	5.0%	365	5.2%	361	4.9%
White	7,602	95.2%	6,972	95.5%	6,438	95.0%	6,653	94.8%	6,968	95.1%
Female	4,728	55.0%	4,190	56.3%	4,067	55.4%	4,213	53.2%	4,396	54.9%
Male	3,872	45.0%	3,257	43.7%	3,278	44.6%	3,707	46.8%	3,612	45.1%
No HS Diploma or GED	n/a		n/a		90	1.1%	64	0.7%	54	0.6%
HS Diploma or Equivalent	n/a		n/a		1,870	22.7%	1,820	20.6%	2,000	22.4%
Some college	n/a		n/a		1,365	16.6%	1,599	18.1%	1,709	19.2%
Technical school	n/a		n/a		257	3.1%	287	3.3%	280	3.1%
2-year college degree	n/a		n/a		853	10.4%	885	10.0%	891	10.0%
Bachelor's level degree	n/a		n/a		2,180	26.5%	2,382	27.0%	2,337	26.2%
Some graduate school	n/a		n/a		368	4.5%	438	5.0%	418	4.7%
Master's level degree	n/a		n/a		1,058	12.8%	1,168	13.3%	1,053	11.8%
Doctorate level degree	n/a		n/a		198	2.4%	171	1.9%	180	2.0%
Grand Total	8,996		8,561		8,383		8,969		9,071	

Source: Source: The State's Human Capital Management System (HCM). Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2004 to 2008 and who completed the optional EEO "self identification" survey. This includes all classified job postings, and some temporary and exempt job postings. Highest educational level was not collected until FY '06.

While internal applicants comprised only 18.4% of the applicant pool in FY '08, the fact that there were 1,665 internal applicants means that almost 21% of current employees applied for at least one job opening. However, the vast majority of applicants (81.6%) were external. The five-year average is 16.4% internal applicants and 83.6% external applicants.

There were more female applicants (54.9%) than male (45.1%) in FY '08, which is consistent with the five-year average of 55.0% female and 45.0% male applicants.

Minority applicants made up 4.9% of the applicant pool in FY '08, which is equal to the five-year average for minority applicants.

For FY '08 the percent of applicants who had a bachelor's level degree or higher (44.7%) was lower than FY '07 (47.2) and FY '06 (46.2%).

TABLE 18a JOB APPLICATION ACTIVITY BY FISCAL YEAR

		Occupational Group								
		Administrative Support	Officials and Administrators	Paraprofessionals	Professionals	Protective Service	Service Maintenance	Skilled Craft	Technicians	Grand Total
FY 2008	Number of Applications	7,680	930	1,573	16,353	2,657	1,475	831	3,175	34,674
	Percent	22.1%	2.7%	4.5%	47.2%	7.7%	4.3%	2.4%	9.2%	100.0%
	Number of Jobs Posted	162	60	49	819	59	75	70	138	1,432
	Ave. Num. of Apps. per Posting	47.4	15.5	32.1	20.0	45.0	19.7	11.9	23.0	24.2
FY 2007	Number of Applications	7,012	1,172	1,347	17,678	2,561	1,313	332	2,787	34,202
	Percent	20.5%	3.4%	3.9%	51.7%	7.5%	3.8%	1.0%	8.1%	100.0%
	Number of Jobs Posted	138	69	41	750	61	62	45	103	1,269
	Ave. Num. of Apps. per Posting	50.8	17.0	32.9	23.6	42.0	21.2	7.4	27.1	27.0
FY 2006	Number of Applications	6,250	872	1,176	14,965	2,375	1,624	491	3,044	30,919
	Percent	20.2%	2.8%	3.8%	48.4%	7.7%	5.3%	1.6%	9.8%	100.0%
	Number of Jobs Posted	130	44	30	740	52	81	80	128	1,292
	Ave. Num. of Apps. per Posting	48.1	19.8	39.2	20.2	45.7	20.0	6.1	23.8	23.9
FY 2005	Number of Applications	5,417	1,097	928	12,102	1,538	746	605	2,499	24,932
	Percent	21.7%	4.4%	3.7%	48.5%	6.2%	3.0%	2.4%	10.0%	100.0%
	Number of Job Postings	119	52	28	520	34	59	91	93	996
	Ave. Num. of Apps. per Posting	45.5	21.1	33.1	23.3	45.2	12.6	6.6	26.9	25.0

Source: The State's Human Capital Management System (HCM). Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2005 to 2008. This includes all classified job postings, and some temporary and exempt job postings. (Data not available for FY '04). 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.

Over the four-fiscal-year timeframe, the vast majority of job postings (on average over 700 a year) and nearly 50% of all job applications were for jobs in the Professional occupational category, with a four-year average of 23.6 applications per posting.

The average number of applications per posting was 24.3 in FY '08, down slightly from the four-year average of 25.0.

The largest average number of applications per posting was for Administrative Support positions (four-year average 48.0) and Protective Services positions (four-year average 44.5), while skilled craft openings had the fewest (four-year average 8.0).

TABLE 18b JOB APPLICATION ACTIVITY BY FISCAL YEAR (SOURCE OF REFERRAL)

Source first learned of job opportunity	Fiscal Year							
	2005		2006		2007		2008	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Internet	14,113	64.2%	16,133	63.7%	19,037	65.6%	18,865	63.3%
A State Employee	1,784	8.1%	1,988	7.8%	2,734	9.4%	3,342	11.2%
A Friend	1,218	5.5%	1,657	6.5%	1,900	6.5%	2,057	6.9%
Department of Human Resources	462	2.1%	803	3.2%	1,299	4.5%	1,477	5.0%
Other	1,219	5.5%	1,123	4.4%	1,166	4.0%	1,321	4.4%
Newspaper Advertisement	1,413	6.4%	1,571	6.2%	1,436	4.9%	1,011	3.4%
Employment & Training	1,189	5.4%	1,411	5.6%	735	2.5%	914	3.1%
State Office	359	1.6%	350	1.4%	381	1.3%	402	1.3%
Job Fair	90	0.4%	181	0.7%	216	0.7%	191	0.6%
School	80	0.4%	92	0.4%	107	0.4%	157	0.5%
Professional Magazine Ad	51	0.2%	30	0.1%	30	0.1%	50	0.2%

Source: The State's Human Capital Management System (HCM). Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2005 to 2008. This includes all classified job postings, and some temporary and exempt job postings. (Data not available for FY '04).

Over this four-fiscal-year timeframe, the majority of applications came from applicants who indicated that they first learned of the job they were applying for on the Internet (four-year average 64.2%).

While a distant second, "word of mouth" referrals from either a current State employee or a friend accounted for a four-year average 13.7% of applications.

In Fiscal Year 2008 the percent of applicants indicating Newspaper Advertisement as the source of referral dropped to 3.4%, the lowest over the four-year period.

TABLE 19 HIRES BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year									
	2004		2005		2006		2007		2008	
	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate
Agriculture	10	12.3%	9	10.8%	12	13.7%	1	1.1%	5	5.4%
Attorney General	3	10.5%	1	3.5%	5	15.6%	4	12.5%	2	6.5%
BISHCA	5	6.6%	9	11.3%	12	13.9%	7	7.9%	9	9.7%
Buildings & General Services	61	15.7%	47	11.8%	66	16.0%	42	10.0%	44	10.4%
Children & Families	n/a	n/a	87	9.6%	72	7.7%	79	8.4%	81	8.6%
Commerce & Comm. Dev.	4	5.1%	9	11.2%	3	3.8%	12	15.8%	11	14.6%
Corrections	283	27.3%	212	19.0%	194	17.1%	168	14.7%	121	10.8%
Disabilities, Aging & Ind. Liv.	n/a	n/a	23	8.6%	32	11.7%	28	9.8%	23	7.8%
Education	18	10.2%	28	15.7%	30	16.3%	13	7.0%	13	7.1%
Environmental Conservation	15	5.8%	24	9.1%	24	8.6%	20	7.2%	14	5.0%
Finance & Management	5	15.2%	3	9.2%	5	14.3%	2	5.7%	4	9.5%
Fish & Wildlife	4	3.4%	9	7.8%	4	3.4%	9	7.5%	9	7.2%
Forests, Parks & Recreation	7	6.0%	4	3.5%	9	8.3%	5	4.5%	2	1.8%
Health	n/a	n/a	114	14.7%	132	16.6%	123	15.3%	58	10.1%
Human Resources	9	17.3%	10	18.7%	3	5.7%	8	14.8%	4	8.3%
Human Services	n/a	n/a	3	6.8%	8	15.1%	12	19.2%	8	9.1%
Information & Innovation	3	6.1%	7	14.4%	4	8.7%	11	23.4%	8	14.2%
Labor	14	4.6%	15	5.6%	22	7.9%	24	8.9%	23	8.6%
Libraries	1	3.0%	2	6.2%	2	6.3%	4	12.9%	2	6.8%
Liquor Control		0.0%	3	5.6%	4	7.5%	3	5.5%	5	9.6%
Mental Health	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	43	18.5%
Military	8	7.6%	5	4.7%	16	14.6%	10	8.8%	12	10.2%
Natural Resources	1	2.5%	2	5.2%	7	15.9%	3	6.6%	3	6.5%
Natural Resources Board	0	0.0%	0	0.0%	1	4.0%	0	0.0%	2	7.8%
Office of VT Health Access	n/a	n/a	10	26.3%	16	34.4%	13	21.0%	24	31.6%
Public Safety – Civilian	38	18.5%	35	16.0%	53	19.6%	41	14.7%	30	10.5%
Public Safety – Sworn	39	13.4%	45	14.8%	24	7.7%	14	4.4%	8	2.6%
Public Service	5	12.8%	2	5.3%	6	16.7%	4	11.4%	5	13.5%
Secretary of State	5	12.7%	3	7.6%	3	7.3%	5	12.2%	5	11.5%
Small Departments	2	9.8%	10	37.7%	4	11.8%	5	16.7%	1	4.4%
State Treasurer	6	21.4%	9	29.0%	2	6.5%	3	9.2%	2	6.3%
Taxes	13	7.4%	10	5.7%	8	4.6%	8	4.7%	22	13.0%
Transportation	95	7.5%	87	6.9%	87	7.0%	101	8.2%	98	7.9%
Vermont Lottery Commission	2	10.5%	1	5.6%	0	0.0%	0	0.0%	2	11.4%
Vermont Veterans' Home	44	21.4%	46	23.1%	51	25.8%	49	24.1%	43	20.8%
Former Depts. (restructured)	166	8.0%	8	9.1%	n/a	n/a	n/a	n/a	n/a	n/a
Grand Total	866	11.7%	892	11.8%	921	12.0%	831	10.7%	746	9.6%

In Fiscal Year 2008 there were 746 hires, for a hire rate of 9.6% of the overall workforce. This is the lowest hire rate in the past five fiscal years.

In Fiscal Year 2008 three departments – Corrections, Transportation, and Children & Families – accounted for 40% 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 2004 to 2008. "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 20 CHARACTERISTICS OF HIRES BY FISCAL YEAR

	2004		2005		Fiscal Year 2006		2007		2008	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
New Hires	525	60.6%	531	59.5%	535	58.1%	464	55.8%	408	54.7%
Rehires	129	14.9%	152	17.0%	174	18.9%	130	15.6%	129	17.3%
Transfer to Classified	212	24.5%	209	23.4%	212	23.0%	237	28.5%	209	28.0%
Minority	21	2.4%	21	2.4%	40	4.3%	21	2.5%	30	4.0%
White	845	97.6%	871	97.6%	881	95.7%	810	97.5%	716	96.0%
Female	409	47.2%	438	49.1%	488	53.0%	447	53.8%	395	52.9%
Male	457	52.8%	454	50.9%	433	47.0%	384	46.2%	351	47.1%
Full-Time	828	95.6%	853	95.6%	881	95.7%	788	94.8%	710	95.2%
Part-Time	38	4.4%	39	4.4%	40	4.3%	43	5.2%	36	4.8%
Administrative Support	105	12.1%	94	10.5%	96	10.4%	79	9.5%	88	11.8%
Officials and Administrators	14	1.6%	19	2.1%	15	1.6%	23	2.8%	17	2.3%
Paraprofessionals	48	5.5%	63	7.1%	74	8.0%	55	6.6%	41	5.5%
Professionals	270	31.2%	333	37.3%	350	38.0%	349	42.0%	326	43.7%
Protective Service	306	35.3%	252	28.3%	215	23.3%	171	20.6%	133	17.8%
Service Maintenance	45	5.2%	41	4.6%	67	7.3%	66	7.9%	63	8.4%
Skilled Craft	28	3.2%	40	4.5%	33	3.6%	29	3.5%	26	3.5%
Technicians	50	5.8%	50	5.6%	71	7.7%	59	7.1%	52	7.0%
<25 Years	120	13.9%	145	16.3%	124	13.5%	114	13.7%	114	15.3%
25-34 Years	295	34.1%	264	29.6%	292	31.7%	282	33.9%	213	28.6%
35-44 Years	229	26.4%	250	28.0%	226	24.5%	200	24.1%	185	24.8%
45-54 Years	162	18.7%	157	17.6%	190	20.6%	166	20.0%	161	21.6%
55-65 Years	55	6.4%	73	8.2%	84	9.1%	69	8.3%	70	9.4%
>65 Years	5	0.6%	3	0.3%	5	0.5%	0	0.0%	3	0.4%
Average Age	36.8		36.9		37.7		37.1		37.9	
Average Base Starting Salary	\$30,649		\$32,332		\$33,378		\$35,243		\$35,845	
Grand Total	866		892		921		831		746	

In FY '08, the greatest number and percentage of hires were in the Professional occupational category (326; 43.7%).

The average age of new hires was 37.9. The highest percentage of hires (28.6%) were in the 25-34 age category.

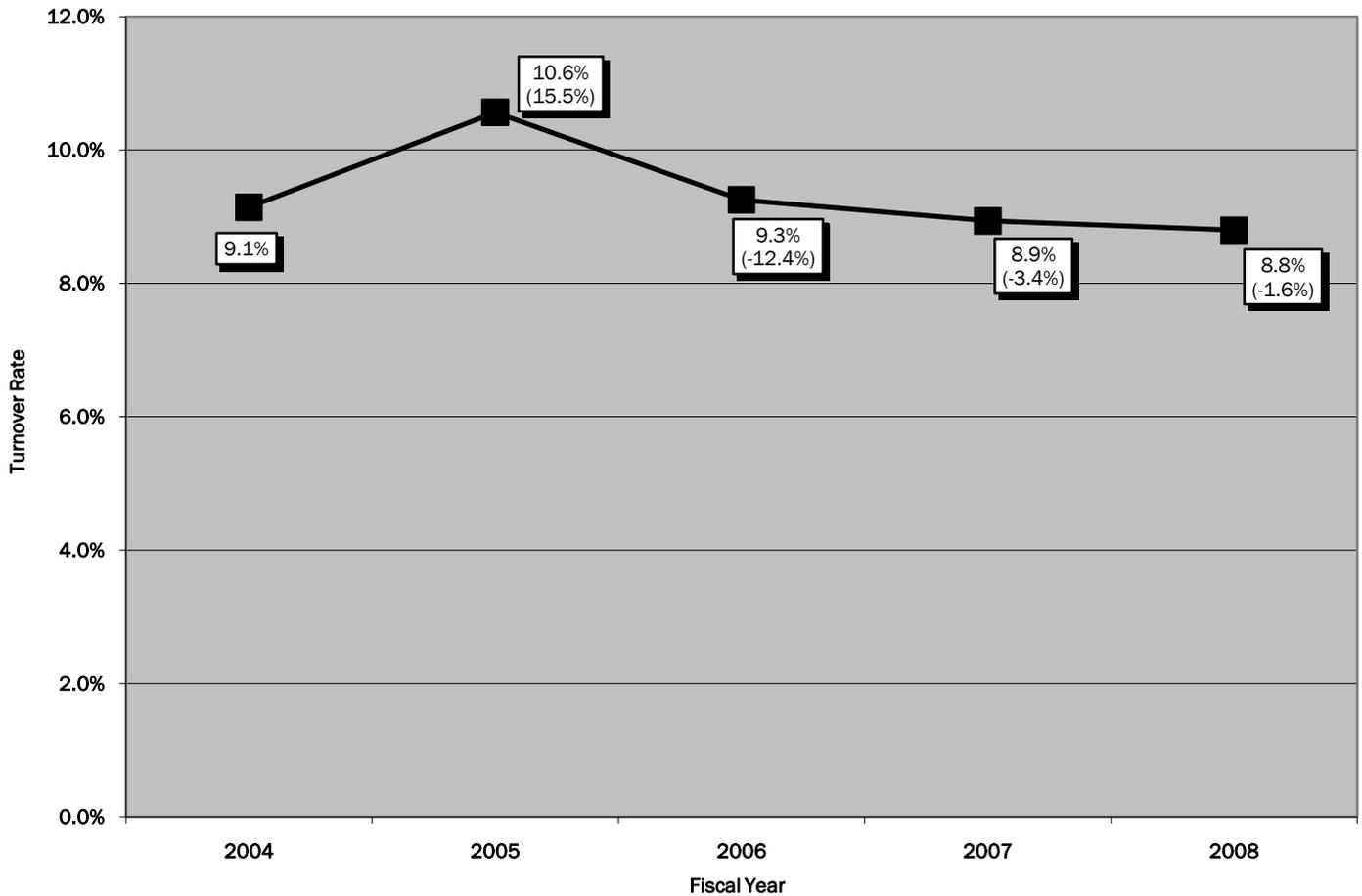
The average base starting salary for full-time new hires was \$35,845.

For FY '08, 4.0% of hires were ethnic minorities and 52.9% 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 2004 to 2008. Average base starting salary is for full-time new hires only and 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 21 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 2004 to 2008. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

The turnover rate has dropped 17.4% over the past three fiscal years and was 8.8% for FY '08, the lowest in this five-fiscal-year timeframe. The five-year average for turnover is 9.3%.

Benchmarking New England State Governments – Turnover	
Connecticut	8.7%
Massachusetts	9.4%
Maine	10.3%
New Hampshire	10.3%
Vermont	8.8%

Source: Connecticut Department of Administrative Services (FY '08); Commonwealth of Massachusetts, Human Resources Division (FY '08); New Hampshire, Division of Personnel 2007 Annual Report (FY '07); Maine, Bureau of Human Resources (FY '08).

TABLE 22 TURNOVER BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year					Five Year Average
	2004	2005	2006	2007	2008	
Agriculture	8.6%	8.4%	5.7%	0.0%	3.3%	5.1%
Attorney General	14.0%	3.5%	6.3%	12.5%	6.5%	8.6%
BISHCA	6.6%	7.5%	5.8%	4.5%	7.5%	6.4%
Buildings & General Services	10.3%	12.1%	9.5%	9.6%	7.6%	9.8%
Children & Families	n/a	6.4%	5.3%	7.2%	7.7%	n/a
Commerce & Community Development	7.6%	5.0%	15.1%	7.9%	13.2%	9.7%
Corrections	14.7%	15.8%	15.1%	12.5%	12.2%	14.0%
Disabilities, Aging & Independent Living	n/a	11.2%	11.3%	6.3%	5.5%	n/a
Education	9.1%	16.3%	6.5%	6.4%	9.9%	9.6%
Environmental Conservation	4.2%	5.7%	3.9%	8.2%	3.5%	5.1%
Finance & Management	3.0%	12.3%	8.6%	11.4%	4.8%	7.9%
Fish & Wildlife	5.1%	3.5%	4.3%	3.3%	3.2%	3.9%
Forests, Parks & Recreation	3.4%	8.7%	9.2%	5.4%	3.6%	6.0%
Health	n/a	11.8%	9.2%	11.9%	11.2%	n/a
Human Resources	11.5%	9.3%	5.7%	7.4%	0.0%	6.9%
Human Services	n/a	9.1%	3.8%	8.0%	2.3%	5.3%
Information & Innovation	6.1%	12.4%	13.0%	14.9%	5.3%	10.1%
Labor	12.4%	15.2%	11.9%	8.9%	8.2%	11.4%
Libraries	3.0%	9.2%	6.3%	19.4%	10.2%	9.5%
Liquor Control	1.9%	5.6%	3.7%	3.7%	9.6%	4.9%
Mental Health	n/a	n/a	n/a	n/a	9.5%	n/a
Military	8.5%	5.7%	6.4%	8.8%	6.0%	7.1%
Natural Resources	2.5%	7.8%	6.8%	4.4%	8.6%	6.1%
Natural Resources Board	3.9%	8.0%	12.0%	0.0%	3.9%	5.6%
Office of Vermont Health Access	n/a	21.1%	6.5%	11.3%	21.1%	n/a
Public Safety – Civilian	9.2%	11.0%	10.0%	11.4%	8.4%	10.0%
Public Safety – Sworn	9.6%	9.2%	4.1%	5.4%	7.5%	7.1%
Public Service	2.6%	2.7%	11.1%	11.4%	13.5%	8.1%
Secretary of State	2.5%	15.2%	4.9%	17.1%	9.2%	9.8%
Small Departments	4.9%	11.3%	14.7%	16.7%	8.9%	12.0%
State Treasurer	7.1%	22.6%	0.0%	12.3%	9.5%	10.4%
Taxes	7.4%	4.6%	4.6%	7.0%	9.5%	6.6%
Transportation	7.1%	8.3%	8.6%	6.7%	7.7%	7.7%
Vermont Lottery Commission	0.0%	5.6%	0.0%	5.7%	5.7%	3.3%
Vermont Veterans' Home	23.8%	24.1%	25.3%	15.7%	22.3%	22.2%
Former Depts. (restructured)	7.1%	3.4%	n/a	n/a	n/a	n/a
Grand Total	9.1%	10.6%	9.3%	8.9%	8.8%	9.3%

Over this five-fiscal year timeframe the highest turnover has been at the Vermont Veterans' Home with average yearly turnover of 22.2%.

Other departments with higher than average yearly turnover include Corrections (14.0%), Labor (11.4%), and Public Safety – Civilian (10.0%).

Departments with lower than average yearly turnover during this timeframe include Vermont Lottery Commission (3.3%), Fish & Wildlife (3.9%), and Liquor Control (4.9%).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008. "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 23 TURNOVER BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	Fiscal Year					Five Year
	2004	2005	2006	2007	2008	Average
Administrative Support	9.2%	9.2%	9.4%	8.3%	10.6%	9.3%
Officials and Administrators	8.9%	10.9%	5.6%	11.0%	7.2%	8.7%
Paraprofessionals	20.0%	20.1%	19.4%	16.0%	10.5%	16.5%
Professionals	6.9%	8.6%	6.9%	7.5%	7.7%	7.5%
Protective Service	17.2%	18.2%	14.9%	12.9%	11.7%	14.9%
Service Maintenance	17.3%	15.6%	19.1%	15.7%	16.5%	16.8%
Skilled Craft	5.5%	8.5%	8.2%	7.7%	7.1%	7.4%
Technicians	7.0%	7.9%	10.1%	6.8%	7.3%	7.8%
Grand Total	9.1%	10.6%	9.3%	8.9%	8.8%	9.3%

Gender	Fiscal Year					Five Year
	2004	2005	2006	2007	2008	Average
Female	9.2%	10.3%	9.4%	8.7%	8.9%	9.3%
Male	9.1%	10.8%	9.1%	9.1%	8.7%	9.4%
Grand Total	9.1%	10.6%	9.3%	8.9%	8.8%	9.3%

Ethnic Status	Fiscal Year					Five Year
	2004	2005	2006	2007	2008	Average
Minority	9.1%	13.9%	14.6%	9.3%	12.3%	11.8%
White	9.1%	10.5%	9.2%	8.9%	8.7%	9.3%
Grand Total	9.1%	10.6%	9.3%	8.9%	8.8%	9.3%

The Service Maintenance occupational group has the highest five-year average turnover rate of 16.8%. This group includes such job titles as Custodian, Veterans' Home Utility Worker, and AOT Maintenance Worker.

There was only a slight difference in turnover rates between male (five-year average 9.4%) and female (five-year average 9.3%) employees.

There appears to be a consistently higher rate of turnover for minority employees. Minority employees averaged over 2.5% higher turnover per year. The minority five-year average turnover was 11.8% versus 9.3% for white employees.

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008. 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 24 TURNOVER RATES FOR CLASSIFIED JOB TITLES – FISCAL YEAR 2008

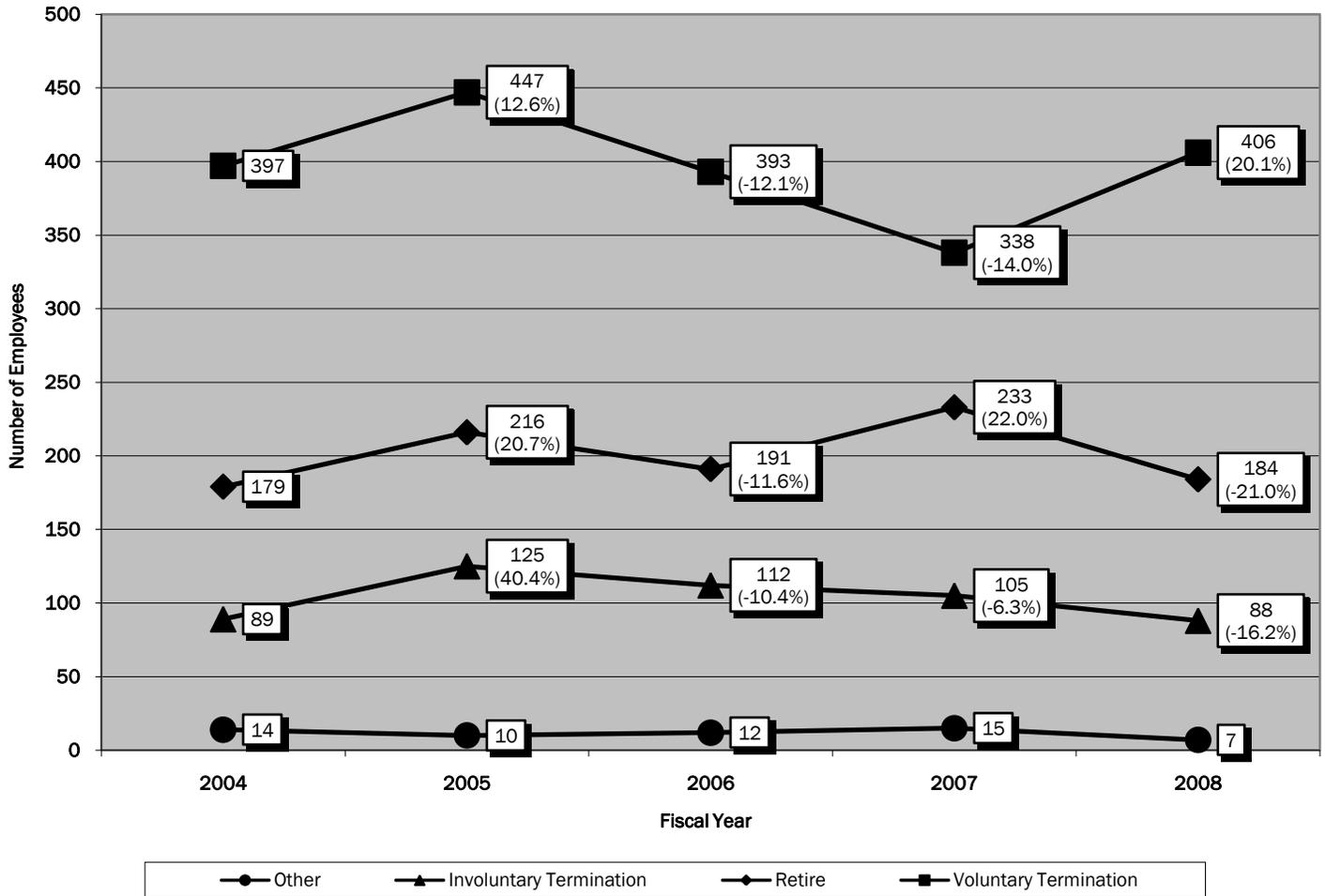
Turnover of Most Populous Job Titles FY '08			Job Titles with the Highest Turnover Rate FY '08		
Job Title	Ave. Num.	Turnover	Job Title	Ave. Num.	Turnover
Correctional Officer I	365	21.7%	Veterans Home LPN	21	42.9%
AOT Maintenance Worker IV	182	7.2%	Nurse Case Manager	11	38.1%
Administrative Assistant B	151	4.6%	Veterans Home Utility Worker	31	32.8%
Social Worker	144	6.9%	Psychiatric Nurse II – Evening	10	31.6%
Administrative Assistant A	143	7.7%	BGS Security Guard	10	30.0%
Corrections Services Specialist II	137	5.8%	Veterans Home Registered Nurse	17	29.4%
Benefits Programs Specialist	134	10.5%	Public Health Specialist – Emergency Preparedness	11	28.6%
Program Services Clerk	133	17.3%	Education Consultant II	23	26.7%
Correctional Officer II	128	7.1%	Information Technology Manager I	20	25.0%
Senior Trooper – Station	112	7.1%	Motor Vehicle Customer Services Representative I	17	24.2%
Sergeant	82	6.1%	AOT Maintenance Worker II	13	24.0%
Systems Developer II	79	12.7%	Correctional Officer I	365	21.7%
Licensed Nursing Assistant	76	21.1%	Licensed Nursing Assistant	76	21.1%
Custodian I	72	15.4%	Civil Engineer IV	21	19.0%
Emergency Communications Dispatcher	71	7.1%	Tax Examiner III	22	18.2%
Motor Vehicle Customer Services Specialist	67	13.5%	Accountant C	17	18.2%
Psychiatric Technician	67	4.5%	UC Customer Service Representative	11	18.2%
Public Health Nurse I	66	10.7%	Lieutenant	29	17.5%
Systems Developer III	62	9.8%	Career Resource Specialist II	12	17.4%
Information Technology Specialist II	60	6.7%	Public Safety Barracks Clerk	12	17.4%
Reach Up Case Manager	58	8.6%	Program Services Clerk	133	17.3%
AOT Senior Maintenance Worker	56	12.6%	Program Technician II	25	16.3%
AOT Technician IV	53	5.7%	Career Development Facilitator III	32	15.9%
Community Correctional Officer	50	2.0%	Custodian I	72	15.4%
Program Technician I	47	8.5%	Financial Technician I	27	15.1%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Year 2008. 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 (21.7%).

Several nursing and institutional job titles were among those with the highest rates of turnover in FY '08, including Veterans' Home LPN (42.9%), Nurse Case Manager (38.1%), Veterans' Home Utility Worker (32.8%), Psychiatric Nurse II – Evening (31.6%), and Veterans Home Registered Nurse (29.4%).

TABLE 25 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 2004 to 2008. 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 (406), up 20.1% from FY '07. On the other hand, the number of retirements in FY '08 (184) decreased 21.0% from FY '07.

Involuntary terminations dropped for the third consecutive fiscal year.

A total of 685 employees separated during Fiscal Year 2008. Of the turnover in Fiscal Year 2008, 59% were voluntary terminations, 27% were retirements, 13% involuntary terminations, and 1% were "other."

TABLE 26 TYPE OF SEPARATION BY DEPARTMENT BY FISCAL YEAR

Department	2004			2005			Fiscal Year 2006			2007			2008		
	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.
Agriculture	2	2	3		1	6		3	2					1	2
Attorney General			4		1			1	1			4		1	1
BISHCA		3	2		1	5		1	4		2	2	1		6
Buildings & General Services	5	12	23	5	15	27	8	13	18	4	12	22	6	9	17
Children & Families	n/a	n/a	n/a	4	22	32	5	20	24	7	29	30	10	29	33
Commerce & Comm. Dev.	1		5	2	1	1	1	1	10		4	2		3	7
Corrections	32	17	101	41	19	112	38	20	110	34	19	86	15	23	98
Disabilities, Aging & Ind.Living	n/a	n/a	n/a	5	4	21	7	11	13	2	10	6	1	7	8
Education	2	7	6	3	6	20		5	7		6	6	5	1	12
Environmental Conservation		4	6	2	5	8	2	3	6		9	14		4	5
Finance & Management			1	1	2	1		2	1		1	3		1	1
Fish & Wildlife		3	3		4		1	1	3			4		1	3
Forests, Parks & Recreation		3	1		8	2	2	3	5		4	2		3	1
Health	n/a	n/a	n/a	14	19	57	13	15	44	12	25	58	6	11	47
Human Resources	1	1	4		2	3			3			4			
Human Services	n/a	n/a	n/a		1	3	1		1		3	2	1	1	
Information & Innovation			3	2	1	3		2	3	1	4	2			3
Labor	11	12	15	8	20	12	2	19	12	2	16	5	5	6	11
Libraries			1		2	1		2		2	3	1		3	
Liquor Control			1		2	1		1	1		2		1		4
Mental Health	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2	5	14
Military		2	6			5	2	1	3	2	5	3	2		4
Natural Resources		1			2	1		1	2	1	1			1	3
Natural Resources Board		1			1	1	1	2						1	
Office of Vermont Health Access	n/a	n/a	n/a	2	1	5			3	1		6	3	1	12
Public Safety – Civilian	2	2	15	7	5	12	2	6	18	7	7	17	4	7	13
Public Safety – Sworn		8	20	3	12	13	4	4	4	2	10	5		11	12
Public Service			1		1			2	2		1	3		1	4
Secretary of State		1			1	4			2		3	4		2	2
Small Departments		1				3			5		3	2		1	1
State Treasurer			2		2	5				1	2	1	1		2
Taxes		10	3		6	2	1	6	1	1	7	3	1	8	7
Transportation	12	27	48	11	46	47	6	36	61	17	36	27	13	36	43
Vermont Lottery Commission					1							1			1
Vermont Veterans' Home	15	2	32	15	2	31	16	10	24	9	9	13	11	6	29
Former Depts. (restructured)	6	60	91			3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Grand Total	89	179	397	125	216	447	112	191	393	105	233	338	88	184	406

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year. **Retire** – Includes early, normal, disability and mandatory retirement; **Voluntary Termination** – Includes voluntary resignations and end of limited term or interim appointments; **Involuntary Termination** – Includes Reduction in Force layoffs and dismissals related to misconduct or unsatisfactory work performance.

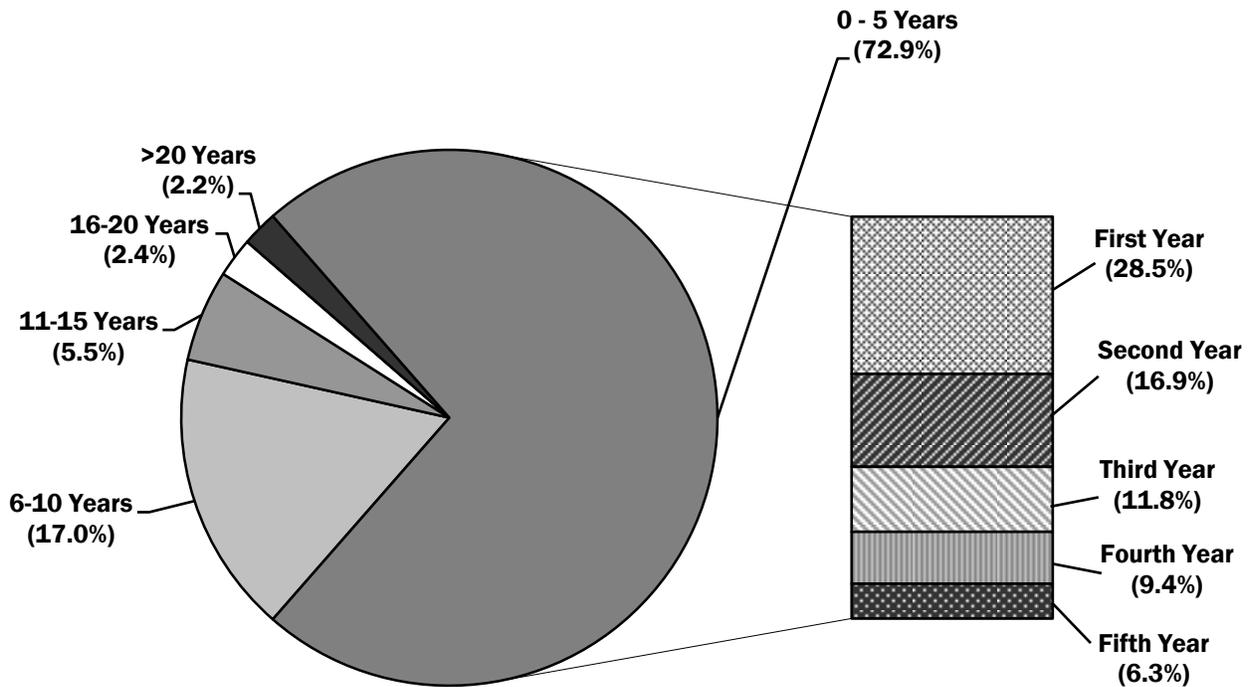
TABLE 27 CHARACTERISTICS OF TYPE OF SEPARATION BY FISCAL YEAR

	2004			2005			Fiscal Year 2006			2007			2008		
	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.
Female	53%	42%	50%	43%	42%	51%	52%	47%	51%	41%	43%	54%	50%	43%	53%
Male	47%	58%	50%	57%	58%	49%	48%	53%	49%	59%	57%	46%	50%	57%	47%
Minority	0%	2%	2%	3%	1%	3%	4%	2%	3%	4%	2%	3%	5%	2%	3%
White	100%	98%	98%	97%	99%	97%	96%	98%	97%	96%	98%	97%	95%	98%	97%
Office/Clerical	18%	16%	9%	10%	10%	9%	5%	12%	12%	9%	10%	9%	13%	7%	13%
Officials and Administrators	0%	11%	3%	2%	13%	1%	1%	5%	2%	1%	10%	3%	3%	8%	1%
Paraprofessionals	15%	0%	7%	10%	1%	7%	15%	2%	6%	13%	3%	6%	9%	2%	6%
Professionals	21%	46%	36%	27%	49%	41%	27%	53%	34%	24%	55%	43%	38%	54%	44%
Protective Service	33%	9%	29%	35%	8%	28%	38%	5%	26%	34%	8%	23%	17%	9%	22%
Service Maintenance	10%	3%	6%	4%	2%	5%	9%	4%	5%	11%	2%	5%	14%	3%	5%
Skilled Craft	2%	6%	5%	3%	10%	5%	1%	7%	7%	6%	8%	4%	3%	10%	4%
Technicians	1%	10%	5%	7%	7%	5%	4%	12%	7%	2%	5%	6%	3%	7%	5%
Age <25 Years	21%	0%	7%	14%	0%	6%	19%	0%	10%	10%	0%	7%	11%	0%	5%
25-34 Years	20%	0%	34%	24%	0%	32%	32%	0%	33%	30%	0%	34%	26%	0%	30%
35-44 Years	27%	1%	29%	24%	1%	30%	20%	2%	29%	30%	0%	25%	24%	1%	32%
45-54 Years	21%	20%	22%	26%	17%	24%	22%	11%	19%	22%	14%	21%	27%	20%	24%
55-65 Years	7%	69%	8%	10%	74%	8%	7%	74%	9%	9%	73%	12%	11%	66%	9%
>65 Years	3%	9%	1%	1%	8%	1%	0%	13%	0%	0%	13%	1%	0%	13%	0%
Average Age	38.2	59.0	38.6	39.2	58.9	39.1	36.4	60.0	38.0	38.5	59.7	39.1	39.6	59.3	39.5
Length of Service <5 Years	82%	4%	70%	82%	4%	70%	84%	6%	70%	90%	7%	72%	91%	5%	63%
5-9 Years	8%	8%	18%	10%	9%	17%	5%	10%	21%	6%	12%	17%	2%	11%	25%
10-14 Years	4%	7%	6%	4%	6%	6%	4%	9%	4%	3%	8%	8%	2%	13%	7%
15-19 Years	2%	15%	3%	3%	11%	4%	4%	12%	3%	1%	12%	1%	1%	7%	2%
20-24 Years	2%	9%	2%	0%	10%	1%	2%	10%	1%	1%	11%	1%	1%	16%	1%
25-30 Years	0%	24%	1%	1%	31%	1%	2%	27%	1%	0%	27%	1%	2%	26%	0%
>30 Years	1%	32%	0%	0%	30%	0%	0%	26%	0%	0%	24%	0%	0%	23%	0%
Average Length of Service	3.0	23.9	4.1	2.3	24.5	4.2	2.6	22.5	3.9	1.6	22.5	3.9	2.2	22.2	4.5
Grand Total Number	89	179	397	125	216	447	112	191	393	105	233	338	88	184	406
Grand Total Percent	13%	27%	60%	16%	27%	57%	16%	27%	56%	16%	34%	50%	13%	28%	61%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008. 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.

In FY '08 involuntary terminations were most likely among employees with less than five years of service (91%) and in the Professional occupational group (38%). The average age of retirement was 59.3 years; the largest percentage of retirements was among Professionals (54%), age 55-65 years (66%), and with 25-30 years of service.

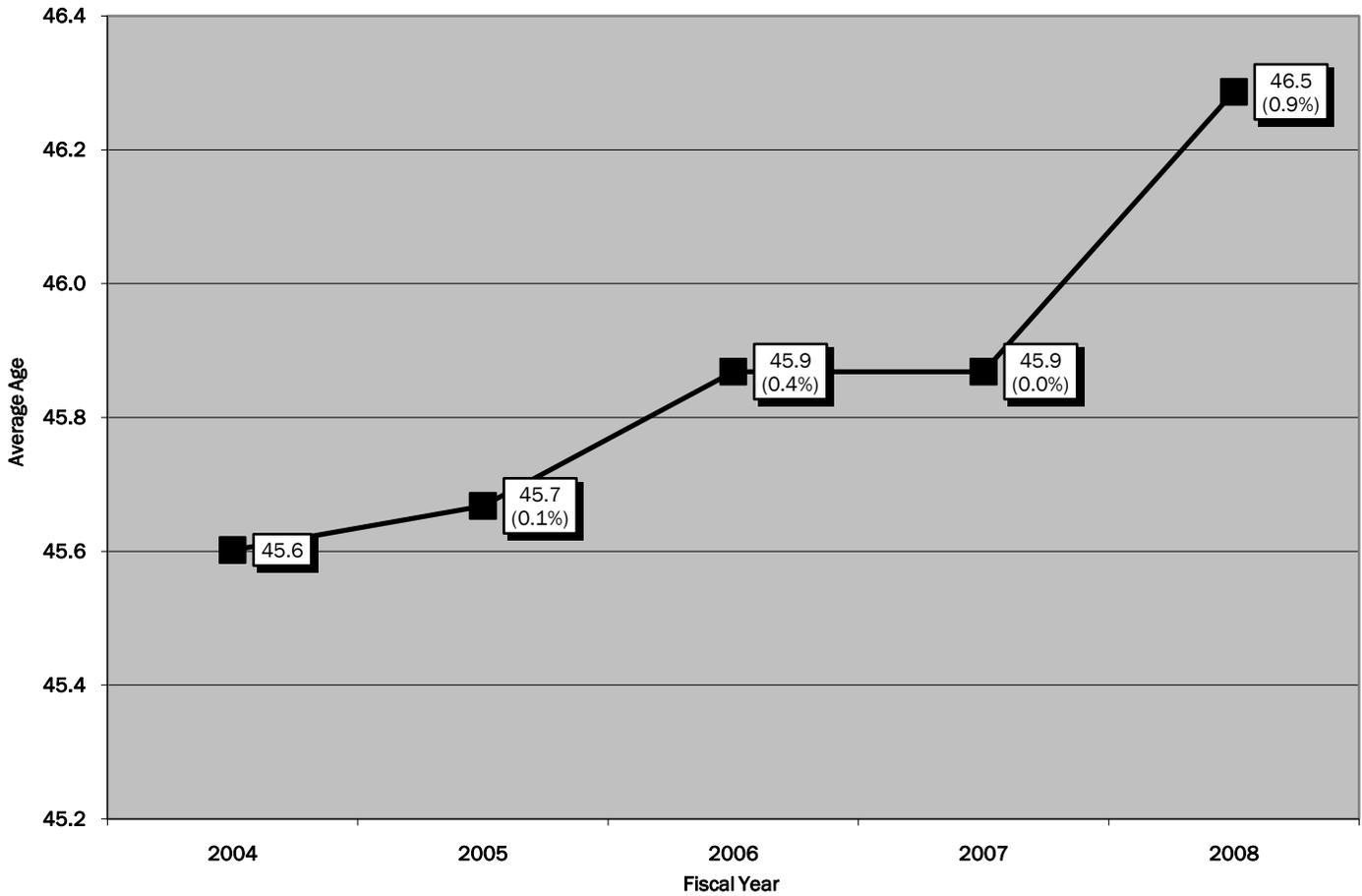
TABLE 28 VOLUNTARY TURNOVER BY YEARS OF SERVICE (5 YEAR AVERAGE)



Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008. 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 2004 to 2008 the vast majority of voluntary terminations (five-year average 72.9%) occurred among employees with five or fewer years of service. Among those employees who voluntarily terminated in the first five years, the largest percentage occurred in the first year of employment (five-year average 28.5%).

TABLE 29 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 2004 to 2008. 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 2008 was 46.5, which represents the largest increase (.9%) over this five-fiscal-year timeframe.

TABLE 30 EMPLOYEE AGE GROUPS BY DEPARTMENT – FISCAL YEAR 2008

Department	Age Groups						Average Age
	<25	25-34	35-44	45-54	55-65	>65	
Agriculture		16	19	36	20	2	46.9
Attorney General		5	8	10	8		45.8
BISHCA		13	25	25	30		46.8
Buildings & General Services	5	37	91	166	114	7	48.3
Children & Families	20	138	223	264	280	16	46.9
Commerce & Community Development		12	10	31	24		48.0
Corrections	39	230	359	281	179	8	42.7
Disabilities, Aging & Independent Living	1	30	41	118	108	6	50.2
Education	1	24	31	42	75	7	50.0
Environmental Conservation	1	36	67	109	66	1	46.8
Finance & Management		3	15	15	8	2	47.2
Fish & Wildlife	1	19	43	50	15		44.5
Forests, Parks & Recreation		14	21	42	32	3	49.0
Health	7	68	115	198	159	14	48.2
Human Resources		5	11	15	15	1	48.6
Human Services		12	16	31	31	1	48.1
Information & Innovation	3	5	17	19	14		45.4
Labor		29	51	86	96	5	49.6
Libraries	1	1	2	13	12	1	52.0
Liquor Control	1	5	21	16	11		45.4
Mental Health	6	49	46	65	66	3	45.6
Military	5	13	32	44	28	1	45.9
Natural Resources	1	5	12	15	14	1	47.0
Natural Resources Board		2	5	8	11		50.4
Office of Vermont Health Access	1	20	27	25	16	1	43.3
Public Safety – Civilian	9	64	63	70	69	13	45.4
Public Safety – Sworn	3	94	144	57	1		38.2
Public Service	1	7	10	10	9		45.0
Secretary of State	1	5	12	12	13		46.7
Small Departments		2	10	7	5		46.3
State Treasurer		1	11	13	6		47.4
Taxes	3	12	34	51	63	7	50.2
Transportation	29	142	339	415	300	16	46.5
Vermont Lottery Commission			5	7	5	1	48.6
Vermont Veterans' Home	12	23	54	70	44	1	45.6
Grand Total	151	1141	1990	2436	1947	118	46.3
Percent	1.9%	14.7%	25.6%	31.3%	25.0%	1.5%	

Departments with the highest average age include Libraries (52.0), Taxes (50.2), and Disabilities, Aging & Independent Living (50.2).

Public Safety – Sworn (38.2) and Corrections (42.7) had employees with the lowest average age.

Only 16.6% of the workforce is less than 35 years old; 57.8% 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 2008. “Small Departments” have 10 or fewer employees (See Appendix B).

TABLE 31 AVERAGE AGE BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	Fiscal Year					Five Year
	2004	2005	2006	2007	2008	Average
Administrative Support	46.0	46.3	46.8	46.8	47.4	46.6
Officials and Administrators	52.6	52.2	52.5	51.9	52.1	52.3
Paraprofessionals	40.7	42.2	42.9	42.8	43.6	42.5
Professionals	47.0	47.1	47.1	47.3	47.5	47.2
Protective Service	38.7	38.2	38.6	38.8	39.1	38.7
Service Maintenance	45.7	45.9	46.2	45.1	46.1	45.8
Skilled Craft	46.5	46.6	47.0	47.2	47.4	47.0
Technicians	45.0	45.5	45.5	45.5	46.0	45.5
Grand Total	45.6	45.7	45.9	45.9	46.3	45.9

Gender	Fiscal Year					Five Year
	2004	2005	2006	2007	2008	Average
Female	45.5	45.7	45.9	46.0	46.3	45.9
Male	45.7	45.7	45.8	45.9	46.2	45.8
Grand Total	45.6	45.7	45.9	45.9	46.3	45.9

Ethnic Status	Fiscal Year					Five Year
	2004	2005	2006	2007	2008	Average
Minority	44.0	43.6	43.8	44.3	44.3	44.0
White	45.6	45.7	45.9	46.0	46.3	45.9
Grand Total	45.6	45.7	45.9	45.9	46.3	45.9

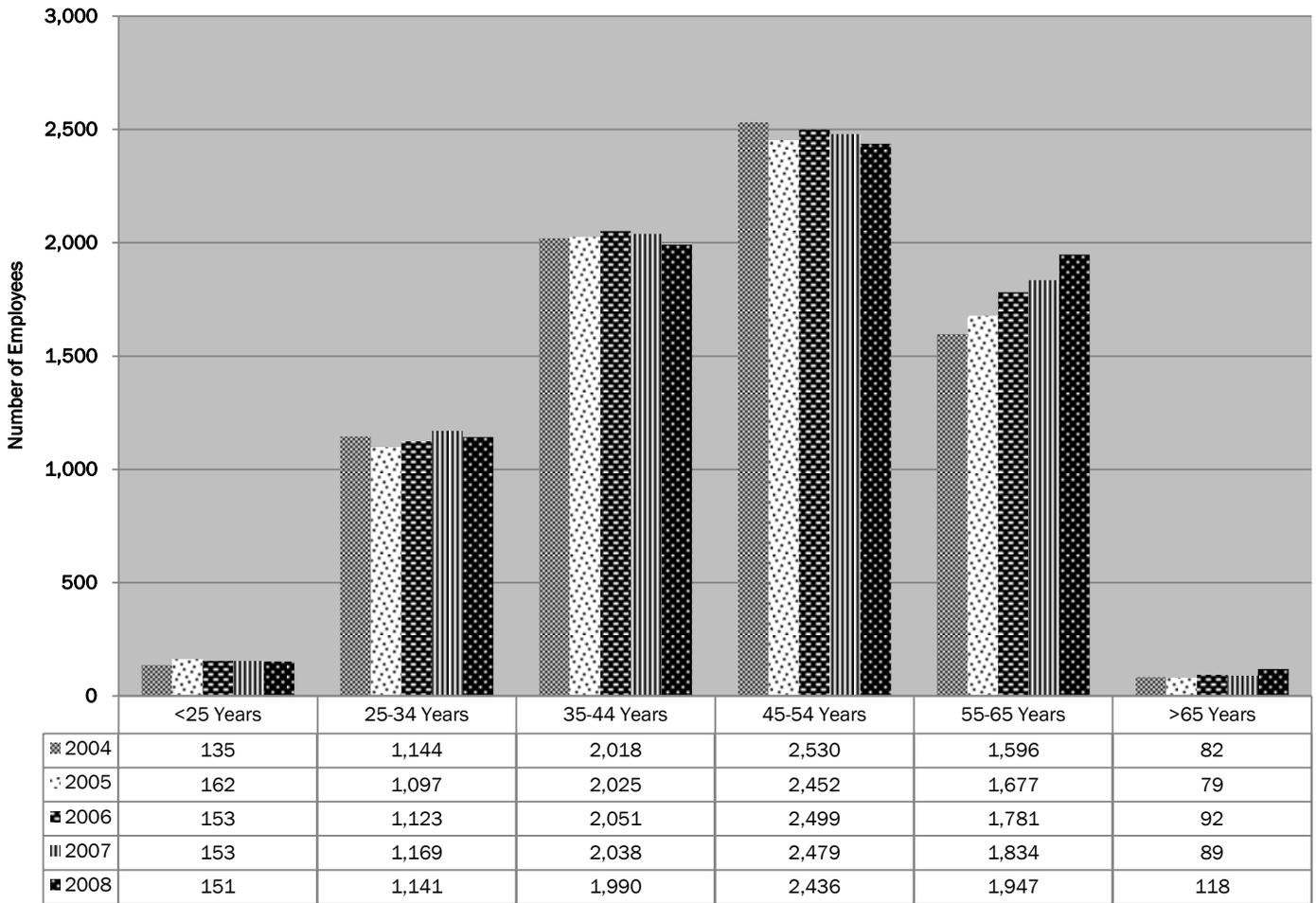
Employees in jobs categorized as Officials and Administrators have the highest average age (five-year average 52.3 years); those employees in the Protective Service group had the lowest average (five-year average 38.7 years).

There is only a slight difference between the average age of female (five-year average 45.9 years) and male (five-year average 45.8 years) classified employees.

There is a small difference in the average age of white (five-year average 45.9 years) and minority employees (five-year average 44.0 years).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008. 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 32 AGE DISTRIBUTION FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR

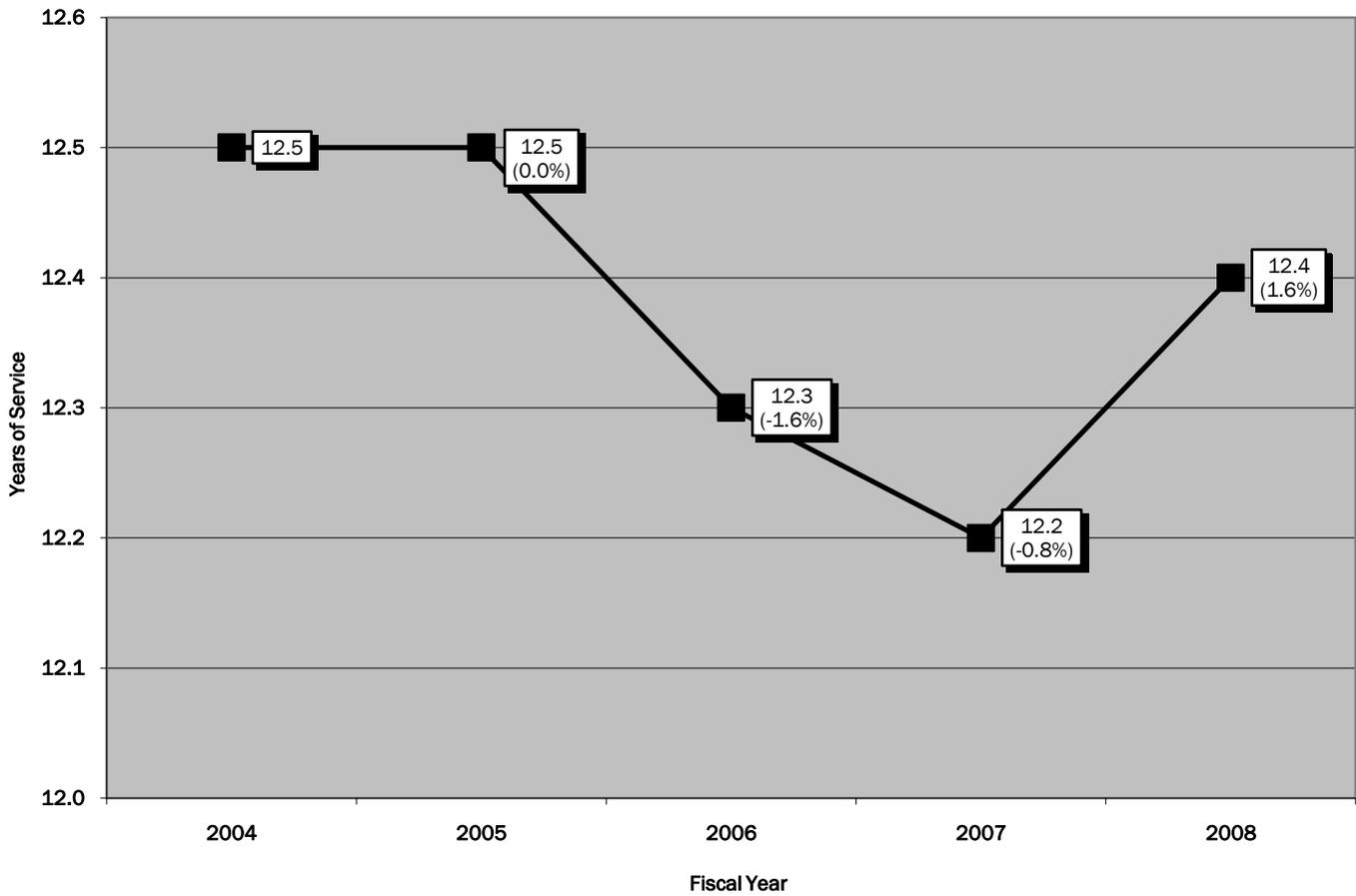


Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008.

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

The greatest increase from Fiscal Year 2004 to Fiscal Year 2008 was seen in the number of employees in age groups 55 – 65 years (+22.0%) and greater than 65 years (+43.9%).

TABLE 33 AVERAGE YEARS 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 2004 to 2008. The percentages noted in parentheses reflect the percent change from the previous fiscal year. Years of (continuous) Service is the time of uninterrupted service by an employee. Authorized leaves of absence are not counted as an interruption of service.

Average years of service was 12.4 years in Fiscal Year 2008, a 1.6% increase over the previous fiscal year. The five-year average for years of service is 12.4 years.

TABLE 34 AVERAGE YEARS OF SERVICE BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year					Five Year
	2004	2005	2006	2007	2008	Average
Agriculture	13.3	13.3	12.7	13.7	13.8	13.4
Attorney General	9.0	9.3	9.3	8.8	10.1	9.3
BISHCA	9.8	9.8	9.9	10.0	10.5	10.0
Buildings & General Services	11.1	11.0	10.8	11.1	11.5	11.1
Children & Families	n/a	13.8	13.9	13.7	14.0	n/a
Commerce & Community Development	13.6	12.8	14.6	13.4	13.2	13.5
Corrections	9.7	9.5	9.7	9.9	10.3	9.8
Disabilities, Aging & Independent Living	n/a	12.9	12.7	12.2	12.3	n/a
Education	10.2	10.4	10.1	10.4	11.2	10.5
Environmental Conservation	14.1	13.9	13.9	13.9	14.2	14.0
Finance & Management	14.3	13.2	11.5	13.0	12.9	13.0
Fish & Wildlife	14.3	13.8	14.4	14.6	15.0	14.4
Forests, Parks & Recreation	19.2	18.7	18.3	17.9	18.2	18.5
Health	n/a	10.9	10.3	10.2	11.1	n/a
Human Resources	12.9	11.4	12.1	12.5	12.4	12.3
Human Services	n/a	16.2	13.9	13.1	12.7	n/a
Information & Innovation	13.7	13.7	13.0	10.4	10.8	12.3
Labor	16.4	16.9	15.4	14.9	15.3	15.8
Libraries	16.7	17.3	16.8	15.8	15.4	16.4
Liquor Control	13.4	13.8	13.6	13.1	14.0	13.6
Mental Health	n/a	n/a	n/a	n/a	8.5	n/a
Military	13.9	14.8	13.9	13.4	13.6	13.9
Natural Resources	15.3	15.6	14.6	13.0	13.9	14.5
Natural Resources Board	16.7	17.5	17.9	18.9	18.0	17.8
Office of Vermont Health Access	n/a	9.5	7.6	6.9	7.2	n/a
Public Safety – Civilian	9.6	10.3	9.5	9.6	9.8	9.7
Public Safety – Sworn	11.6	10.7	10.9	11.0	11.6	11.2
Public Service	10.8	10.9	9.5	9.5	9.8	10.1
Secretary of State	11.2	12.2	12.4	12.4	12.7	12.2
Small Departments	11.3	10.1	11.5	7.4	8.5	9.7
State Treasurer	10.2	8.0	9.2	9.9	11.4	9.7
Taxes	15.1	15.1	15.5	15.6	15.1	15.3
Transportation	14.3	14.5	14.6	14.3	14.4	14.4
Vermont Lottery Commission	15.3	14.8	15.8	15.9	15.9	15.6
Vermont Veterans' Home	9.8	10.3	10.0	9.3	9.8	9.8
Former Depts. (restructured)	12.5	11.5	n/a	n/a	n/a	n/a
Grand Total	12.5	12.5	12.3	12.2	12.4	12.4
% Change from Previous FY		0.0%	-1.6%	-0.8%	1.6%	

Forests, Parks and Recreation had the highest average years of service (five-year average of 18.5 years), while Attorney General had the lowest (five-year average 9.3 years).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008. 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 35 AVERAGE YEARS OF SERVICE BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	Fiscal Year					Five Year Average
	2004	2005	2006	2007	2008	
Administrative Support	12.3	12.5	12.5	12.4	12.7	12.5
Officials and Administrators	20.2	19.0	19.0	18.0	18.3	18.9
Paraprofessionals	8.4	9.0	8.7	9.9	10.7	9.3
Professionals	13.4	13.3	13.0	12.9	13.1	13.1
Protective Service	7.8	7.5	7.6	7.7	8.2	7.8
Service Maintenance	9.1	9.4	8.6	8.2	8.1	8.7
Skilled Craft	14.1	13.9	14.3	14.5	14.3	14.2
Technicians	12.4	12.9	12.7	12.3	12.8	12.6
Grand Total	12.5	12.5	12.3	12.2	12.4	12.4

Gender	Fiscal Year					Five Year Average
	2004	2005	2006	2007	2008	
Female	11.7	11.7	11.6	11.5	11.7	11.6
Male	13.3	13.2	13.0	12.9	13.1	13.1
Grand Total	12.5	12.5	12.3	12.2	12.4	12.4

Ethnic Status	Fiscal Year					Five Year Average
	2004	2005	2006	2007	2008	
Minority	11.6	11.7	10.7	10.6	9.8	10.9
White	12.6	12.5	12.4	12.3	12.5	12.4
Grand Total	12.5	12.5	12.3	12.3	12.4	12.4

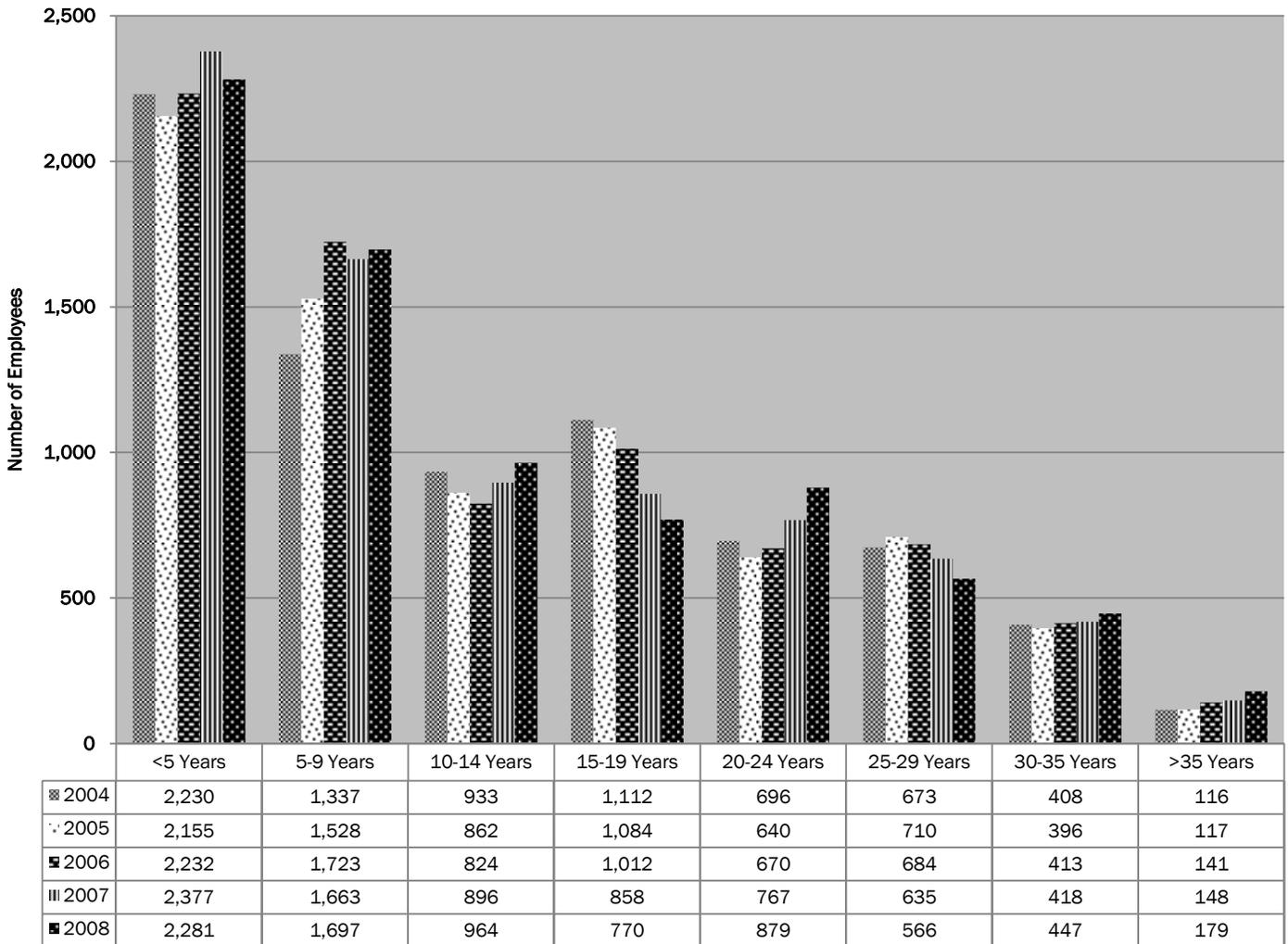
The Official and Administrators occupational group has the highest average years of service at 18.9 years (five-year average). Employees in the Protective Service group have the lowest (five-year average 7.8 years).

Male employees on average have greater years of service (five-year average 13.1 years) than females (five-year average 11.6 years).

Minority employees on average have less years of service (five-year average 10.9 years) than white employees (five-year average 12.4 years).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008. 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 36 YEARS OF SERVICE DISTRIBUTION FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR



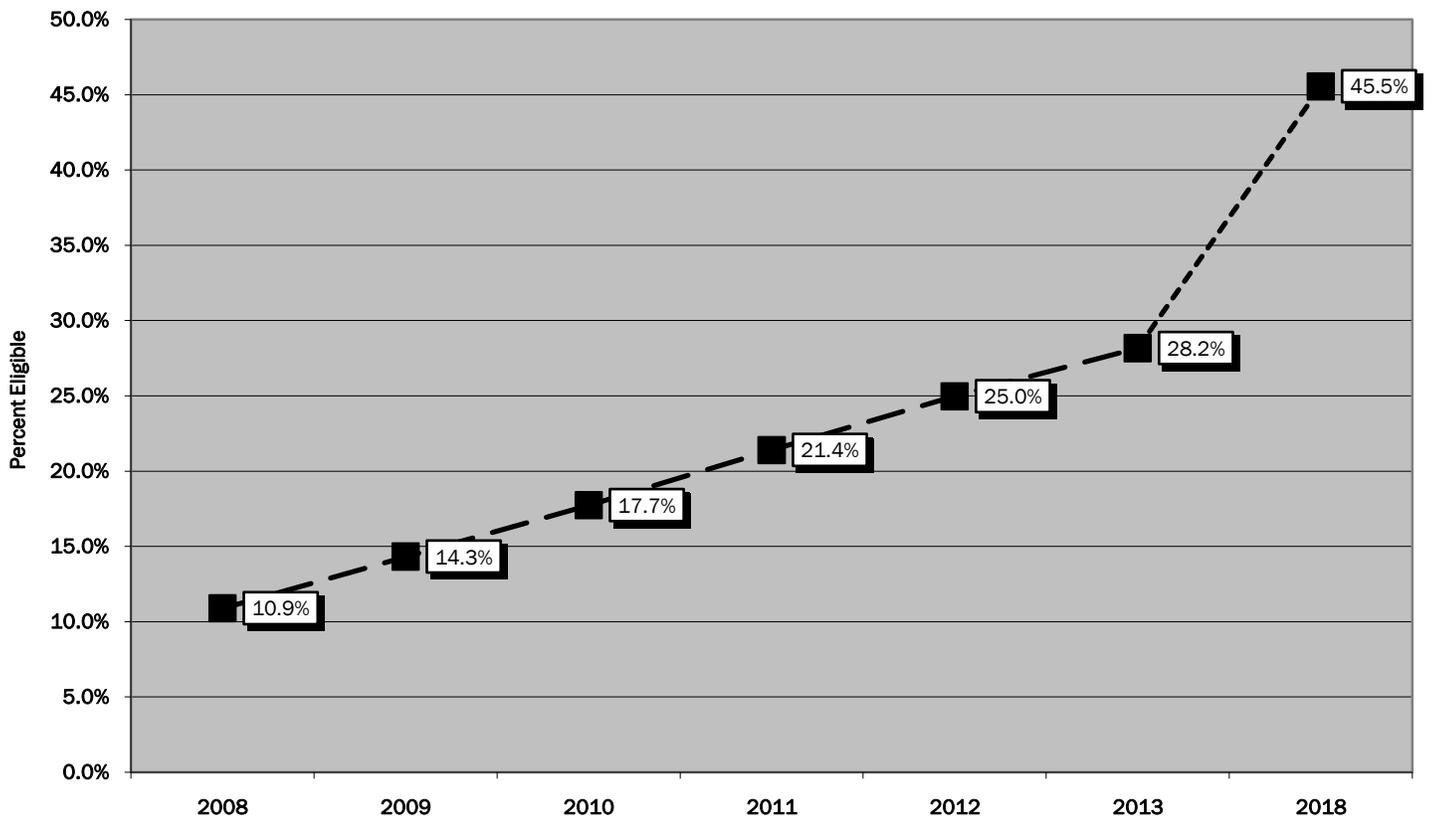
Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008. Years of (continuous) Service is the time of uninterrupted service by an employee. Authorized leaves of absence are not counted as an interruption of service.

Over the five-fiscal-year period the largest group of classified employees had less than five years of service.

The greatest increase from Fiscal Year 2004 to Fiscal Year 2008 was seen in the number of employees with greater than 35 years of service (+54.3%).

From Fiscal Year 2004 to Fiscal Year 2008 there was a 30.7% drop in the number of employees in the 15-19 years of service group, and a corresponding 26.3% increase in the 20-24 years of service group.

TABLE 37 PROJECTED RETIREMENT ELIGIBILITY BY FISCAL YEAR



	2008	2009	2010	2011	2012	2013	2018
Male	475	614	754	886	1,042	1,161	1,829
Female	372	500	626	779	901	1,031	1,716
Total	847	1,114	1,380	1,665	1,943	2,192	3,545
% Change from Previous FY		31.5%	23.9%	20.7%	16.7%	12.8%	61.7%

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 2008 year-end. See Appendix D for a description of the method used to produce the retirement projections.

At the end of Fiscal Year 2008, 847 employees (10.9% of the classified workforce) were eligible for retirement. The increase each subsequent year is consistent until at five years (FY 2013) 28.2% or 2,192 current employees are projected to be eligible for retirement.

The ten-year projection (to FY 2018) estimates that 45.5% (3,545) of employees will be retirement eligible.

TABLE 38 PROJECTED RETIREMENT ELIGIBILITY BY DEPARTMENT

Department	Eligible FY '08		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '09	FY '10	FY '11	FY '12	FY '13	Num.	Percent	Num.	Percent
Agriculture	11	11.8%	4.3%	3.2%	1.1%	1.1%	1.1%	21	22.6%	43	46.2%
Attorney General	2	6.5%	9.7%	3.2%	0.0%	3.2%	6.5%	9	29.0%	13	41.9%
BISHCA	5	5.4%	3.2%	1.1%	5.4%	5.4%	10.8%	29	31.2%	40	43.0%
Buildings & General Services	38	9.0%	3.6%	3.3%	4.0%	5.7%	3.6%	123	29.3%	213	50.7%
Children & Families	128	13.6%	4.0%	2.9%	3.4%	4.5%	4.1%	306	32.5%	453	48.1%
Commerce & Community Development	6	7.8%	7.8%	0.0%	5.2%	5.2%	0.0%	20	26.0%	41	53.2%
Corrections	63	5.7%	2.6%	1.8%	1.9%	2.7%	2.6%	192	17.5%	329	30.0%
Disabilities, Aging & Independent Living	43	14.1%	2.6%	5.3%	3.9%	4.3%	3.9%	104	34.2%	172	56.6%
Education	29	16.1%	3.3%	5.6%	5.0%	3.3%	6.1%	71	39.4%	107	59.4%
Environmental Conservation	33	11.8%	2.5%	2.5%	2.5%	2.9%	2.1%	68	24.3%	118	42.1%
Finance & Management	7	16.3%	2.3%	0.0%	7.0%	0.0%	2.3%	12	27.9%	20	46.5%
Fish & Wildlife	11	8.6%	1.6%	3.9%	3.9%	8.6%	2.3%	37	28.9%	60	46.9%
Forests, Parks & Recreation	19	17.0%	5.4%	5.4%	4.5%	1.8%	0.0%	38	33.9%	65	58.0%
Health	60	10.7%	3.6%	4.1%	5.3%	3.9%	2.0%	166	29.6%	278	49.6%
Human Resources	6	12.8%	4.3%	2.1%	4.3%	6.4%	0.0%	14	29.8%	24	51.1%
Human Services	12	13.2%	0.0%	2.2%	6.6%	2.2%	4.4%	26	28.6%	45	49.5%
Information & Innovation	6	10.3%	3.4%	1.7%	1.7%	1.7%	3.4%	13	22.4%	22	37.9%
Labor	44	16.5%	4.9%	6.7%	4.1%	3.4%	3.4%	104	39.0%	159	59.6%
Libraries	5	16.7%	3.3%	3.3%	10.0%	16.7%	0.0%	15	50.0%	18	60.0%
Liquor Control	10	18.5%	1.9%	1.9%	5.6%	3.7%	0.0%	17	31.5%	22	40.7%
Mental Health	21	8.9%	2.1%	2.6%	5.5%	3.8%	3.4%	62	26.4%	100	42.6%
Military	15	12.2%	4.9%	0.8%	3.3%	4.9%	2.4%	35	28.5%	58	47.2%
Natural Resources	10	20.8%	0.0%	4.2%	0.0%	0.0%	2.1%	13	27.1%	23	47.9%
Natural Resources Board	0	0.0%	15.4%	11.5%	3.8%	0.0%	7.7%	10	38.5%	20	76.9%
Office of Vermont Health Access	2	2.2%	3.3%	2.2%	2.2%	3.3%	4.4%	16	17.8%	27	30.0%
Public Safety – Civilian	35	12.2%	1.4%	2.4%	2.8%	2.8%	5.2%	77	26.7%	118	41.0%
Public Safety – Sworn	11	3.7%	3.3%	3.3%	1.7%	3.0%	3.0%	54	18.1%	115	38.5%
Public Service	3	8.1%	0.0%	5.4%	5.4%	2.7%	2.7%	9	24.3%	14	37.8%
Secretary of State	3	7.0%	14.0%	2.3%	7.0%	2.3%	2.3%	15	34.9%	22	51.2%
Small Departments	0	0.0%	8.3%	4.2%	0.0%	4.2%	4.2%	5	20.8%	8	33.3%
State Treasurer	1	3.2%	0.0%	3.2%	3.2%	0.0%	3.2%	4	12.9%	11	35.5%
Taxes	36	21.2%	3.5%	5.3%	5.9%	3.5%	4.1%	74	43.5%	101	59.4%
Transportation	157	12.7%	4.0%	4.5%	4.0%	3.0%	2.1%	376	30.3%	594	47.9%
Vermont Lottery Commission	2	11.1%	0.0%	0.0%	5.6%	5.6%	16.7%	7	38.9%	8	44.4%
Vermont Veterans' Home	13	6.4%	2.0%	3.9%	3.9%	2.5%	5.9%	50	24.5%	84	41.2%
Grand Total	847	10.9%	3.4%	3.4%	3.7%	3.6%	3.2%	2,192	28.2%	3,545	45.5%

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 2008 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).

Almost half (48%) of all the employees who will be eligible for retirement in five years (FY 2013) come from just four departments – Transportation (376), Children and Families (306), Corrections (192), and Health (166).

TABLE 39 PROJECTED RETIREMENT ELIGIBILITY BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	Eligible FY '08		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '09	FY '10	FY '11	FY '12	FY '13	Num.	Percent	Num.	Percent
Administrative Support	88	13.0%	4.4%	4.0%	4.0%	3.2%	3.5%	218	32.2%	324	47.9%
Officials and Administrators	81	24.3%	4.8%	6.9%	4.2%	3.0%	5.1%	161	48.2%	219	65.6%
Paraprofessionals	25	7.2%	1.4%	3.8%	3.2%	3.8%	2.9%	77	22.3%	127	36.7%
Professionals	500	12.1%	3.8%	3.2%	4.0%	3.9%	3.3%	1,254	30.2%	2,039	49.2%
Protective Service	27	2.7%	1.6%	1.9%	1.9%	2.4%	1.9%	124	12.2%	241	23.8%
Service Maintenance	20	8.7%	1.7%	2.2%	3.5%	4.4%	3.5%	55	24.0%	95	41.5%
Skilled Craft	54	10.0%	3.7%	4.1%	4.3%	4.1%	3.7%	161	29.8%	277	51.3%
Technicians	52	10.4%	4.0%	4.8%	3.2%	3.0%	3.0%	142	28.5%	223	44.8%
Total	847	10.9%	3.4%	3.4%	3.7%	3.6%	3.2%	2,192	28.2%	3,545	45.5%

Gender	Eligible FY '08		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '09	FY '10	FY '11	FY '12	FY '13	Num.	Percent	Num.	Percent
Female	372	9.6%	3.3%	3.3%	4.0%	3.2%	3.4%	1,031	26.7%	1,716	44.5%
Male	475	12.1%	3.5%	3.6%	3.4%	4.0%	3.0%	1,161	29.6%	1,829	46.6%
Total	847	10.9%	3.4%	3.4%	3.7%	3.6%	3.2%	2,192	28.2%	3,545	45.5%

Ethnic Status	Eligible FY '08		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '09	FY '10	FY '11	FY '12	FY '13	Num.	Percent	Num.	Percent
Minority	14	7.8%	3.3%	1.1%	2.2%	4.4%	2.2%	38	21.1%	65	36.1%
White	833	11.0%	3.4%	3.5%	3.7%	3.6%	3.2%	2,154	28.3%	3,480	45.8%
Total	847	10.9%	3.4%	3.4%	3.7%	3.6%	3.2%	2,192	28.2%	3,545	45.5%

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 2008 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 eligible for employment in five years in the Officials and Administrators occupational group is the highest (48.2%), in terms of actual numbers, 57% of all employees eligible for retirement in five years are in the Professional occupational group.

There is a higher percentage of male than female employees eligible for retirement both at the end of FY 2008 (12.1% vs. 9.6%) and in five years (29.6% vs. 26.7%).

TABLE 40 PROJECTED RETIREMENT ELIGIBILITY FOR CLASSIFIED JOB TITLES – FISCAL YEAR 2008

Projected Retirement Eligibility of Most Populous Job Titles			
Job Title	Num.	Eligible FY '08	Five Year Percent Projected Eligible
Correctional Officer I	335	0.6%	4.8%
AOT Maintenance Worker IV	187	8.0%	23.5%
Administrative Assistant B	172	14.5%	32.6%
Corrections Services Specialist II	154	7.1%	21.4%
Social Worker	139	10.8%	24.5%
Administrative Assistant A	135	17.0%	34.8%
Benefits Programs Specialist	135	8.9%	29.6%
Correctional Officer II	135	3.0%	12.6%
Senior Trooper –Station	129	0.8%	7.8%
Program Services Clerk	122	10.7%	26.2%
Sergeant	84	2.4%	23.8%
Licensed Nursing Assistant	73	5.5%	20.5%
Custodian I	68	11.8%	32.4%
Systems Developer II	68	16.2%	27.9%
Motor Vehicle Customer Services Spec.	66	9.1%	24.2%
Psychiatric Technician	66	0.0%	9.1%
Public Health Nurse I	59	10.2%	35.6%
Systems Developer III	57	12.3%	31.6%
AOT Senior Maintenance Worker	55	20.0%	49.1%
Information Technology Specialist II	55	9.1%	18.2%
Correctional Facility Shift Supervisor	48	2.1%	18.8%
Program Technician I	48	8.3%	29.2%
AOT Technician IV	47	14.9%	31.9%
Community Correctional Officer	47	2.1%	17.0%
Environmental Analyst IV – General	47	4.3%	8.5%

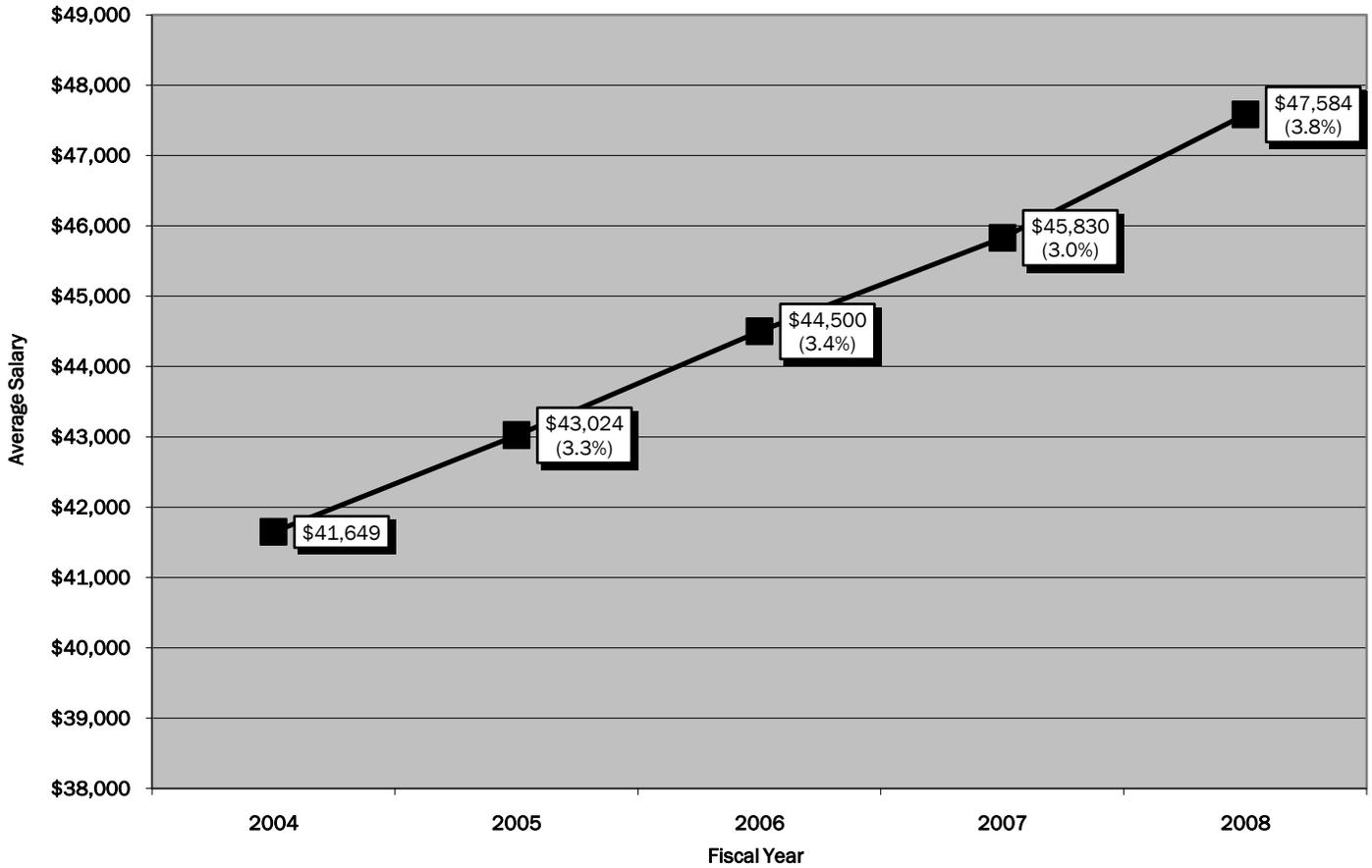
Job Titles with the Highest Projected Retirement Eligibility			
Job Title	Num.	Eligible FY '08	Five Year Percent Projected Eligible
Environmental Analyst VI	20	40.0%	70.0%
Senior Psychiatric Technician	18	38.9%	61.1%
Economic Services Supervisor	20	30.0%	45.0%
AOT Technician VI	35	28.6%	34.3%
Education Programs Coordinator II	15	26.7%	53.3%
AOT Area Maintenance Supervisor	44	25.0%	50.0%
Information Technology Manager I	21	23.8%	33.3%
AOT Technician V	35	22.9%	45.7%
Tax Examiner III	22	22.7%	54.5%
Career Development Facilitator III	33	21.2%	42.4%
AOT Senior Maintenance Worker	55	20.0%	49.1%
Public Guardian	20	20.0%	40.0%
AOT Manager IV	15	20.0%	46.7%
Military Maintenance Specialist	15	20.0%	26.7%
Health Programs Outreach Specialist II	26	19.2%	34.6%
Clerk C	21	19.0%	42.9%
Information Center Representative II	32	18.8%	50.0%
Career Development Facilitator II	22	18.2%	59.1%
Forester II	22	18.2%	36.4%
PSAP Emergency Comm. Dispatcher I	17	17.6%	29.4%
Correctional Instructor – General	29	17.2%	41.4%
Administrative Assistant A	135	17.0%	34.8%
Community Correctional Prog. Supvsr.	24	16.7%	37.5%
Systems Developer II	68	16.2%	27.9%
Financial Technician I	26	15.4%	30.8%

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 2008 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 eligible for retirement in five years include AOT Senior Maintenance Worker (49.1%), Public Health Nurse I (35.6%), Administrative Assistant A (34.8%), and Administrative Assistant B (32.6%).

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

TABLE 41 AVERAGE SALARY FOR FULL-TIME CLASSIFIED EMPLOYEES BY FISCAL YEAR



Source: The State's Human Capital Management System (HCM). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2004 to 2008. Annual salary is base rate and does not include benefits or overtime. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

At the end of Fiscal Year 2008 the average base rate salary for full-time classified employees was \$47,584, a 3.8% increase over the Fiscal Year 2007 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
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	3.98% (includes 1.98% for steps)
2008	4.23% (includes 1.98% for steps)

TABLE 42 AVERAGE SALARY FOR FULL-TIME EMPLOYEES BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year					% Change
	2004	2005	2006	2007	2008	FY '04 to FY '08
Agriculture	\$41,802	\$45,596	\$46,770	\$49,524	\$50,441	20.7%
Attorney General	\$42,524	\$45,699	\$47,225	\$48,545	\$49,836	17.2%
BISHCA	\$51,689	\$53,235	\$54,490	\$57,388	\$59,332	14.8%
Buildings & General Services	\$32,871	\$34,322	\$34,955	\$36,416	\$37,687	14.7%
Children & Families	n/a	\$44,545	\$45,901	\$47,301	\$49,432	n/a
Commerce & Community Development	\$45,817	\$47,307	\$51,161	\$51,774	\$53,457	16.7%
Corrections	\$37,134	\$37,929	\$40,049	\$41,366	\$42,950	15.7%
Disabilities, Aging & Independent Living	n/a	\$46,708	\$47,834	\$49,257	\$51,573	n/a
Education	\$47,032	\$48,680	\$49,910	\$51,389	\$53,482	13.7%
Environmental Conservation	\$48,464	\$49,641	\$50,821	\$51,778	\$53,762	10.9%
Finance & Management	\$53,088	\$55,188	\$56,938	\$59,561	\$59,236	11.6%
Fish & Wildlife	\$46,192	\$47,710	\$48,874	\$50,371	\$54,374	17.7%
Forests, Parks & Recreation	\$45,863	\$47,607	\$48,844	\$49,682	\$51,546	12.4%
Health	n/a	\$44,918	\$46,423	\$47,764	\$50,160	n/a
Human Resources	\$46,477	\$47,767	\$50,893	\$53,372	\$57,028	22.7%
Human Services	n/a	\$54,097	\$53,741	\$55,405	\$57,135	n/a
Information & Innovation	\$47,578	\$49,201	\$49,469	\$50,380	\$53,219	11.9%
Labor	\$40,936	\$42,507	\$43,194	\$44,166	\$45,425	11.0%
Libraries	\$38,318	\$39,356	\$40,565	\$42,961	\$42,125	9.9%
Liquor Control	\$39,119	\$40,507	\$41,072	\$41,928	\$46,573	19.1%
Mental Health	n/a	n/a	n/a	n/a	\$47,952	n/a
Military	\$37,453	\$39,682	\$40,316	\$41,576	\$42,937	14.6%
Natural Resources	\$49,782	\$50,726	\$51,183	\$53,357	\$55,169	10.8%
Natural Resources Board	\$45,868	\$47,416	\$50,167	\$52,171	\$53,090	15.7%
Office of Vermont Health Access	n/a	\$47,757	\$48,404	\$48,976	\$49,412	n/a
Public Safety – Civilian	\$39,140	\$41,332	\$42,365	\$43,784	\$45,758	16.9%
Public Safety – Sworn	\$55,766	\$55,928	\$57,769	\$59,648	\$62,115	11.4%
Public Service	\$46,342	\$47,590	\$49,692	\$52,483	\$55,133	19.0%
Secretary of State	\$39,752	\$42,337	\$44,088	\$45,811	\$48,073	20.9%
Small Departments	\$47,532	\$44,157	\$50,608	\$55,600	\$59,735	25.7%
State Treasurer	\$40,501	\$43,797	\$45,734	\$47,735	\$51,675	27.6%
Taxes	\$40,194	\$41,708	\$42,961	\$43,759	\$44,895	11.7%
Transportation	\$39,796	\$40,779	\$42,040	\$42,956	\$44,247	11.2%
Vermont Lottery Commission	\$38,119	\$38,971	\$41,220	\$41,941	\$43,675	14.6%
Vermont Veterans' Home	\$32,487	\$34,129	\$35,217	\$35,988	\$37,455	15.3%
Former Depts. (restructured)	\$43,554	\$42,712	n/a	n/a	n/a	n/a
Grand Total	\$41,649	\$43,024	\$44,500	\$45,830	\$47,584	14.2%
% Change from Previous FY		3.3%	3.4%	3.0%	3.8%	

Source: The State's Human Capital Management System (HCM). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2004 to 2008. Annual salary is base rate and does not include benefits or overtime. "Small Departments" have 10 or fewer employees (See Appendix B).

At the end of Fiscal Year 2008, Public Safety – Sworn had the highest average salary (\$62,115) and the Vermont Veterans' Home the lowest (\$37,455).

TABLE 43 AVERAGE SALARY FOR FULL-TIME EMPLOYEES BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	Fiscal Year					% Change FY '04 to FY '08
	2004	2005	2006	2007	2008	
Administrative Support	\$30,793	\$31,871	\$32,670	\$33,478	\$34,480	12.0%
Officials and Administrators	\$67,745	\$68,680	\$71,045	\$72,930	\$75,831	11.9%
Paraprofessionals	\$30,949	\$32,348	\$33,348	\$36,573	\$38,200	23.4%
Professionals	\$46,518	\$48,009	\$49,274	\$50,776	\$52,378	12.6%
Protective Service	\$37,927	\$38,534	\$40,754	\$42,045	\$44,412	17.1%
Service Maintenance	\$24,468	\$25,449	\$25,652	\$26,056	\$26,954	10.2%
Skilled Craft	\$33,157	\$34,226	\$35,235	\$36,291	\$37,056	11.8%
Technicians	\$36,888	\$39,904	\$39,107	\$40,049	\$41,474	12.4%
Grand Total	\$41,649	\$43,024	\$44,500	\$45,830	\$47,584	14.2%
% Change from Previous FY		3.3%	3.4%	3.0%	3.8%	

Gender	Fiscal Year					% Change FY '04 to FY '08
	2004	2005	2006	2007	2008	
Female	\$39,532	\$41,156	\$42,674	\$44,090	\$45,986	16.3%
Male	\$43,494	\$44,673	\$46,140	\$47,429	\$49,071	12.8%
Grand Total	\$41,649	\$43,024	\$44,500	\$45,830	\$47,584	14.2%
% Change from Previous FY		3.3%	3.4%	3.0%	3.8%	

Ethnic Status	Fiscal Year					% Change FY '04 to FY '08
	2004	2005	2006	2007	2008	
Minority	\$37,974	\$39,361	\$40,432	\$41,926	\$43,255	13.9%
White	\$41,723	\$43,097	\$44,588	\$45,918	\$47,688	14.3%
Grand Total	\$41,649	\$43,024	\$44,500	\$45,830	\$47,584	14.2%
% Change from Previous FY		3.3%	3.4%	3.0%	3.8%	

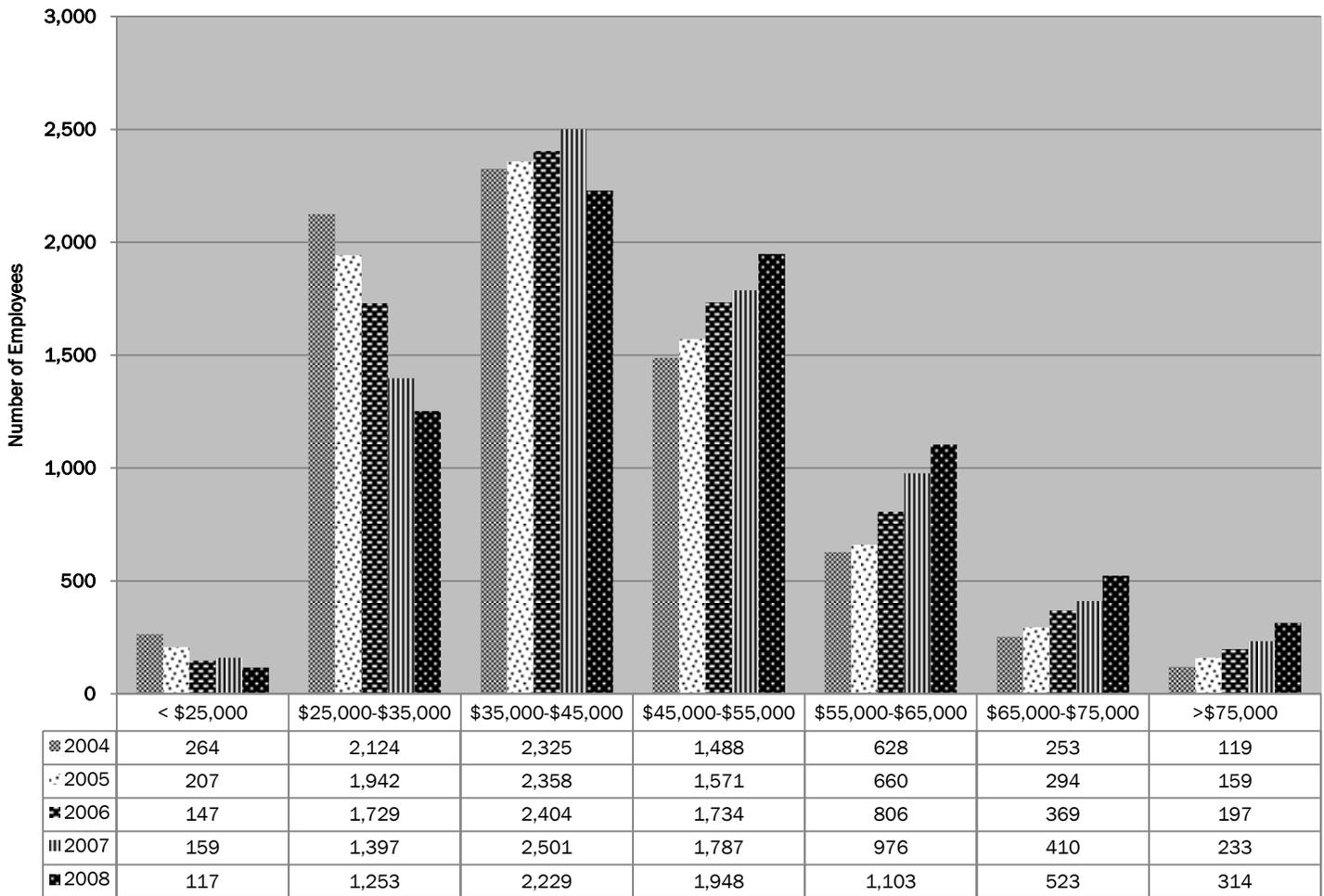
At the end of FY '08 the Officials and Administrators occupational group had the highest average salary (\$75,831) and Service Maintenance the lowest (\$26,954). The largest occupational group – Professionals – averaged \$52,378.

Male employees had a higher average salary (\$49,071) than females (\$45,986) at the end of FY '08. However, the average female salary increased at a higher percentage than males from FY '04 to FY '08 (16.3% vs. 12.8%)

Minority employees had a lower average salary (\$43,255) than white employees (\$47,688) at the end of FY '08.

Source: The State's Human Capital Management System (HCM). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2004 to 2008. 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 44 ANNUAL SALARY DISTRIBUTION FOR FULL-TIME CLASSIFIED EMPLOYEES BY FISCAL YEAR



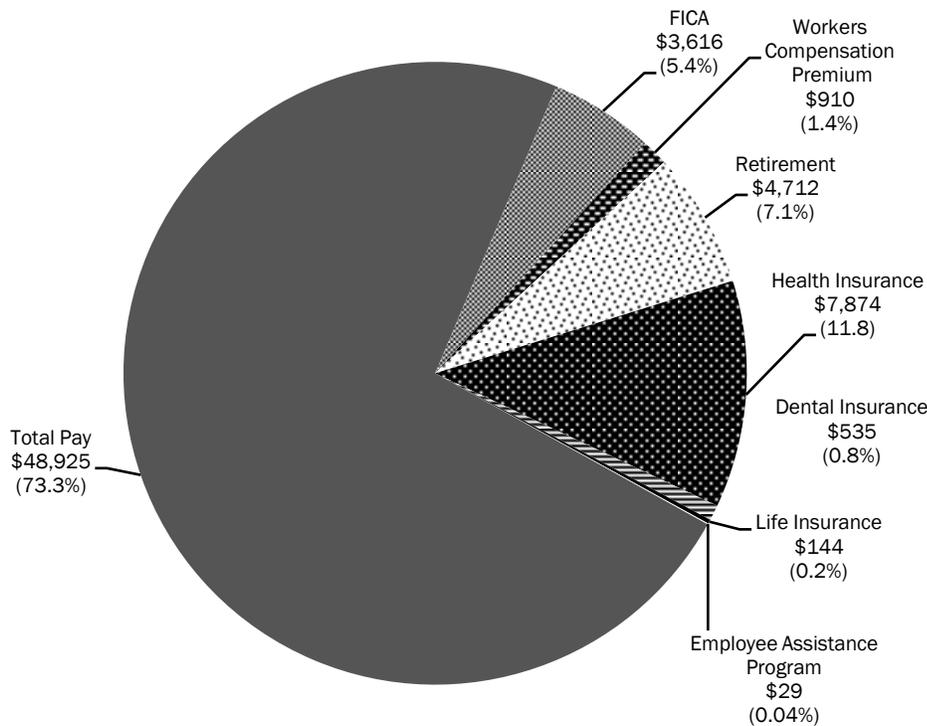
Source: The State's Human Capital Management System (HCM). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2004 to 2008. Annual salary is base rate and does not include benefits or overtime.

Over the five-fiscal-year period there were more full-time classified employees earning between \$35,000 and \$45,000 in base rate annual salary than any other group.

The number of employees earning less than \$25,000 and between \$25,000 and \$35,000 dropped from FY '04 to FY '08 (-55.7% and -41.0% respectively). This is likely due the drop in the number of job classes at lower pay grades (See Table 47).

From FY '04 to FY '08 there was a 94% increase in full-time employees earning \$55,000 or greater in base rate salary. Reasons for this increase include the increase in the number of job classes at higher pay grades (See Table 47) and the increase in the number of employees with greater years of service (See Table 36), which means they will have moved higher up on the pay scale.

TABLE 45 TOTAL COMPENSATION FOR EXECUTIVE BRANCH EMPLOYEES – FISCAL YEAR 2008



Average total compensation for Executive Branch employees for Fiscal Year 2008 was \$66,746.

On average, employer-paid benefits were 26.7% of total compensation.

Detail of Total Compensation - Executive Branch Classified ¹ Employees Fiscal Year 2008			
Pay	Total	Cost per Employee ³	% of Total Compensation
Total Pay ²	\$382,057,278	\$48,925	73.3%
Subtotal	\$382,057,278	\$48,925	73.3%
Employer Paid Benefits			
FICA (Social Security and Medicare Deductions)	\$28,235,647	\$3,616	5.4%
Workers Compensation Premium ⁴	\$7,108,753	\$910	1.4%
Retirement (State share of retirement contribution)	\$36,799,297	\$4,712	7.1%
Health Insurance (State 80% share)	\$61,487,128	\$7,874	11.8%
Dental Insurance (State 100% share)	\$4,177,084	\$535	0.8%
Life Insurance (State 75% share)	\$1,123,472	\$144	0.2%
Employee Assistance Program	\$229,644	\$29	0.04%
Subtotal	\$139,161,025	\$17,821	26.7%
Total Compensation (Pay + Benefits)	\$521,218,303	\$66,746	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 '08 (7,809)

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 2008.

TABLE 46 CLASSIFIED EMPLOYEES BY PAY GRADE AND STEP – FISCAL YEAR 2008

Pay Grade	Step															Total	%
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15		
05																0	0.0%
06																0	0.0%
07	1											1			1	3	0.0%
08															0	0	0.0%
09	6	11	10	4	2	7	18	4	1			3	4	2	7	79	1.0%
10	8	9	10	2	1	2	3		2	4	3	4	3	3	2	56	0.7%
11	3	3	2	4	5	5	2		3			1	2	3	3	36	0.5%
12	5	4	3	7	2	6	3	4		1	3	3	5	1	9	56	0.7%
13	9	24	8	6	11	7	8	4	6	6	5	7	8	3	7	119	1.5%
14	2	5	2	1	1	5	3	3	2			2	5		3	34	0.4%
15	25	45	35	27	50	59	72	30	29	22	34	38	30	18	24	538	6.9%
16	11	18	13	13	6	19	24	11	6	13	12	10	10	5	19	190	2.4%
17	18	37	43	15	24	34	41	23	31	27	32	22	30	28	24	429	5.5%
18	59	100	88	108	41	79	45	34	29	30	20	16	22	18	23	712	9.1%
19	15	51	22	27	17	67	51	33	41	26	33	42	33	15	30	503	6.5%
20	9	70	81	49	44	87	72	55	32	41	38	40	44	16	19	697	9.0%
21	19	72	48	46	57	102	101	77	60	57	47	37	55	47	45	870	11.2%
22	18	43	81	55	51	80	74	49	53	60	43	43	62	35	70	817	10.5%
23	20	73	62	75	44	86	82	80	59	59	65	47	70	34	52	908	11.7%
24	6	24	23	28	22	73	67	56	40	46	46	58	62	43	33	627	8.1%
25	1	7	15	15	12	34	22	29	17	11	13	15	29	11	35	266	3.4%
26	3	21	21	12	19	46	36	30	22	22	26	38	35	13	40	384	4.9%
27		4	5	10	9	19	10	13	12	7	8	11	11	8	16	143	1.8%
28	2	11	11	5	10	15	12	10	16	13	11	11	11	8	13	159	2.0%
29		3	2	2		7	7	3	4	5	1	5	5	5	6	55	0.7%
30		5	2	2	8	7	7	2	5	6	9	5	1	1	3	63	0.8%
31	1			1	2		1	3	2	2	4		2		1	19	0.2%
32		2		1	2	4	4	3	1	2					1	20	0.3%
Total	241	642	587	515	440	850	765	556	473	460	453	459	539	317	486	7,783	
%	3.1%	8.2%	7.5%	6.6%	5.7%	10.9%	9.8%	7.1%	6.1%	5.9%	5.8%	5.9%	6.9%	4.1%	6.2%		

Source: The State's Human Capital Management System (HCM). Data include all classified Executive Branch employees for Fiscal Year 2008. Job classes are assigned to a pay grade in the salary plan. Step 1 is the probation rate of pay, normally 6 months. Employees advance to higher steps based on satisfactory performance and required waiting time on each step (from 1 to 3 years). The average approximate value to an employee of a step increase is +/- 3.2%. Step 15 is the final step.

Table 46 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 '08. The median ¹ pay grade was 21. Almost 60% of employees (57.9%) are in job classes assigned to pay grades 18 to 23. The median ¹ step was step 7. At the end of FY '08, the largest percentage of employees (10.9%) were on step 6 and 6.2% 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 47 NUMBER OF CLASSIFIED JOB CLASSES BY PAY GRADE BY FISCAL YEAR

Pay Grade	Fiscal Year										% Change FY '04 to FY '08
	2004		2005		2006		2007		2008		
	Num.	%	Num.	%	Num.	%	Num.	%	Num.	%	
5	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	n/a
6	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	n/a
7	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%	0.0%
8	1	0.1%	1	0.1%	0	0.0%	0	0.0%	0	0.0%	-100.0%
9	4	0.3%	4	0.3%	4	0.3%	4	0.3%	4	0.2%	0.0%
10	8	0.5%	6	0.4%	7	0.5%	6	0.4%	6	0.4%	-25.0%
11	8	0.5%	7	0.5%	6	0.4%	5	0.3%	4	0.2%	-50.0%
12	17	1.2%	16	1.1%	14	0.9%	14	0.9%	12	0.7%	-29.4%
13	16	1.1%	16	1.1%	16	1.0%	16	1.0%	16	1.0%	0.0%
14	11	0.8%	11	0.7%	12	0.8%	14	0.9%	11	0.7%	0.0%
15	33	2.3%	29	2.0%	30	2.0%	30	1.9%	32	1.9%	-3.0%
16	31	2.1%	29	2.0%	25	1.6%	24	1.5%	25	1.5%	-19.4%
17	54	3.7%	47	3.2%	50	3.3%	46	2.9%	43	2.6%	-20.4%
18	62	4.2%	63	4.2%	66	4.3%	62	3.9%	60	3.6%	-3.2%
19	89	6.1%	78	5.3%	78	5.1%	73	4.6%	71	4.3%	-20.2%
20	104	7.1%	98	6.6%	99	6.4%	96	6.0%	99	6.0%	-4.8%
21	177	12.1%	177	11.9%	163	10.6%	158	9.9%	159	9.6%	-10.2%
22	150	10.3%	150	10.1%	158	10.3%	169	10.6%	179	10.8%	19.3%
23	142	9.7%	159	10.7%	168	10.9%	184	11.6%	189	11.4%	33.1%
24	152	10.4%	157	10.6%	172	11.2%	172	10.8%	194	11.7%	27.6%
25	105	7.2%	121	8.2%	124	8.1%	135	8.5%	131	7.9%	24.8%
26	100	6.8%	112	7.5%	113	7.4%	128	8.1%	136	8.2%	36.0%
27	55	3.8%	52	3.5%	64	4.2%	73	4.6%	80	4.8%	45.5%
28	62	4.2%	67	4.5%	79	5.1%	83	5.2%	94	5.7%	51.6%
29	31	2.1%	28	1.9%	28	1.8%	32	2.0%	37	2.2%	19.4%
30	33	2.3%	39	2.6%	40	2.6%	38	2.4%	42	2.5%	27.3%
31	9	0.6%	9	0.6%	12	0.8%	17	1.1%	19	1.1%	111.1%
32	5	0.3%	7	0.5%	8	0.5%	8	0.5%	13	0.8%	160.0%
Total	1,460	100.0%	1,484	100.0%	1,537	100.0%	1,588	100.0%	1,657	100.0%	
Median	22		23		23		23		23		

Source: The State's Human Capital Management System (HCM). Data include only active classified job classes (having at least one incumbent) in the Executive Branch for Fiscal Years 2004 to 2008. Job classes (titles) are assigned to a pay grade in the salary plan using the Willis Job Evaluation System.

In Fiscal Year 2008 the largest number of job classes were assigned to pay grade 24 (11.7%).

While the median ² remained at pay grade 23, from FY '04 to FY '08 there was a general decline in the number of job classes assigned to pay grade 21 and lower while an increase in the number of job classes assigned to pay grade 22 and above.

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

TABLE 48 CASH OVERTIME COSTS BY DEPARTMENT AND FISCAL YEAR

Department	Fiscal Year					% Change FY '07 to FY '08
	2004	2005	2006	2007	2008	
Agriculture	\$8,469	\$19,451	\$22,975	\$18,161	\$11,545	-36.4%
Attorney General	\$3,713	\$1,827	\$3,363	\$4,846	\$4,947	2.1%
BISHCA	\$29,502	\$16,227	\$12,607	\$14,746	\$5,950	-59.7%
Buildings & General Services	\$515,915	\$555,080	\$569,578	\$557,027	\$661,904	18.8%
Children & Families	n/a	\$767,856	\$857,948	\$854,192	\$869,524	1.8%
Commerce & Community Development	\$34,972	\$44,562	\$34,289	\$22,109	\$38,828	75.6%
Corrections	\$2,611,078	\$3,540,721	\$3,856,887	\$3,660,657	\$3,649,054	-0.3%
Disabilities, Aging & Independent Living	n/a	\$47,041	\$63,222	\$41,521	\$65,858	58.6%
Education	\$42,459	\$15,509	\$14,102	\$10,102	\$10,133	0.3%
Environmental Conservation	\$74,837	\$104,680	\$97,376	\$107,804	\$116,372	7.9%
Finance & Management	\$8,414	\$0	\$1,407	\$330	\$2,389	623.9%
Fish & Wildlife	\$353,463	\$398,966	\$303,768	\$324,129	\$353,834	9.2%
Forests, Parks & Recreation	\$212,670	\$198,404	\$232,211	\$246,991	\$241,001	-2.4%
Health	n/a	\$864,019	\$841,429	\$783,373	\$188,395	-76.0%
Human Resources	\$4,190	\$15,706	\$12,007	\$11,948	\$4,456	-62.7%
Human Services	n/a	\$6,119	\$5,416	\$29,985	\$31,484	5.0%
Information & Innovation	\$37,872	\$33,438	\$39,573	\$39,551	\$39,745	0.5%
Labor	\$120,884	\$119,708	\$120,377	\$147,843	\$92,505	-37.4%
Liquor Control	\$118,288	\$119,305	\$125,826	\$115,701	\$137,788	19.1%
Mental Health	n/a	n/a	n/a	n/a	\$496,446	n/a
Military	\$84,471	\$92,678	\$106,903	\$139,530	\$158,274	13.4%
Natural Resources	\$69,467	\$81,530	\$94,130	\$96,600	\$98,750	2.2%
Natural Resources Board	\$157	\$1,899	\$284	\$0	\$60	n/a
Office of Vermont Health Access	n/a	\$556	\$21,096	\$7,315	\$37,163	408.1%
Public Safety – Civilian	\$819,188	\$1,100,787	\$1,026,925	\$1,007,180	\$1,065,333	5.8%
Public Safety – Sworn	\$2,290,569	\$2,690,914	\$2,551,416	\$2,585,213	\$2,568,586	-0.6%
Public Service	\$21,099	\$23,007	\$35,430	\$36,761	\$19,320	-47.4%
Secretary of State	\$3,607	\$11,761	\$10,135	\$30,476	\$32,908	8.0%
Small Departments	\$36,895	\$46,021	\$75,120	\$80,469	\$87,358	8.6%
State Treasurer	\$4,952	\$12,114	\$18,079	\$20,074	\$30,540	52.1%
State's Attorney's & Sheriffs	\$66,116	\$65,119	\$59,225	\$67,000	\$69,444	3.6%
Taxes	\$19,253	\$17,785	\$14,121	\$16,813	\$15,448	-8.1%
Transportation	\$3,604,923	\$3,706,155	\$3,394,629	\$4,045,648	\$4,425,372	9.4%
Vermont Lottery Commission	\$26,387	\$17,625	\$11,674	\$9,422	\$8,809	-6.5%
Vermont Veterans' Home	\$548,331	\$614,059	\$532,818	\$346,437	\$441,752	27.5%
Former Depts.(restructured)	\$1,458,971	\$20,351	n/a	n/a	n/a	n/a
Grand Total	\$13,231,108	\$15,370,981	\$15,166,344	\$15,479,953	\$16,081,274	3.9%
% Change from Previous FY		16.2%	-1.3%	2.1%	3.9%	

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified, exempt and temporary) for Fiscal Years 2004 to 2008. "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 3.9% from FY '07 to FY '08. Three departments accounted for 73% of the total cash overtime costs – Corrections, Public Safety and Transportation.

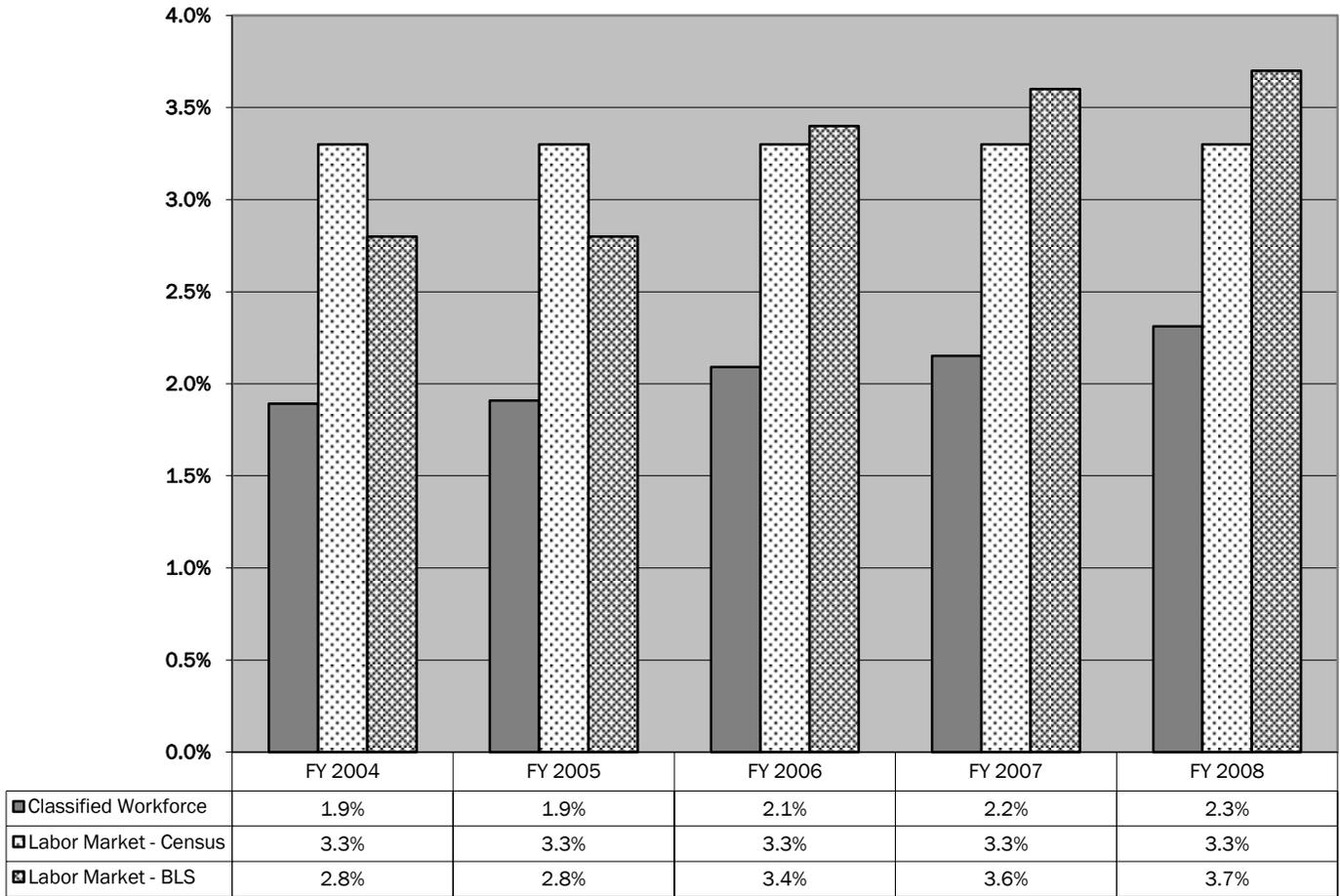
TABLE 49 COMPENSATORY TIME COSTS BY DEPARTMENT AND FISCAL YEAR

Department	Fiscal Year					% Change FY '07 to FY '08
	2004	2005	2006	2007	2008	
Agriculture	\$108,570	\$118,854	\$113,183	\$128,738	\$141,215	9.7%
Attorney General	\$52,219	\$54,368	\$56,943	\$57,078	\$54,706	-4.2%
BISHCA	\$54,252	\$58,240	\$51,252	\$61,949	\$61,949	0.0%
Buildings & General Services	\$339,617	\$369,036	\$359,599	\$439,440	\$429,990	-2.2%
Children & Families	n/a	\$786,560	\$793,989	\$770,319	\$819,288	6.4%
Commerce & Community Development	\$103,233	\$102,279	\$104,808	\$140,873	\$138,676	-1.6%
Corrections	\$801,246	\$955,789	\$951,752	\$1,053,529	\$1,011,736	-4.0%
Disabilities, Aging & Independent Living	n/a	\$168,399	\$182,379	\$174,499	\$192,940	10.6%
Education	\$293,063	\$150,005	\$75,701	\$123,992	\$150,660	21.5%
Environmental Conservation	\$266,759	\$282,592	\$282,905	\$293,668	\$313,820	6.9%
Finance & Management	\$43,180	\$38,867	\$56,933	\$63,923	\$94,164	47.3%
Fish & Wildlife	\$160,522	\$172,489	\$179,655	\$209,614	\$223,474	6.6%
Forests, Parks & Recreation	\$101,997	\$103,406	\$105,979	\$116,520	\$124,357	6.7%
Health	n/a	\$757,265	\$796,075	\$808,420	\$471,855	-41.6%
Human Resources	\$27,392	\$33,936	\$38,497	\$51,364	\$73,620	43.3%
Human Services	n/a	\$38,382	\$32,831	\$73,159	\$75,436	3.1%
Information & Innovation	\$33,085	\$31,991	\$31,615	\$37,071	\$57,931	56.3%
Labor	\$188,582	\$162,007	\$115,149	\$136,932	\$118,360	-13.6%
Libraries	\$5,668	\$5,856	\$5,585	\$7,002	\$7,833	11.9%
Liquor Control	\$33,726	\$37,719	\$32,808	\$34,231	\$40,505	18.3%
Mental Health	n/a	n/a	n/a	n/a	\$320,746	n/a
Military	\$147,017	\$152,470	\$146,070	\$210,736	\$248,014	17.7%
Natural Resources	\$33,237	\$37,929	\$41,886	\$51,381	\$52,893	2.9%
Natural Resources Board	\$36,338	\$47,601	\$33,604	\$30,791	\$26,109	-15.2%
Office of Vermont Health Access	n/a	\$41,486	\$56,438	\$89,636	\$50,182	-44.0%
Public Safety – Civilian	\$334,745	\$360,128	\$407,316	\$472,055	\$409,757	-13.2%
Public Safety – Sworn	\$615,301	\$662,710	\$426,929	\$513,368	\$405,574	-21.0%
Public Service	\$36,273	\$39,298	\$39,105	\$62,577	\$65,246	4.3%
Secretary of State	\$31,662	\$45,356	\$42,766	\$46,400	\$43,484	-6.3%
Small Departments	\$23,507	\$26,083	\$33,101	\$55,563	\$60,308	8.5%
State Treasurer	\$6,884	\$12,052	\$15,669	\$15,100	\$14,014	-7.2%
State's Attorney's & Sheriffs	\$8,707	\$7,136	\$7,862	\$7,705	\$8,851	14.9%
Taxes	\$42,825	\$44,129	\$38,066	\$49,472	\$49,858	0.8%
Transportation	\$1,158,612	\$1,188,023	\$1,178,901	\$1,307,207	\$1,419,984	8.6%
Vermont Lottery Commission	\$5,107	\$12,791	\$6,680	\$10,262	\$7,599	-25.9%
Vermont Veterans' Home	\$162,328	\$187,959	\$148,078	\$177,703	\$179,069	0.8%
Former Depts.(restructured)	\$1,663,100	\$24,815	n/a	n/a	n/a	n/a
Grand Total	\$6,918,755	\$7,318,005	\$6,990,109	\$7,882,277	\$7,964,724	1.0%
% Change from Previous FY		5.8%	-4.5%	12.8%	1.0%	

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2004 to 2008. "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 1.0% from FY '07 to FY '08.

TABLE 50 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 2004 to 2008.

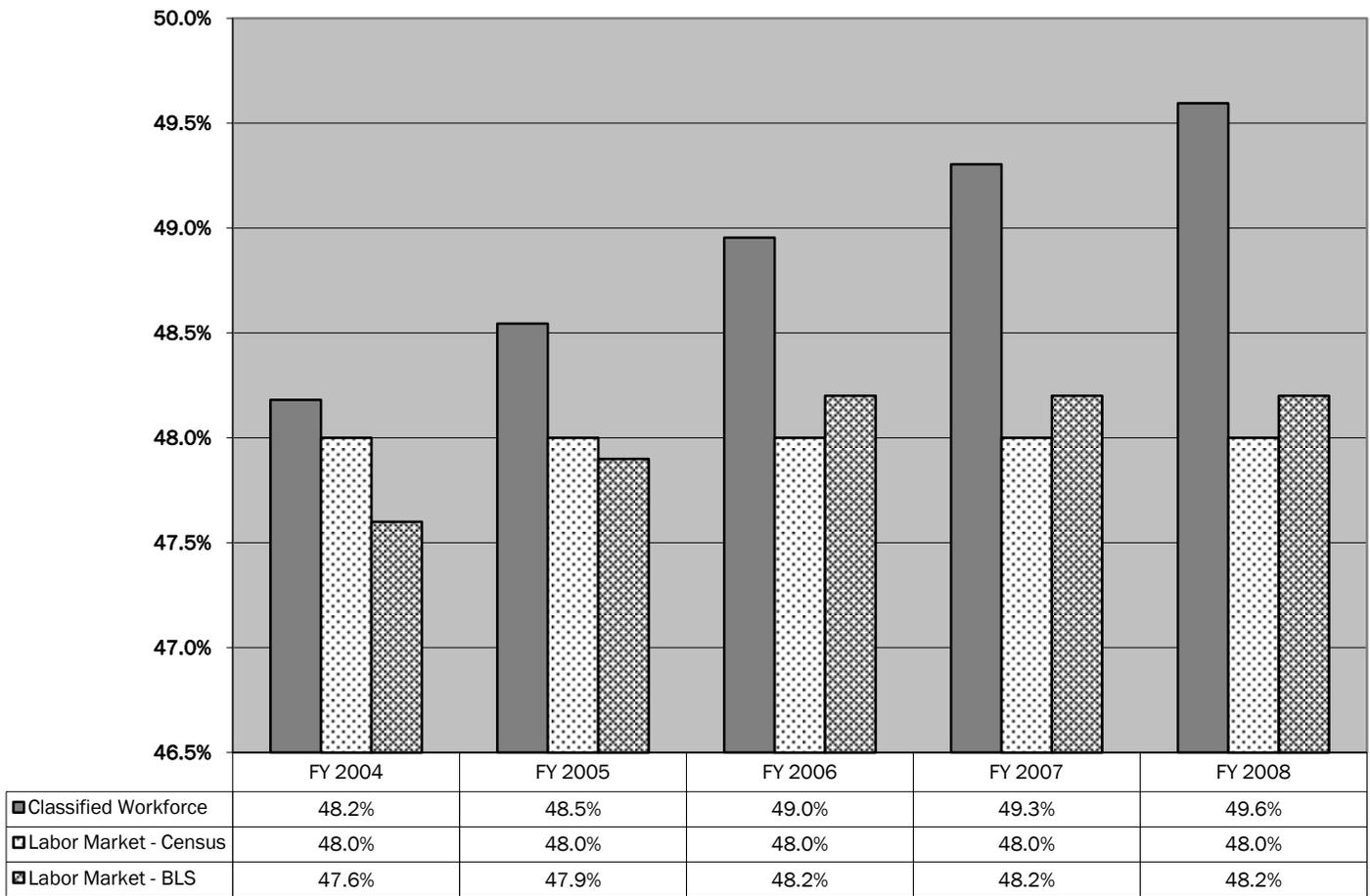
Labor Market – Bureau of Labor Statistics (BLS) Civilian Labor Force data from 2003 to 2007 population surveys, U.S. Department of Labor, Bureau of Labor Statistics (<http://www.bls.gov/lau/>).

Labor Market – Census data from U.S. Bureau of the Census, 2000 Census of Population (<http://www.census.gov/>).

For Fiscal Year 2008, minority representation in the classified workforce was 2.3%.

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 2008, Census data estimates a 3.3% minority representation in the civilian workforce and the Bureau of Labor Statistics estimates 3.7%.

TABLE 51 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 2004 to 2008.

Labor Market - Bureau of Labor Statistics (BLS) Civilian Labor Force data from 2003 to 2007 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, 2000 Census of Population (<http://www.census.gov/>).

For Fiscal Year 2008, female representation in the classified workforce was 49.6%

Two sources of comparative Vermont civilian workforce population estimates for gender representation come from the U.S. Census and the Bureau of Labor Statistics. For 2008, Census data estimates a 48.0 female representation in the civilian workforce and the Bureau of Labor Statistics estimates 48.2%.

TABLE 52 ETHNIC REPRESENTATION BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year												Five Year Average	
	2004		2005		2006		2007		2008		Minority	White		
	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White				
Agriculture	0.0%	100.0%	0.0%	100.0%	1.1%	98.9%	1.1%	98.9%	1.1%	98.9%	1.1%	99.3%		
Attorney General	3.6%	96.4%	3.4%	96.6%	3.1%	96.9%	3.2%	96.8%	6.5%	93.5%	4.4%	96.0%		
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	2.3%	97.7%	2.3%	97.7%	3.1%	96.9%	3.6%	96.4%	4.8%	95.2%	3.5%	96.8%		
Children & Families	n/a	n/a	1.4%	98.6%	1.9%	98.1%	1.8%	98.2%	2.2%	97.8%	n/a	n/a		
Commerce & Community Dev.	2.5%	97.5%	2.4%	97.6%	1.4%	98.6%	1.3%	98.7%	1.3%	98.7%	2.0%	98.2%		
Corrections	3.0%	97.0%	3.6%	96.4%	3.8%	96.2%	3.7%	96.3%	3.9%	96.1%	3.6%	96.4%		
Disabilities, Aging & Ind. Living	n/a	n/a	0.0%	100.0%	0.0%	100.0%	0.7%	99.3%	0.3%	99.7%	n/a	n/a		
Education	0.6%	99.4%	1.1%	98.9%	1.1%	98.9%	1.1%	98.9%	1.1%	98.9%	1.0%	99.0%		
Environmental Conservation	2.3%	97.7%	2.2%	97.8%	2.5%	97.5%	2.2%	97.8%	2.1%	97.9%	2.3%	97.7%		
Finance & Management	2.9%	97.1%	2.9%	97.1%	2.8%	97.2%	0.0%	100.0%	2.3%	97.7%	2.7%	97.8%		
Fish & Wildlife	0.9%	99.1%	0.8%	99.2%	0.9%	99.1%	0.8%	99.2%	0.8%	99.2%	0.8%	99.2%		
Forests, Parks & Recreation	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%		
Health	n/a	n/a	2.2%	97.8%	2.7%	97.3%	2.4%	97.6%	2.3%	97.7%	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	n/a	n/a	0.0%	100.0%	1.2%	98.8%	2.4%	97.6%	2.2%	97.8%	n/a	n/a		
Information & Innovation	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	1.9%	98.1%	1.7%	98.3%	1.8%	99.2%		
Labor	1.1%	98.9%	1.2%	98.8%	1.8%	98.2%	2.6%	97.4%	2.2%	97.8%	2.0%	98.2%		
Libraries	3.0%	97.0%	3.1%	96.9%	3.1%	96.9%	0.0%	100.0%	0.0%	100.0%	3.1%	98.1%		
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%		
Mental Health	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	4.3%	95.7%	n/a	n/a		
Military	4.7%	95.3%	4.7%	95.3%	3.5%	96.5%	2.6%	97.4%	3.3%	96.7%	3.9%	96.3%		
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%	4.2%	95.8%	4.0%	96.0%	4.0%	96.0%	3.8%	96.2%	4.0%	96.0%		
Office of Vermont Health Access	n/a	n/a	2.4%	97.6%	3.3%	96.7%	4.1%	95.9%	4.4%	95.6%	n/a	n/a		
Public Safety – Civilian	1.9%	98.1%	1.2%	98.8%	1.1%	98.9%	1.4%	98.6%	1.4%	98.6%	1.4%	98.6%		
Public Safety – Sworn	1.0%	99.0%	1.0%	99.0%	0.9%	99.1%	1.0%	99.0%	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%	2.3%	97.7%	2.3%	97.7%	2.3%	99.1%		
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	3.4%	96.6%	3.3%	96.7%	3.0%	97.0%	3.1%	96.9%	3.2%	96.8%	3.2%	96.8%		
Taxes	1.7%	98.3%	1.7%	98.3%	1.7%	98.3%	2.4%	97.6%	1.8%	98.2%	1.9%	98.1%		
Transportation	2.4%	97.6%	2.1%	97.9%	1.8%	98.2%	1.6%	98.4%	1.6%	98.4%	1.9%	98.1%		
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	2.0%	98.0%	2.0%	98.0%	2.6%	97.4%	2.9%	97.1%	3.9%	96.1%	2.9%	97.3%		
Former Depts. (restructured)	1.6%	98.4%	0.0%	100.0%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
Grand Total	1.9%	98.1%	1.9%	98.1%	2.1%	97.9%	2.1%	97.9%	2.3%	97.7%	2.1%	97.9%		

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008.

In FY '08, four departments – Corrections, Buildings & General Services, Children & Families, and Transportation – accounted for almost 60% of the minority representation among classified State of Vermont employees.

TABLE 53 GENDER REPRESENTATION BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year												Five Year Average	
	2004		2005		2006		2007		2008		Female	Male		
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male				
Agriculture	33.7%	66.3%	35.3%	64.7%	34.1%	65.9%	35.2%	64.8%	36.6%	63.4%	35.0%	65.0%		
Attorney General	71.4%	28.6%	69.0%	31.0%	71.9%	28.1%	71.0%	29.0%	67.7%	32.3%	70.2%	29.8%		
BISHCA	55.1%	44.9%	57.3%	42.7%	56.2%	43.8%	55.9%	44.1%	57.0%	43.0%	56.3%	43.7%		
Buildings & General Services	30.3%	69.7%	30.6%	69.4%	32.4%	67.6%	33.0%	67.0%	33.3%	66.7%	31.9%	68.1%		
Children & Families	n/a	n/a	74.8%	25.2%	76.0%	24.0%	77.0%	23.0%	77.3%	22.7%	n/a	n/a		
Commerce & Community Dev.	60.8%	39.2%	62.7%	37.3%	57.5%	42.5%	64.0%	36.0%	62.3%	37.7%	61.5%	38.5%		
Corrections	31.9%	68.1%	32.2%	67.8%	32.4%	67.6%	32.9%	67.1%	31.2%	68.8%	32.1%	67.9%		
Disabilities, Aging & Ind. Living	n/a	n/a	69.7%	30.3%	71.0%	29.0%	71.0%	29.0%	71.7%	28.3%	n/a	n/a		
Education	71.2%	28.8%	73.6%	26.4%	72.3%	27.7%	70.9%	29.1%	71.1%	28.9%	71.8%	28.2%		
Environmental Conservation	36.8%	63.2%	37.3%	62.7%	40.8%	59.2%	42.3%	57.7%	41.8%	58.2%	39.8%	60.2%		
Finance & Management	57.1%	42.9%	58.8%	41.2%	55.6%	44.4%	58.8%	41.2%	65.1%	34.9%	59.1%	40.9%		
Fish & Wildlife	20.2%	79.8%	21.2%	78.8%	20.5%	79.5%	22.1%	77.9%	21.1%	78.9%	21.0%	79.0%		
Forests, Parks & Recreation	27.7%	72.3%	29.1%	70.9%	26.8%	73.2%	26.8%	73.2%	29.5%	70.5%	28.0%	72.0%		
Health	n/a	n/a	73.9%	26.1%	74.7%	25.3%	74.9%	25.1%	80.7%	19.3%	n/a	n/a		
Human Resources	80.8%	19.2%	78.8%	21.2%	81.1%	18.9%	79.2%	20.8%	76.6%	23.4%	79.3%	20.7%		
Human Services	n/a	n/a	61.2%	38.8%	53.1%	46.9%	49.4%	50.6%	48.4%	51.6%	n/a	n/a		
Information & Innovation	32.7%	67.3%	39.1%	60.9%	34.0%	66.0%	35.2%	64.8%	31.0%	69.0%	34.4%	65.6%		
Labor	62.1%	37.9%	64.5%	35.5%	63.2%	36.8%	63.7%	36.3%	64.8%	35.2%	63.7%	36.3%		
Libraries	69.7%	30.3%	68.8%	31.3%	65.6%	34.4%	66.7%	33.3%	63.3%	36.7%	66.8%	33.2%		
Liquor Control	32.1%	67.9%	30.8%	69.2%	31.5%	68.5%	28.8%	71.2%	29.6%	70.4%	30.6%	69.4%		
Mental Health	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	60.4%	39.6%	n/a	n/a		
Military	14.0%	86.0%	15.1%	84.9%	14.9%	85.1%	17.5%	82.5%	17.1%	82.9%	15.7%	84.3%		
Natural Resources	46.2%	53.8%	43.9%	56.1%	40.4%	59.6%	39.6%	60.4%	43.8%	56.3%	42.8%	57.2%		
Natural Resources Board	69.2%	30.8%	70.8%	29.2%	72.0%	28.0%	72.0%	28.0%	69.2%	30.8%	70.7%	29.3%		
Office of Vermont Health Access	n/a	n/a	80.5%	19.5%	81.7%	18.3%	74.0%	26.0%	77.8%	22.2%	n/a	n/a		
Public Safety - Civilian	59.0%	41.0%	52.3%	47.7%	53.6%	46.4%	52.3%	47.7%	52.4%	47.6%	53.9%	46.1%		
Public Safety - Sworn	7.7%	92.3%	8.4%	91.6%	7.8%	92.2%	8.0%	92.0%	8.4%	91.6%	8.1%	91.9%		
Public Service	59.5%	40.5%	62.9%	37.1%	60.0%	40.0%	59.5%	40.5%	59.5%	40.5%	60.2%	39.8%		
Secretary of State	73.2%	26.8%	72.5%	27.5%	69.8%	30.2%	76.7%	23.3%	74.4%	25.6%	73.3%	26.7%		
Small Departments	54.5%	45.5%	44.4%	55.6%	57.7%	42.3%	64.0%	36.0%	62.5%	37.5%	56.6%	43.4%		
State Treasurer	65.5%	34.5%	70.0%	30.0%	66.7%	33.3%	65.6%	34.4%	67.7%	32.3%	67.1%	32.9%		
Taxes	64.9%	35.1%	63.8%	36.2%	63.6%	36.4%	65.7%	34.3%	67.1%	32.9%	65.0%	35.0%		
Transportation	29.2%	70.8%	28.6%	71.4%	28.5%	71.5%	28.4%	71.6%	29.3%	70.7%	28.8%	71.2%		
Vermont Lottery Commission	66.7%	33.3%	66.7%	33.3%	66.7%	33.3%	58.8%	41.2%	66.7%	33.3%	65.1%	34.9%		
Vermont Veterans' Home	79.0%	21.0%	79.1%	20.9%	78.6%	21.4%	75.0%	25.0%	77.0%	23.0%	77.7%	22.3%		
Former Depts. (restructured)	71.7%	28.3%	56.1%	43.9%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
Grand Total	48.2%	51.8%	48.5%	51.5%	49.0%	51.0%	49.3%	50.7%	49.6%	50.4%	48.9%	51.1%		

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008. "Small Departments" have 10 or fewer employees (See Appendix B).

While the overall five-fiscal-year average was 48.9% female and 51.1% male, there are clear departmental differences in gender representation.

TABLE 54 MINORITY & GENDER REPRESENTATION BY OCCUPATIONAL GROUP BY FISCAL YEAR

Occupational Group	Fiscal Year											
	2004		2005		2006		2007		2008		Five Year Average	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Administrative Support	85.7%	14.3%	85.2%	14.8%	85.0%	15.0%	84.3%	15.7%	83.0%	17.0%	84.6%	15.4%
Officials and Administrators	37.4%	62.6%	40.7%	59.3%	41.1%	58.9%	41.4%	58.6%	41.3%	58.7%	40.4%	59.6%
Paraprofessionals	68.8%	31.3%	68.6%	31.4%	68.5%	31.5%	66.8%	33.2%	67.9%	32.1%	68.1%	31.9%
Professionals	54.1%	45.9%	55.1%	44.9%	55.9%	44.1%	56.6%	43.4%	57.2%	42.8%	55.8%	44.2%
Protective Service	19.3%	80.7%	19.0%	81.0%	18.9%	81.1%	18.4%	81.6%	17.5%	82.5%	18.6%	81.4%
Service Maintenance	32.7%	67.3%	34.3%	65.7%	35.6%	64.4%	34.4%	65.6%	34.5%	65.5%	34.3%	65.7%
Skilled Craft	3.9%	96.1%	4.4%	95.6%	3.8%	96.2%	3.5%	96.5%	3.7%	96.3%	3.9%	96.1%
Technicians	52.6%	47.4%	52.2%	47.8%	53.5%	46.5%	54.4%	45.6%	55.4%	44.6%	53.6%	46.4%
Grand Total	48.2%	51.8%	48.5%	51.5%	49.0%	51.0%	49.3%	50.7%	49.6%	50.4%	48.9%	51.1%

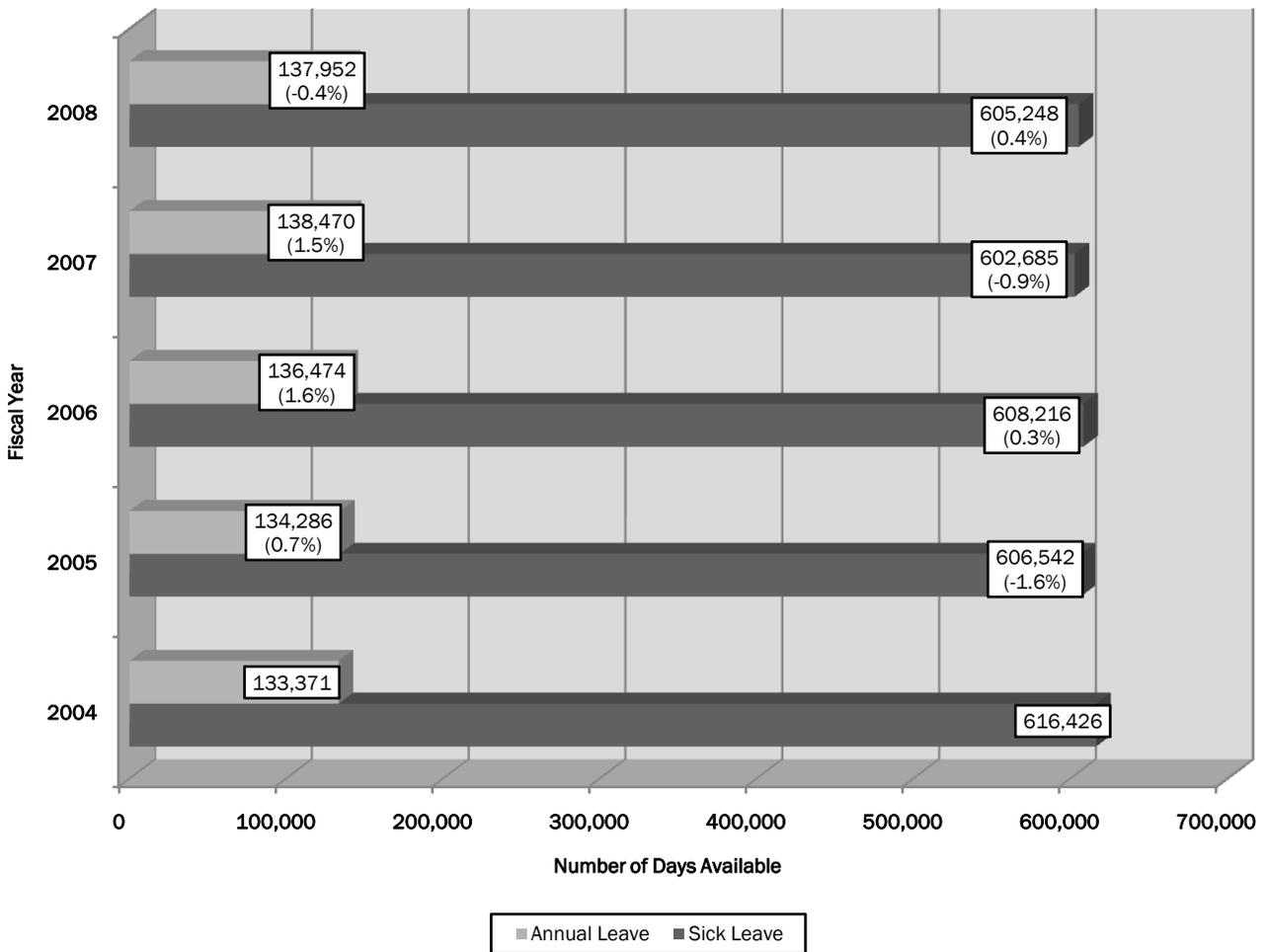
Occupational Group	Fiscal Year											
	2004		2005		2006		2007		2008		Five Year Average	
	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White
Administrative Support	3.1%	96.9%	3.0%	97.0%	2.8%	97.2%	3.0%	97.0%	2.2%	97.8%	2.8%	97.2%
Officials and Administrators	1.5%	98.5%	2.2%	97.8%	2.4%	97.6%	2.8%	97.2%	2.7%	97.3%	2.3%	97.7%
Paraprofessionals	4.0%	96.0%	3.5%	96.5%	4.7%	95.3%	3.9%	96.1%	4.3%	95.7%	4.1%	95.9%
Professionals	1.4%	98.6%	1.4%	98.6%	1.5%	98.5%	1.5%	98.5%	1.9%	98.1%	1.5%	98.5%
Protective Service	2.3%	97.7%	2.7%	97.3%	2.8%	97.2%	2.7%	97.3%	3.0%	97.0%	2.7%	97.3%
Service Maintenance	2.9%	97.1%	3.5%	96.5%	4.9%	95.1%	6.7%	93.3%	7.4%	92.6%	5.1%	94.9%
Skilled Craft	1.8%	98.2%	1.6%	98.4%	1.8%	98.2%	1.5%	98.5%	1.7%	98.3%	1.7%	98.3%
Technicians	2.1%	97.9%	1.6%	98.4%	2.0%	98.0%	1.9%	98.1%	1.6%	98.4%	1.8%	98.2%
Grand Total	1.9%	98.1%	1.9%	98.1%	2.1%	97.9%	2.2%	97.8%	2.3%	97.7%	2.1%	97.9%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008. 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 the 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 Protective Service and Skilled Craft occupational groups.

Based on the five-year average, minority representation is highest in Paraprofessional and Service Maintenance occupational groups, and lowest in Professional and Skilled Craft groups.

TABLE 55 TOTAL SICK AND ANNUAL LEAVE BALANCES 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 2004 to 2008. The percentages noted in parentheses reflect the percent change from the previous fiscal year. Sick and annual leave accrue each pay period at a rate based on an employee's years of service. There is no limit placed on the total accumulation of earned sick leave hours. Accumulation of annual leave is capped at different levels based on an employee's years of service, and is paid off, in whole or in part, upon separation from employment. For purposes of this Table the number of days is based on an 8 hour day and is rounded to the nearest day. (Some protective services employees have a "standard day" that is greater than eight hours). Leave balances as reported here are as of the end of Fiscal Year 2008.

Total annual leave balances dropped slightly (-0.4%) in FY '08, down from the five-year high of 138,470 days in FY '07. The five-year average was nearly 18 days of accumulated annual leave per employee.

Total sick leave balances remained relatively consistent from FY '04 to FY '08 at over 600,000 days available, or a five-year average of nearly 80 days of accumulated sick leave per employee.

TABLE 56 AVERAGE ANNUAL AND SICK LEAVE BALANCES PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR

Department	Average Annual Leave Balances (Days)					Average Sick Leave Balances (Days)				
	Fiscal Year					Fiscal Year				
	2004	2005	2006	2007	2008	2004	2005	2006	2007	2008
Agriculture	21.4	22.7	21.9	22.3	20.9	122.7	119.1	118.0	126.4	126.5
Attorney General	14.0	13.7	13.5	14.5	13.2	61.6	61.5	46.7	53.9	54.3
BISHCA	16.6	15.4	15.8	15.7	15.0	56.0	57.8	58.3	60.4	59.5
Buildings & General Services	16.6	17.4	17.2	17.5	17.7	74.3	74.1	68.6	69.7	70.8
Children & Families	n/a	17.8	18.0	17.9	18.1	n/a	75.2	74.8	74.7	74.4
Commerce & Community Dev.	18.2	16.1	18.6	18.4	20.2	79.0	79.0	94.6	84.7	84.7
Corrections	15.4	15.4	15.8	16.1	15.9	53.2	51.0	51.6	51.0	51.9
Disabilities, Aging & Ind. Living	n/a	18.6	18.4	17.6	16.9	n/a	78.0	77.0	72.5	71.9
Education	17.9	17.5	16.4	16.6	16.2	60.4	62.2	59.9	60.2	63.9
Environmental Conservation	17.6	17.3	17.2	17.5	17.4	111.1	108.1	108.2	107.5	111.5
Finance & Management	22.8	22.9	22.7	25.4	22.5	92.0	86.4	67.9	74.0	67.1
Fish & Wildlife	27.6	26.2	26.9	27.6	26.8	165.2	153.9	160.1	161.9	162.1
Forests, Parks & Recreation	20.9	21.5	20.3	20.9	20.1	189.4	179.5	171.5	161.0	159.4
Health	n/a	15.2	14.7	15.3	15.8	n/a	57.4	55.0	54.0	60.6
Human Resources	17.1	16.8	17.6	18.5	17.8	86.7	68.7	74.3	79.9	84.3
Human Services	n/a	24.5	21.1	19.8	19.5	n/a	117.0	101.7	88.9	84.3
Information & Innovation	17.9	18.1	16.9	14.5	16.1	78.7	82.9	80.6	60.4	59.8
Labor	17.3	18.0	18.2	18.4	18.2	87.1	91.4	83.3	81.8	83.9
Libraries	22.0	24.2	23.0	23.0	18.9	137.6	148.3	145.9	152.6	127.6
Liquor Control	23.2	22.8	22.3	21.0	22.5	136.2	134.2	123.6	124.5	133.3
Mental Health	n/a	n/a	n/a	n/a	12.8	n/a	n/a	n/a	n/a	37.7
Military	17.6	18.0	16.0	17.2	17.4	95.4	97.3	84.9	84.2	83.9
Natural Resources	22.1	21.7	21.6	20.1	20.4	125.9	133.1	129.6	116.4	123.8
Natural Resources Board	19.9	18.6	18.1	18.6	17.2	107.4	105.7	111.5	117.6	118.5
Office of Vermont Health Access	n/a	13.8	12.1	12.5	12.3	n/a	37.4	25.2	30.9	35.0
Public Safety – Civilian	15.8	17.6	16.6	16.9	16.4	67.1	75.4	70.1	71.7	69.2
Public Safety – Sworn	27.1	25.1	25.2	25.6	26.6	138.1	127.1	127.7	128.0	130.3
Public Service	16.2	16.2	15.8	16.8	18.0	71.9	67.0	59.0	56.2	58.2
Secretary of State	14.3	15.2	15.8	18.1	17.7	49.6	53.7	54.6	61.9	60.3
Small Departments	17.1	11.7	13.0	17.1	18.7	73.8	52.9	53.0	47.9	45.3
State Treasurer	16.2	13.7	16.8	17.8	19.9	72.2	52.6	64.3	71.7	83.2
Taxes	16.4	16.8	17.0	17.1	16.9	82.6	83.4	85.1	88.1	85.8
Transportation	18.9	19.1	19.1	18.8	18.7	97.4	97.8	96.6	92.0	89.5
Vermont Lottery Commission	21.3	22.7	22.1	23.1	22.9	142.5	124.8	130.1	143.9	142.9
Vermont Veterans' Home	16.4	17.0	15.0	14.5	15.3	41.8	41.2	40.4	40.0	41.5
Former Depts. (restructured)	16.7	17.3	n/a	n/a	n/a	69.9	64.0	n/a	n/a	n/a
Overall Average	17.8	17.9	17.7	17.9	17.8	82.2	80.8	79.1	77.8	77.9

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008. "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). See Table 55 for an explanation of the accrual of annual and sick leave, as well as other source information.

The five-year average was 17.8 days of accumulated annual leave and 79.6 days of accumulated sick leave, although there are clear departmental differences.

TABLE 57 AVERAGE ANNUAL LEAVE USE AND AVERAGE COSTS PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR

Department	Average Annual Leave Days Used					Average Annual Leave Costs				
	Fiscal Year					Fiscal Year				
	2004	2005	2006	2007	2008	2004	2005	2006	2007	2008
Agriculture	15.2	13.7	14.1	15.5	16.3	\$2,503	\$2,431	\$2,555	\$3,009	\$3,256
Attorney General	14.3	13.8	12.8	14.4	16.0	\$2,466	\$2,490	\$2,431	\$2,742	\$3,212
BISHCA	13.5	14.9	12.7	14.0	15.5	\$2,605	\$3,128	\$2,670	\$3,117	\$3,591
Buildings & General Services	14.2	13.9	13.5	14.5	14.4	\$1,875	\$1,923	\$1,878	\$2,104	\$2,153
Children & Families	n/a	14.5	15.2	15.5	15.4	n/a	\$2,534	\$2,724	\$2,861	\$2,949
Commerce & Community Dev.	15.4	15.0	15.7	14.3	12.9	\$2,728	\$2,809	\$3,036	\$2,951	\$2,646
Corrections	13.0	12.8	13.2	13.5	14.6	\$2,003	\$2,008	\$2,148	\$2,273	\$2,532
Disabilities, Aging & Ind. Living	n/a	14.1	14.1	14.1	15.5	n/a	\$2,555	\$2,653	\$2,725	\$3,057
Education	13.5	14.0	13.8	14.4	15.8	\$2,449	\$2,643	\$2,676	\$2,852	\$3,239
Environmental Conservation	15.1	15.1	15.0	15.2	15.7	\$2,878	\$2,993	\$3,043	\$3,127	\$3,325
Finance & Management	15.9	15.6	12.1	13.3	14.8	\$3,269	\$3,415	\$2,628	\$2,937	\$3,227
Fish & Wildlife	18.0	15.8	15.1	14.7	16.3	\$3,187	\$2,876	\$2,854	\$2,891	\$3,239
Forests, Parks & Recreation	17.2	17.5	16.6	16.4	17.8	\$3,116	\$3,255	\$3,217	\$3,226	\$3,568
Health	n/a	13.0	12.6	12.2	13.9	n/a	\$2,299	\$2,301	\$2,294	\$2,750
Human Resources	15.1	12.7	14.5	13.3	14.2	\$2,743	\$2,474	\$2,878	\$2,717	\$3,111
Human Services	n/a	13.9	10.4	13.2	14.6	n/a	\$2,790	\$2,184	\$2,922	\$3,245
Information & Innovation	17.0	14.9	16.7	12.3	13.2	\$3,147	\$2,826	\$3,396	\$2,403	\$2,654
Labor	18.9	18.6	16.0	15.1	16.6	\$3,012	\$3,101	\$2,733	\$2,640	\$2,987
Libraries	17.0	15.7	17.8	18.5	18.3	\$2,519	\$2,424	\$2,838	\$3,026	\$3,162
Liquor Control	16.5	16.4	15.3	17.1	15.7	\$2,469	\$2,520	\$2,437	\$2,845	\$2,693
Mental Health	n/a	n/a	n/a	n/a	12.6	n/a	n/a	n/a	n/a	\$2,386
Military	15.9	16.7	15.2	15.2	15.2	\$2,232	\$2,494	\$2,416	\$2,445	\$2,521
Natural Resources	16.9	16.4	13.7	16.6	15.3	\$3,268	\$3,256	\$2,794	\$3,459	\$3,350
Natural Resources Board	17.0	21.7	17.1	18.3	17.8	\$3,046	\$4,138	\$3,243	\$3,709	\$3,625
Office of Vermont Health Access	n/a	11.8	9.0	11.2	13.7	n/a	\$2,272	\$1,691	\$2,132	\$2,681
Public Safety - Civilian	12.5	11.0	12.7	13.0	13.9	\$1,995	\$1,793	\$2,147	\$2,288	\$2,483
Public Safety - Sworn	15.1	15.4	14.5	16.1	15.8	\$2,879	\$3,002	\$2,897	\$3,261	\$3,339
Public Service	13.8	14.4	13.1	11.7	13.6	\$2,403	\$2,609	\$2,560	\$2,298	\$2,779
Secretary of State	14.1	15.0	14.8	14.4	15.9	\$2,129	\$2,434	\$2,489	\$2,543	\$2,972
Small Departments	12.1	11.0	14.2	14.6	13.2	\$2,284	\$2,054	\$2,628	\$2,893	\$2,539
State Treasurer	14.4	12.7	10.2	14.2	13.8	\$2,236	\$2,099	\$1,773	\$2,627	\$2,802
Taxes	17.2	16.6	16.4	17.3	15.9	\$2,778	\$2,708	\$2,744	\$3,010	\$2,816
Transportation	15.8	15.9	16.1	15.8	16.1	\$2,511	\$2,590	\$2,702	\$2,715	\$2,883
Vermont Lottery Commission	16.3	13.6	17.5	18.4	16.7	\$2,431	\$2,075	\$2,816	\$3,082	\$2,776
Vermont Veterans' Home	12.7	13.2	14.9	12.7	13.0	\$1,602	\$1,740	\$2,069	\$1,827	\$1,917
Former Depts. (restructured)	14.6	26.4	n/a	n/a	n/a	\$2,498	\$4,493	n/a	n/a	n/a
Overall Average	14.9	14.5	14.4	14.5	15.1	\$2,441	\$2,469	\$2,514	\$2,617	\$2,816

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008. "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). See Table 55 for an explanation of the accrual of annual and sick leave, as well as other source information

Annual leave usage has remained relatively constant from FY '04 to FY '08. For FY '08 average annual leave costs were \$2,816 per employee.

TABLE 58 AVERAGE SICK LEAVE USE AND AVERAGE COSTS PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR

Department	Average Sick Days Used					Average Sick Leave Costs				
	Fiscal year					Fiscal Year				
	2004	2005	2006	2007	2008	2004	2005	2006	2007	2008
Agriculture	8.9	8.4	8.3	7.6	8.1	\$1,425	\$1,419	\$1,509	\$1,414	\$1,557
Attorney General	8.2	8.7	11.3	8.9	11.5	\$1,275	\$1,448	\$2,064	\$1,537	\$2,035
BISHCA	10.2	9.3	9.1	9.2	12.1	\$1,962	\$1,862	\$1,903	\$1,993	\$2,848
Buildings & General Services	10.1	10.6	10.1	12.3	11.4	\$1,256	\$1,402	\$1,373	\$1,706	\$1,642
Children & Families	n/a	12.4	11.7	12.5	12.9	n/a	\$2,101	\$2,093	\$2,283	\$2,389
Commerce & Community Dev.	11.3	10.4	10.0	10.0	10.2	\$1,936	\$1,877	\$1,860	\$1,996	\$2,093
Corrections	10.8	11.6	11.7	12.5	12.9	\$1,605	\$1,761	\$1,859	\$2,106	\$2,210
Disabilities, Aging & Ind. Living	n/a	11.0	10.4	10.8	11.9	n/a	\$1,963	\$1,900	\$2,046	\$2,386
Education	10.7	10.6	9.1	10.5	11.6	\$1,958	\$1,911	\$1,704	\$2,065	\$2,333
Environmental Conservation	10.4	9.9	9.6	10.0	11.1	\$1,844	\$1,892	\$1,868	\$1,962	\$2,292
Finance & Management	8.9	10.9	8.7	10.0	14.8	\$1,743	\$2,324	\$1,886	\$2,110	\$3,159
Fish & Wildlife	7.5	7.7	6.9	8.3	8.3	\$1,229	\$1,355	\$1,188	\$1,534	\$1,546
Forests, Parks & Recreation	8.8	11.5	8.9	9.2	10.6	\$1,520	\$1,985	\$1,731	\$1,783	\$2,174
Health	n/a	10.7	9.9	10.2	10.1	n/a	\$1,800	\$1,754	\$1,829	\$1,954
Human Resources	13.4	12.2	10.1	9.8	9.2	\$2,353	\$2,197	\$1,856	\$1,898	\$1,933
Human Services	n/a	9.0	6.2	9.1	10.2	n/a	\$1,763	\$1,256	\$1,925	\$2,222
Information & Innovation	10.9	11.6	11.1	10.2	12.7	\$1,834	\$2,265	\$2,273	\$2,174	\$2,600
Labor	15.9	16.1	14.2	12.1	13.4	\$2,539	\$2,643	\$2,433	\$2,113	\$2,366
Libraries	7.8	10.2	7.4	14.5	15.2	\$1,153	\$1,584	\$1,095	\$1,960	\$2,283
Liquor Control	9.3	10.0	14.0	13.8	7.3	\$1,336	\$1,482	\$2,340	\$2,385	\$1,242
Mental Health	n/a	n/a	n/a	n/a	11.8	n/a	n/a	n/a	n/a	\$2,333
Military	11.9	12.9	14.8	14.1	10.9	\$1,631	\$1,900	\$2,303	\$2,243	\$1,694
Natural Resources	9.2	10.1	7.2	7.8	7.5	\$1,689	\$2,205	\$1,379	\$1,519	\$1,562
Natural Resources Board	12.9	17.9	13.4	12.4	10.5	\$2,256	\$3,243	\$2,588	\$2,485	\$2,130
Office of Vermont Health Access	n/a	11.6	7.9	9.3	10.1	n/a	\$2,160	\$1,460	\$1,702	\$1,871
Public Safety - Civilian	8.3	6.8	8.6	9.4	10.9	\$1,261	\$1,078	\$1,422	\$1,608	\$1,923
Public Safety - Sworn	9.1	7.1	7.6	8.6	9.0	\$1,659	\$1,371	\$1,485	\$1,771	\$1,937
Public Service	11.1	11.7	8.4	8.5	10.6	\$1,973	\$2,125	\$1,472	\$1,665	\$2,157
Secretary of State	10.8	12.3	12.6	12.6	13.3	\$1,562	\$1,956	\$2,119	\$2,030	\$2,333
Small Departments	9.1	9.8	9.5	7.8	12.4	\$1,678	\$1,855	\$1,717	\$1,475	\$2,367
State Treasurer	9.7	10.4	9.1	9.1	8.2	\$1,506	\$1,711	\$1,542	\$1,575	\$1,636
Taxes	13.0	13.7	12.9	12.0	13.3	\$1,999	\$2,234	\$2,100	\$2,030	\$2,331
Transportation	11.8	12.8	12.5	12.6	13.3	\$1,861	\$2,123	\$2,057	\$2,148	\$2,317
Vermont Lottery Commission	11.3	10.3	11.2	9.7	10.5	\$1,715	\$1,525	\$1,701	\$1,595	\$1,723
Vermont Veterans' Home	13.8	14.3	12.1	11.4	13.5	\$1,835	\$1,891	\$1,653	\$1,629	\$1,977
Former Depts. (restructured)	10.9	17.3	n/a	n/a	n/a	\$1,809	\$2,911	n/a	n/a	n/a
Overall Average	11.0	11.4	10.9	11.3	11.9	\$1,752	\$1,887	\$1,851	\$1,990	\$2,165

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2004 to 2008. "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). See Table 55 for an explanation of the accrual of annual and sick leave, as well as other source information

Sick leave usage has remained relatively constant from FY '04 to FY '08. For FY '08, average sick leave costs were \$2,165 per employee.

THIS PAGE IS INTENTIONALLY LEFT BLANK

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 59 LIMITED SERVICE POSITIONS CREATED IN FISCAL YEAR 2008

New Limited Service Positions Created	
Fiscal Year 2008	
Department	Number
Corrections	2
Liquor Control	2
Military	5
Total	9

During Fiscal Year 2008, 9 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.

Source: Department of Human Resources.

TABLE 60a USE OF TEMPORARY EMPLOYEES IN FISCAL YEAR 2008

Department	Temporary Categories							Total for Department		
	Bona Fide Emergency	Fill Ins	Intermittent	Part-Time On-Going	Seasonal	Sporadic	Other	Num.	Hours	Gross Wages
Agriculture		1			4	1		6	2,356	\$29,109
Attorney General		2		1	2	4		9	3,477	\$96,787
BISHCA			1		1			2	403	\$6,200
Buildings & General Services		42	3	8	49	28	7	124	69,202	\$781,396
Children & Families		58		5	2	52	7	120	84,755	\$1,192,577
Commerce & Community Dev.		1		2	62	6	1	71	26,037	\$299,052
Corrections	4	154		19	1	5	58	223	105,990	\$1,621,991
Criminal Justice Training Council						2	1	3	1,553	\$18,643
Defender General		2	1					4	716	\$10,824
Disabilities, Aging & Ind. Living		3		7		2		12	6,522	\$79,582
Education		5	2		2	6	1	16	5,238	\$86,811
Environmental Conservation					39	2	1	42	29,094	\$432,871
Finance & Management		2						2	1,643	\$24,485
Fish & Wildlife					81			81	48,174	\$665,589
Forests, Parks & Recreation			1	1	394	2		398	202,840	\$2,174,042
Governor's Office		3	1					3	482	\$5,784
Health		16	5	4	6	4		35	19,894	\$304,358
Human Resources		1	1					2	454	\$6,526
Human Services		3				2		5	1,958	\$26,153
Information & Innovation						3		3	1,242	\$16,419
Labor		4		6	10	5		25	7,813	\$152,415
Libraries		1						1	1,018	\$9,972
Liquor Control			1					1	1,216	\$15,102
Mental Health		60	52	2	1	1	12	127	101,528	\$1,642,964
Military		10			3			13	8,763	\$126,398
Natural Resources		2				5		7	1,806	\$31,422
Office of Vermont Health Access						1		1	76	\$968
Public Safety – Civilian		17	61	9	3	551	32	166	58,585	\$941,458
Public Safety – Sworn		3			10		31	44	13,133	\$214,751
Public Service					1	3		4	3,148	\$50,886
Secretary of State					2	6		8	1,643	\$21,501
State Treasurer		1	2		1			4	2,382	\$40,984
State's Attorneys & Sheriffs		4	5					9	6,275	\$102,898
Taxes		2	2	1	45	1		49	18,819	\$233,190
Transportation		6	5	3	192	20	4	225	103,122	\$1,354,960
Vermont Commission on Women						1		1	1,040	\$31,398
Vermont Veterans' Home		4	49		9	17		76	25,623	\$311,551
Grand Total	4	407	192	68	920	730	155	1922	968,015	\$13,162,017

Source: The State's Human Capital Management System (HCM). Data include only temporary employees of the Executive Branch for Fiscal Year 2008. "Other" was used when the type of temporary employment was not available. Please see Special Note on Table 60b. See Comment on Table 60b for the definition of temporary categories.

TABLE 60b SUMMARY OF USE OF TEMPORARY EMPLOYEES BY FISCAL YEAR

Summary of Temporary Usage FY 2004 to FY 2008					
State Totals	2004	2005	2006	2007	2008
Number	1,840	1,814	1,945	1,934	1,902
% Change from Previous FY	19.9%	-1.4%	7.2%	-0.6%	-1.7%
Hours	847,772	850,678	852,308	923,488	968,015
% Change from Previous FY	15.6%	0.3%	0.2%	8.4%	4.8%
Wages	\$10,019,796	\$10,494,267	\$10,855,813	\$12,156,454	\$13,162,017
% Change from Previous FY	20.7%	4.7%	3.4%	12.0%	8.3%

Source: The State's Human Capital Management System (HCM). Data include only temporary employees of the Executive Branch for Fiscal Years 2004 to 2008.

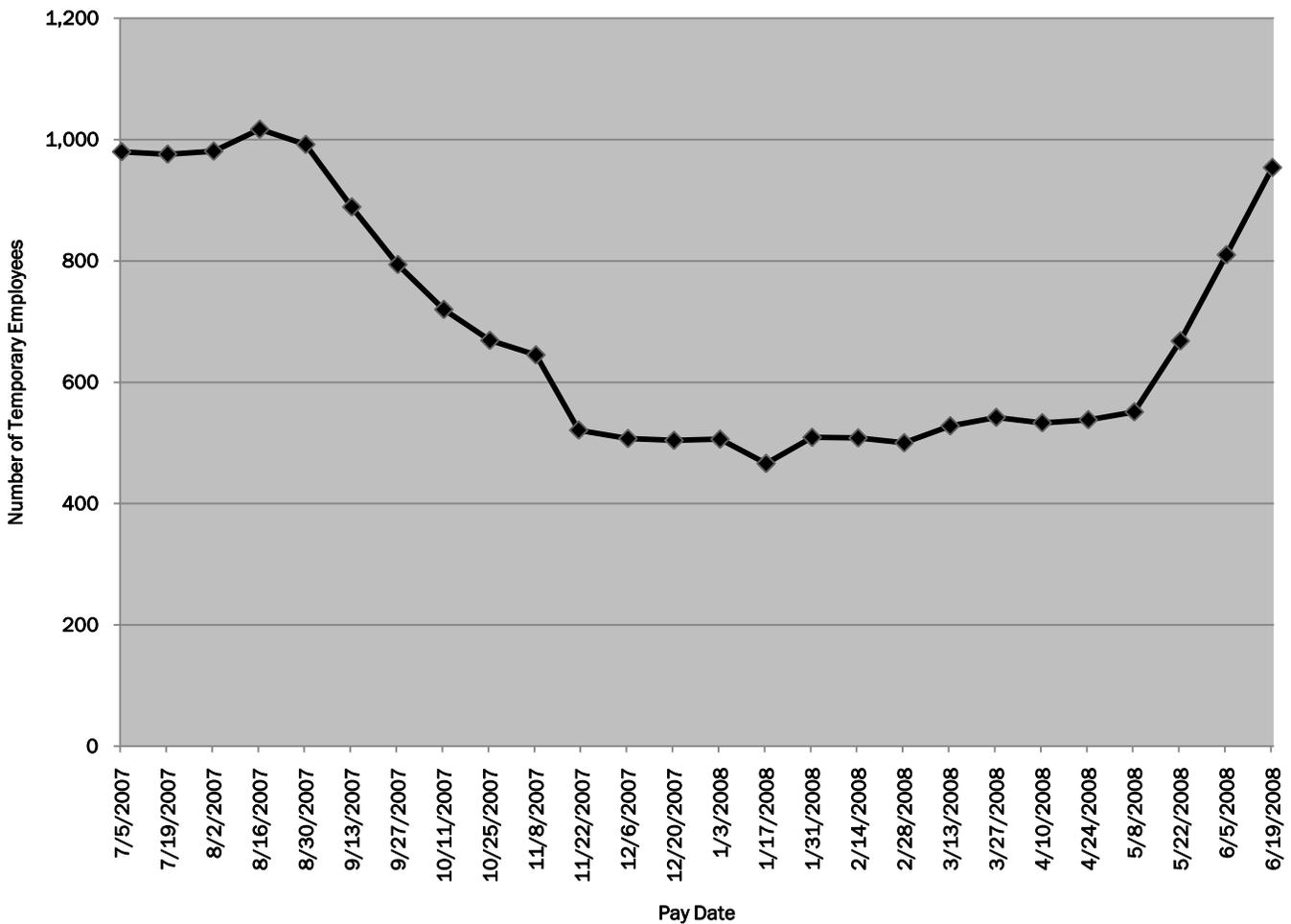
SPECIAL NOTE: Providing an exact count of temporary employees is troublesome. Temporary employees can work more than one time period, in more than one category, and for more than one department in a fiscal year. In the Table 60a under "Total for Department" the number for each individual department is 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 60a accurately shows the number of individuals who worked as temporary employees within each category. The "Grand Total" under "Total for Department" shows the sum across all departments (1,922) but the actual total of unique temporary employees (shown in Table 60b) was 1,902 because 20 individuals worked in more than one department.

In Fiscal Year 2008, 1,902 individuals worked as temporary employees for 968,015 hours and were paid a total of \$13,162,017 in gross wages.

The Table above compares the use of temporary employees for Fiscal Years 2004 to 2008. Fiscal Year 2008 saw a slight decrease over Fiscal Year 2007 in the number of temporary employees (-1.7%), but an increase in total hours (+4.8%) and total gross wages rose (+8.3%).

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 61 NUMBER OF TEMPORARY EMPLOYEES ON PAYROLL BY PAY DATE FOR FISCAL YEAR 2008



Source: The State's Human Capital Management System (HCM). Data include only temporary employees of the Executive Branch for Fiscal Year 2008.

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 around 1,000 employees per pay date, the median³ number per pay date was 598 for FY '08 meaning that for 50% of the pay dates there were 598 or fewer temporary employees on payroll.

³ The median is the midpoint in a series of numbers; half the values are above the median and half are below.

TABLE 62 PERSONAL SERVICES CONTRACTS CREATED IN FISCAL YEAR 2008

Agency/Department	Number of Contracts	Maximum Total Value	Released
Administration	2	\$241,542	\$204,080
Agriculture	11	\$887,999	\$301,104
Attorney General	11	\$163,359	\$96,856
Auditor of Accounts	10	\$13,874,218	\$4,502,978
BISHCA	52	\$15,167,470	\$2,334,064
Buildings & General Services	185	\$14,657,380	\$9,080,574
Children and Families	60	\$23,368,358	\$8,157,494
Commerce & Community Development	31	\$3,267,078	\$713,122
Corrections	25	\$27,988,449	\$12,742,375
Criminal Justice Training Council	6	\$68,025	\$23,883
Defender General	74	\$5,354,507	\$3,798,418
Disabilities, Aging & Ind. Living	32	\$1,366,897	\$918,344
Education	39	\$1,235,067	\$858,421
Environmental Conservation	30	\$3,215,114	\$2,563,619
Finance & Management	5	\$941,053	\$923,623
Fish & Wildlife	18	\$542,553	\$436,999
Forests, Parks & Recreation	21	\$1,055,454	\$903,592
Health	41	\$3,202,562	\$1,591,490
Human Resources	7	\$4,712,830	\$738,527
Human Services	10	\$1,294,883	\$485,827
Information & Innovation	13	\$1,362,810	\$832,686
Labor	5	\$512,641	\$115,955
Libraries	4	\$313,990	\$97,514
Military	38	\$5,278,333	\$4,380,454
Natural Resources	14	\$739,927	\$712,544
Natural Resources Board	2	\$222,000	\$89,000
Office of Vermont Health Access	12	\$6,383,368	\$3,780,493
Public Safety	25	\$1,210,812	\$745,138
Public Service	24	\$3,023,673	\$922,585
Public Service Board	3	\$387,000	\$141,679
State Treasurer	9	\$122,982,560	\$21,159,973
State's Attorneys & Sheriffs	1	\$31,223	\$0
Taxes	8	\$7,202,942	\$7,156,419
Transportation	103	\$45,403,161	\$4,721,545
Vermont Lottery Commission	2	\$10,300	\$10,300
Vermont Veterans' Home	6	\$102,209	\$53,591
Former Depts.(restructured)	16	\$731,946	\$485,448
Grand Total	955	\$318,503,692	\$96,780,714

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.

This Table contains all new contracts issued during FY 2008 (7/1/07 - 6/30/08). Multi-year contracts issued in prior years were reported on in prior workforce reports. For "blanket" contracts with unspecified maximum amounts (a.k.a. "9999999") the maximum amount used was the amount released through 10/16/08. Released Amount: means the amount of payment authorized to be released upon receipt and processing of a valid vendor invoice. It usually, but does not always, coincides with the actual payment. Released amount for Non Agency of Transportation (AOT) contracts is the amount paid from the inception of the contract until 10/16/08, through VISION. Released amount for AOT transportation contracts is the amount paid in FY 2008, through a separate system, STARS. Multi-Year Contracts: Contracts may be written for duration of multiple years. Currently VISION can only track the released amount to date by contract, not released amount by fiscal year. STARS does have the capability of tracking actual payments by fiscal year. Contracts with a maximum of under \$10,000 are not included, as personal services contracts are defined in 3 V.S.A. § 341 (2) as having a value of \$10,000 or more per year.

Source: VISION/Department of Finance & Management and STARS/Agency of Transportation. "Former Depts (restructured) are those departments that no longer exist as a result of reorganization. See Appendix C.

TABLE 63 CONTRACTORS ON PAYROLL AS OF 6/19/08 PAY DATE

Pos. Num.	Department	Title	Average Hourly Rate
198002	Attorney General	Contractual	\$46.65
	Attorney General	Total	1
068004	Buildings & General Services	Contractual	\$24.00
068005	Buildings & General Services	Contractual	\$25.00
068011	Buildings & General Services	Contractual	\$25.00
068006	Buildings & General Services	Contractual	\$25.00
068003	Buildings & General Services	Contractual	\$28.00
	Buildings & General Services	Total	5
758023	Children & Families	Contractual	\$25.00
758024	Children & Families	Contractual	\$25.00
758017	Children & Families	Contractual	\$25.00
758025	Children & Families	Contractual	\$25.00
758022	Children & Families	Contractual	\$25.00
758021	Children & Families	Contractual	\$25.00
758019	Children & Families	Contractual	\$25.00
758016	Children & Families	Contractual	\$25.00
758020	Children & Families	Contractual	\$25.00
758018	Children & Families	Contractual	\$25.00
758012	Children & Families	Contractual	\$50.00
758011	Children & Families	Contractual	\$55.00
758009	Children & Families	Disability Determination Medical Consultant	\$50.00
758006	Children & Families	Disability Determination Medical Consultant	\$55.00
758010	Children & Families	Disability Determination Medical Consultant	\$60.00
758001	Children & Families	Disability Determination Medical Consultant	\$60.00
758003	Children & Families	Disability Determination Medical Consultant	\$60.00
758015	Children & Families	Disability Determination Medical Consultant	\$60.00
758014	Children & Families	Disability Determination Medical Consultant	\$60.00
758005	Children & Families	Disability Determination Medical Consultant	\$60.00
758004	Children & Families	Disability Determination Medical Consultant	\$60.00
758007	Children & Families	Disability Determination Medical Consultant	\$60.00
758008	Children & Families	Disability Determination Medical Consultant	\$70.00
758002	Children & Families	Disability Determination Medical Consultant	\$70.00
	Children & Families	Total	24
798002	Corrections	Contractual	\$25.00
798006	Corrections	Contractual	\$26.00
798001	Corrections	Contractual	\$28.00
798003	Corrections	Contractual	\$28.00
798005	Corrections	Contractual	\$29.00
	Corrections	Total	5

Table 63 continued on next page.

TABLE 63 CONTRACTORS ON PAYROLL AS OF 6/19/08 PAY DATE (CONTINUED)

Pos. Num.	Department	Title	Average Hourly Rate
768016	Disability, Aging & Independent Living	Contractual	\$10.00
768009	Disability, Aging & Independent Living	Contractual	\$14.00
768008	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$12.00
768017	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$12.00
768003	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$12.50
768019	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$13.65
768004	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$14.00
768001	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$14.00
768005	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$14.20
768014	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$14.50
768002	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$14.95
768018	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$15.00
	Disability, Aging & Independent Living	Total	12
648019	Fish & Wildlife	Deputy Game Warden	\$10.00
648012	Fish & Wildlife	Deputy Game Warden	\$10.00
648016	Fish & Wildlife	Deputy Game Warden	\$10.00
648015	Fish & Wildlife	Deputy Game Warden	\$10.00
648022	Fish & Wildlife	Deputy Game Warden	\$10.00
648011	Fish & Wildlife	Deputy Game Warden	\$10.00
648024	Fish & Wildlife	Deputy Game Warden	\$14.00
	Fish & Wildlife	Total	7
848012	Mental Health	Psychiatrist	\$40.00
848010	Mental Health	Psychiatrist	\$60.00
848009	Mental Health	Psychiatrist	\$60.00
848002	Mental Health	Psychiatrist	\$60.00
848017	Mental Health	Psychiatrist	\$60.00
848015	Mental Health	Psychiatrist	\$60.00
848006	Mental Health	Psychiatrist	\$60.00
848005	Mental Health	Psychiatrist	\$60.00
848007	Mental Health	Psychiatrist	\$60.00
848003	Mental Health	Psychiatrist	\$60.00
848004	Mental Health	Psychiatrist	\$60.00
848008	Mental Health	Psychiatrist	\$60.00
848016	Mental Health	Psychiatrist	\$60.00
848011	Mental Health	Psychiatrist	\$60.00
848014	Mental Health	Psychiatrist	\$60.00
	Health	Total	15
		Grand Total	69

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	
Mental Health, Department of	Mental Health	
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).

Department of Mental Health

Effective July 1, 2007 (the beginning of Fiscal Year 2008) Act 15 (H.137), passed by the Legislature in 2007, reestablished the Department of Mental Health as a separate department, splitting it from the Department of Health.

APPENDIX D – CALCULATION OF RETIREMENT ELIGIBILITY

Retirement eligibility was determined if at the end of Fiscal Year 2008 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, there are a small number of employees who are in “Group A”. For these employees, eligibility was based on (a) age 65 or (b) age 62 with 20 years of service.

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.