

**State of Vermont**  
**Workforce Report**  
**Fiscal Year 2009**

**And**

**Department of Human Resources**  
**Annual Report 2009**



# **State of Vermont Workforce Report Fiscal Year 2009**

**And**

**Department of Human Resources  
Annual Report 2009**

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

Prepared by:

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*Agency of Administration*

Governor Douglas and Members of the General Assembly:

I am pleased to present the State of Vermont Workforce Report – Fiscal Year 2009 and the Department of Human Resources Annual Report for Calendar Year 2009.

### **Workforce Report Fiscal Year 2009**

Who is the State of Vermont workforce? What is their compensation? How long do our employees stay employed with the State? What recent workforce trends can we identify? These and other important questions are answered in the attached Workforce Report. This data is compiled in a number of concise tables that will help the Legislature, agencies and departments consider the State of Vermont as a current and future employer. While the state maintains its status as an employer of first resort, the data in the Workforce Report can be used to identify priorities for managing our workforce going forward. For example, Table 8 demonstrates that the State of Vermont has roughly equal representation of women and men in our workforce. We should build upon this success to ensure that women find opportunities in both traditional and non-traditional careers with the state. Table 59, on the other hand, demonstrates that minorities comprise 2.4% of Vermont's classified workforce. When compared to Vermont's minority civilian workforce population (3.3%), Table 59 shows that the state needs to work harder to attract and retain minority employees. The Governor's Workforce Equity and Diversity Council has made the recruitment and retention of minorities one of its top priorities for Calendar Year (CY) 2010, and is in the process of developing an aggressive action plan to improve the diversity of our workforce. This is one example of how the Workforce Report can be used to focus the state's goals and resources.

I encourage the reader to review the Workforce Report with an eye toward identifying past trends in order to provide constructive suggestions for the future. The state's workforce has confronted the economic challenges of the past few years with grace and resourcefulness. The Workforce Report, as an essential tool, will ensure that the state continues to maintain a skilled and efficient workforce for delivery of services now and in the years ahead.

### **Department of Human Resources' Annual Report Calendar Year 2009**

I am honored to provide the Department of Human Resources' annual report for CY09. The department spent a fair share of its time in CY09, managing and implementing the reductions in force required by the current fiscal crisis. Under challenging circumstances, the department ensured that employees were informed of their status promptly, kept up to date on re-employment rights and available benefits, and accorded respect and dignity throughout the process. The

department's many divisions are to be commended for their collaborative and professional handling of these personnel actions.

On other fronts, the department launched a new Web site this year, intended to allow easier access by employees and the public. This Web site - the culmination of a multi-year effort - has been received warmly by its users. The department also lent major support to employees during the first year of the paperless pay initiative, which was launched at the Legislature's request. The Employee Self Service system, which incorporates the paperless pay, will be used even more prominently in the coming years to manage employee payroll and benefits, to the economic and environmental benefit of the state and its workforce.

In CY10, the department hopes to accomplish two objectives. First, the department will explore initiatives designed to ensure that best employment practices are followed statewide. Both the state, as an employer, and state employees, as a workforce, will benefit from this initiative. Second, the department will focus resources on achieving further diversity of the state's workforce. Greater diversity will improve and strengthen the state's standing as a premiere employer.

I look forward to discussing the contents of these two reports with you during the legislative session.

Best Wishes,

A handwritten signature in black ink that reads "Caroline Earle". The signature is written in a cursive, flowing style.

Caroline S. Earle

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## **DEPARTMENT OF HUMAN RESOURCES – ANNUAL REPORT 2009**



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## **OVERVIEW**

The Department of Human Resources (DHR) has played a critical role in state government this past year and will continue to play a central role in the year ahead. In 2009, the state's fiscal challenges resulted in workforce reductions that needed to be handled professionally, humanely, and efficiently. The department's many divisions worked diligently to ensure that impacted state employees were given the necessary services and support they deserved. The department anticipates that it will continue to play a vital role in addressing the needs of state employees in the coming year.

In addition to managing the needs of employees arising from recent workforce reductions, the department has also continued its more traditional functions. DHR handles all job classifications, enters personnel actions, and manages statewide employee data. It successfully negotiated collective bargaining agreements that will govern a large share of the state workforce over the next two fiscal years. The department provides guidance and leadership on best practices for training and managing the state workforce, while also handling employment disputes and grievances that cannot be resolved at the agency or department level.

Against the backdrop of an on-going national debate over health care reform, the department continues to oversee the state's self-insured health plan, covering over 22,000 lives. The Commissioner of the Department Human Resources serves on the Governor's newly created Health Care Cabinet, and will work with other agency and department leaders to analyze federal legislation that could result in changes to the health care benefits offered to state employees. The department will also work with other agencies and departments to find ways to use technology to serve state employees, as it did this last year when it implemented the paperless pay initiative and launched a new Web site designed to provide greater access to information regarding job postings and employment benefits.

The Department of Human Resources looks forward to continuing its critical role of recruiting, managing and serving state employees in the coming year. A successful and well managed state workforce can best serve the people of this state.

## **COMMISSIONER'S OFFICE & LEGAL SERVICES**

Commissioner Caroline S. Earle and Deputy Commissioner Kate G. Duffy are assisted by Administrative Assistant Doreen Marquis. In addition to supporting the Commissioner and Deputy Commissioner, Marquis is responsible for many department-wide functions, such as tracking legislation, organizing the statewide

Public Service Recognition program, coordinating communications with the Governor's Office and the public, and managing the department's records program.

The Legal Services Unit is responsible for advising and representing all agencies and departments on cases relating to the state employee workforce. General Counsel Steven Collier provides legal counsel to the Commissioner, Deputy Commissioner, and all agencies and departments of state government. In addition, he provides guidance to Assistant Attorneys General William Reynolds, Margaret Vincent, and Marie Salem. Collier, in collaboration with the three AAGs, litigates all employment related disciplinary claims before the Vermont Labor Relations Board, the Human Rights Commission, and in the state's superior courts and the Vermont Supreme Court. Finally, he supervises paralegal Mary Puro, who conducts investigations of complex employment cases as well as providing paralegal support to the team's attorneys.

## **LABOR RELATIONS DIVISION**

The Labor Relations Division implements, interprets and administers collective bargaining agreements for unionized state employees in four certified bargaining units: Non-Management, Supervisory, Corrections, and State Police. In addition to its responsibilities with respect to collective bargaining agreements, the Labor Relations Division ensures compliance with state and federal employment requirements and programs such as the Family/Medical Leave Act, Americans with Disabilities Act, veterans re-employment rights, immigration employment law, fair employment practices and standards, alcohol and drug testing policies, and security and background checks.

Director Tom Ball leads the division and has worked hard this past year to negotiate collective bargaining agreements for three bargaining units that will be in place for Fiscal Year 2011-2012. Labor Relations Specialist John Berard serves as the Chair of the State's Reasonable Accommodation Committee that administers the State's Americans with Disabilities Act responsibilities. Labor Relations Specialist Karin Tierney leads the State's affirmative action, workforce diversity, and equal employment opportunity efforts. She also is instrumental in the State's overall security, emergency planning, and continuity of operation efforts, including the pandemic flu contingency plan for state government.

This past year, the division spent a considerable amount of time administering a large number of position reductions (RIFs), necessitated by the state's worsening economic circumstances. In addition to managing the technical process to ensure compliance

with contract provisions, staff assisted agencies and departments' human resource administrators to communicate the impact of these reductions to employees.

In Fiscal Year 2010, the Labor Relations Division's primary focus will be the implementation and administration of the Fiscal Year 2011-2012 collective bargaining agreements for unionized state employees. The division will also negotiate a collective bargaining agreement with the certified bargaining unit for the state police. It is also anticipated that the division will continue to review and revise the state's personnel policy and procedure manual and the state's affirmative action plan.

## **AGENCY OF ADMINISTRATION HUMAN RESOURCES DIVISION**

This past year saw the first full year of operation for the Agency of Administration consolidated Human Resources Division. The division provides human resources support and services to all employees of the departments in the Agency of Administration. Support and services are provided in traditional human resources disciplines, including, but not limited to, recruitment, labor and employee relations, classification and workforce planning, policies and contract interpretation.

The focus of this past year was to fully integrate the HR Division into the Agency and to establish its function. In addition to providing support and services to the Agency in traditional human resources disciplines, the HR Division developed and implemented new programs that previously had not been offered to all of the departments in the agency, including the New Supervisors Orientation. In addition, the HR Division participated extensively in committees and partnerships throughout state government, including the State's Reasonable Accommodation Committee, the Employee Sick Leave Bank Committee and the State HR Partners Committee.

For the upcoming year, the HR Division will continue to improve upon its support and services to the Agency of Administration. New initiatives will be explored, with an emphasis on the development of supervisory skills. The Agency of Administration Human Resources Division is comprised of three staff members. Chris McConnell is the Director and Margaret Loftus and Don Robbins are Human Resources Administrators.

## **EMPLOYMENT SERVICES DIVISION**

Director Molly Paulger leads the newly consolidated Employment Services Division comprised of four functional areas: Classification, Human Resource Information Systems (HRIS), Recruitment, and Employee Self Service Support (ESS).

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. Rose, Chenail and Ellison support agency or department classification committees. They are also responsible for creating and maintaining general descriptions of each job class throughout the year.

HRIS Analysts Shelley Morton and Jenny Audet are responsible for business process and analysis of the statewide employee record system, Human Capital Management (HCM) application system, maintaining systems for quality control and data verification of HCM records, and auditing of the HCM entries to ensure business process consistency, as well as records integrity. This group is also responsible for entering personnel actions including processing salary changes for incumbents when a position changes grade. The HRIS analysts work closely with the Labor Relations staff, who advise unit members on proper interpretation of the collective bargaining agreements and state employment policies. Finally, they also provide training and assistance to users across state government, to the end of promoting accurate and proper use of the system.

The Recruitment Specialists, Ellen Gokey, Gloria Abbiati, and Tanya Jarvis are responsible for recruitment administration and outreach activities for the State of Vermont. They work with agencies and departments to identify qualified candidates to meet their staffing needs while simultaneously providing an equal opportunity for all. They are also responsible for the statewide coordinated advertising program, marketing efforts, workforce data collection, as well as managing the reemployment program for those employees with reduction-in-force reemployment rights. This later function took enormous skill and resources in 2009, given the reductions in force necessitated by these challenging economic times. The Recruitment Specialists work to attract a high quality and diverse applicant pool and to help managers create fair and effective screening tools. Additionally, they showcase the State of Vermont as an employer at job fairs around the state.

Deborah Bruce manages the day-to-day help desk functions associated with the HCM Employee Self Service (ESS) product. ESS allows employees to access pay, benefits, and job opening and application information online.

As a team, the division has responsibility for position management and maintaining position data in the Human Capital Management (HCM) system for all positions in all branches of state government. They work closely with the Department of Finance & Management's budget analysts on department and agency requests for new positions. Position management includes responsibility 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. The division also works closely with the Administrative Services Division to support the maintenance and implementation of exempt salaries, market factor adjustments, and other compensation initiatives and issues.

## **ADMINISTRATIVE SERVICES DIVISION**

There are three functional areas within the Administrative Services Division: Benefits, Information Management, and Compensation.

### **Benefits**

The Benefits Unit is responsible for managing and administering benefit programs for over 22,000 employees, retirees, and their eligible dependents. These programs include four health plan options, prescription drug and mental health plans, dental, life insurance, employee assistance, and a flexible spending account program for qualifying medical expenses and dependent care. Combined, these programs account for in excess of \$100 million in activity per year.

Benefits Director Nicole Wilson supervises three benefits administration staff, Jerry Fry, Kathy Callaghan, and Anne Carver, who are responsible for the day-to-day interaction with all the state's contracted benefits providers and members. The benefits group also works with a Vermont contingent on a national effort to improve health care in the states.

### **Information Management**

Information Management is responsible for data analysis, coordinating responses to public records and general information requests, as well as various other administrative functions. In the fall of 2009, the Agency of Administration's consolidated business group took over the department's business functions (accounting and budgeting). Administrative responsibility for the tuition reimbursement program is being transitioned to the department's Recruitment Unit.

Analyst Doug Pine assists managers all across state government to better manage and improve the state's workforce through access to workforce data. Pine also assembles the annual Workforce Report, which is a compilation of workforce data presented to the General Assembly by January 15 each year. In addition, Pine coordinates the department's Web site, which was updated this fall. The new DHR Web site, the result of a multi-year effort, has been warmly received by employees and the public.

In addition to managing the Administrative Services Division, and performing peer review, Director Schwartz is tasked with conducting analysis and providing critical reports that have statewide impact.

### **Compensation**

Analyst Pine is responsible for the oversight of exempt salaries, including initial salary approval, annual salary increases, promotions, and other special salary increases. Pine 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.

Lastly, Wilson and Schwartz play key roles in the department's considerable work to upgrade and improve the enterprise system (HCM). This software system provides a variety of automated support functions throughout state government.

## **WORKFORCE DEVELOPMENT & WELLNESS DIVISION**

The Workforce Development & Wellness Division, managed by Tracy Gallo, focuses on two distinct programs that deliver 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 on the implementation of on-line learning opportunities and the creation of courses specific to state work, including business analysis, records management, project management, and succession planning. 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 a sizeable increase in demand for consulting, professional development and training services, and to meet that need, Gallo and her staff have created and rolled out an on-line Workforce Planning Tool Kit now available for managers. In the coming, year the team will focus on gaining national certification for the Vermont Public Managers program, increasing awareness of and participation in the Supervisory Development Program, creation of a resource document and companion training on development of performance measures and promotion of the Statewide Core Competencies through a collaborative pilot program with the Recruitment and Classification Units.

### **Employee Wellness Program**

The Wellness Program Team includes Program Coordinator Maura O'Brien, Program Technician Marlene Poirier, Health Educators Sasha Bianchi and Amy Lefevre, and Nurse Educator Marilyn Lindquist. 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. These goals are served by providing direct wellness and prevention services to over one-third of the state's workforce each year, and by providing referral services to the Employee Assistance Program and other resources identified to assist state employees and management teams to address health-related concerns.

The program coordinates the state's annual flu-immunization program. This year that effort resulted in 3,495 state employees being vaccinated at 25 worksites throughout the state. The program offers wellness screenings throughout the year. In the past year, 2,693 employees participated. In addition, over 2,000 employees participated in the popular activity program annually, which was administered on-line for the first time in 2008, and expanded to go all year long in 2009. This program continues to provide support and encouragement to many employees who appreciate the extra assistance in maintaining an active and healthy lifestyle all year.

In the coming, year the team will focus on the creation of evidence based initiatives and programming, as outlined in the strategic plan in the areas of obesity, nutrition and stress. The program will move from one primarily focused on the individual, to a program that includes the three areas of individual, organizational and environmental change. Additionally, the team will work to increase the numbers of participants in the employee wellness program to ensure the health of our state employees.

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**STATE OF VERMONT WORKFORCE REPORT – FISCAL YEAR 2009**

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## STATISTICAL HIGHLIGHTS

Profile of the Executive Branch Workforce for Fiscal Year 2009				Page
	Classified	Exempt	Total	Reference
Number	7,490	585	8,075	18
FTEs (Full-Time Equivalents)	7,406.8	565.1	7,971.9	18
Full-Time Employees (FTE = 1) /Part-Time Employees (FTE <1)	7,249/241	533/52	7,782/293	18
Average Age	46.7	48.8	46.8	22, 48
Average Annual Salary (Full-time, base rate only)	\$49,009	\$65,170	\$50,116	23, 60
Average Years of Service	12.8	10.1	12.6	24, 52
Percent Minorities	2.4%	2.1%	2.4%	25, 69
Percent Females	49.1%	49.9%	49.2%	25, 70
Percent Represented by a Bargaining Unit	93.0%	5.1%	86.6%	26
Highlights of Workforce Trends for Classified Employees – Fiscal Year 2009				
Employment				
Percent Change in the Number of Classified Employees from Fiscal Year 2008 to Fiscal Year 2009			-3.8%	30
Percent Change in the Number of Classified Employees from Fiscal Year 2005 to Fiscal Year 2009			-.03%	30
Number of Applications Submitted for Classified Jobs			23,703	34
Number of Applicants for Classified Jobs			7,111	34
Percent of Applicants Female/Percent of Applicants Minority			55.2% / 5.4%	35
Percent of Applicants with Bachelor's Level Degree or Higher			41.9%	35
Number of Hires			475	38
Percent of Hires Female/Percent of Hires Minority			48.6% / 3.4%	39
Average Age of Hires			37.2	39
Turnover				
Turnover Rate of Classified Employees			10.6%	40
Number of Employees Separated			806	44
Percent Voluntary Terminations			43%	44
Percent Retirements			33%	44
Percent Involuntary Terminations			23%	44
Age				
Percent of Classified Employees less than 35 Years Old			16.0%	49
Percent of Classified Employees 45 Years or Older			59.3%	49
Retirement Eligibility				
Percent of Classified Employees Eligible for Retirement at the End of Fiscal Year 2009			12.0%	56
Number Eligible for Retirement at the End of Fiscal Year 2009			897	56
Percent of Classified Employees Eligible for Retirement within Five Years (End of Fiscal Year 2014)			28.9%	56
Number Eligible for Retirement within Five Years			2,164	56
Compensation				
Average Annual Salary for Classified Employees (Full-time, base rate only)			\$49,009	60
Total Cash Overtime Costs			\$14,483,786	67
Total Compensatory Time Costs			\$7,627,606	68
Average Total Compensation (Total Pay Plus Benefits) per Classified Employee			\$69,162	64
Average Benefits Paid as a Percent of Total Compensation			27.2%	64
Diversity				
Minority Representation in the Classified Workforce			2.4%	69
Vermont Civilian Workforce Minority Population Estimates – U. S. Census/Bureau of Labor Statistics			3.3% / 4.0%	69
Female Representation in the Classified Workforce			49.1%	70
Vermont Civilian Workforce Female Population Estimates – U.S. Census/Bureau of Labor Statistics			48.0% / 48.0%	70

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## **WORKFORCE CHARACTERISTICS – FISCAL YEAR 2009**

- ❖ Section One of this Workforce Report provides general descriptive statistics for the Executive Branch workforce for Fiscal Year 2009. 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			6	5.8	6	5.8
Agriculture	86	85.9	4	4.0	90	89.9
Attorney General	31	30.8	40	37.9	71	68.7
Auditor of Accounts	8	8.0	4	4.0	12	12.0
BISHCA	94	92.3	17	16.6	111	108.9
Buildings & General Services	376	374.2	6	5.3	382	379.5
Children & Families	949	941.0	29	28.8	978	969.8
Commerce & Community Development	68	66.7	19	19.0	87	85.7
Corrections	1,028	1,027.1	18	18.0	1,046	1,045.1
Criminal Justice Training Council	11	11.0	1	1.0	12	12.0
Defender General			67	61.9	67	61.9
Disabilities, Aging & Independent Living	281	274.1	6	4.9	287	279.0
Education	177	175.4	6	6.0	183	181.4
Environmental Conservation	258	255.1	7	6.4	265	261.5
Finance & Management	37	37.0	3	3.0	40	40.0
Fish & Wildlife	124	123.8	2	2.0	126	125.8
Forests, Parks & Recreation	106	105.1	3	3.0	109	108.1
Governor's Office			13	13.0	13	13.0
Health	508	476.8	7	7.0	515	483.8
Human Resources	45	44.7	2	1.9	47	46.6
Human Services	86	84.8	14	13.6	100	98.4
Information & Innovation	51	51.0	2	2.0	53	53.0
Labor	265	264.1	12	11.8	277	275.9
Libraries	27	27.0	2	2.0	29	29.0
Lieutenant Governor			2	2.0	2	2.0
Liquor Control	52	52.0	2	2.0	54	54.0
Mental Health	232	226.8	7	6.5	239	233.3
Military	123	122.1	4	4.0	127	126.1
Natural Resources	44	43.3	9	9.0	53	52.3
Natural Resources Board	25	24.8	5	5.0	30	29.8
Office of Vermont Health Access	85	84.0	7	7.0	92	91.0
Public Safety – Civilian	268	263.6	9	9.0	277	272.6
Public Safety – Sworn	311	311.0			311	311.0
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	53	53.0	10	9.5	63	62.5
State Treasurer	31	31.0	4	4.0	35	35.0
State's Attorneys & Sheriffs			161	155.4	161	155.4
Taxes	158	157.5	11	11.0	169	168.5
Transportation	1,220	1,215.8	17	16.7	1,237	1,232.5
Vermont Commission on Women	2	1.8	1	1.0	3	2.8
Vermont Human Rights Commission			5	4.8	5	4.8
Vermont Labor Relations Board			2	1.6	2	1.6
Vermont Lottery Commission	20	20.0	1	1.0	21	21.0
Vermont Veterans' Home	208	202.6	3	3.0	211	205.6
VOSHA Review Board			1	0.5	1	0.5
<b>Grand Total</b>	<b>7,490</b>	<b>7,406.8</b>	<b>585</b>	<b>565.1</b>	<b>8,075</b>	<b>7,971.9</b>

At the end of Fiscal Year 2009 there were 8,075 Executive Branch employees. A more accurate picture of the staffing level is provided by the 7,971.9 FTE\* figure.

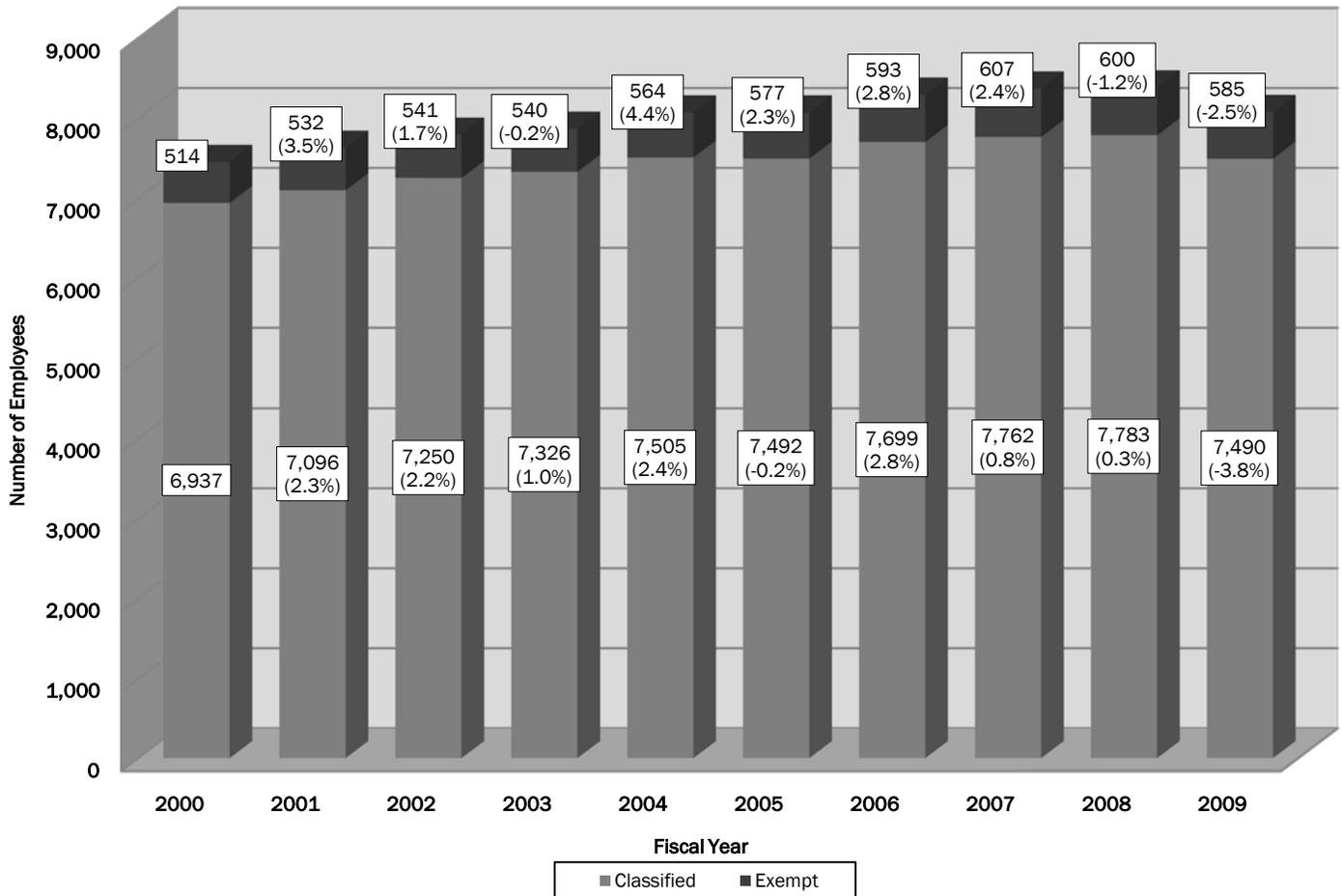
Among classified employees 241 (3.2%) are part-time (FTE<1) and for exempt employees 52 (8.9%) are part-time.

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 2009.

**TABLE 2 NUMBER OF EXECUTIVE BRANCH EMPLOYEES BY FISCAL YEAR**



<b>Total</b>	7,451	7,628	7,791	7,866	8,069	8,069	8,292	8,369	8,383	8,075
<b>% Change Previous FY</b>		2.4%	2.1%	1.0%	2.6%	0.0%	2.8%	0.9%	0.2%	-3.7%

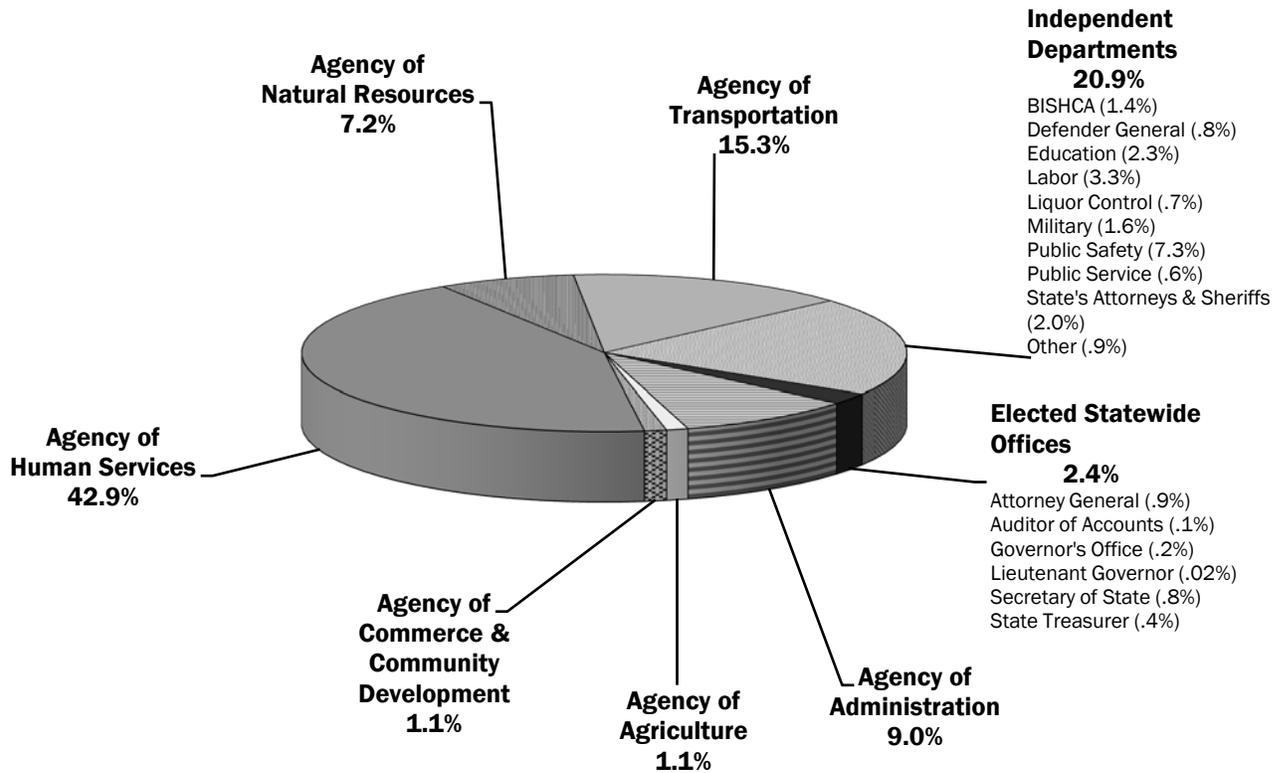
Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2000 to 2009. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

Fiscal Year 2009 saw a significant reduction in the number of Executive Branch employees, with classified employees decreasing 3.8% and exempt employees by 2.5%. With this reduction, end of Fiscal Year 2009 total headcount was roughly equivalent to that last found in Fiscal Year 2004.

Comparing Fiscal Year 2000 to Fiscal Year 2009, the number of Executive Branch employees has grown by 8.4%, with classified employees increasing by 8.0% and exempt employees by 13.8%.

Note: Between 2003 and 2008 legislation converted 21 classified positions to exempt positions.

**TABLE 3 EXECUTIVE BRANCH EMPLOYEE DISTRIBUTION BY AGENCY/DEPARTMENT**



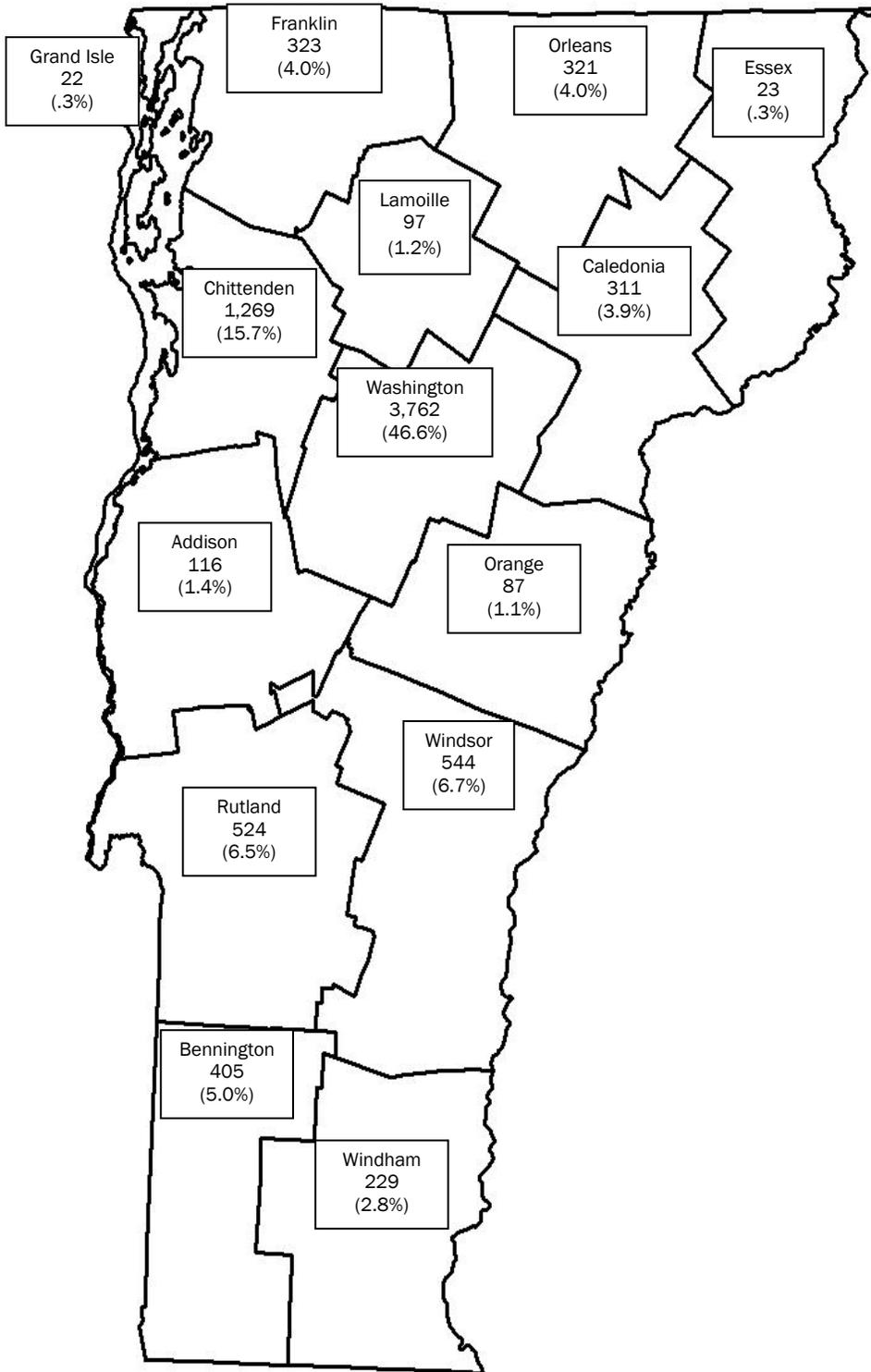
Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2009.

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 (42.9%).

Independent departments, those not under an agency structure, make up 20.9% of employees, with the Department of Public Safety being the largest independent department (7.3%).

Elected Statewide Offices account for 2.4% of Executive Branch employees.

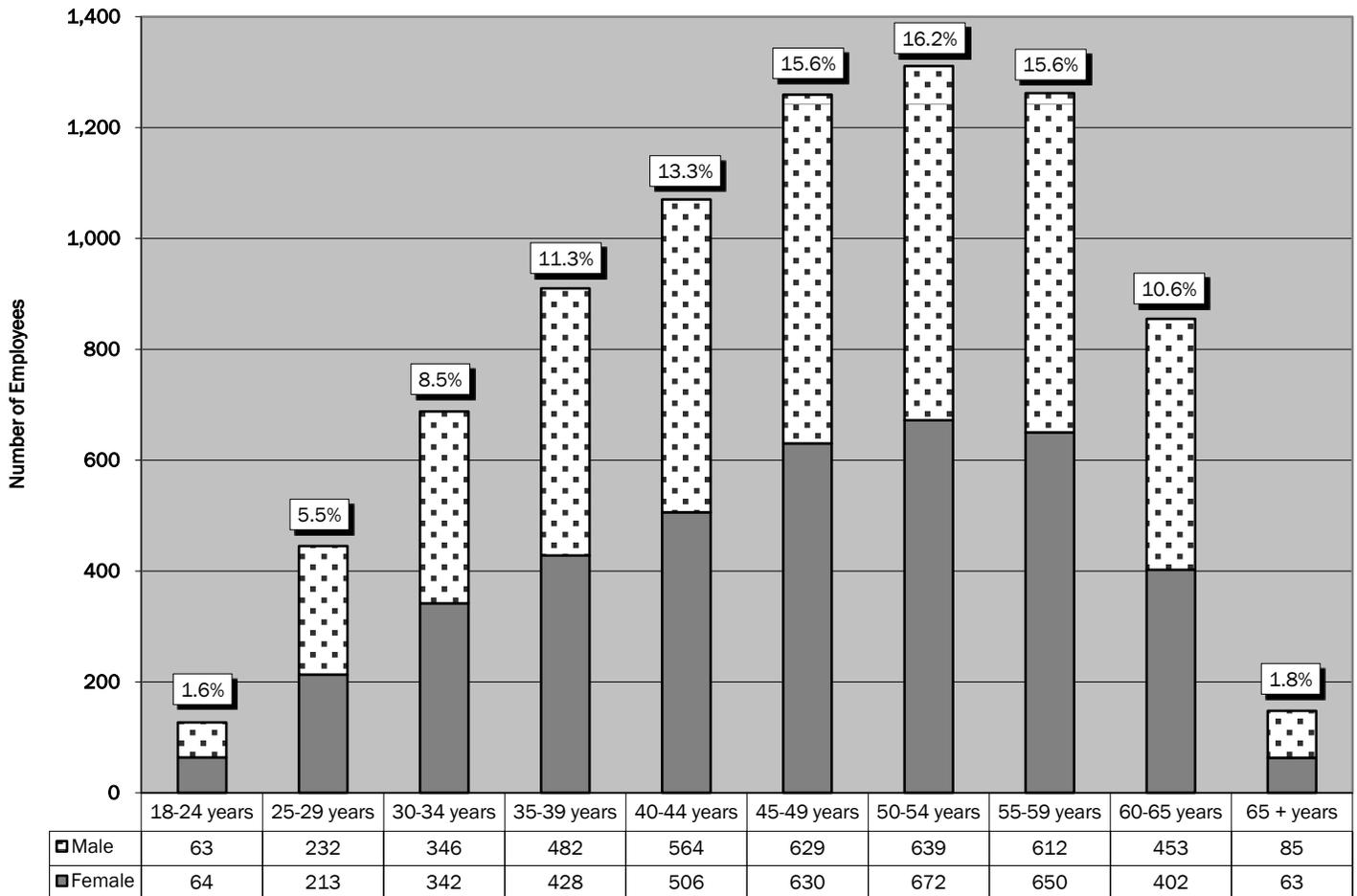
**TABLE 4 EXECUTIVE BRANCH EMPLOYEES BY COUNTY OF WORK LOCATION**



Executive Branch employees work in every county in the state. The majority of employees (62%) work in Washington and Chittenden Counties. Nearly 50% (3,762) 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 2009. 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 2009.

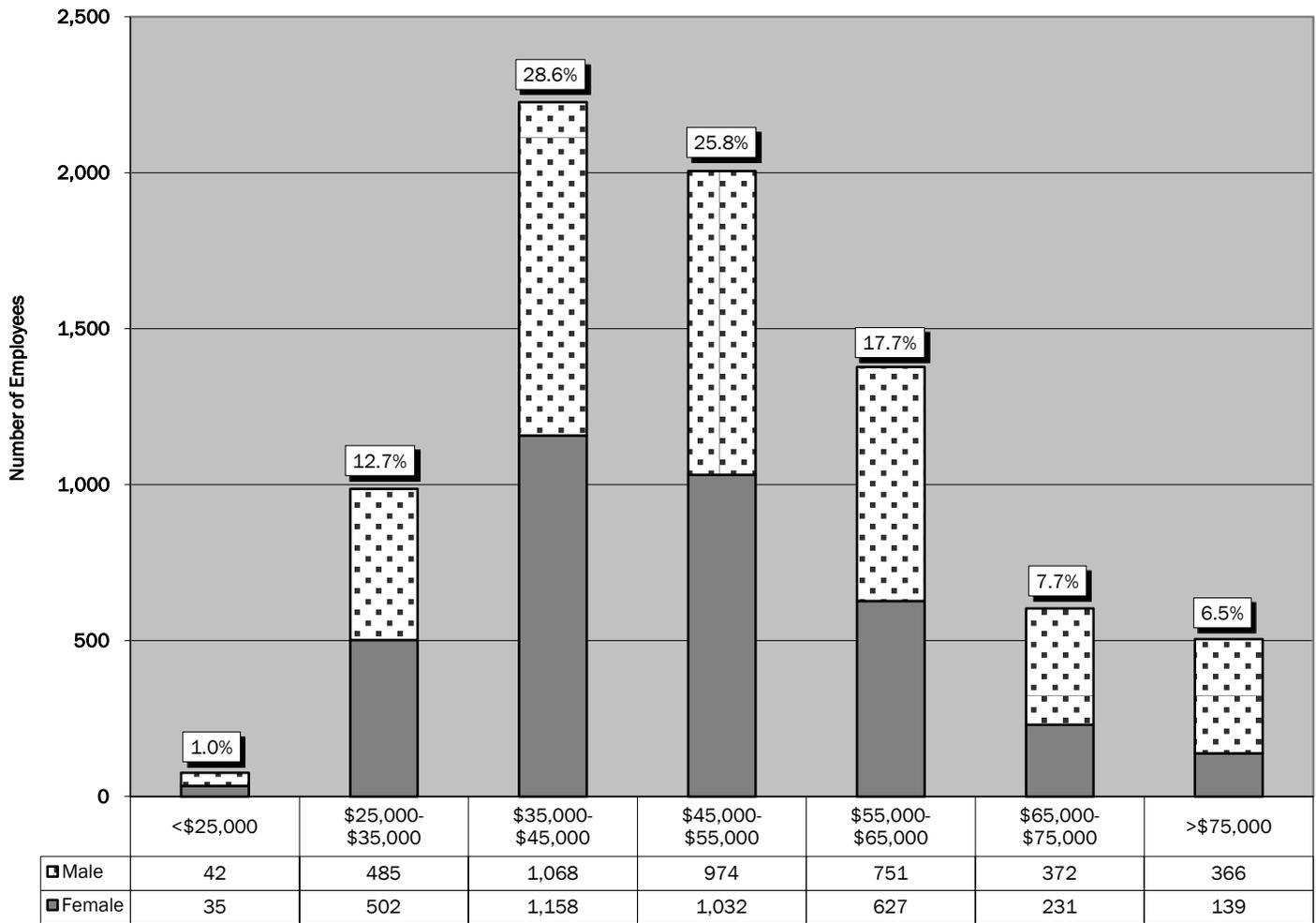
The largest group of Executive Branch employees (16.2%) was age 50-54, closely followed by the 55-59 age group and the 45-49 age group (both 15.6%). Only 16% of employees were less than 35 years old. The average employee age was 46.8 years. The average age of exempt employees was higher (48.8) than that of classified employees (46.7). There was little difference between the average age of male (46.8) and female (46.9) employees.

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

Connecticut	46.0
Massachusetts	46.6
Maine	46.0
New Hampshire	49.0
Vermont	46.8

Source: Connecticut Department of Administrative Services (FY '09); Commonwealth of Massachusetts, Human Resources Division (FY '09); New Hampshire, Division of Personnel 2008 Annual Report (FY '08); Maine, Bureau of Human Resources (FY '09).

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



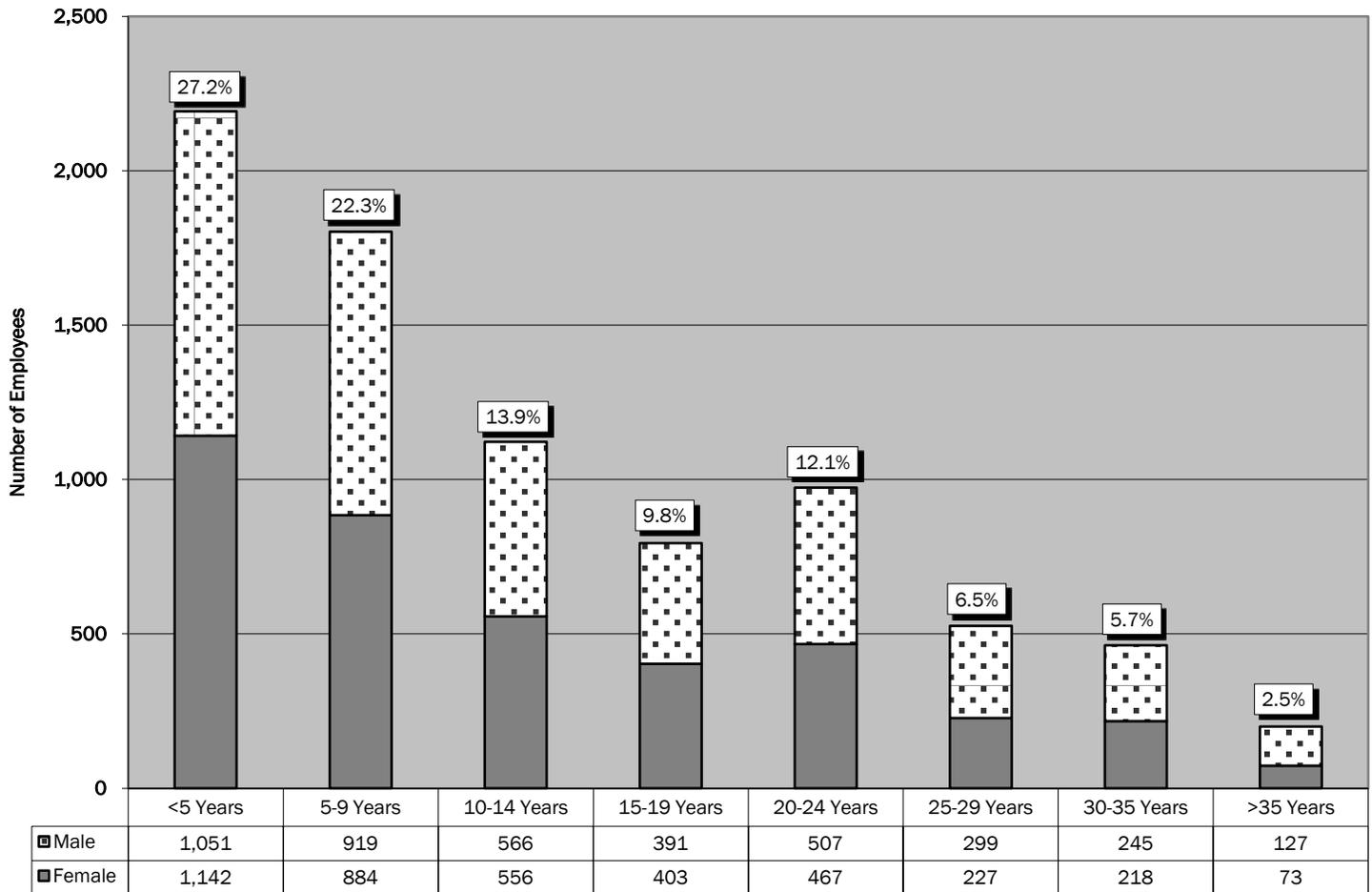
Source: The State's Human Capital Management System (HCM). Data include all full-time Executive Branch employees (classified and exempt) for Fiscal Year 2009. Annual salary is the base rate and does not include benefits or overtime.

The largest percentage of Executive Branch full-time employees (28.6%) earned between \$35,000 and \$45,000 in base rate annual salary.

The average base rate salary for full-time Executive Branch employees was \$50,116, with males earning an average of \$51,723 and females \$48,364.

The average base rate salary for full-time exempt employees was \$65,170 and \$49,009 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 2009. 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 (27.2%) had less than five years of service. The average length of service of Executive Branch employees was 12.6 years. Classified employees had a higher average length of service (12.8) than did exempt employees (10.1). Males averaged 13.1 years of service and females 12.1 years.

Benchmarking New England State Governments - Average Years of Service	
Connecticut	13.6
Massachusetts	14.6
Maine	13.0
New Hampshire	10.0
Vermont	12.6

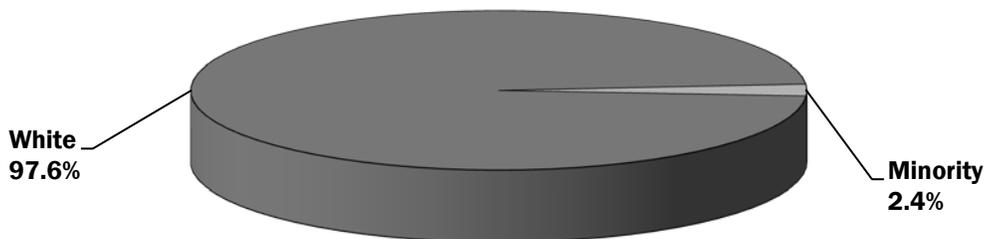
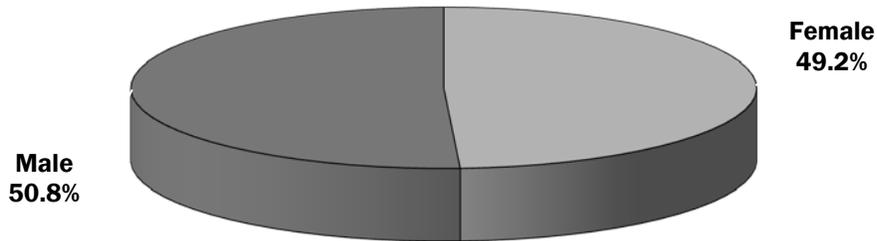
Source: Connecticut Department of Administrative Services (FY '09); Commonwealth of Massachusetts, Human Resources Division (FY '09); New Hampshire, Division of Personnel 2008 Annual Report (FY '08); Maine, Bureau of Human Resources (FY '09).

**TABLE 8 EXECUTIVE BRANCH EMPLOYEES BY ETHNIC AND GENDER REPRESENTATION**

Of the population of Executive Branch employees, 4,105 or 50.8% were male and 3,970 or 49.2% were female.

Minority employees made up 2.4% of the workforce.

Of the State of Vermont's 192 minority employees, 28% identified themselves as Hispanic, 24% Black, 24% Asian/Pacific Islander, 22% American Indian/Alaskan Native, and 2% Native Hawaiian/Other Pacific Islander.



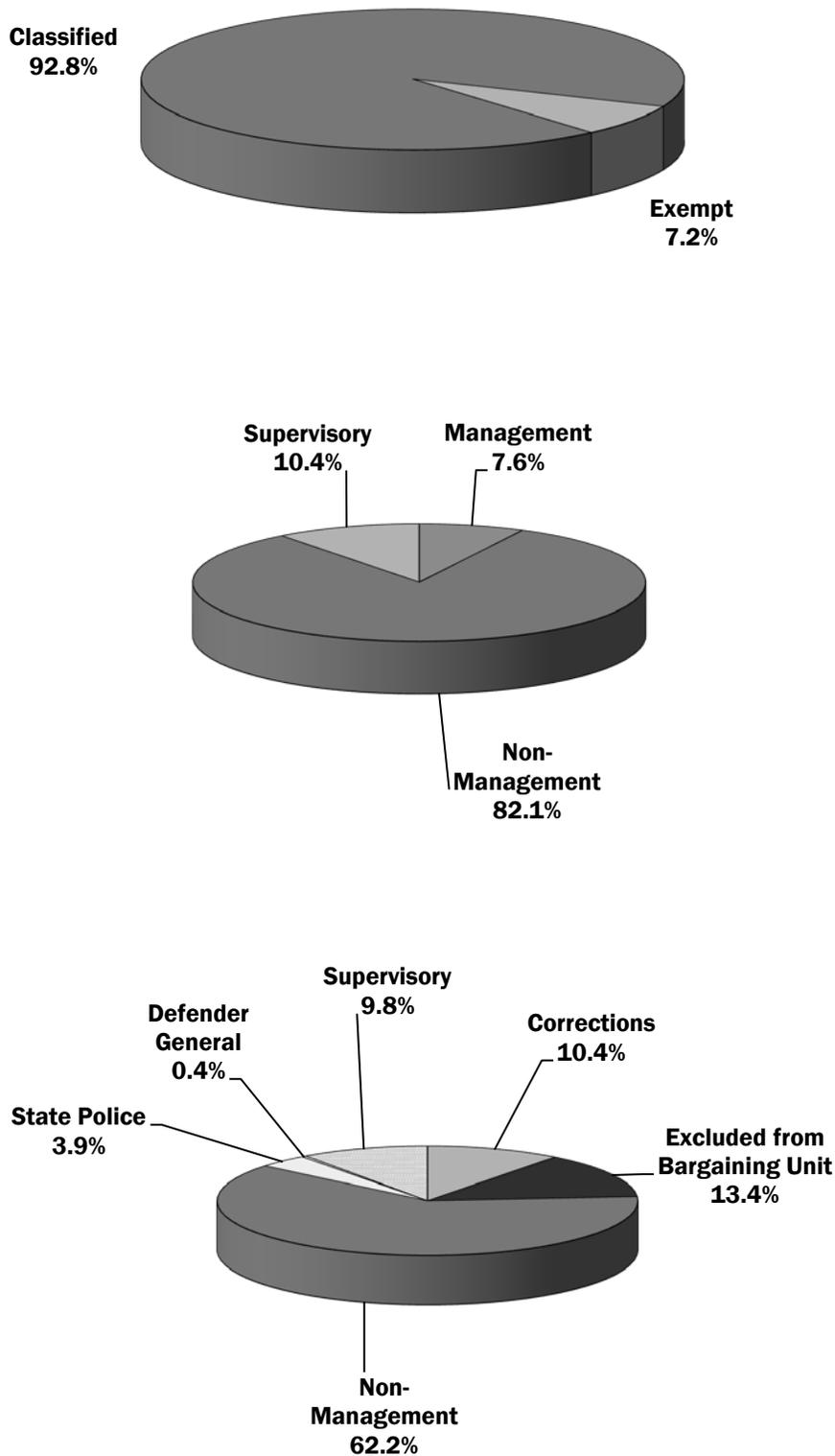
Hispanic	28%
Black	24%
Asian/Pacific Islander	24%
American Indian/Alaskan Native	22%
Native Hawaiian/Other Pacific Islander	2%

Benchmarking New England State Governments – Gender and Ethnic Representation		
	% Male/% Female	% Minority
Connecticut	50.1%/49.9%	29.6%
Massachusetts	47.9%/52.1%	23.1%
Maine	54.0%/46.0%	4.0%
New Hampshire	47.5%/52.2%	2.8%
Vermont	50.8%/49.2%	2.4%

Source: Connecticut Department of Administrative Services (FY '09); Commonwealth of Massachusetts, Human Resources Division (FY '09); New Hampshire, Division of Personnel 2008 Annual Report (FY '08); Maine, Bureau of Human Resources (FY '09).

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2009.

**TABLE 9 EXECUTIVE BRANCH EMPLOYEES BY JOB TYPE, MANAGEMENT LEVEL AND BARGAINING UNIT**



Exempt employees (585) made up 7.2% of the workforce.

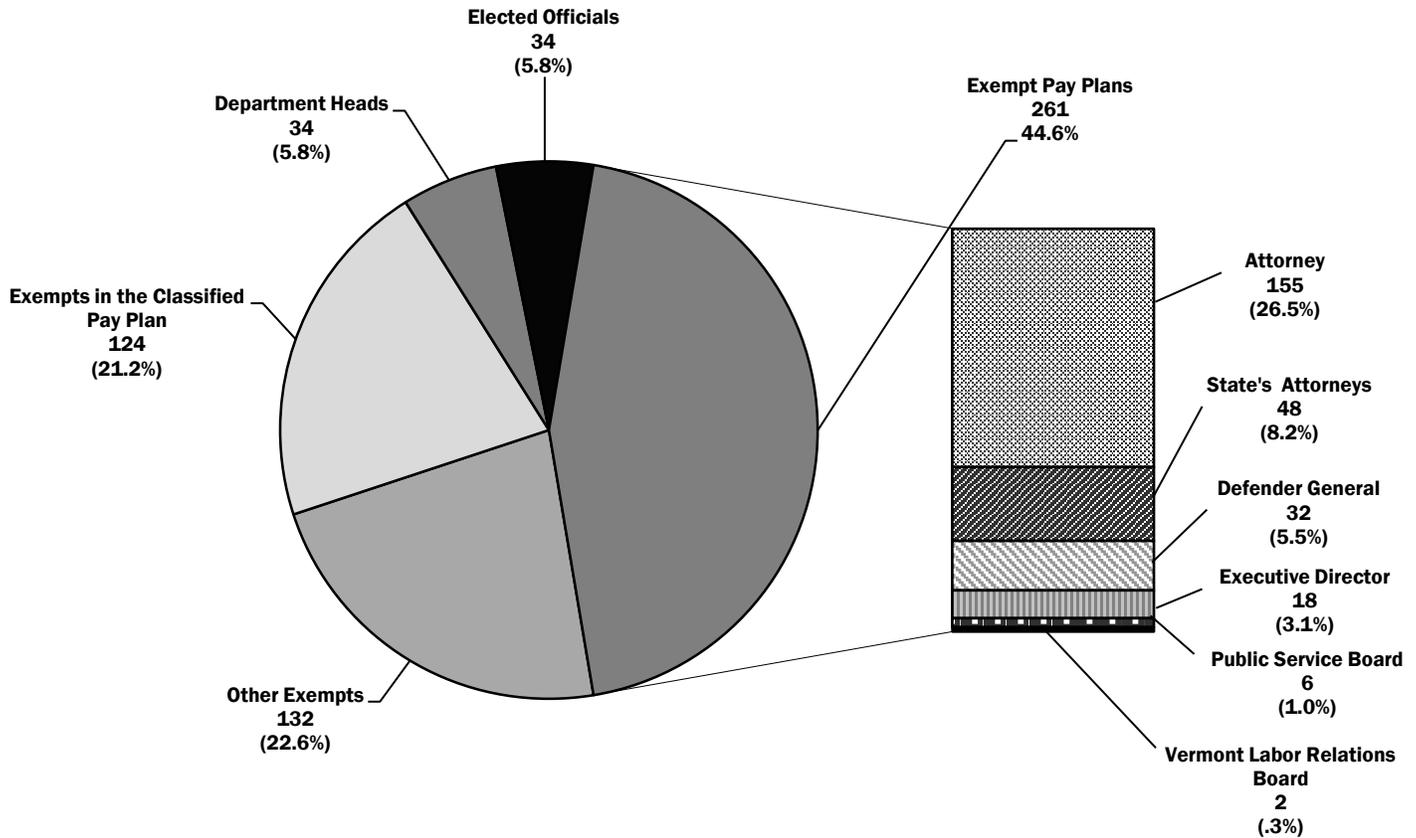
Of Executive Branch employees 18% (1,449) are designated as supervisory or managerial.

A total of 6,993 or 87%, of Executive Branch employees are covered by one of the five collective bargaining units – State Police (311), Supervisory (793), Corrections (837), Defender General (30), and the largest, Non-Management (5,022).

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

Source: The State’s Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2009.

**TABLE 10 EXECUTIVE BRANCH EXEMPT EMPLOYEES BY CATEGORY**



Exempt Category	Definition
<b>Elected Officials</b>	32 V.S.A. § 1003(a). State Officers (Governor, Lieutenant Governor, Secretary of State, State Treasurer, Auditor of Accounts, and Attorney General); 32 V.S.A. § 1183(a). State's Attorneys; 32 V.S.A. § 1182(a) Sheriffs
<b>Department Heads</b>	32 V.S.A. § 1003(b). (Agency Secretaries, Commissioners and heads of certain other free-standing organizations)
<b>Exempts in the Classified Pay Plan</b>	Certain positions exempted by statute from the classified service but assigned to the classified pay plan only for salary administration. Of the 132 employees in this category the majority were in the following job titles: Victims Advocate (19.4%), Administrative Secretary (16.9%), Deputy Sheriff (16.9%), and Secretary IV (15.3%).
<b>Other Exempts</b>	Other positions exempted by statute from classified service. Of the 132 employees in this category the majority were in the following job titles: Deputy Commissioner (21.2%), Executive Assistant (13.6%), Private Secretary (10.6%), and Principal Assistant (8.3%).
<b>Exempt Pay Plans</b>	As authorized in 32 V.S.A.1020(c).
Attorney	General Counsel, Staff Attorneys, and other attorneys
State's Attorneys	Deputy State's Attorneys
Defender General	Attorneys in the Office of the Defender General
Executive Director	Executive Directors of certain boards, commissions and councils
Public Service Board	Certain employees of the Public Service Board
VT. Labor Relations Board	Certain employees of the Vermont Labor Relations Board

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch exempt employees for Fiscal Year 2009

Exempt employee (585) made up 7.2% of the Executive Branch workforce. Of exempt employees, the largest group is Attorneys (40.2%) covered by the Attorney, State's Attorney's and Defender General exempt pay plans.

**TABLE 11 EXECUTIVE BRANCH EMPLOYEES BY OCCUPATIONAL GROUP**

Occupational Group	Number of Employees	Percentage
Administrative Support	665	8.2%
Officials and Administrators	474	5.9%
Paraprofessionals	364	4.5%
Professionals	4,288	53.1%
Protective Service	1,031	12.8%
Service Maintenance	223	2.8%
Skilled Craft	521	6.5%
Technicians	509	6.3%
<b>Grand Total</b>	<b>8,075</b>	<b>100.0%</b>

Over half (53.1%) of Executive Branch employees are in jobs categorized as Professional. Service Maintenance (2.8%) 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.

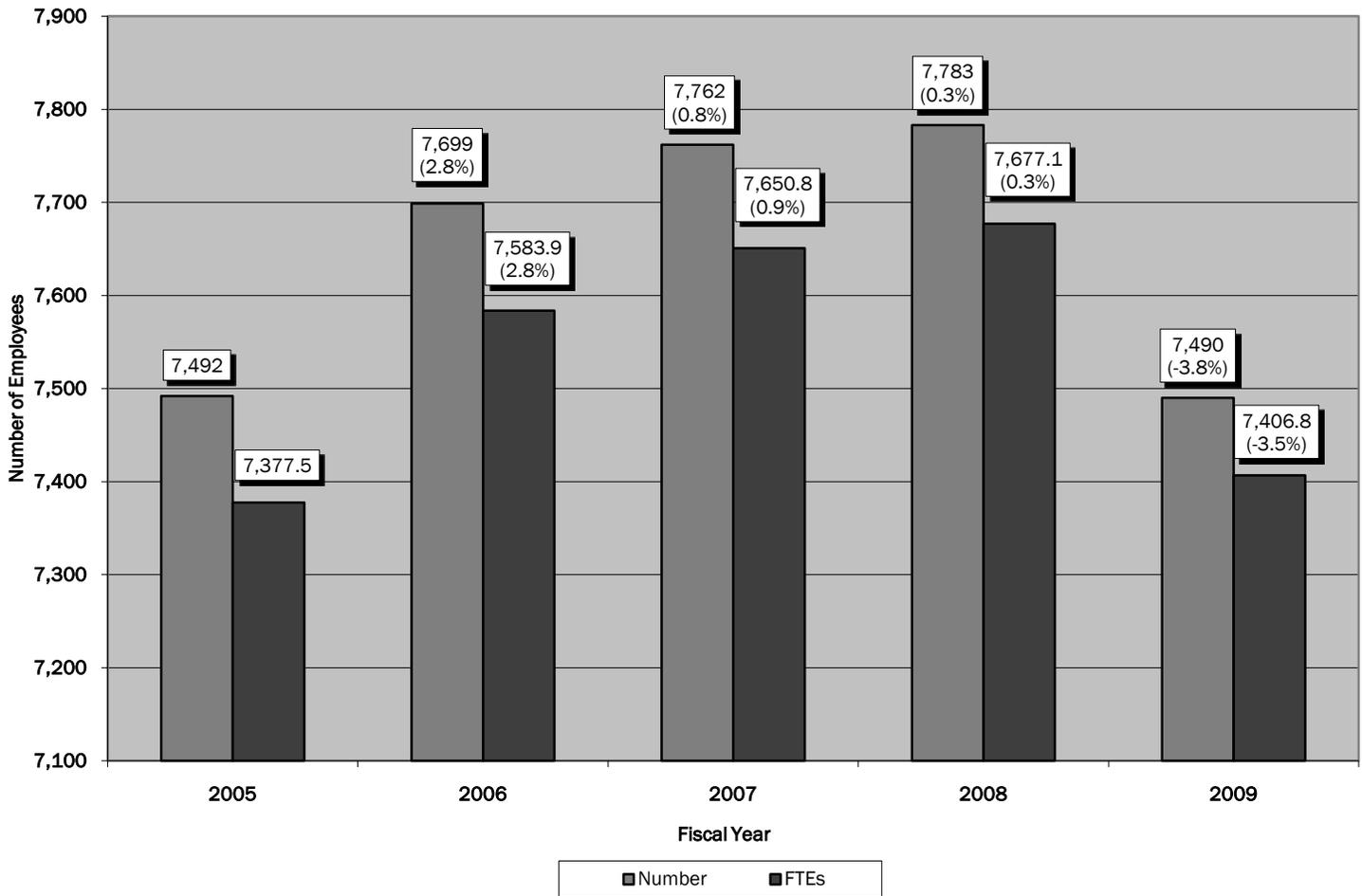
Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2009.

## **WORKFORCE TRENDS – FISCAL YEARS 2005 - 2009**

- ❖ Section Two of this Workforce Report provides graphs and tables showing the workforce trends for Fiscal Years 2005 to 2009. 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 2005 to 2009. 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 2009 there were a total of 7,490 classified employees and 7,406.8 FTEs. This represents a significant reduction from Fiscal Year 2008 in both number of employees 3.8% (293) and FTEs 3.5% (270.2).

Comparing Fiscal Year 2005 to Fiscal Year 2008, the number of classified employees and FTEs shows little or no growth (-.03%) and (0.4%), making the Fiscal Year 2009 classified employee staffing level virtually the same as Fiscal Year 2005.

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

Department	Fiscal Year										% Change	
	2005		2006		2007		2008		2009		FY '05 to FY '09	
	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs
Agriculture	85	84.4	91	90.4	91	90.4	93	92.4	86	85.9	1.2%	1.8%
Attorney General	29	28.8	32	31.8	31	30.8	31	30.8	31	30.8	6.9%	6.9%
BISHCA	82	80.6	89	87.8	93	91.9	93	91.3	94	92.3	14.6%	14.5%
Buildings & General Services	392	390.7	420	418.1	415	412.2	420	417.6	376	374.2	-4.1%	-4.2%
Children & Families	915	903.6	928	913.5	934	920.7	941	931.0	949	941.0	3.7%	4.1%
Commerce & Comm. Dev.	83	81.4	73	71.9	75	73.6	77	75.4	68	66.7	-18.1%	-18.1%
Corrections	1113	1108.7	1128	1124.4	1131	1129.9	1096	1094.8	1028	1027.1	-7.6%	-7.4%
Disabilities, Aging & Ind. Liv.	271	262.4	276	268.6	290	280.6	304	292.8	281	274.1	3.7%	4.5%
Education	174	172.5	188	186.6	189	188.1	180	178.7	177	175.4	1.7%	1.7%
Environmental Conservation	271	267.4	284	279.8	279	276.1	280	276.1	258	255.1	-4.8%	-4.6%
Finance & Management	34	34.0	36	36.0	34	34.0	43	43.0	37	37.0	8.8%	8.8%
Fish & Wildlife	118	118.0	117	117.0	122	122.0	128	127.8	124	123.8	5.1%	4.9%
Forests, Parks & Recreation	110	108.3	112	110.4	112	110.4	112	110.6	106	105.1	-3.6%	-3.0%
Health	759	704.3	791	738.2	796	741.1	561	518.0	508	476.8	-33.1%	-32.3%
Human Resources	52	50.4	53	51.3	53	52.1	47	46.0	45	44.7	-13.5%	-11.3%
Human Services	49	48.5	81	79.7	85	83.8	91	89.3	86	84.8	75.5%	74.8%
Information & Innovation	46	46.0	47	47.0	54	54.0	58	58.0	51	51.0	10.9%	10.9%
Labor	245	244.8	272	271.1	267	265.2	267	266.1	265	264.1	8.2%	7.9%
Libraries	32	31.5	32	31.5	30	29.5	30	30.0	27	27.0	-15.6%	-14.3%
Liquor Control	52	52.0	54	54.0	52	52.0	54	54.0	52	52.0	0.0%	0.0%
Mental Health	n/a	n/a	n/a	n/a	n/a	n/a	235	230.0	232	226.8	n/a	n/a
Military	106	105.5	114	113.5	114	113.5	123	122.1	123	122.1	16.0%	15.7%
Natural Resources	41	40.0	47	46.3	48	47.3	48	46.8	44	43.3	7.3%	8.3%
Natural Resources Board	24	23.8	25	24.6	25	24.6	26	25.8	25	24.8	4.2%	4.2%
Office of VT Health Access	41	41.0	60	59.9	77	77.0	90	89.0	85	84.0	107.3%	104.9%
Public Safety – Civilian	256	252.3	278	274.3	281	277.3	288	284.1	268	263.6	4.7%	4.5%
Public Safety – Sworn	308	308.0	319	319.0	314	314.0	299	299.0	311	311.0	1.0%	1.0%
Public Service	35	35.0	35	35.0	37	37.0	37	37.0	37	37.0	5.7%	5.7%
Secretary of State	40	40.0	43	43.0	43	43.0	43	43.0	53	53.0	32.5%	32.5%
Small Departments	27	26.6	26	25.6	25	24.6	24	23.6	26	25.6	-3.7%	-3.9%
State Treasurer	30	30.0	33	33.0	32	32.0	31	31.0	31	31.0	3.3%	3.3%
Taxes	174	172.6	173	172.3	166	165.5	170	169.5	158	157.5	-9.2%	-8.7%
Transportation	1243	1238.0	1228	1223.9	1242	1238.8	1241	1237.4	1220	1215.8	-1.9%	-1.8%
Vermont Lottery Commission	18	18.0	18	18.0	17	17.0	18	18.0	20	20.0	11.1%	11.1%
Vermont Veterans' Home	196	187.7	196	186.9	208	201.1	204	197.3	208	202.6	6.1%	7.9%
Former Depts. (restructured)	41	41.0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Grand Total</b>	<b>7492.0</b>	<b>7377.5</b>	<b>7699</b>	<b>7583.9</b>	<b>7762</b>	<b>7650.8</b>	<b>7783</b>	<b>7677.1</b>	<b>7490</b>	<b>7406.8</b>	<b>-0.03%</b>	<b>0.4%</b>
<b>% Change from Prev. FY</b>			<b>2.8%</b>	<b>2.8%</b>	<b>0.8%</b>	<b>0.9%</b>	<b>0.3%</b>	<b>0.3%</b>	<b>-3.8%</b>	<b>-3.5%</b>		

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009. "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 '05 to FY '09 the Office of Vermont Health Access had the largest gain in number of employees (+44).

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

Occupational Group	Fiscal Year										% Change FY '05 to FY '09
	2005		2006		2007		2008		2009		
	Num.	%	Num.	%	Num.	%	Num.	%	Num.	%	
Administrative Support	792	11%	752	10%	706	9%	677	9%	594	8%	-25.0%
Officials and Administrators	324	4%	331	4%	324	4%	334	4%	320	4%	-1.2%
Paraprofessionals	229	3%	232	3%	337	4%	346	4%	364	5%	59.0%
Professionals	3,725	50%	4,030	52%	4,070	52%	4,146	53%	3,980	53%	6.8%
Protective Service	1,018	14%	1,052	14%	1,046	13%	1,013	13%	983	13%	-3.4%
Service Maintenance	198	3%	205	3%	224	3%	229	3%	223	3%	12.6%
Skilled Craft	566	8%	555	7%	538	7%	540	7%	521	7%	-8.0%
Technicians	640	9%	542	7%	517	7%	498	6%	505	7%	-21.1%
Grand Total	7,492	100%	7,699	100%	7,762	100%	7,783	100%	7,490	100%	-0.03%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009. 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 (-25.0%), Technicians (-21.1%), and Skilled Craft (-8.0%).

**TABLE 15 MOST POPULOUS CLASSIFIED JOB TITLES**

Job Title	Number of Employees
Correctional Officer I	314
AOT Maintenance Worker IV	180
Administrative Assistant B	163
Corrections Services Specialist II	149
Social Worker	144
Benefits Programs Specialist	136
Senior Trooper – Station	136
Correctional Officer II	123
Administrative Assistant A	110
Program Services Clerk	106
Licensed Nursing Assistant	80
Sergeant	80
Motor Vehicle Customer Services Specialist	68
Custodian I	64
Psychiatric Technician	62
Systems Developer II	59
Information Technology Specialist II	57
Systems Developer III	54
AOT Senior Maintenance Worker	53
Public Health Nurse I	50
Community Correctional Officer	49
Reach Up Case Manager II	48
Environmental Analyst IV - General	47
AOT Technician IV	43
AOT Area Maintenance Supervisor	41
Financial Specialist II	41
Program Technician I	41
PSAP Emergency Communication Dispatcher II	41
AOT Technician VI	40
AOT Technician V	38

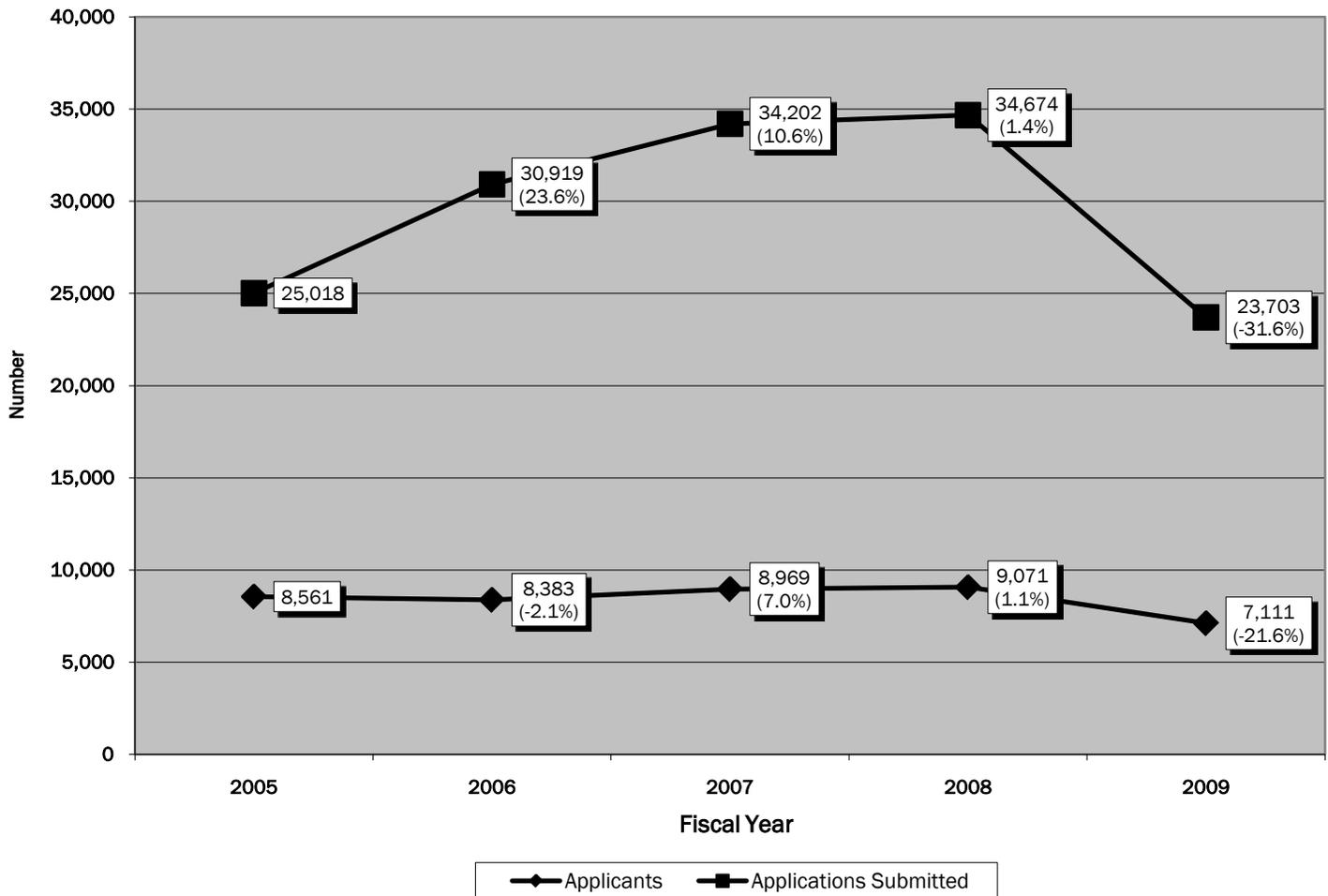
At the end of Fiscal Year 2009 there were 1,588 classified job titles on record. The most populous was Correctional Officer I (314 employees).

The majority of classified job titles 955 (60%) had a single incumbent. Over 84% (1,340) had five or fewer incumbents.

Nearly 21% (1,561) 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 2009.

**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 2005 to 2009. This includes all classified job postings, and some temporary and exempt job postings. For Fiscal Year 2005 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 2009, 7,111 applicants submitted 23,703 applications for jobs with the State of Vermont. This represents a significant decrease (-31.6%) in the number of applications from FY '08 to FY '09. There was also a corresponding drop in the number of applicants (-21.6%). The reason for this noteworthy decline is that there was a large decrease in the number of jobs posted (See Table 18a).

In Fiscal Year 2009 there was an average of 3.3 applications submitted per applicant, which is a slight decrease from the Fiscal Year 2008 average of 3.8.

**TABLE 17 CHARACTERISTICS OF JOB APPLICANTS BY FISCAL YEAR**

	Fiscal Year									
	2005		2006		2007		2008		2009	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Internal	1,288	15.0%	1,452	17.3%	1,679	18.7%	1,665	18.4%	1,424	20.0%
External	7,273	85.0%	6,931	82.7%	7,290	81.3%	7,406	81.6%	5,687	80.0%
Minority	329	4.5%	339	5.0%	365	5.2%	361	4.9%	341	5.4%
White	6,972	95.5%	6,438	95.0%	6,653	94.8%	6,968	95.1%	5,935	94.6%
Female	4,190	56.3%	4,067	55.4%	4,213	53.2%	4,396	54.9%	2,095	55.2%
Male	3,257	43.7%	3,278	44.6%	3,707	46.8%	3,612	45.1%	1,701	44.8%
No HS Diploma or GED	n/a		90	1.1%	64	0.7%	54	0.6%	52	0.7%
HS Diploma or Equivalent	n/a		1,870	22.7%	1,820	20.6%	2,000	22.4%	1,672	23.8%
Some college	n/a		1,365	16.6%	1,599	18.1%	1,709	19.2%	1,385	19.8%
Technical school	n/a		257	3.1%	287	3.3%	280	3.1%	243	3.5%
2-year college degree	n/a		853	10.4%	885	10.0%	891	10.0%	719	10.3%
Bachelor's level degree	n/a		2,180	26.5%	2,382	27.0%	2,337	26.2%	1,756	25.0%
Some graduate school	n/a		368	4.5%	438	5.0%	418	4.7%	308	4.4%
Master's level degree	n/a		1,058	12.8%	1,168	13.3%	1,053	11.8%	735	10.5%
Doctorate level degree	n/a		198	2.4%	171	1.9%	180	2.0%	141	2.0%
Grand Total	8,561		8,383		8,969		9,071		7,111	

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 2005 to 2009 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 the vast majority of applicants (80%) were external, internal applicants comprised 20% of the applicant pool in FY '09, which is the highest percentage in this five-fiscal-year timeframe. The five-year average is 17.9% internal applicants and 82.1% external applicants.

There were more female applicants (55.2%) than male (44.8%) in FY '09, which is consistent with the five-year average of 55.0% female and 45.0% male applicants.

Minority applicants made up 5.4% of the applicant pool in FY '09, which is slightly above the five-year average for minority applicants (5.0%).

For FY '09 the percent of applicants who had a bachelor's level degree or higher was 41.9%, which is the lowest percentage in the four-fiscal-year timeframe where we have this data – FY '06 (46.2%), FY '07 (47.2%), and FY '08 (44.7%).

**TABLE 18a JOB APPLICATION ACTIVITY BY FISCAL YEAR**

		Occupational Group								Grand Total
		Administrative Support	Officials and Administrators	Paraprofessionals	Professionals	Protective Service	Service Maintenance	Skilled Craft	Technicians	
FY 2009	Number of Applications	4,353	737	2,497	8,666	3,907	1,486	470	1,587	23,703
	Percent	18.4%	3.1%	10.5%	36.6%	16.5%	6.3%	2.0%	6.7%	100.0%
	Number of Jobs Posted	108	43	68	431	101	90	52	69	962
	Ave. Num. of Apps. per Posting	40.3	17.1	36.7	20.1	38.7	16.5	9.0	23.0	24.6
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 Job Postings	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 2009. 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.

In Fiscal Year 2009 the number of job postings (962) dropped significantly (-33%) compared to Fiscal Year 2008.

The average number of applications per posting was 24.6 in FY '09, slightly under the four-year average of 25.0.

The largest average number of applications per posting was for Administrative Support positions (five-year average 46.4) and Protective Services positions (five-year average 43.3), while skilled craft openings had the fewest (five-year average 8.2).

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

Source first learned of job opportunity	Fiscal Year									
	2005		2006		2007		2008		2009	
	Num.	Percent	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%	12,607	62.0%
A State Employee	1,784	8.1%	1,988	7.8%	2,734	9.4%	3,342	11.2%	2,553	12.5%
Department of Human Resources	462	2.1%	803	3.2%	1,299	4.5%	1,477	5.0%	1,454	7.1%
A Friend	1,218	5.5%	1,657	6.5%	1,900	6.5%	2,057	6.9%	1,216	6.0%
Other	1,219	5.5%	1,123	4.4%	1,166	4.0%	1,321	4.4%	963	4.7%
Department of Labor	1,189	5.4%	1,411	5.6%	735	2.5%	914	3.1%	792	3.9%
Newspaper Advertisement	1,413	6.4%	1,571	6.2%	1,436	4.9%	1,011	3.4%	384	1.9%
State Office	359	1.6%	350	1.4%	381	1.3%	402	1.3%	234	1.2%
School	80	0.4%	92	0.4%	107	0.4%	157	0.5%	68	0.3%
Job Fair	90	0.4%	181	0.7%	216	0.7%	191	0.6%	58	0.3%
Professional Magazine Ad	51	0.2%	30	0.1%	30	0.1%	50	0.2%	15	0.1%

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 2009. This includes all classified job postings, and some temporary and exempt job postings.

Over this five-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 (five-year average 64%).

While a distant second, "word of mouth" referrals from either a current state employee or a friend accounted for a five-year average of 16% of applications.

In Fiscal Year 2009 the percent of applicants indicating Newspaper Advertisement as the source of referral dropped to just 1.9%, the lowest over the five-year period.

**TABLE 19 HIRES BY DEPARTMENT BY FISCAL YEAR**

Department	2005		2006		Fiscal Year 2007		2008		2009	
	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate
Agriculture	9	10.8%	12	13.7%	1	1.1%	5	5.4%	0	0.0%
Attorney General	1	3.5%	5	15.6%	4	12.5%	2	6.5%	4	13.1%
BISHCA	9	11.3%	12	13.9%	7	7.9%	9	9.7%	5	5.3%
Buildings & General Services	47	11.8%	66	16.0%	42	10.0%	44	10.4%	12	3.0%
Children & Families	87	9.6%	72	7.7%	79	8.4%	81	8.6%	63	6.8%
Commerce & Comm. Dev.	9	11.2%	3	3.8%	12	15.8%	11	14.6%	0	0.0%
Corrections	212	19.0%	194	17.1%	168	14.7%	121	10.8%	73	6.8%
Disabilities, Aging & Ind. Liv.	23	8.6%	32	11.7%	28	9.8%	23	7.8%	5	1.8%
Education	28	15.7%	30	16.3%	13	7.0%	13	7.1%	10	5.7%
Environmental Conservation	24	9.1%	24	8.6%	20	7.2%	14	5.0%	1	0.4%
Finance & Management	3	9.2%	5	14.3%	2	5.7%	4	9.5%	0	0.0%
Fish & Wildlife	9	7.8%	4	3.4%	9	7.5%	9	7.2%	2	1.6%
Forests, Parks & Recreation	4	3.5%	9	8.3%	5	4.5%	2	1.8%	1	0.9%
Health	114	14.7%	132	16.6%	123	15.3%	58	10.1%	18	3.4%
Human Resources	10	18.7%	3	5.7%	8	14.8%	4	8.3%	2	4.3%
Human Services	3	6.8%	8	15.1%	12	19.2%	8	9.1%	8	9.0%
Information & Innovation	7	14.4%	4	8.7%	11	23.4%	8	14.2%	2	3.6%
Labor	15	5.6%	22	7.9%	24	8.9%	23	8.6%	15	5.7%
Libraries	2	6.2%	2	6.3%	4	12.9%	2	6.8%	0	0.0%
Liquor Control	3	5.6%	4	7.5%	3	5.5%	5	9.6%	2	3.8%
Mental Health	n/a	n/a	n/a	n/a	n/a	n/a	43	18.5%	41	17.5%
Military	5	4.7%	16	14.6%	10	8.8%	12	10.2%	7	5.7%
Natural Resources	2	5.2%	7	15.9%	3	6.6%	3	6.5%	2	4.4%
Natural Resources Board	0	0.0%	1	4.0%	0	0.0%	2	7.8%	0	0.0%
Office of VT Health Access	10	26.3%	16	34.4%	13	21.0%	24	31.6%	4	4.7%
Public Safety – Civilian	35	16.0%	53	19.6%	41	14.7%	30	10.5%	13	4.6%
Public Safety – Sworn	45	14.8%	24	7.7%	14	4.4%	8	2.6%	31	10.2%
Public Service	2	5.3%	6	16.7%	4	11.4%	5	13.5%	3	7.9%
Secretary of State	3	7.6%	3	7.3%	5	12.2%	5	11.5%	6	14.5%
Small Departments	10	37.7%	4	11.8%	5	16.7%	1	4.4%	3	12.5%
State Treasurer	9	29.0%	2	6.5%	3	9.2%	2	6.3%	1	3.3%
Taxes	10	5.7%	8	4.6%	8	4.7%	22	13.0%	14	8.8%
Transportation	87	6.9%	87	7.0%	101	8.2%	98	7.9%	87	7.1%
Vermont Lottery Commission	1	5.6%	0	0.0%	0	0.0%	2	11.4%	2	10.5%
Vermont Veterans' Home	46	23.1%	51	25.8%	49	24.1%	43	20.8%	38	18.4%
Former Depts. (restructured)	8	9.1%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Grand Total</b>	<b>892</b>	<b>11.8%</b>	<b>921</b>	<b>12.0%</b>	<b>831</b>	<b>10.7%</b>	<b>746</b>	<b>9.6%</b>	<b>475</b>	<b>6.2%</b>

In Fiscal Year 2009 there were 475 hires, for a hire rate of 6.2% of the overall workforce. This is the lowest hire rate in the past five fiscal years.

In Fiscal Year 2009 three departments – Corrections, Transportation, and Children & Families – accounted for nearly half (47%) of all hires.

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

Source: The State's Human Capital Management System (HCM). Data include new hires, rehires and transfers to classified for classified positions in the Executive Branch for Fiscal Years 2005 to 2009. "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**

	2005		2006		Fiscal Year 2007		2008		2009	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
New Hires	531	59.5%	535	58.1%	464	55.8%	408	54.7%	252	53.1%
Rehires	152	17.0%	174	18.9%	130	15.6%	129	17.3%	97	20.4%
Transfer to Classified	209	23.4%	212	23.0%	237	28.5%	209	28.0%	126	26.5%
Minority	21	2.4%	40	4.3%	21	2.5%	30	4.0%	16	3.4%
White	871	97.6%	881	95.7%	810	97.5%	716	96.0%	459	96.6%
Female	438	49.1%	488	53.0%	447	53.8%	395	52.9%	231	48.6%
Male	454	50.9%	433	47.0%	384	46.2%	351	47.1%	244	51.4%
Full-Time	853	95.6%	881	95.7%	788	94.8%	710	95.2%	462	97.3%
Part-Time	39	4.4%	40	4.3%	43	5.2%	36	4.8%	13	2.7%
Administrative Support	94	10.5%	96	10.4%	79	9.5%	88	11.8%	46	9.7%
Officials and Administrators	19	2.1%	15	1.6%	23	2.8%	17	2.3%	12	2.5%
Paraprofessionals	63	7.1%	74	8.0%	55	6.6%	41	5.5%	46	9.7%
Professionals	333	37.3%	350	38.0%	349	42.0%	326	43.7%	175	36.8%
Protective Service	252	28.3%	215	23.3%	171	20.6%	133	17.8%	104	21.9%
Service Maintenance	41	4.6%	67	7.3%	66	7.9%	63	8.4%	42	8.8%
Skilled Craft	40	4.5%	33	3.6%	29	3.5%	26	3.5%	18	3.8%
Technicians	50	5.6%	71	7.7%	59	7.1%	52	7.0%	32	6.7%
<25 Years	145	16.3%	124	13.5%	114	13.7%	114	15.3%	82	17.3%
25-34 Years	264	29.6%	292	31.7%	282	33.9%	213	28.6%	156	32.8%
35-44 Years	250	28.0%	226	24.5%	200	24.1%	185	24.8%	94	19.8%
45-54 Years	157	17.6%	190	20.6%	166	20.0%	161	21.6%	94	19.8%
55-65 Years	73	8.2%	84	9.1%	69	8.3%	70	9.4%	44	9.3%
>65 Years	3	0.3%	5	0.5%		0.0%	3	0.4%	5	1.1%
Average Age	36.9		37.7		37.1		37.9		37.2	
Average Base Starting Salary	\$32,332		\$33,378		\$35,243		\$35,845		\$37,096	
Grand Total	892		921		831		746		475	

In FY '09, the greatest number and percentage of hires were in the Professional occupational category (175; 36.8%), followed closely by Protective Services (104, 21.9%).

The average age of new hires was 37.2. The highest percentage of hires (32.8%) were in the 25-34 age category.

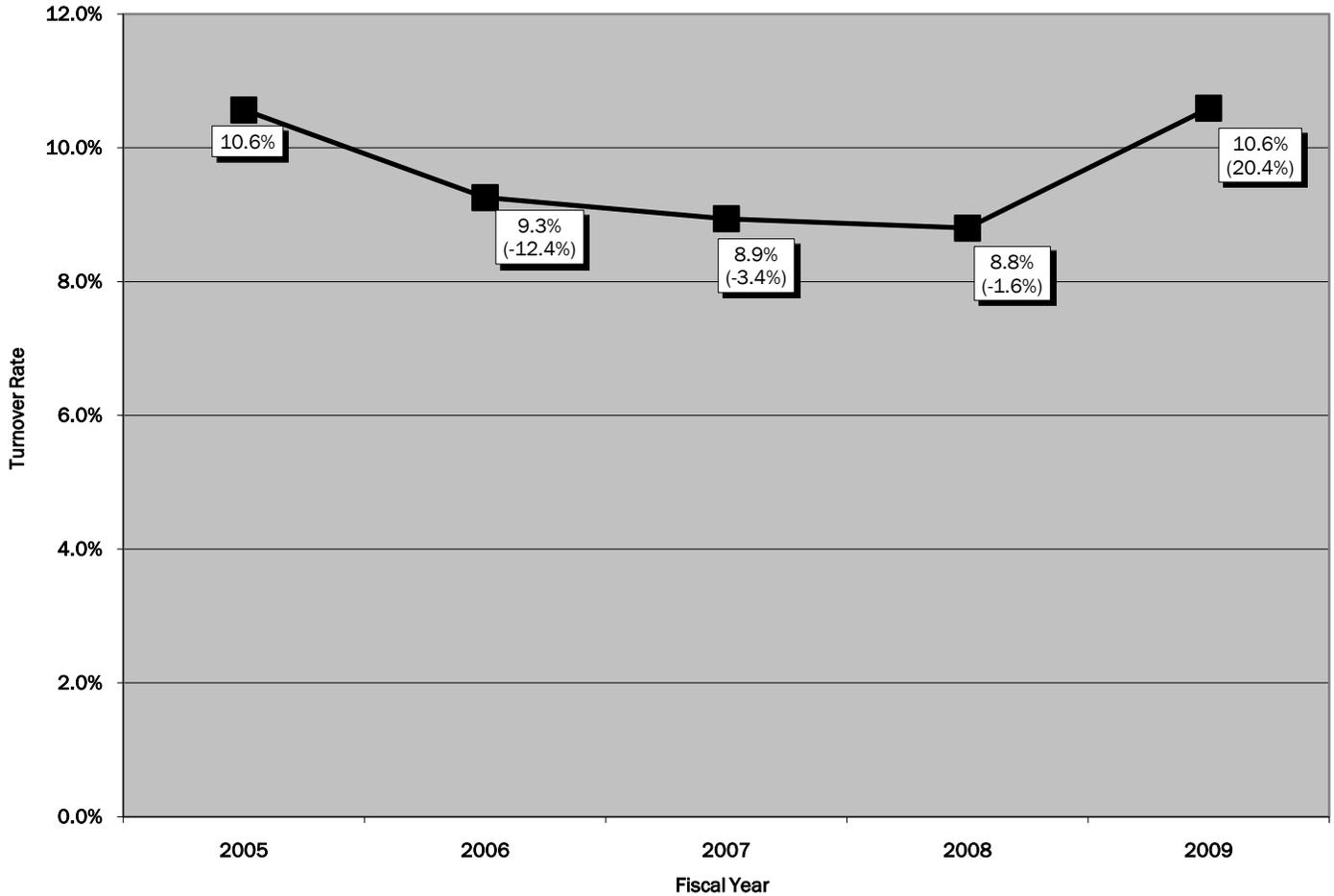
The average base starting salary for full-time new hires was \$37,096.

For FY '09, 3.4% of hires were ethnic minorities and 48.6% 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 2005 to 2009. 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 2005 to 2009. 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 rose significantly (+20.4%) from FY '08 to 10.6%, the highest since FY '05. This was a result of an increased number of retirements early in the fiscal year (employees waited for a change in the cost of living adjustment for retirement benefits starting July 1, 2008) and Reduction-in-Force layoffs at the end of the fiscal year.

The five-year average for turnover is 9.6%.

Benchmarking New England State Governments – Turnover	
Connecticut	7.1%
Massachusetts	9.3%
Maine	8.3%
New Hampshire	9.5%
Vermont	10.6%

Source: Connecticut Department of Administrative Services (FY '09); Commonwealth of Massachusetts, Human Resources Division (FY '09); New Hampshire, Division of Personnel 2008 Annual Report (FY '08); Maine, Bureau of Human Resources (FY '09).

**TABLE 22      TURNOVER BY DEPARTMENT BY FISCAL YEAR**

Department	Fiscal Year					Five Year
	2005	2006	2007	2008	2009	Average
Agriculture	8.4%	5.7%	0.0%	3.3%	6.7%	4.7%
Attorney General	3.5%	6.3%	12.5%	6.5%	16.4%	9.1%
BISHCA	7.5%	5.8%	4.5%	7.5%	4.3%	5.9%
Buildings & General Services	12.1%	9.5%	9.6%	7.6%	11.9%	10.1%
Children & Families	6.4%	5.3%	7.2%	7.7%	8.4%	7.0%
Commerce & Community Development	5.0%	15.1%	7.9%	13.2%	9.5%	10.1%
Corrections	15.8%	15.1%	12.5%	12.2%	11.0%	13.3%
Disabilities, Aging & Independent Living	11.2%	11.3%	6.3%	5.5%	14.8%	9.7%
Education	16.3%	6.5%	6.4%	9.9%	12.6%	10.3%
Environmental Conservation	5.7%	3.9%	8.2%	3.5%	8.2%	5.9%
Finance & Management	12.3%	8.6%	11.4%	4.8%	15.0%	10.3%
Fish & Wildlife	3.5%	4.3%	3.3%	3.2%	5.6%	4.0%
Forests, Parks & Recreation	8.7%	9.2%	5.4%	3.6%	7.4%	6.8%
Health	11.8%	9.2%	11.9%	11.2%	15.1%	11.6%
Human Resources	9.3%	5.7%	7.4%	0.0%	4.3%	5.5%
Human Services	9.1%	3.8%	8.0%	2.3%	13.5%	7.4%
Information & Innovation	12.4%	13.0%	14.9%	5.3%	10.7%	11.0%
Labor	15.2%	11.9%	8.9%	8.2%	8.0%	10.5%
Libraries	9.2%	6.3%	19.4%	10.2%	14.3%	11.8%
Liquor Control	5.6%	3.7%	3.7%	9.6%	11.5%	6.8%
Mental Health	n/a	n/a	n/a	9.5%	17.9%	n/a
Military	5.7%	6.4%	8.8%	6.0%	5.7%	6.5%
Natural Resources	7.8%	6.8%	4.4%	8.6%	17.8%	9.1%
Natural Resources Board	8.0%	12.0%	0.0%	3.9%	3.9%	5.6%
Office of Vermont Health Access	21.1%	6.5%	11.3%	21.1%	12.9%	14.6%
Public Safety – Civilian	11.0%	10.0%	11.4%	8.4%	9.2%	10.0%
Public Safety – Sworn	9.2%	4.1%	5.4%	7.5%	6.2%	6.5%
Public Service	2.7%	11.1%	11.4%	13.5%	2.6%	8.2%
Secretary of State	15.2%	4.9%	17.1%	9.2%	21.7%	13.6%
Small Departments	11.3%	14.7%	16.7%	8.9%	12.5%	13.1%
State Treasurer	22.6%	0.0%	12.3%	9.5%	6.6%	10.2%
Taxes	4.6%	4.6%	7.0%	9.5%	22.6%	9.4%
Transportation	8.3%	8.6%	6.7%	7.7%	8.5%	8.0%
Vermont Lottery Commission	5.6%	0.0%	5.7%	5.7%	0.0%	3.3%
Vermont Veterans' Home	24.1%	25.3%	15.7%	22.3%	16.0%	20.6%
Former Depts. (restructured)	3.4%	n/a	n/a	n/a	n/a	n/a
Grand Total	10.6%	9.3%	8.9%	8.8%	10.6%	9.6%

For many Departments the FY '09 turnover rates were affected by increased retirements and Reduction-in-Force layoffs.

Over this five-fiscal year timeframe departments with consistently higher than average yearly turnover include Vermont Veterans' Home (20.6%), Office of Vermont Health Access (14.6%), Corrections (13.3%), and Health (11.6%).

Departments with lower than average yearly turnover during this timeframe include the Vermont Lottery Commission (3.3%), and Fish & Wildlife (4.0%).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009. "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
	2005	2006	2007	2008	2009	Average
Administrative Support	9.2%	9.4%	8.3%	10.6%	17.2%	10.7%
Officials and Administrators	10.9%	5.6%	11.0%	7.2%	11.0%	9.1%
Paraprofessionals	20.1%	19.4%	16.0%	10.5%	13.7%	15.3%
Professionals	8.6%	6.9%	7.5%	7.7%	9.4%	8.0%
Protective Service	18.2%	14.9%	12.9%	11.7%	11.1%	13.7%
Service Maintenance	15.6%	19.1%	15.7%	16.5%	14.2%	16.2%
Skilled Craft	8.5%	8.2%	7.7%	7.1%	7.6%	7.8%
Technicians	7.9%	10.1%	6.8%	7.3%	9.8%	8.4%
Grand Total	10.6%	9.3%	8.9%	8.8%	10.6%	9.6%

Gender	Fiscal Year					Five Year
	2005	2006	2007	2008	2009	Average
Female	10.3%	9.4%	8.7%	8.9%	11.8%	9.8%
Male	10.8%	9.1%	9.1%	8.7%	9.4%	9.4%
Grand Total	10.6%	9.3%	8.9%	8.8%	10.6%	9.6%

Ethnic Status	Fiscal Year					Five Year
	2005	2006	2007	2008	2009	Average
Minority	13.9%	14.6%	9.3%	12.3%	11.2%	12.1%
White	10.5%	9.2%	8.9%	8.7%	10.6%	9.6%
Grand Total	10.6%	9.3%	8.9%	8.8%	10.6%	9.6%

The Service Maintenance occupational group has the highest five-year average turnover rate (16.2%), followed closely by the Paraprofessional group (15.3%).

There was only a slight difference in turnover rates between male (five-year average 9.4%) and female (five-year average 9.8%) employees.

There appears to be a consistently higher rate of turnover for minority employees. Minority employees averaged 2.5% higher turnover per year. The minority five-year average turnover was 12.1% versus 9.6% for white employees.

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009. 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 2009**

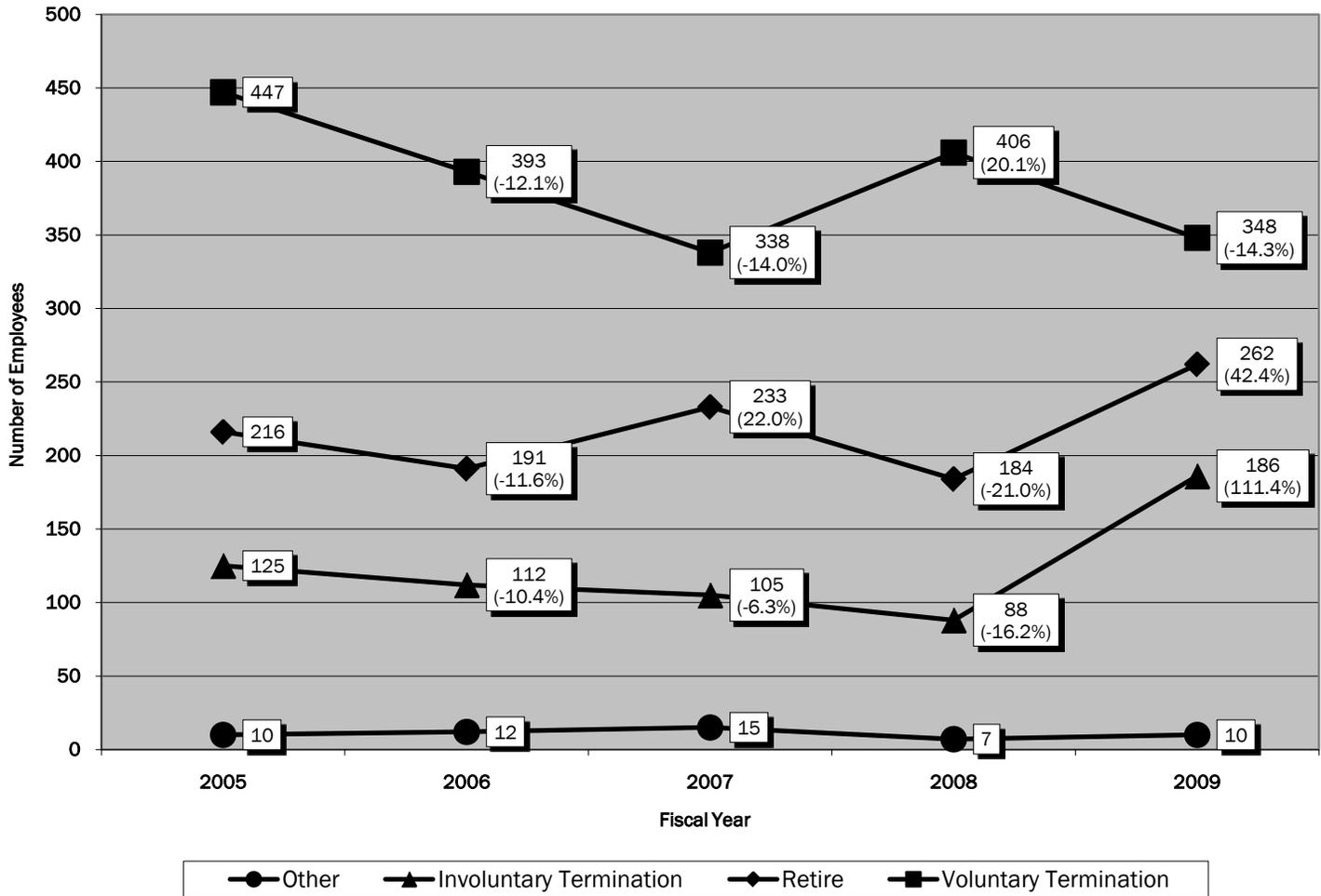
Turnover of Most Populous Job Titles FY '09			Job Titles with the Highest Turnover Rate FY '09		
Job Title	Ave. Num.	Turnover	Job Title	Ave. Num.	Turnover
Correctional Officer I	328	19.8%	Education Consultant I	13	40.0%
AOT Maintenance Worker IV	184	9.3%	UC Customer Service Representative	10	40.0%
Administrative Assistant B	159	5.7%	Network Administrator II	11	38.1%
Corrections Services Specialist II	150	5.4%	Environmental Scientist IV - General	11	36.4%
Social Worker	142	12.7%	Motor Vehicle Customer Service Representative I	11	36.4%
Benefits Programs Specialist	141	6.4%	Tax Compliance Officer II	12	34.8%
Correctional Officer II	133	8.3%	Health District Office Clerk	22	31.8%
Administrative Assistant A	128	9.4%	Public Health Specialist - General	14	28.6%
Senior Trooper - Station	126	5.6%	AOT Maintenance Worker II	11	28.6%
Program Services Clerk	116	16.5%	Medical Social Worker	11	28.6%
Sergeant	83	2.4%	Vocational Rehabilitation Counselor I - General	12	26.1%
Licensed Nursing Assistant	76	18.5%	Veterans Home LPN	20	25.6%
Psychiatric Technician	69	17.5%	Clerk C	20	25.0%
Motor Vehicle Customer Services Specialist	68	11.9%	Information Center Representative II	29	24.6%
Custodian I	67	12.0%	Child Support Paralegal	13	24.0%
Systems Developer II	66	13.6%	Health Programs Outreach Specialist II	24	21.3%
Information Technology Specialist II	56	3.6%	Veterans Home Utility Worker	29	20.7%
Public Health Nurse I	55	16.4%	Network Administrator III	15	20.7%
Systems Developer III	55	9.1%	Public Health Nurse III	10	20.0%
AOT Senior Maintenance Worker	51	15.7%	Correctional Officer I	328	19.8%
Community Correctional Officer	48	2.1%	Information Technology Specialist I	11	19.0%
Correctional Facility Shift Super	48	2.1%	Licensed Nursing Assistant	76	18.5%
AOT Technician IV	47	0.0%	Administrative Secretary	34	17.9%
Environmental Analyst IV - General	47	2.2%	Psychiatric Technician	69	17.5%
Program Technician I	45	13.3%	Family Services District Director I	12	17.4%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Year 2009. 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 (19.8%).

Many of the job titles that had the highest rates of turnover in FY '09 were affected by the increase in retirements and Reduction-in-Force layoffs (See Table 25).

**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 2005 to 2009. 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.

While the largest number of separations continues to be voluntary terminations (348), down 14.3% from FY '08, the number of retirements (262) rose considerably, up 42.4% from FY '08 (this increase was influenced by employees waiting for a change in the cost of living adjustment for retirement benefits starting July 1, 2008). The number of involuntary terminations (186) also increased significantly, up 111.4% from FY '08 (this was due in part to Reduction-in-Force layoffs at the end of the fiscal year).

A total of 806 employees separated during Fiscal Year 2009. Of the turnover in Fiscal Year 2009, 43% were voluntary terminations, 33% were retirements, 23% involuntary terminations, and 1.2% were "other."

**TABLE 26 TYPE OF SEPARATION BY DEPARTMENT BY FISCAL YEAR**

Department	2005			2006			Fiscal Year 2007			2008			2009		
	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		1	6		3	2					1	2	3	1	2
Attorney General		1			1	1			4		1	1		1	4
BISHCA		1	5		1	4		2	2	1		6			4
Buildings & General Services	5	15	27	8	13	18	4	12	22	6	9	17	11	15	21
Children & Families	4	22	32	5	20	24	7	29	30	10	29	33	8	33	35
Commerce & Comm. Dev.	2	1	1	1	1	10		4	2		3	7	6		1
Corrections	41	19	112	38	20	110	34	19	86	15	23	98	22	19	76
Disabilities, Aging & Ind.Living	5	4	21	7	11	13	2	10	6	1	7	8	22	15	5
Education	3	6	20		5	7		6	6	5	1	12	8	8	4
Environmental Conservation	2	5	8	2	3	6		9	14		4	5	4	10	8
Finance & Management	1	2	1		2	1		1	3		1	1	4	1	1
Fish & Wildlife		4		1	1	3			4		1	3		3	4
Forests, Parks & Recreation		8	2	2	3	5		4	2		3	1		6	2
Health	14	19	57	13	15	44	12	25	58	6	11	47	25	23	31
Human Resources		2	3			3			4						2
Human Services		1	3	1		1		3	2	1	1		3	3	6
Information & Innovation	2	1	3		2	3	1	4	2			3		4	2
Labor	8	20	12	2	19	12	2	16	5	5	6	11	1	8	12
Libraries		2	1		2		2	3	1		3		1	2	1
Liquor Control		2	1		1	1		2		1		4		2	4
Mental Health	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2	5	14	10	8	24
Military			5	2	1	3	2	5	3	2		4	2	3	2
Natural Resources		2	1		1	2	1	1			1	3	2	3	3
Natural Resources Board		1	1	1	2						1			1	
Office of Vermont Health Access	2	1	5			3	1		6	3	1	12	6		5
Public Safety – Civilian	7	5	12	2	6	18	7	7	17	4	7	13	4	7	15
Public Safety – Sworn	3	12	13	4	4	4	2	10	5		11	12	1	11	7
Public Service		1			2	2		1	3		1	4			1
Secretary of State		1	4			2		3	4		2	2	6	2	1
Small Departments			3			5		3	2		1	1	1	1	1
State Treasurer		2	5				1	2	1	1		2	1	1	
Taxes		6	2	1	6	1	1	7	3	1	8	7	13	16	7
Transportation	11	46	47	6	36	61	17	36	27	13	36	43	12	50	39
Vermont Lottery Commission		1							1			1			
Vermont Veterans' Home	15	2	31	16	10	24	9	9	13	11	6	29	10	5	18
Former Depts. (restructured)			3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Grand Total</b>	<b>125</b>	<b>216</b>	<b>447</b>	<b>112</b>	<b>191</b>	<b>393</b>	<b>105</b>	<b>233</b>	<b>338</b>	<b>88</b>	<b>184</b>	<b>406</b>	<b>186</b>	<b>262</b>	<b>348</b>

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009. 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.

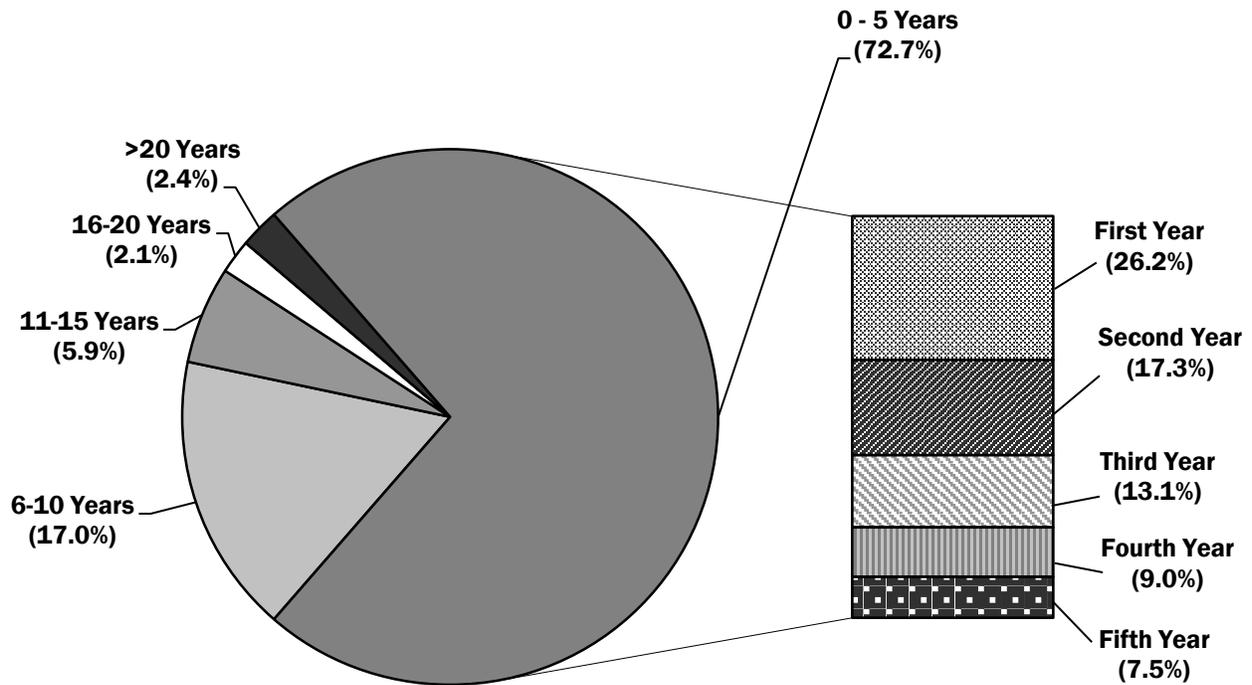
**TABLE 27 CHARACTERISTICS OF TYPE OF SEPARATION BY FISCAL YEAR**

	2005			2006			Fiscal Year 2007			2008			2009		
	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	43%	42%	51%	52%	47%	51%	41%	43%	54%	50%	43%	53%	61%	48%	57%
Male	57%	58%	49%	48%	53%	49%	59%	57%	46%	50%	57%	47%	39%	52%	43%
Minority	3%	1%	3%	4%	2%	3%	4%	2%	3%	5%	2%	3%	3%	2%	3%
White	97%	99%	97%	96%	98%	97%	96%	98%	97%	95%	98%	97%	97%	98%	97%
Administrative Support	10%	10%	9%	5%	12%	12%	9%	10%	9%	13%	7%	13%	19%	13%	11%
Officials and Administrators	2%	13%	1%	1%	5%	2%	1%	10%	3%	3%	8%	1%	5%	6%	3%
Paraprofessionals	10%	1%	7%	15%	2%	6%	13%	3%	6%	9%	2%	6%	6%	4%	7%
Professionals	27%	49%	41%	27%	53%	34%	24%	55%	43%	38%	54%	44%	44%	53%	43%
Protective Service	35%	8%	28%	38%	5%	26%	34%	8%	23%	17%	9%	22%	11%	4%	23%
Service Maintenance	4%	2%	5%	9%	4%	5%	11%	2%	5%	14%	3%	5%	5%	2%	5%
Skilled Craft	3%	10%	5%	1%	7%	7%	6%	8%	4%	3%	10%	4%	2%	10%	3%
Technicians	7%	7%	5%	4%	12%	7%	2%	5%	6%	3%	7%	5%	9%	7%	5%
Age <25 Years	14%	0%	6%	19%	0%	10%	10%	0%	7%	11%	0%	5%	8%	0%	9%
25-34 Years	24%	0%	32%	32%	0%	33%	30%	0%	34%	26%	0%	30%	20%	0%	32%
35-44 Years	24%	1%	30%	20%	2%	29%	30%	0%	25%	24%	1%	32%	22%	1%	29%
45-54 Years	26%	17%	24%	22%	11%	19%	22%	14%	21%	27%	20%	24%	25%	11%	21%
55-65 Years	10%	74%	8%	7%	74%	9%	9%	73%	12%	11%	66%	9%	23%	74%	9%
>65 Years	1%	8%	1%	0%	13%	0%	0%	13%	1%	0%	13%	0%	2%	14%	1%
Average Age	39.2	58.9	39.1	36.4	60.0	38.0	38.5	59.7	39.1	39.6	59.3	39.5	43.8	60.5	38.8
Length of Service <5 Years	82%	4%	70%	84%	6%	70%	90%	7%	72%	91%	5%	63%	58%	4%	68%
5-9 Years	10%	9%	17%	5%	10%	21%	6%	12%	17%	2%	11%	25%	18%	9%	20%
10-14 Years	4%	6%	6%	4%	9%	4%	3%	8%	8%	2%	13%	7%	12%	6%	8%
15-19 Years	3%	11%	4%	4%	12%	3%	1%	12%	1%	1%	7%	2%	4%	7%	2%
20-24 Years	0%	10%	1%	2%	10%	1%	1%	11%	1%	1%	16%	1%	5%	13%	2%
25-30 Years	1%	31%	1%	2%	27%	1%	0%	27%	1%	2%	26%	0%	2%	28%	1%
>30 Years	0%	30%	0%	0%	26%	0%	0%	24%	0%	0%	23%	0%	2%	33%	1%
Average Length of Service	2.3	24.5	4.2	2.6	22.5	3.9	1.6	22.5	3.9	2.2	22.2	4.5	6.4	25.0	4.6
Grand Total Number	125	216	447	112	191	393	105	233	338	88	184	406	186	262	348
Grand Total Percent	16%	27%	57%	16%	27%	56%	16%	34%	50%	13%	28%	61%	24%	33%	44%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009. 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 '09 voluntary terminations were most likely among female employees (57%), those with less than five years of service (68%), and those in the 25-34 age group (32%). The average age of retirees was 60.5 years. The largest percentage of retirements was among Professionals (53%), and those with greater than 30 years of service (33%).

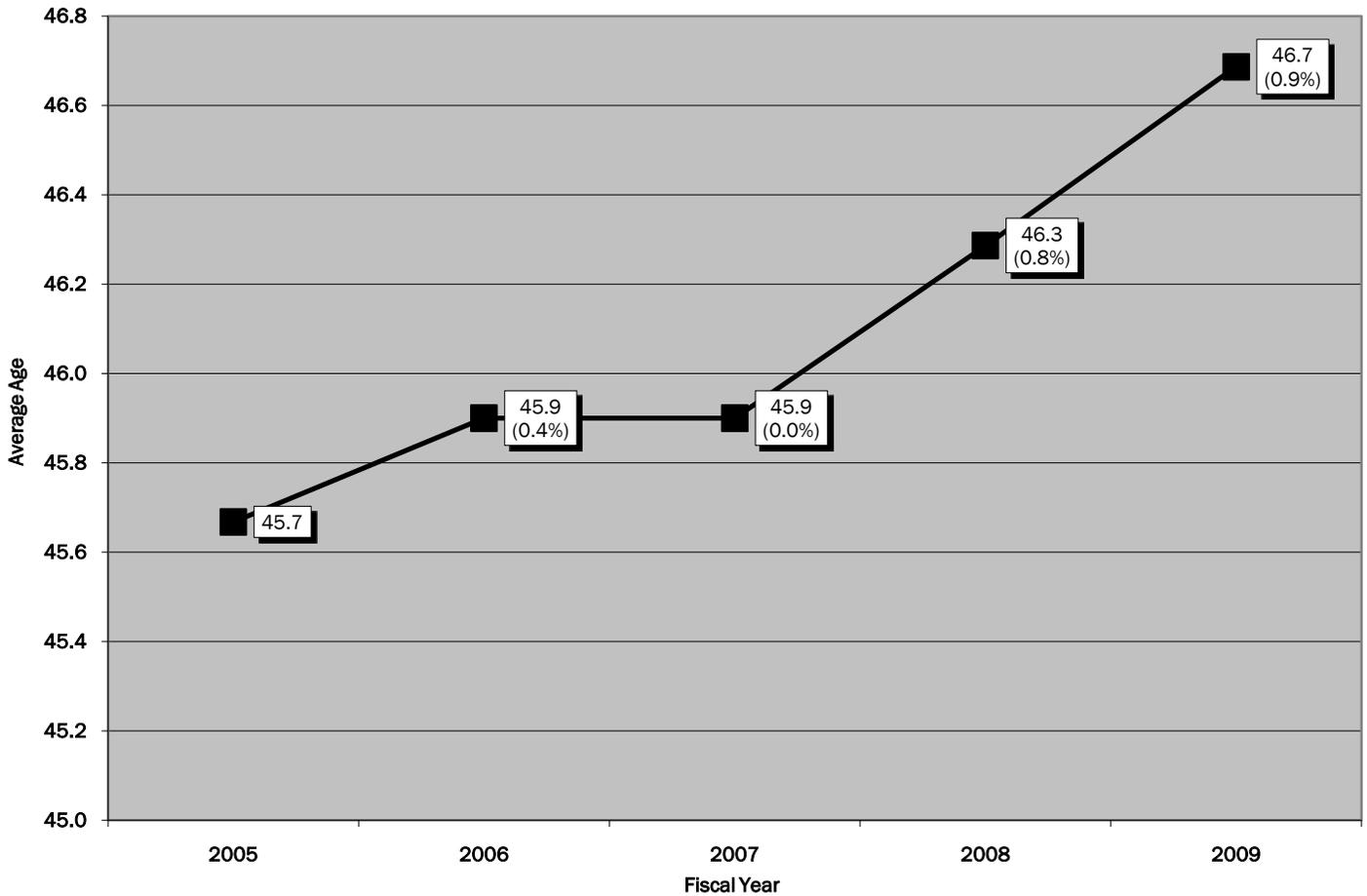
**TABLE 28 VOLUNTARY TURNOVER BY YEARS OF SERVICE (5 YEAR AVERAGE)**



Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009. 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 2005 to 2009 the vast majority of voluntary terminations (five-year average 72.7%) 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 26.2%).

**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 2005 to 2009. 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 2009 was 46.7. The average age of classified employees has been on a steady increase since Fiscal Year 2005 – a 2.2% increase over this five-fiscal-year timeframe.

**TABLE 30 EMPLOYEE AGE GROUPS BY DEPARTMENT – FISCAL YEAR 2009**

Department	Age Groups						Average
	<25	25-34	35-44	45-54	55-65	>65	Age
Agriculture		11	19	28	25	3	48.1
Attorney General		4	11	9	7		46.3
BISHCA		12	23	27	32		47.8
Buildings & General Services	2	36	78	154	99	7	48.7
Children & Families	19	153	217	257	284	19	46.8
Commerce & Community Development		9	10	24	24	1	48.8
Corrections	18	216	307	289	187	11	43.7
Disabilities, Aging & Independent Living		26	35	108	106	6	50.7
Education		22	33	40	76	6	50.3
Environmental Conservation	1	29	57	96	74	1	47.9
Finance & Management		1	13	15	6	2	48.3
Fish & Wildlife	2	13	45	47	17		45.0
Forests, Parks & Recreation	1	8	20	44	30	3	49.2
Health	3	60	98	173	157	17	49.1
Human Resources		6	10	15	13	1	48.6
Human Services		11	13	32	30		48.5
Information & Innovation	1	4	17	16	13		46.6
Labor	1	27	44	93	94	6	49.9
Libraries		2	1	13	11		52.0
Liquor Control	1	4	18	19	10		46.0
Mental Health	6	46	47	61	68	4	45.6
Military	6	13	30	48	24	2	46.1
Natural Resources		4	13	14	13		47.2
Natural Resources Board		2	3	8	12		51.0
Office of Vermont Health Access		13	31	20	20	1	44.8
Public Safety – Civilian	8	51	59	68	69	13	46.5
Public Safety – Sworn	9	95	144	62	1		38.0
Public Service		6	13	9	8	1	45.8
Secretary of State		10	11	15	17		46.8
Small Department		2	12	8	4		46.2
State Treasurer		1	11	14	5		47.4
Taxes	3	13	33	50	56	3	49.4
Transportation	25	138	322	425	290	20	46.8
Vermont Lottery Commission		1	6	7	5	1	48.0
Vermont Veterans' Home	13	28	48	70	44	5	45.8
Grand Total	119	1077	1852	2378	1931	133	46.7
Percent	1.6%	14.4%	24.7%	31.7%	25.8%	1.8%	

Departments with the highest average age include Libraries (52.0), Disabilities, Aging & Independent Living (50.7), and Education (50.3).

Public Safety – Sworn (38.0) had employees with the lowest average age.

Only 16.0% of the workforce is less than 35 years old; 59.3% 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 2009. "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
	2005	2006	2007	2008	2009	Average
Administrative Support	46.3	46.8	46.8	47.4	47.9	47.0
Officials and Administrators	52.2	52.5	51.9	52.1	52.4	52.2
Paraprofessionals	42.2	42.9	42.8	43.6	43.8	43.1
Professionals	47.1	47.1	47.3	47.5	47.9	47.4
Protective Service	38.2	38.6	38.8	39.1	39.6	38.9
Service Maintenance	45.9	46.2	45.1	46.1	47.2	46.1
Skilled Craft	46.6	47.0	47.2	47.4	47.3	47.1
Technicians	45.5	45.5	45.5	46.0	46.9	45.9
Grand Total	45.7	45.9	45.9	46.3	46.7	46.1

Gender	Fiscal Year					Five Year
	2005	2006	2007	2008	2009	Average
Female	45.7	45.9	46.0	46.3	46.9	46.2
Male	45.7	45.8	45.9	46.2	46.8	46.1
Grand Total	45.7	45.9	45.9	46.3	46.8	46.1

Ethnic Status	Fiscal Year					Five Year
	2005	2006	2007	2008	2009	Average
Minority	43.6	43.8	44.3	44.3	44.6	44.1
White	45.7	45.9	46.0	46.3	46.7	46.1
Grand Total	45.7	45.9	45.9	46.3	46.7	46.1

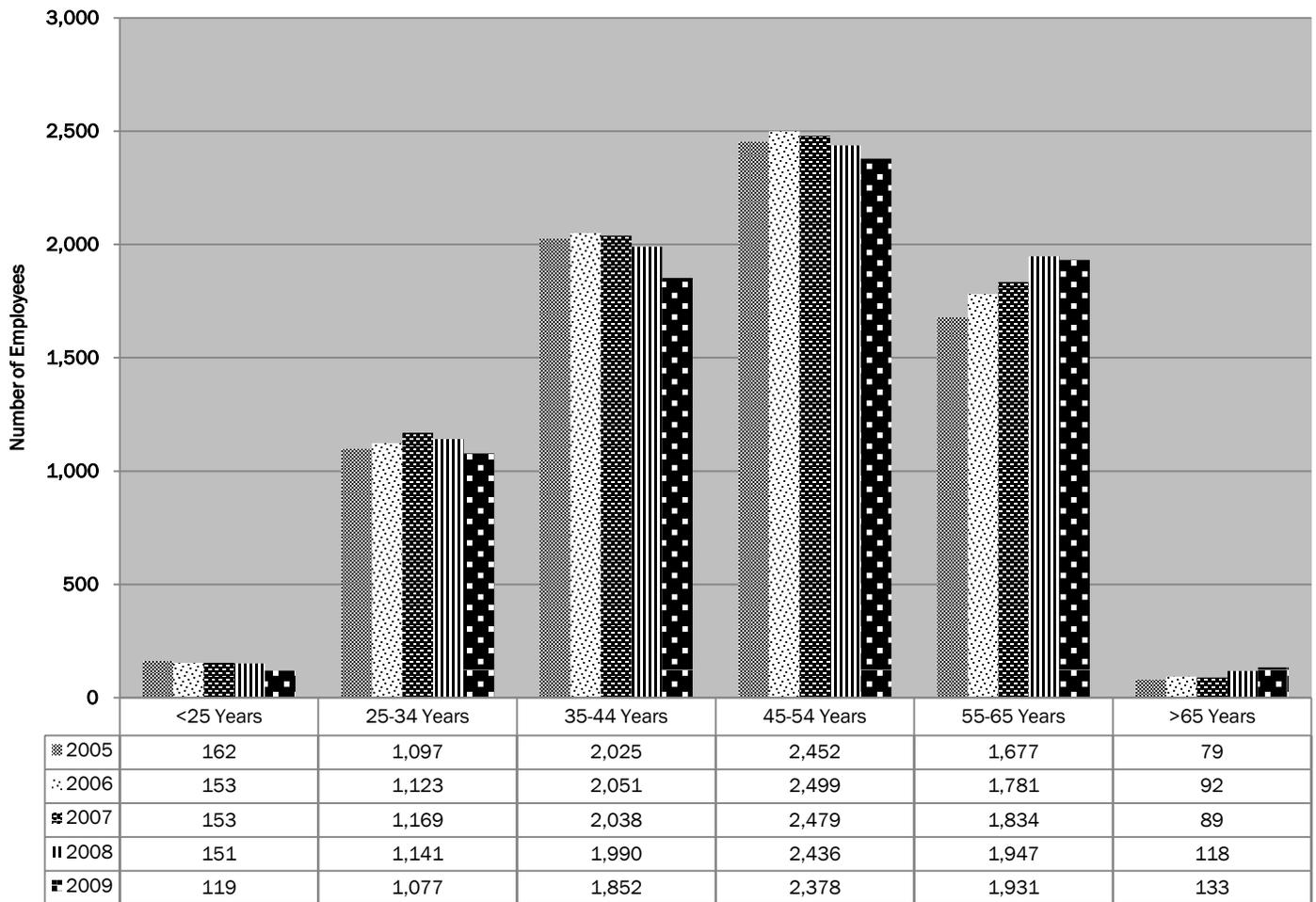
Employees in jobs categorized as Officials and Administrators have the highest average age (five-year average 52.2 years); those employees in the Protective Service group had the lowest average (five-year average 38.9 years).

There is only a slight difference between the average age of female (five-year average 46.2 years) and male (five-year average 46.1 years) classified employees.

There is a small difference in the average age of white (five-year average 46.1 years) and minority employees (five-year average 44.1 years).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009. 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**

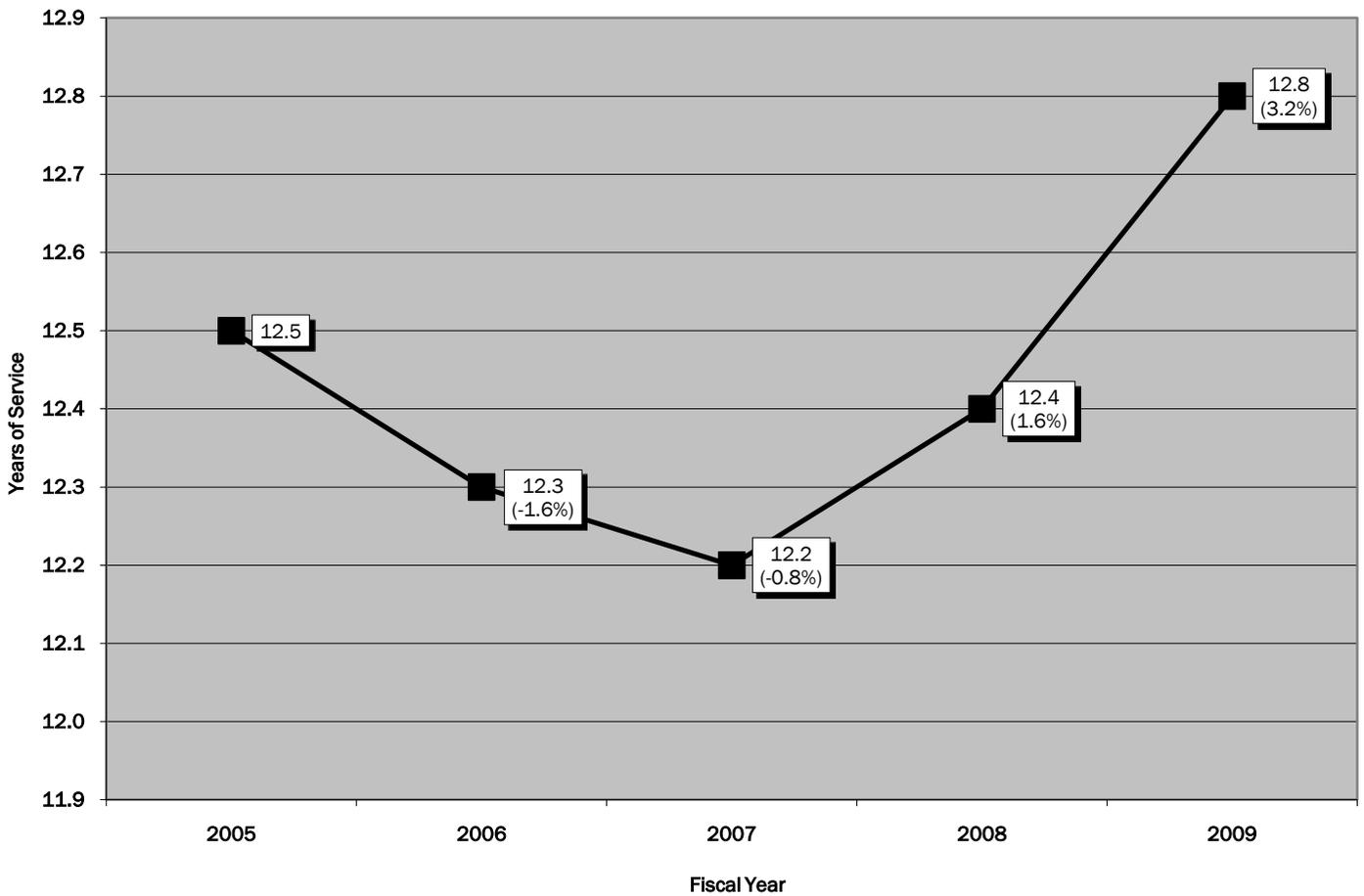


Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009.

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

The greatest percentage increase from Fiscal Year 2005 to Fiscal Year 2009 was seen in the number of employees greater than 65 years (+68.4%). In terms of actual numbers the 55 – 65 age group saw an increase of 254 employees (+15.1%). The greatest decline was in employees less than 25 years of age (-26.5%).

**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 2005 to 2009. 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 12.8 years in Fiscal Year 2009, a 3.2% 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
	2005	2006	2007	2008	2009	Average
Agriculture	13.3	12.7	13.7	13.8	14.8	13.6
Attorney General	9.3	9.3	8.8	10.1	10.1	9.5
BISHCA	9.8	9.9	10.0	10.5	11.5	10.4
Buildings & General Services	11.0	10.8	11.1	11.5	12.2	11.3
Children & Families	13.8	13.9	13.7	14.0	14.0	13.9
Commerce & Community Development	12.8	14.6	13.4	13.2	14.0	13.6
Corrections	9.5	9.7	9.9	10.3	11.2	10.1
Disabilities, Aging & Independent Living	12.9	12.7	12.2	12.3	12.8	12.6
Education	10.4	10.1	10.4	11.2	11.2	10.7
Environmental Conservation	13.9	13.9	13.9	14.2	15.4	14.3
Finance & Management	13.2	11.5	13.0	12.9	14.9	13.1
Fish & Wildlife	13.8	14.4	14.6	15.0	15.5	14.7
Forests, Parks & Recreation	18.7	18.3	17.9	18.2	18.0	18.2
Health	10.9	10.3	10.2	11.1	12.0	10.9
Human Resources	11.4	12.1	12.5	12.4	13.7	12.4
Human Services	16.2	13.9	13.1	12.7	13.2	13.8
Information & Innovation	13.7	13.0	10.4	10.8	10.1	11.6
Labor	16.9	15.4	14.9	15.3	15.5	15.6
Libraries	17.3	16.8	15.8	15.4	15.3	16.1
Liquor Control	13.8	13.6	13.1	14.0	14.8	13.8
Mental Health	n/a	n/a	n/a	8.5	8.8	n/a
Military	14.8	13.9	13.4	13.6	13.6	13.9
Natural Resources	15.6	14.6	13.0	13.9	14.8	14.4
Natural Resources Board	17.5	17.9	18.9	18.0	18.8	18.2
Office of Vermont Health Access	9.5	7.6	6.9	7.2	8.4	7.9
Public Safety – Civilian	10.3	9.5	9.6	9.8	10.5	9.9
Public Safety – Sworn	10.7	10.9	11.0	11.6	11.2	11.1
Public Service	10.9	9.5	9.5	9.8	9.8	9.9
Secretary of State	12.2	12.4	12.4	12.7	12.3	12.4
Small Departments	10.1	11.5	7.4	8.5	8.0	9.1
State Treasurer	8.0	9.2	9.9	11.4	10.7	9.8
Taxes	15.1	15.5	15.6	15.1	14.0	15.1
Transportation	14.5	14.6	14.3	14.4	14.3	14.4
Vermont Lottery Commission	14.8	15.8	15.9	15.9	15.4	15.6
Vermont Veterans' Home	10.3	10.0	9.3	9.8	9.8	9.8
Former Depts. (restructured)	11.5	n/a	n/a	n/a	n/a	n/a
Grand Total	12.5	12.3	12.2	12.4	12.8	12.4
% Change from Previous FY		-1.3%	-0.8%	1.6%	3.2%	

Forests, Parks and Recreation had the highest average years of service (five-year average of 18.2 years), while Office of Vermont Health Access had the lowest (five-year average 7.9 years).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009. 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
	2005	2006	2007	2008	2009	Average
Administrative Support	12.5	12.5	12.4	12.7	13.0	12.6
Officials and Administrators	19.0	19.0	18.0	18.3	17.8	18.4
Paraprofessionals	9.0	8.7	9.9	10.7	10.7	9.8
Professionals	13.3	13.0	12.9	13.1	13.6	13.2
Protective Service	7.5	7.6	7.7	8.2	8.7	8.0
Service Maintenance	9.4	8.6	8.2	8.1	9.0	8.7
Skilled Craft	13.9	14.3	14.5	14.3	14.0	14.2
Technicians	12.9	12.7	12.3	12.8	13.3	12.8
Grand Total	12.5	12.3	12.2	12.4	12.8	12.4

Gender	Fiscal Year					Five Year
	2005	2006	2007	2008	2009	Average
Female	11.7	11.6	11.5	11.7	12.1	11.7
Male	13.2	13.0	12.9	13.1	13.1	13.1
Grand Total	12.5	12.3	12.2	12.4	12.8	12.4

Ethnic Status	Fiscal Year					Five Year
	2005	2006	2007	2008	2009	Average
Minority	11.7	10.7	10.6	9.8	9.6	10.5
White	12.5	12.4	12.3	12.5	12.9	12.5
Grand Total	12.5	12.3	12.2	12.4	12.8	12.4

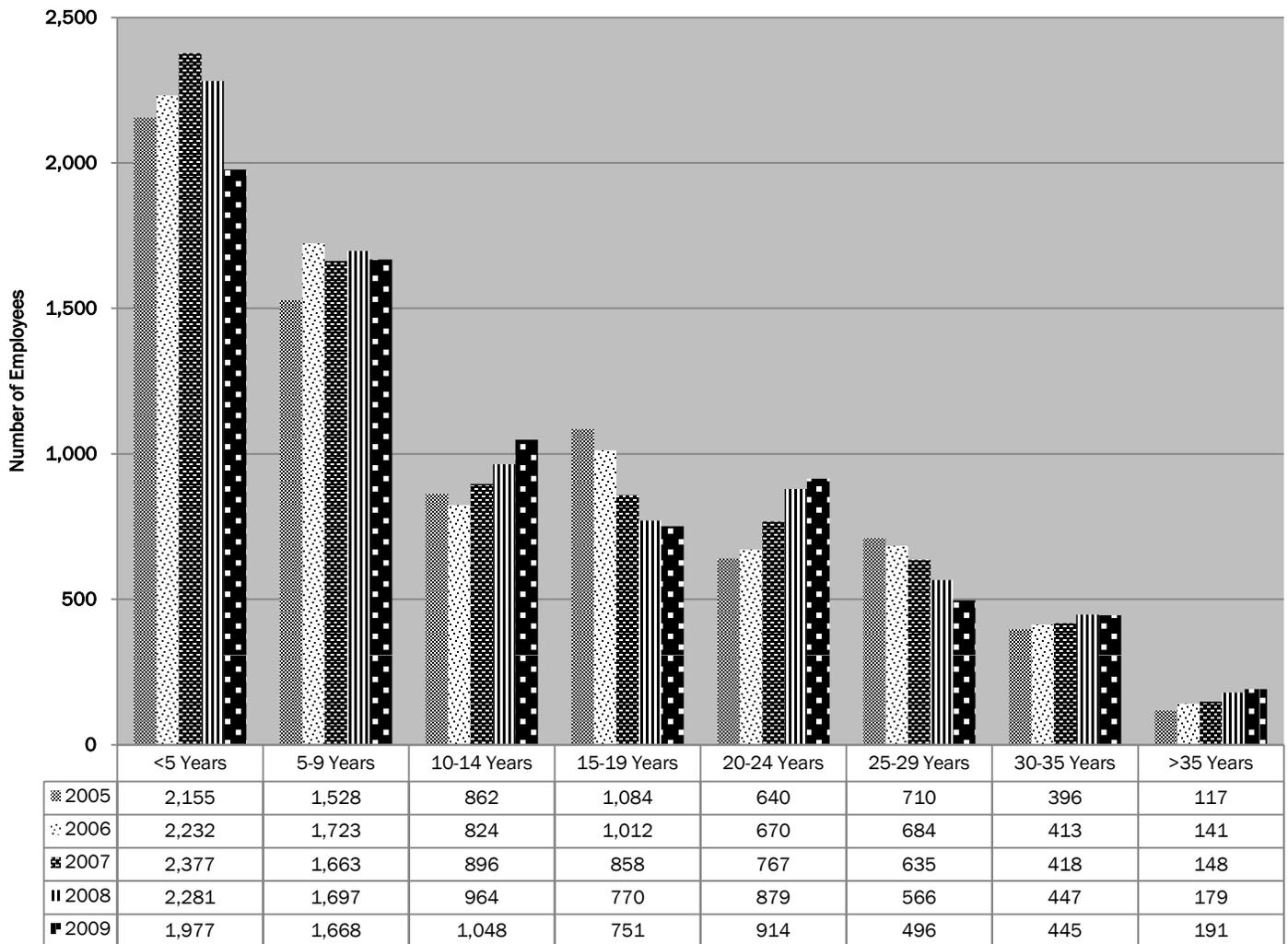
The Official and Administrators occupational group had the highest average years of service at 18.4 years (five-year average). Employees in the Protective Service group had the lowest (five-year average 8.0 years).

Male employees on average had greater years of service (five-year average 13.1 years) than females (five-year average 11.7 years).

Minority employees on average had less years of service (five-year average 10.5 years) than white employees (five-year average 12.5 years).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009. 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**



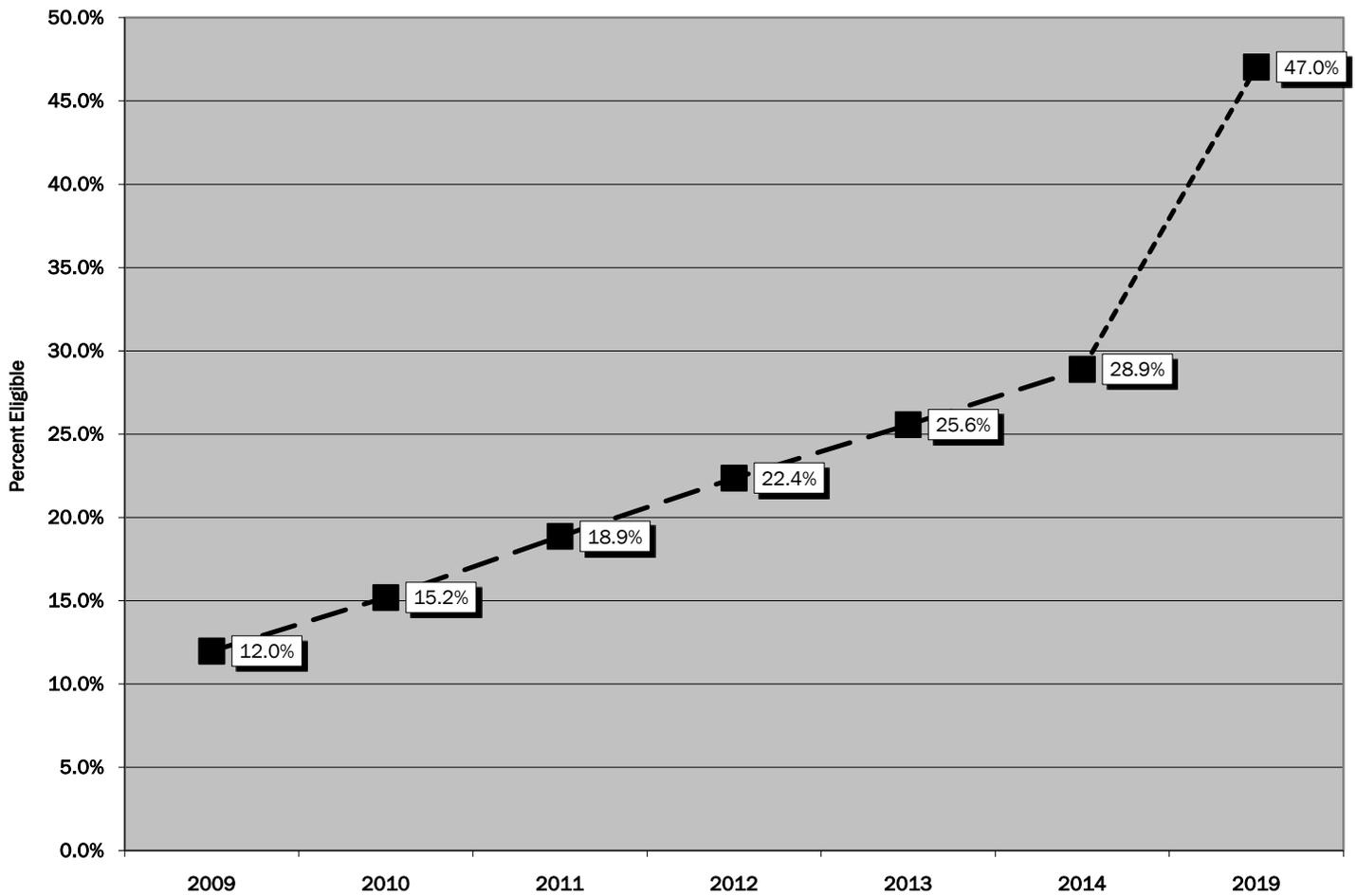
Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009. Years of (continuous) Service is the time of uninterrupted service by an employee. Authorized leaves of absence are not counted as an interruption of service.

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

The greatest percentage increase from Fiscal Year 2005 to Fiscal Year 2009 was seen in the number of employees with greater than 35 years of service (+63.2%).

From Fiscal Year 2005 to Fiscal Year 2009 there was a 30.7% drop in the number of employees in the 15-19 years of service group, and a corresponding 42.8% increase in the 20-24 years of service group.

**TABLE 37 PROJECTED RETIREMENT ELIGIBILITY BY FISCAL YEAR**



Male	499	625	754	898	1,012	1,143	1,816
Female	398	513	659	777	903	1,021	1,707
Total	897	1,138	1,413	1,675	1,915	2,164	3,523
% Change from Previous FY		26.9%	24.2%	18.5%	14.3%	13.0%	62.8%

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 2009 year-end. See Appendix D for a description of the method used to produce the retirement projections.

At the end of Fiscal Year 2009, 897 employees (12.0% of the classified workforce) were eligible for retirement. The projected increase in eligible employees in subsequent years is highest from FY '09 to FY '10 (+26.9%) and FY '10 to FY '11 (+24.2%), then declines until at five years (FY 2014) 28.9% or 2,164 current employees are projected to be eligible for retirement.

The ten-year projection (to FY 2019) estimates that 47.0% (3,523) of employees will be retirement eligible.

**TABLE 38 PROJECTED RETIREMENT ELIGIBILITY BY DEPARTMENT**

Department	Eligible FY '09		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '10	FY '11	FY '12	FY '13	FY '14	Num.	Percent	Num.	Percent
Agriculture	14	16.3%	3.5%	1.2%	1.2%	1.2%	3.5%	23	26.7%	44	51.2%
Attorney General	4	12.9%	3.2%	0.0%	3.2%	6.5%	3.2%	9	29.0%	12	38.7%
BISHCA	9	9.6%	1.1%	5.3%	5.3%	10.6%	4.3%	34	36.2%	44	46.8%
Buildings & General Services	40	10.6%	3.2%	4.0%	5.6%	3.5%	4.3%	117	31.1%	202	53.7%
Children & Families	137	14.4%	2.8%	3.4%	4.5%	3.8%	3.4%	307	32.3%	446	47.0%
Commerce & Community Development	11	16.2%	0.0%	2.9%	7.4%	0.0%	8.8%	24	35.3%	38	55.9%
Corrections	76	7.4%	1.7%	2.0%	2.8%	2.9%	2.4%	198	19.3%	340	33.1%
Disabilities, Aging & Independent Living	39	13.9%	5.0%	3.6%	4.6%	3.9%	4.6%	100	35.6%	162	57.7%
Education	28	15.8%	5.6%	5.1%	3.4%	6.8%	4.0%	72	40.7%	104	58.8%
Environmental Conservation	33	12.8%	2.3%	2.7%	3.1%	2.3%	3.9%	70	27.1%	124	48.1%
Finance & Management	7	18.9%	0.0%	8.1%	0.0%	2.7%	5.4%	13	35.1%	19	51.4%
Fish & Wildlife	11	8.9%	4.0%	4.0%	8.9%	1.6%	2.4%	37	29.8%	61	49.2%
Forests, Parks & Recreation	19	17.9%	5.7%	4.7%	1.9%	0.0%	6.6%	39	36.8%	64	60.4%
Health	66	13.0%	3.7%	5.7%	3.9%	2.2%	2.4%	157	30.9%	274	53.9%
Human Resources	8	17.8%	2.2%	2.2%	6.7%	0.0%	2.2%	14	31.1%	22	48.9%
Human Services	10	11.6%	1.2%	7.0%	1.2%	4.7%	2.3%	24	27.9%	41	47.7%
Information & Innovation	5	9.8%	0.0%	2.0%	2.0%	2.0%	3.9%	10	19.6%	18	35.3%
Labor	51	19.2%	6.8%	3.8%	2.6%	3.8%	5.7%	111	41.9%	164	61.9%
Libraries	4	14.8%	3.7%	11.1%	18.5%	0.0%	0.0%	13	48.1%	18	66.7%
Liquor Control	9	17.3%	1.9%	7.7%	3.8%	0.0%	0.0%	16	30.8%	25	48.1%
Mental Health	20	8.6%	2.6%	6.0%	2.6%	3.0%	3.9%	62	26.7%	98	42.2%
Military	18	14.6%	0.8%	3.3%	4.1%	2.4%	3.3%	35	28.5%	57	46.3%
Natural Resources	6	13.6%	4.5%	2.3%	0.0%	2.3%	4.5%	12	27.3%	19	43.2%
Natural Resources Board	3	12.0%	12.0%	4.0%	0.0%	8.0%	12.0%	12	48.0%	19	76.0%
Office of Vermont Health Access	4	4.7%	2.4%	2.4%	2.4%	5.9%	2.4%	17	20.0%	27	31.8%
Public Safety – Civilian	31	11.6%	2.6%	3.0%	2.6%	6.0%	3.0%	77	28.7%	120	44.8%
Public Safety – Sworn	13	4.2%	2.9%	1.6%	2.9%	2.9%	4.2%	58	18.6%	120	38.6%
Public Service	3	8.1%	2.7%	5.4%	2.7%	2.7%	2.7%	9	24.3%	14	37.8%
Secretary of State	9	17.0%	1.9%	5.7%	1.9%	1.9%	3.8%	17	32.1%	27	50.9%
Small Departments	1	3.8%	3.8%	0.0%	3.8%	3.8%	0.0%	4	15.4%	8	30.8%
State Treasurer		0.0%	0.0%	3.2%	0.0%	0.0%	3.2%	2	6.5%	11	35.5%
Taxes	27	17.1%	5.1%	5.1%	3.8%	4.4%	1.9%	59	37.3%	86	54.4%
Transportation	165	13.5%	4.0%	3.9%	2.8%	2.0%	3.1%	358	29.3%	594	48.7%
Vermont Lottery Commission	2	10.0%	0.0%	5.0%	5.0%	15.0%	0.0%	7	35.0%	10	50.0%
Vermont Veterans' Home	14	6.7%	3.8%	3.8%	2.4%	4.8%	1.0%	47	22.6%	91	43.8%
<b>Grand Total</b>	<b>897</b>	<b>12.0%</b>	<b>3.2%</b>	<b>3.7%</b>	<b>3.5%</b>	<b>3.2%</b>	<b>3.3%</b>	<b>2,164</b>	<b>28.9%</b>	<b>3,523</b>	<b>47.0%</b>

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 2009 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 (47%) of all the employees who will be eligible for retirement in five years (FY 2014) come from just four departments – Transportation (358), Children and Families (301), Corrections (198), and Health (157).

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

Occupational Group	Eligible FY '09		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '10	FY '11	FY '12	FY '13	FY '14	Num.	Percent	Num.	Percent
Administrative Support	79	13.3%	3.5%	4.2%	3.4%	3.7%	3.9%	190	32.0%	302	50.8%
Officials and Administrators	78	24.4%	6.6%	5.0%	2.8%	5.6%	5.0%	158	49.4%	211	65.9%
Paraprofessionals	27	7.4%	3.3%	3.0%	3.8%	3.0%	3.3%	87	23.9%	137	37.6%
Professionals	546	13.7%	3.1%	3.9%	3.8%	3.3%	3.5%	1,245	31.3%	2,013	50.6%
Protective Service	32	3.3%	1.8%	1.8%	2.3%	1.6%	2.1%	128	13.0%	253	25.7%
Service Maintenance	20	9.0%	2.2%	3.1%	4.5%	4.0%	2.2%	56	25.1%	104	46.6%
Skilled Craft	55	10.6%	3.3%	4.2%	3.6%	3.6%	3.5%	150	28.8%	262	50.3%
Technicians	60	11.9%	4.6%	4.2%	3.2%	2.8%	3.2%	150	29.7%	241	47.7%
<b>Total</b>	<b>897</b>	<b>12.0%</b>	<b>3.2%</b>	<b>3.7%</b>	<b>3.5%</b>	<b>3.2%</b>	<b>3.3%</b>	<b>2,164</b>	<b>28.9%</b>	<b>3,523</b>	<b>47.0%</b>

Gender	Eligible FY '09		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '10	FY '11	FY '12	FY '13	FY '14	Num.	Percent	Num.	Percent
Female	398	10.8%	3.1%	4.0%	3.2%	3.4%	3.2%	1,021	27.8%	1,707	46.4%
Male	499	13.1%	3.3%	3.4%	3.8%	3.0%	3.4%	1,143	30.0%	1,816	47.6%
<b>Total</b>	<b>897</b>	<b>12.0%</b>	<b>3.2%</b>	<b>3.7%</b>	<b>3.5%</b>	<b>3.2%</b>	<b>3.3%</b>	<b>2,164</b>	<b>28.9%</b>	<b>3,523</b>	<b>47.0%</b>

Ethnic Status	Eligible FY '09		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '10	FY '11	FY '12	FY '13	FY '14	Num.	Percent	Num.	Percent
Minority	14	7.8%	1.1%	2.2%	4.4%	2.2%	3.3%	38	21.1%	65	36.1%
White	883	12.1%	3.3%	3.7%	3.5%	3.2%	3.3%	2,126	29.1%	3,458	47.3%
<b>Total</b>	<b>897</b>	<b>12.0%</b>	<b>3.2%</b>	<b>3.7%</b>	<b>3.5%</b>	<b>3.2%</b>	<b>3.3%</b>	<b>2,164</b>	<b>28.9%</b>	<b>3,523</b>	<b>47.0%</b>

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 2009 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 retirement in five years in the Officials and Administrators occupational group is the highest (49.4%), in terms of actual numbers, 57% of all employees eligible for retirement in five years are in the Professional occupational group (1,245).

There is a somewhat higher percentage of male than female employees eligible for retirement both at the end of FY 2009 (13.1% vs. 10.8%) and in five years (30.0% vs. 27.8%).

**TABLE 40 PROJECTED RETIREMENT ELIGIBILITY FOR CLASSIFIED JOB TITLES – FISCAL YEAR 2009**

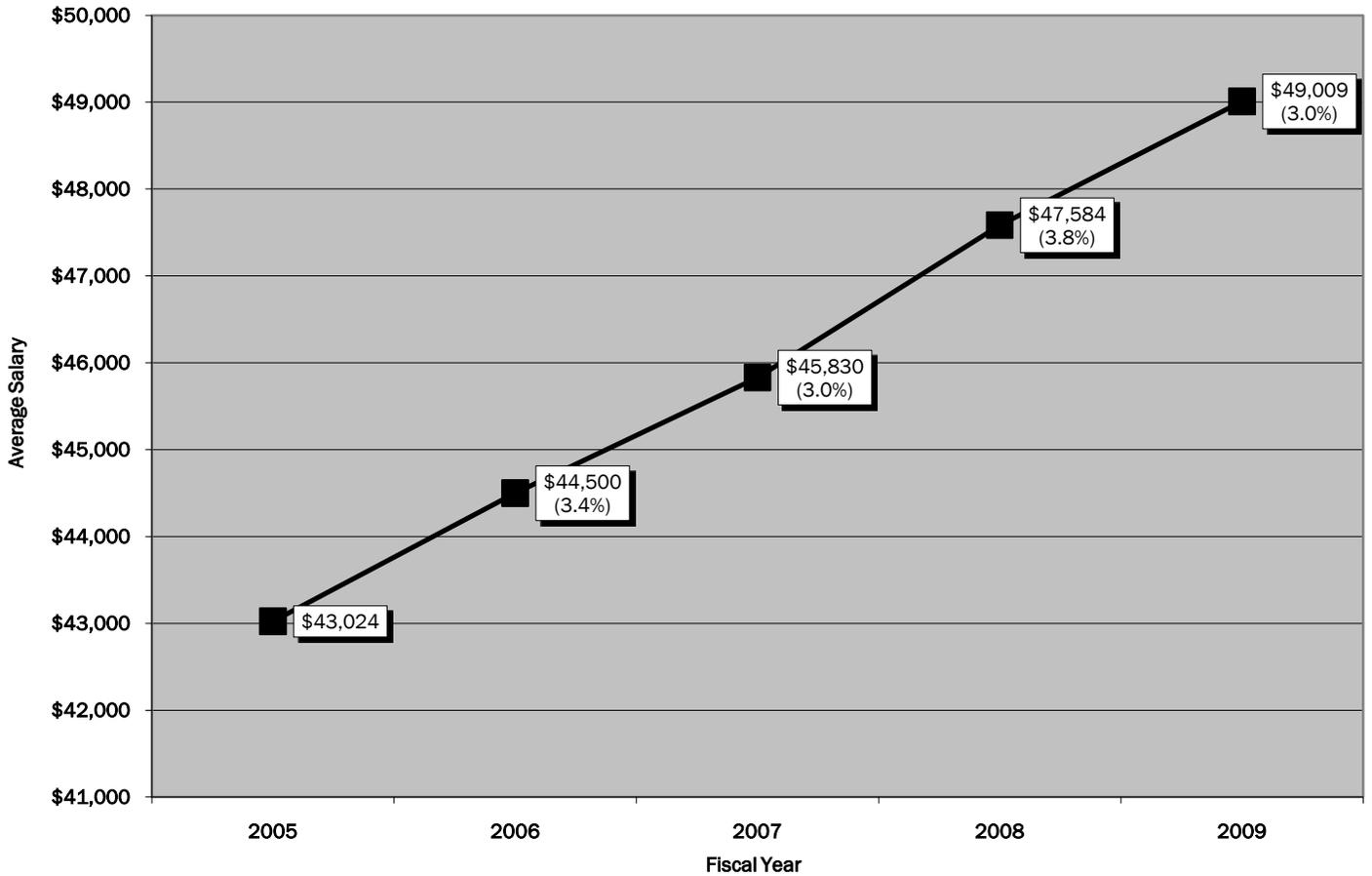
Projected Retirement Eligibility of Most Populous Job Titles				Job Titles with the Highest Projected Retirement Eligibility			
Job Title	Num.	Eligible FY '09	Five Year Percent Projected Eligible	Job Title	Num.	Eligible FY '09	Five Year Percent Projected Eligible
Correctional Officer I	314	0.3%	6.1%	Senior Psychiatric Technician	17	35.3%	58.8%
AOT Maintenance Worker IV	180	7.2%	21.1%	Career Development Facilitator II	20	35.0%	65.0%
Administrative Assistant B	163	16.6%	31.9%	Economic Services Supervisor	20	35.0%	45.0%
Corrections Services Specialist II	149	10.7%	22.1%	Environmental Analyst VI	20	30.0%	65.0%
Social Worker	144	6.9%	19.4%	Health Programs Outreach Spec. II	20	30.0%	45.0%
Benefits Programs Specialist	136	9.6%	31.6%	Information Center Representative II	22	27.3%	54.5%
Senior Trooper - Station	136	0.7%	6.6%	Education Programs Coordinator II	15	26.7%	46.7%
Correctional Officer II	123	4.9%	13.0%	Forester III	15	26.7%	46.7%
Administrative Assistant A	110	16.4%	40.0%	Social Services Supervisor	23	26.1%	34.8%
Program Services Clerk	106	11.3%	25.5%	AOT Area Maintenance Supervisor	41	24.4%	53.7%
Sergeant	80	5.0%	31.3%	Career Development Facilitator III	35	22.9%	40.0%
Licensed Nursing Assistant	80	3.8%	17.5%	Information Technology Manager I	22	22.7%	31.8%
Motor Vehicle Customer Service Spec.	68	8.8%	20.6%	AOT Technician VI	40	22.5%	30.0%
Custodian I	64	9.4%	34.4%	Correctional Instructor - General	28	21.4%	39.3%
Psychiatric Technician	62	0.0%	11.3%	AOT Technician V	38	21.1%	42.1%
Systems Developer II	59	13.6%	27.1%	Community Correctional Prog. Supvsr.	25	20.0%	40.0%
Information Technology Specialist II	57	8.8%	21.1%	Public Guardian	20	20.0%	55.0%
Systems Developer III	54	9.3%	31.5%	Executive Staff Assistant	15	20.0%	53.3%
AOT Senior Maintenance Worker	53	17.0%	35.8%	Child Support Specialist II	31	19.4%	32.3%
Public Health Nurse I	50	14.0%	36.0%	Nurse Surveyor	16	18.8%	31.3%
Community Correctional Officer	49	2.0%	14.3%	AOT Technician IV	43	18.6%	39.5%
Reach Up Case Manager II	48	14.6%	33.3%	Financial Technician I	23	17.4%	39.1%
Environmental Analyst IV - General	47	4.3%	8.5%	AOT Senior Maintenance Worker	53	17.0%	35.8%
AOT Technician IV	43	18.6%	39.5%	Tax Examiner III	24	16.7%	33.3%
AOT Area Maintenance Supervsr	41	24.4%	53.7%	Civil Engineer VII	18	16.7%	44.4%

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 2009 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 Area Maintenance Supervisor (53.7%), Administrative Assistant A (40.0%), AOT Technician IV (39.5%), Public Health Nurse I (36.0%), and AOT Senior Maintenance Worker (35.8%).

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 2005 to 2009. 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 2009 the average base rate salary for full-time classified employees was \$49,009, a 3.0% increase over the Fiscal Year 2008 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
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)
2009	3.50% (includes 1.7% for steps) NOTE: Classified managerial and confidential employees earning =/> \$60,000 a year did NOT receive the 1.8% across the board increase. (See Section 2(b) of Act 206 of the 2008 Legislative Session).

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

Department	Fiscal Year					% Change FY '05 to FY '09
	2005	2006	2007	2008	2009	
Agriculture	\$45,596	\$46,770	\$49,524	\$50,441	\$52,966	16.2%
Attorney General	\$45,699	\$47,225	\$48,545	\$49,836	\$50,654	10.8%
BISHCA	\$53,235	\$54,490	\$57,388	\$59,332	\$61,748	16.0%
Buildings & General Services	\$34,322	\$34,955	\$36,416	\$37,687	\$39,217	14.3%
Children & Families	\$44,545	\$45,901	\$47,301	\$49,432	\$50,649	13.7%
Commerce & Community Development	\$47,307	\$51,161	\$51,774	\$53,457	\$54,711	15.7%
Corrections	\$37,929	\$40,049	\$41,366	\$42,950	\$44,675	17.8%
Disabilities, Aging & Independent Living	\$46,708	\$47,834	\$49,257	\$51,573	\$53,342	14.2%
Education	\$48,680	\$49,910	\$51,389	\$53,482	\$54,778	12.5%
Environmental Conservation	\$49,641	\$50,821	\$51,778	\$53,762	\$55,825	12.5%
Finance & Management	\$55,188	\$56,938	\$59,561	\$59,236	\$60,880	10.3%
Fish & Wildlife	\$47,710	\$48,874	\$50,371	\$54,374	\$56,587	18.6%
Forests, Parks & Recreation	\$47,607	\$48,844	\$49,682	\$51,546	\$52,421	10.1%
Health	\$44,918	\$46,423	\$47,764	\$50,160	\$51,624	14.9%
Human Resources	\$47,767	\$50,893	\$53,372	\$57,028	\$58,842	23.2%
Human Services	\$54,097	\$53,741	\$55,405	\$57,135	\$58,711	8.5%
Information & Innovation	\$49,201	\$49,469	\$50,380	\$53,219	\$56,465	14.8%
Labor	\$42,507	\$43,194	\$44,166	\$45,425	\$46,722	9.9%
Libraries	\$39,356	\$40,565	\$42,961	\$42,125	\$44,798	13.8%
Liquor Control	\$40,507	\$41,072	\$41,928	\$46,573	\$47,730	17.8%
Mental Health	n/a	n/a	n/a	\$47,952	\$48,467	n/a
Military	\$39,682	\$40,316	\$41,576	\$42,937	\$44,290	11.6%
Natural Resources	\$50,726	\$51,183	\$53,357	\$55,169	\$57,569	13.5%
Natural Resources Board	\$47,416	\$50,167	\$52,171	\$53,090	\$55,221	16.5%
Office of Vermont Health Access	\$47,757	\$48,404	\$48,976	\$49,412	\$52,158	9.2%
Public Safety - Civilian	\$41,332	\$42,365	\$43,784	\$45,758	\$47,222	14.3%
Public Safety - Sworn	\$55,928	\$57,769	\$59,648	\$62,115	\$62,417	11.6%
Public Service	\$47,590	\$49,692	\$52,483	\$55,133	\$56,674	19.1%
Secretary of State	\$42,337	\$44,088	\$45,811	\$48,073	\$46,844	10.6%
Small Departments	\$44,157	\$50,608	\$55,600	\$59,735	\$61,382	39.0%
State Treasurer	\$43,797	\$45,734	\$47,735	\$51,675	\$52,150	19.1%
Taxes	\$41,708	\$42,961	\$43,759	\$44,895	\$45,165	8.3%
Transportation	\$40,779	\$42,040	\$42,956	\$44,247	\$45,375	11.3%
Vermont Lottery Commission	\$38,971	\$41,220	\$41,941	\$43,675	\$44,870	15.1%
Vermont Veterans' Home	\$34,129	\$35,217	\$35,988	\$37,455	\$38,376	12.4%
Former Depts. (restructured)	\$42,712	n/a	n/a	n/a	n/a	n/a
Grand Total	\$43,024	\$44,500	\$45,830	\$47,584	\$49,009	13.9%

Source: The State's Human Capital Management System (HCM). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2005 to 2009. 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 2009, Public Safety – Sworn had the highest average salary (\$62,417) and the Vermont Veterans' Home the lowest (\$38,376).

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

Occupational Group	Fiscal Year					% Change FY '05 to FY '09
	2005	2006	2007	2008	2009	
Administrative Support	\$31,871	\$32,670	\$33,478	\$34,480	\$35,531	11.5%
Officials and Administrators	\$68,680	\$71,045	\$72,930	\$75,831	\$76,691	11.7%
Paraprofessionals	\$32,348	\$33,348	\$36,573	\$38,200	\$39,564	22.3%
Professionals	\$48,009	\$49,274	\$50,776	\$52,378	\$53,941	12.4%
Protective Service	\$38,534	\$40,754	\$42,045	\$44,412	\$45,977	19.3%
Service Maintenance	\$25,449	\$25,652	\$26,056	\$26,954	\$28,099	10.4%
Skilled Craft	\$34,226	\$35,235	\$36,291	\$37,056	\$38,279	11.8%
Technicians	\$39,904	\$39,107	\$40,049	\$41,474	\$42,358	6.1%
Grand Total	\$43,024	\$44,500	\$45,830	\$47,584	\$49,009	13.9%
% Change from Previous FY		3.4%	3.0%	3.8%	3.0%	

Gender	Fiscal Year					% Change FY '05 to FY '09
	2005	2006	2007	2008	2009	
Female	\$41,156	\$42,674	\$44,090	\$45,986	\$47,565	15.6%
Male	\$44,673	\$46,140	\$47,429	\$49,071	\$50,339	12.7%
Grand Total	\$43,024	\$44,500	\$45,830	\$47,584	\$49,009	13.9%
% Change from Previous FY		3.4%	3.0%	3.8%	3.0%	

Ethnic Status	Fiscal Year					% Change FY '05 to FY '09
	2005	2006	2007	2008	2009	
Minority	\$39,361	\$40,432	\$41,926	\$43,255	\$45,287	15.1%
White	\$43,097	\$44,588	\$45,918	\$47,688	\$49,102	13.9%
Grand Total	\$43,024	\$44,500	\$45,830	\$47,584	\$49,009	13.9%
% Change from Previous FY		3.4%	3.0%	3.8%	3.0%	

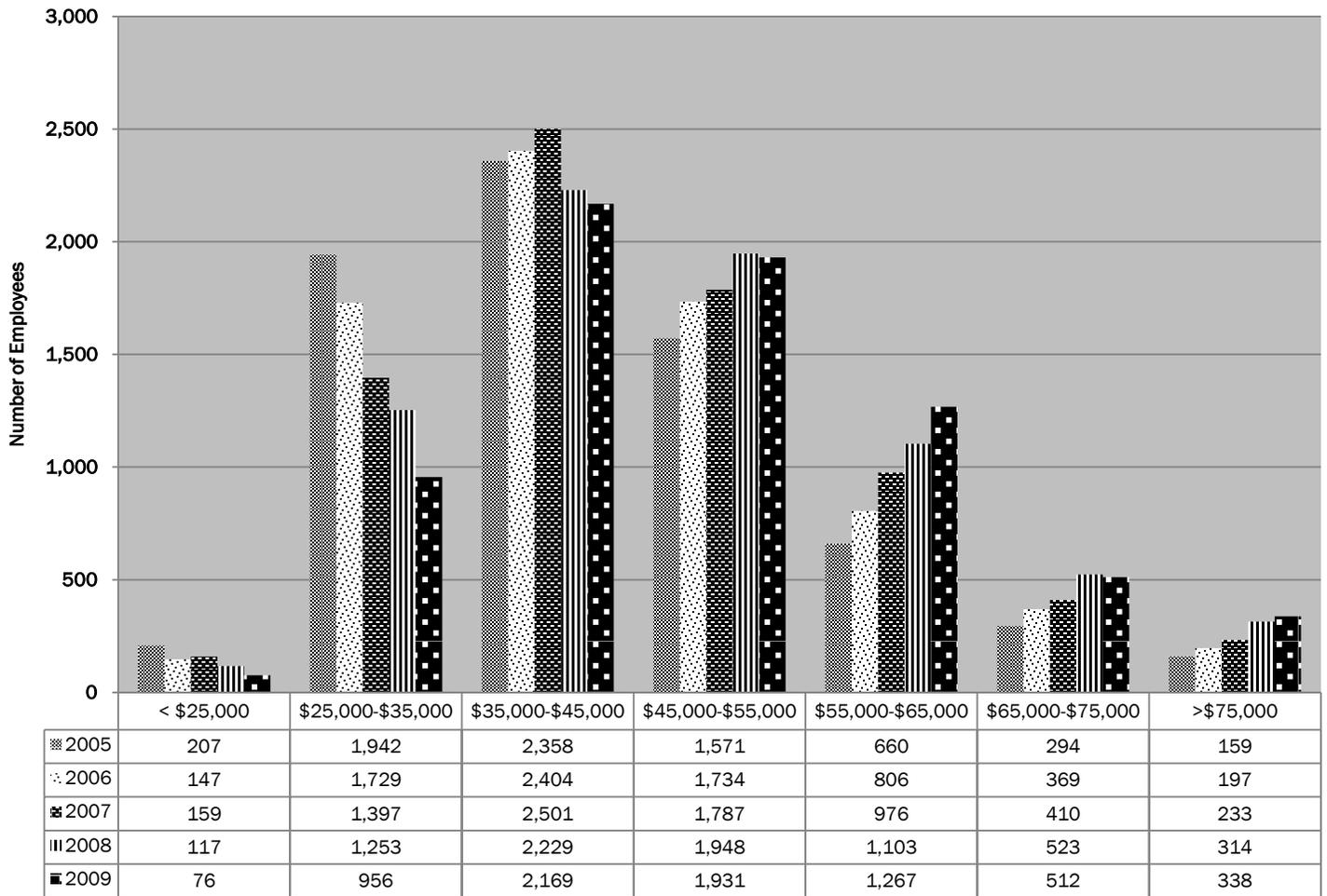
At the end of FY '09 the Officials and Administrators occupational group had the highest average salary (\$76,691) and Service Maintenance the lowest (\$28,099). The largest occupational group – Professionals – averaged \$53,941.

Male employees had a higher average salary (\$50,339) than females (\$47,565) at the end of FY '09. However, the average female salary increased at a higher percentage than males from FY '05 to FY '09 (15.6% vs. 12.7%)

Minority employees had a lower average salary (\$45,287) than white employees (\$49,102) at the end of FY '09.

Source: The State's Human Capital Management System (HCM). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2005 to 2009. 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**



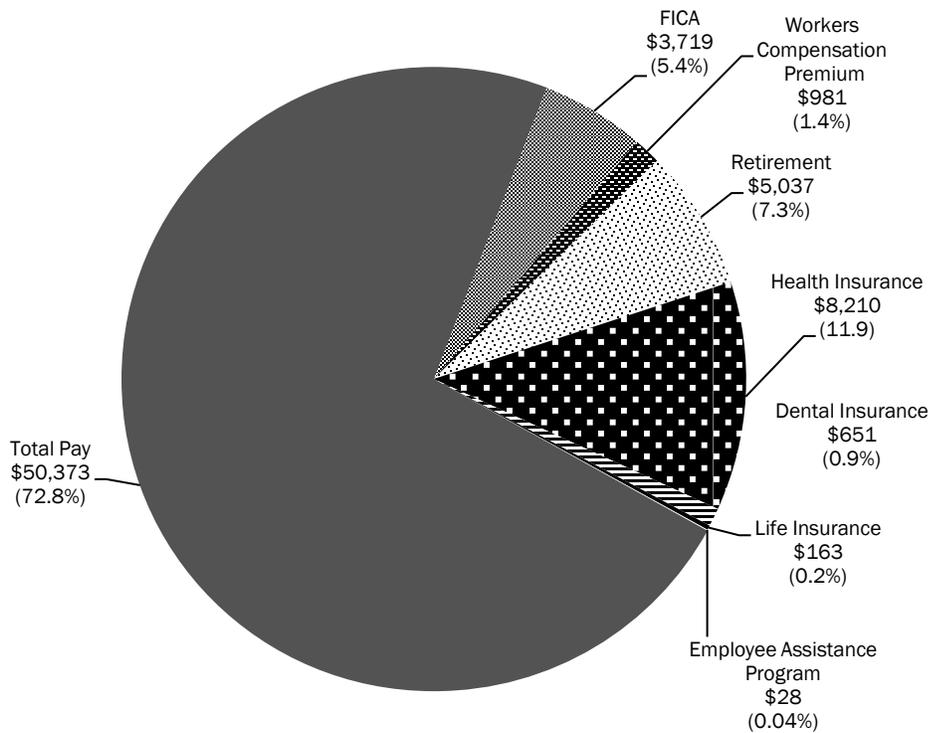
Source: The State's Human Capital Management System (HCM). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2005 to 2009. Annual salary is base rate and does not include benefits or overtime.

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 '05 to FY '09 (-63.3% and -50.8% respectively). This is due to the decrease in the number of job classes at lower pay grades (See Table 47).

From FY '05 to FY '09 there was a 90% 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 2009**



Average total compensation for classified Executive Branch employees for Fiscal Year 2009 was \$69,162.

On average, employer-paid benefits were 27.2% of total compensation.

Detail of Total Compensation - Executive Branch Classified <sup>1</sup> Employees Fiscal Year 2009			
Pay	Total	Cost per Employee <sup>3</sup>	% of Total Compensation
Total Pay <sup>2</sup>	\$386,810,525	\$50,373	72.8%
<b>Subtotal</b>	<b>\$386,810,525</b>	<b>\$50,373</b>	<b>72.8%</b>
<b>Employer Paid Benefits</b>			
FICA (Social Security and Medicare Deductions)	\$28,560,413	\$3,719	5.4%
Workers Compensation Premium <sup>4</sup>	\$7,532,960	\$981	1.4%
Retirement (State share of retirement contribution)	\$38,678,252	\$5,037	7.3%
Health Insurance (State 80% share)	\$63,045,243	\$8,210	11.9%
Dental Insurance (State 100% share)	\$4,996,368	\$651	0.9%
Life Insurance (State 75% share)	\$1,253,435	\$163	0.2%
Employee Assistance Program	\$214,088	\$28	0.04%
<b>Subtotal</b>	<b>\$144,280,759</b>	<b>\$18,789</b>	<b>27.2%</b>
<b>Total Compensation (Pay + Benefits)</b>	<b>\$531,091,283</b>	<b>\$69,162</b>	<b>100.0%</b>

<sup>1</sup> Includes bargaining unit and non-bargaining unit employees (full and part-time).

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

<sup>3</sup> Based on the average number of classified employees during FY '09 (7,679)

<sup>4</sup> 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 2009.

**TABLE 46 CLASSIFIED EMPLOYEES BY PAY GRADE AND STEP – FISCAL YEAR 2009**

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			0	3	0.0%
08																0	0.0%
09	5	4	10	9	4	5	15	5	1	1		3	3	3	6	74	1.0%
10	5	7	8	4	1	1	5	1	1	2	2	5	3	3	4	52	0.7%
11		4	2		4	7	4	1	3				1	3	3	32	0.4%
12		1	1	3	5	2	6	3	3	2	4	2	1	1	9	43	0.6%
13	5	17	16	4	5	8	7	8	3	6	5	7	8	5	7	111	1.5%
14		1	3	2	2	3	3	2	3	1		1	3	1	3	28	0.4%
15	19	48	38	28	22	63	58	40	28	19	25	32	42	12	25	499	6.7%
16	3	20	12	11	10	15	19	15	11	10	13	10	15	3	19	186	2.5%
17	4	33	31	31	12	35	29	36	28	22	29	21	24	24	25	384	5.1%
18	36	86	77	71	90	72	58	39	35	19	21	21	17	16	20	678	9.1%
19	6	28	35	16	28	55	45	44	38	38	34	38	31	25	27	488	6.5%
20	25	48	55	52	51	93	64	58	30	35	28	31	34	20	21	645	8.6%
21	5	41	50	43	37	95	87	63	65	39	51	37	46	42	49	750	10.0%
22	3	42	59	70	60	95	93	66	48	57	56	41	70	41	69	870	11.6%
23	12	56	71	59	72	97	94	86	71	54	58	58	64	40	49	941	12.6%
24	1	12	23	25	32	61	56	66	50	40	43	48	59	50	42	608	8.1%
25	2	3	12	15	14	28	28	32	27	12	16	17	24	17	31	278	3.7%
26		11	16	17	15	43	40	34	27	19	20	33	37	17	34	363	4.8%
27		3	7	9	12	23	14	7	11	8	7	12	8	9	12	142	1.9%
28	2	4	11	12	7	13	14	3	16	11	10	8	17	4	15	147	2.0%
29		4	1	2	3	3	10	5	2	8	1	5	5	3	7	59	0.8%
30		1	5	2	3	11	8	4	4	4	11	6	3		3	65	0.9%
31		2	1	1	2	2	1	2	3	2	4	2	3		1	26	0.3%
32			2		1	3	4	2	2		2	1			1	18	0.2%
<b>Total</b>	<b>134</b>	<b>477</b>	<b>546</b>	<b>486</b>	<b>492</b>	<b>833</b>	<b>762</b>	<b>622</b>	<b>510</b>	<b>409</b>	<b>440</b>	<b>440</b>	<b>518</b>	<b>339</b>	<b>482</b>	<b>7,490</b>	
<b>%</b>	<b>1.8%</b>	<b>6.4%</b>	<b>7.3%</b>	<b>6.5%</b>	<b>6.6%</b>	<b>11.1%</b>	<b>10.2%</b>	<b>8.3%</b>	<b>6.8%</b>	<b>5.5%</b>	<b>5.9%</b>	<b>5.9%</b>	<b>6.9%</b>	<b>4.5%</b>	<b>6.4%</b>		

Source: The State's Human Capital Management System (HCM). Data include all classified Executive Branch employees for Fiscal Year 2009. 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 '09. The median<sup>1</sup> pay grade was 21. The largest number of employees were assigned to pay grade 23 (941 or 12.6%). Over 50% of employees (50.9%) are in job classes assigned to pay grades 21 to 24. The median<sup>1</sup> step was step 7. At the end of FY '09, the largest percentage of employees (11.1%) were on step 6 and 6.4% of employees had reached the final step 15.

<sup>1</sup> 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 '05 to FY '09
	2005		2006		2007		2008		2009		
	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%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	-100.0%
9	4	0.3%	4	0.3%	4	0.3%	4	0.2%	4	0.2%	0.0%
10	6	0.4%	7	0.5%	6	0.4%	6	0.4%	5	0.3%	-16.7%
11	7	0.5%	6	0.4%	5	0.3%	4	0.2%	4	0.2%	-42.9%
12	16	1.1%	14	0.9%	14	0.9%	12	0.7%	12	0.7%	-25.0%
13	16	1.1%	16	1.0%	16	1.0%	16	1.0%	15	0.9%	-6.3%
14	11	0.7%	12	0.8%	14	0.9%	11	0.7%	8	0.5%	-27.3%
15	29	2.0%	30	2.0%	30	1.9%	32	1.9%	29	1.8%	0.0%
16	29	2.0%	25	1.6%	24	1.5%	25	1.5%	21	1.3%	-27.6%
17	47	3.2%	50	3.3%	46	2.9%	43	2.6%	43	2.7%	-8.5%
18	63	4.2%	66	4.3%	62	3.9%	60	3.6%	57	3.6%	-9.5%
19	78	5.3%	78	5.1%	73	4.6%	71	4.3%	58	3.6%	-25.6%
20	98	6.6%	99	6.4%	96	6.0%	99	6.0%	78	4.9%	-20.4%
21	177	11.9%	163	10.6%	158	9.9%	159	9.6%	143	8.9%	-19.2%
22	150	10.1%	158	10.3%	169	10.6%	179	10.8%	186	11.6%	24.0%
23	159	10.7%	168	10.9%	184	11.6%	189	11.4%	185	11.5%	16.4%
24	157	10.6%	172	11.2%	172	10.8%	194	11.7%	182	11.3%	15.9%
25	121	8.2%	124	8.1%	135	8.5%	131	7.9%	138	8.6%	14.0%
26	112	7.5%	113	7.4%	128	8.1%	136	8.2%	134	8.4%	19.6%
27	52	3.5%	64	4.2%	73	4.6%	80	4.8%	81	5.0%	55.8%
28	67	4.5%	79	5.1%	83	5.2%	94	5.7%	89	5.5%	32.8%
29	28	1.9%	28	1.8%	32	2.0%	37	2.2%	46	2.9%	64.3%
30	39	2.6%	40	2.6%	38	2.4%	42	2.5%	47	2.9%	20.5%
31	9	0.6%	12	0.8%	17	1.1%	19	1.1%	23	1.4%	155.6%
32	7	0.5%	8	0.5%	8	0.5%	13	0.8%	15	0.9%	114.3%
Total	1,484	100.0%	1,537	100.0%	1,588	100.0%	1,657	100.0%	1,604	100.0%	
Median	23		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 2005 to 2009. Job classes (titles) are assigned to a pay grade in the salary plan using the Willis Job Evaluation System.

In Fiscal Year 2009 the largest number of job classes were assigned to pay grade 22 (11.6%).

While the median <sup>2</sup> remained at pay grade 23, from FY '05 to FY '09 the number of job classes assigned to pay grade 21 and lower declined 18% while the number of job classes assigned to pay grade 22 and above increased 25%.

<sup>2</sup> 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 '08 to FY '09
	2005	2006	2007	2008	2009	
Agriculture	\$19,451	\$22,975	\$18,161	\$11,545	\$18,980	64.4%
Attorney General	\$1,827	\$3,363	\$4,846	\$4,947	\$1,282	-74.1%
BISHCA	\$16,227	\$12,607	\$14,746	\$5,950	\$1,966	-67.0%
Buildings & General Services	\$555,080	\$569,578	\$557,027	\$661,904	\$586,146	-11.4%
Children & Families	\$767,856	\$857,948	\$854,192	\$869,524	\$902,754	3.8%
Commerce & Community Development	\$44,562	\$34,289	\$22,109	\$38,828	\$18,405	-52.6%
Corrections	\$3,540,721	\$3,856,887	\$3,660,657	\$3,649,054	\$3,478,445	-4.7%
Disabilities, Aging & Independent Living	\$47,041	\$63,222	\$41,521	\$65,858	\$42,297	-35.8%
Education	\$15,509	\$14,102	\$10,102	\$10,133	\$7,178	-29.2%
Environmental Conservation	\$104,680	\$97,376	\$107,804	\$116,372	\$71,674	-38.4%
Finance & Management	\$0	\$1,407	\$330	\$2,389	\$6,489	171.6%
Fish & Wildlife	\$398,966	\$303,768	\$324,129	\$353,834	\$332,943	-5.9%
Forests, Parks & Recreation	\$198,404	\$232,211	\$246,991	\$241,001	\$235,337	-2.4%
Health	\$864,019	\$841,429	\$783,373	\$188,395	\$148,574	-21.1%
Human Resources	\$15,706	\$12,007	\$11,948	\$4,456	\$8,821	98.0%
Human Services	\$6,119	\$5,416	\$29,985	\$31,484	\$41,040	30.4%
Information & Innovation	\$33,438	\$39,573	\$39,551	\$39,745	\$58,786	47.9%
Labor	\$119,708	\$120,377	\$147,843	\$92,505	\$165,140	78.5%
Libraries	\$0	\$0	\$0	\$0	\$0	n/a
Liquor Control	\$119,305	\$125,826	\$115,701	\$137,788	\$148,599	7.8%
Mental Health	n/a	n/a	n/a	\$496,446	\$595,951	20.0%
Military	\$92,678	\$106,903	\$139,530	\$158,274	\$149,742	-5.4%
Natural Resources	\$81,530	\$94,130	\$96,600	\$98,750	\$90,942	-7.9%
Natural Resources Board	\$1,899	\$284	\$0	\$60	\$0	-100.0%
Office of Vermont Health Access	\$556	\$21,096	\$7,315	\$37,163	\$16,978	-54.3%
Public Safety – Civilian	\$1,100,787	\$1,026,925	\$1,007,180	\$1,065,333	\$1,017,025	-4.5%
Public Safety – Sworn	\$2,690,914	\$2,551,416	\$2,585,213	\$2,568,586	\$2,572,606	0.2%
Public Service	\$23,007	\$35,430	\$36,761	\$19,320	\$26,070	34.9%
Secretary of State	\$11,761	\$10,135	\$30,476	\$32,908	\$73,979	124.8%
Small Departments	\$46,021	\$75,120	\$80,469	\$87,358	\$81,258	-7.0%
State Treasurer	\$12,114	\$18,079	\$20,074	\$30,540	\$43,979	44.0%
State's Attorney's & Sheriffs	\$65,119	\$59,225	\$67,000	\$69,444	\$71,675	3.2%
Taxes	\$17,785	\$14,121	\$16,813	\$15,448	\$15,245	-1.3%
Transportation	\$3,706,155	\$3,394,629	\$4,045,648	\$4,425,372	\$2,959,062	-33.1%
Vermont Lottery Commission	\$17,625	\$11,674	\$9,422	\$8,809	\$10,335	17.3%
Vermont Veterans' Home	\$614,059	\$532,818	\$346,437	\$441,752	\$484,084	9.6%
Former Depts.(restructured)	\$20,351	n/a	n/a	n/a	n/a	n/a
Grand Total	\$15,370,981	\$15,166,344	\$15,479,953	\$16,081,274	\$14,483,786	-9.9%
<b>% Change from Previous FY</b>		<b>-1.3%</b>	<b>2.1%</b>	<b>3.9%</b>	<b>-9.9%</b>	

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified, exempt and temporary) for Fiscal Years 2005 to 2009. "Small Departments" have 10 or fewer employees (See Appendix B). 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 decreased 9.9% from FY '08 to FY '09. Three departments accounted for 70% of the total cash overtime costs – Corrections, Public Safety and Transportation.

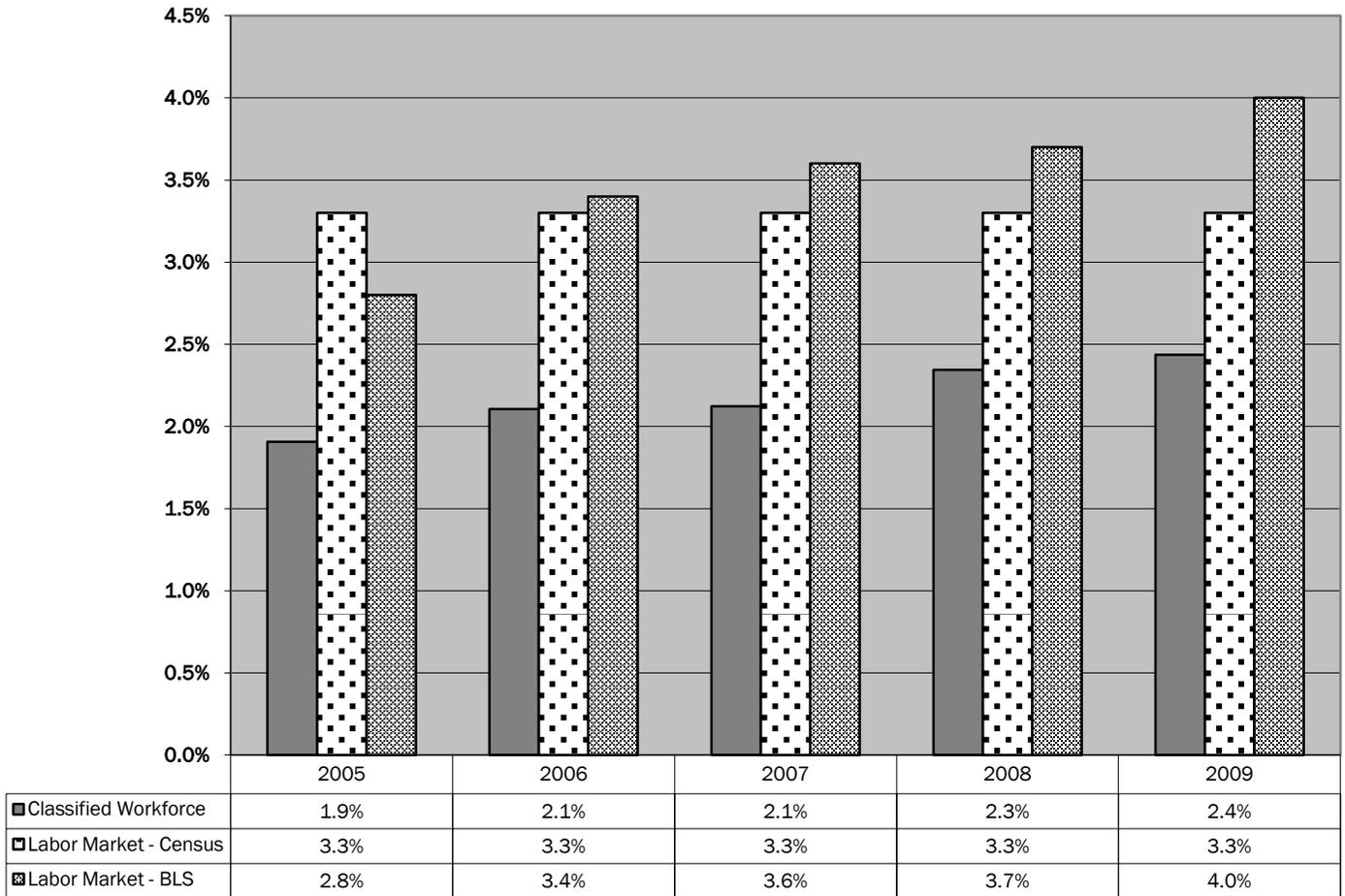
**TABLE 49 COMPENSATORY TIME COSTS BY DEPARTMENT AND FISCAL YEAR**

Department	Fiscal Year					% Change FY '08 to FY '09
	2005	2006	2007	2008	2009	
Agriculture	\$118,854	\$113,183	\$128,738	\$141,215	\$129,612	-8.2%
Attorney General	\$54,368	\$56,943	\$57,078	\$54,706	\$42,657	-22.0%
BISHCA	\$58,240	\$51,252	\$61,949	\$61,949	\$62,073	0.2%
Buildings & General Services	\$369,036	\$359,599	\$439,440	\$429,990	\$412,872	-4.0%
Children & Families	\$786,560	\$793,989	\$770,319	\$819,288	\$836,151	2.1%
Commerce & Community Development	\$102,279	\$104,808	\$140,873	\$138,676	\$125,513	-9.5%
Corrections	\$955,789	\$951,752	\$1,053,529	\$1,011,736	\$947,336	-6.4%
Disabilities, Aging & Independent Living	\$168,399	\$182,379	\$174,499	\$192,940	\$188,120	-2.5%
Education	\$150,005	\$75,701	\$123,992	\$150,660	\$118,830	-21.1%
Environmental Conservation	\$282,592	\$282,905	\$293,668	\$313,820	\$299,197	-4.7%
Finance & Management	\$38,867	\$56,933	\$63,923	\$94,164	\$74,864	-20.5%
Fish & Wildlife	\$172,489	\$179,655	\$209,614	\$223,474	\$210,233	-5.9%
Forests, Parks & Recreation	\$103,406	\$105,979	\$116,520	\$124,357	\$113,657	-8.6%
Health	\$757,265	\$796,075	\$808,420	\$471,855	\$413,111	-12.4%
Human Resources	\$33,936	\$38,497	\$51,364	\$73,620	\$58,580	-20.4%
Human Services	\$38,382	\$32,831	\$73,159	\$75,436	\$49,705	-34.1%
Information & Innovation	\$31,991	\$31,615	\$37,071	\$57,931	\$51,374	-11.3%
Labor	\$162,007	\$115,149	\$136,932	\$118,360	\$105,539	-10.8%
Libraries	\$5,856	\$5,585	\$7,002	\$7,833	\$6,698	-14.5%
Liquor Control	\$37,719	\$32,808	\$34,231	\$40,505	\$41,411	2.2%
Mental Health	n/a	n/a	n/a	\$320,746	\$331,113	3.2%
Military	\$152,470	\$146,070	\$210,736	\$248,014	\$267,820	8.0%
Natural Resources	\$37,929	\$41,886	\$51,381	\$52,893	\$50,610	-4.3%
Natural Resources Board	\$47,601	\$33,604	\$30,791	\$26,109	\$27,114	3.8%
Office of Vermont Health Access	\$41,486	\$56,438	\$89,636	\$50,182	\$62,901	25.3%
Public Safety – Civilian	\$360,128	\$407,316	\$472,055	\$409,757	\$466,933	14.0%
Public Safety – Sworn	\$662,710	\$426,929	\$513,368	\$405,574	\$509,761	25.7%
Public Service	\$39,298	\$39,105	\$62,577	\$65,246	\$52,686	-19.2%
Secretary of State	\$45,356	\$42,766	\$46,400	\$43,484	\$63,146	45.2%
Small Departments	\$26,083	\$33,101	\$55,563	\$60,308	\$60,899	1.0%
State Treasurer	\$12,052	\$15,669	\$15,100	\$14,014	\$17,385	24.1%
State's Attorney's & Sheriffs	\$7,136	\$7,862	\$7,705	\$8,851	\$6,877	-22.3%
Taxes	\$44,129	\$38,066	\$49,472	\$49,858	\$45,858	-8.0%
Transportation	\$1,188,023	\$1,178,901	\$1,307,207	\$1,419,984	\$1,196,645	-15.7%
Vermont Lottery Commission	\$12,791	\$6,680	\$10,262	\$7,599	\$13,843	82.2%
Vermont Veterans' Home	\$187,959	\$148,078	\$177,703	\$179,069	\$166,484	-7.0%
Former Depts.(restructured)	\$24,815	n/a	n/a	n/a	n/a	n/a
<b>Grand Total</b>	<b>\$7,318,005</b>	<b>\$6,990,109</b>	<b>\$7,882,277</b>	<b>\$7,964,724</b>	<b>\$7,627,606</b>	<b>-4.2%</b>
<b>% Change from Previous FY</b>		<b>-4.5%</b>	<b>12.8%</b>	<b>1.0%</b>	<b>-4.2%</b>	

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2005 to 2009. "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 decreased 4.2% from FY '08 to FY '09.

**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 2005 to 2009.

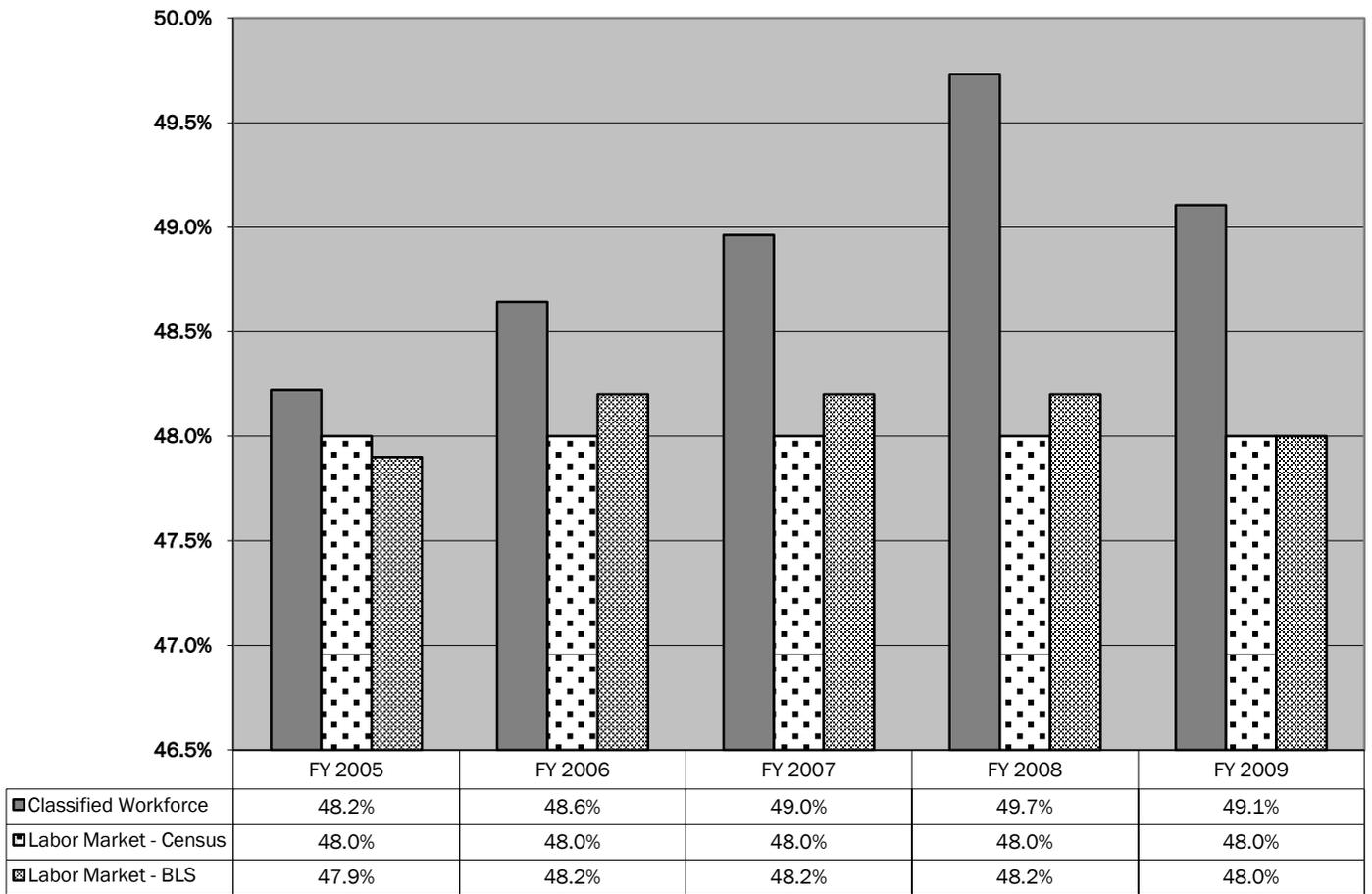
Labor Market - Bureau of Labor Statistics (BLS) Civilian Labor Force data from 2004 to 2008 population surveys, U.S. Department of Labor, Bureau of Labor Statistics (<http://www.bls.gov/lau/>).

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

For Fiscal Year 2009, minority representation in the classified workforce was 2.4%.

Two sources of comparative Vermont civilian workforce population estimates for minority representation are the U.S. Census and the Bureau of Labor Statistics. For 2009, Census data estimates a 3.3% minority representation in the civilian workforce and the Bureau of Labor Statistics estimates 4.0%.

**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 2005 to 2009.

Labor Market - Bureau of Labor Statistics (BLS) Civilian Labor Force data from 2004 to 2008 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 2009, female representation in the classified workforce was 49.1%

Two sources of comparative Vermont civilian workforce population estimates for gender representation are from the U.S. Census and the Bureau of Labor Statistics. For 2009, Census data estimates a 48.0% female representation in the civilian workforce and the Bureau of Labor Statistics also estimates 48.0%.

**TABLE 52 ETHNIC REPRESENTATION BY DEPARTMENT BY FISCAL YEAR**

Department	Fiscal Year											
	2005		2006		2007		2008		2009		Five Year Average	
	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White
Agriculture	0.0%	100.0%	1.1%	98.9%	1.1%	98.9%	1.1%	98.9%	1.2%	98.8%	1.1%	99.1%
Attorney General	3.4%	96.6%	3.1%	96.9%	3.2%	96.8%	6.5%	93.5%	6.5%	93.5%	5.1%	95.5%
BISHCA	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	1.1%	98.9%	1.1%	99.8%
Buildings & General Services	2.3%	97.7%	3.1%	96.9%	3.6%	96.4%	4.8%	95.2%	5.1%	94.9%	4.0%	96.3%
Children & Families	1.4%	98.6%	1.9%	98.1%	1.8%	98.2%	2.2%	97.8%	2.4%	97.6%	2.0%	98.0%
Commerce & Community Dev.	2.4%	97.6%	1.4%	98.6%	1.3%	98.7%	1.3%	98.7%	1.5%	98.5%	1.7%	98.4%
Corrections	3.6%	96.4%	3.8%	96.2%	3.7%	96.3%	3.9%	96.1%	4.0%	96.0%	3.8%	96.2%
Disabilities, Aging & Ind. Living	0.0%	100.0%	0.0%	100.0%	0.7%	99.3%	0.3%	99.7%	0.7%	99.3%	0.6%	99.6%
Education	1.1%	98.9%	1.1%	98.9%	1.1%	98.9%	1.1%	98.9%	1.1%	98.9%	1.1%	98.9%
Environmental Conservation	2.2%	97.8%	2.5%	97.5%	2.2%	97.8%	2.1%	97.9%	2.3%	97.7%	2.3%	97.7%
Finance & Management	2.9%	97.1%	2.8%	97.2%	0.0%	100.0%	2.3%	97.7%	2.7%	97.3%	2.7%	97.8%
Fish & Wildlife	0.8%	99.2%	0.9%	99.1%	0.8%	99.2%	0.8%	99.2%	0.8%	99.2%	0.8%	99.2%
Forests, Parks & Recreation	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Health	2.2%	97.8%	2.7%	97.3%	2.4%	97.6%	2.3%	97.7%	2.0%	98.0%	2.4%	97.7%
Human Resources	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Human Services	0.0%	100.0%	1.2%	98.8%	2.4%	97.6%	2.2%	97.8%	2.3%	97.7%	2.1%	98.2%
Information & Innovation	0.0%	100.0%	0.0%	100.0%	1.9%	98.1%	1.7%	98.3%	2.0%	98.0%	1.8%	98.8%
Labor	1.2%	98.8%	1.8%	98.2%	2.6%	97.4%	2.2%	97.8%	2.3%	97.7%	2.2%	98.0%
Libraries	3.1%	96.9%	3.1%	96.9%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	3.1%	98.7%
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	4.3%	95.7%	4.7%	95.3%	n/a	n/a
Military	4.7%	95.3%	3.5%	96.5%	2.6%	97.4%	3.3%	96.7%	2.4%	97.6%	3.5%	96.7%
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	4.2%	95.8%	4.0%	96.0%	4.0%	96.0%	3.8%	96.2%	0.0%	100.0%	4.0%	96.8%
Office of Vermont Health Access	2.4%	97.6%	3.3%	96.7%	4.1%	95.9%	4.4%	95.6%	5.9%	94.1%	4.6%	95.7%
Public Safety – Civilian	1.2%	98.8%	1.1%	98.9%	1.4%	98.6%	1.4%	98.6%	1.5%	98.5%	1.3%	98.7%
Public Safety – Sworn	1.0%	99.0%	0.9%	99.1%	1.0%	99.0%	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%	2.3%	97.7%	2.3%	97.7%	1.9%	98.1%	2.2%	98.7%
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	3.3%	96.7%	3.0%	97.0%	3.1%	96.9%	3.2%	96.8%	6.5%	93.5%	4.3%	96.2%
Taxes	1.7%	98.3%	1.7%	98.3%	2.4%	97.6%	1.8%	98.2%	2.5%	97.5%	2.1%	98.0%
Transportation	2.1%	97.9%	1.8%	98.2%	1.6%	98.4%	1.6%	98.4%	1.6%	98.4%	1.8%	98.3%
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%	2.6%	97.4%	2.9%	97.1%	3.9%	96.1%	3.8%	96.2%	3.2%	96.9%
Former Depts. (restructured)	0.0%	100.0%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Grand Total	1.9%	98.1%	2.1%	97.9%	2.1%	97.9%	2.3%	97.7%	2.4%	97.6%	2.2%	97.8%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009.

In FY '09, 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	
	2005		2006		2007		2008		2009		Female	Male		
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male				
Agriculture	35.3%	64.7%	34.1%	65.9%	35.2%	64.8%	36.6%	63.4%	37.2%	62.8%	35.7%	64.3%		
Attorney General	69.0%	31.0%	71.9%	28.1%	71.0%	29.0%	67.7%	32.3%	64.5%	35.5%	68.8%	31.2%		
BISHCA	57.3%	42.7%	56.2%	43.8%	55.9%	44.1%	57.0%	43.0%	58.5%	41.5%	57.0%	43.0%		
Buildings & General Services	30.6%	69.4%	32.4%	67.6%	33.0%	67.0%	33.3%	66.7%	31.6%	68.4%	32.2%	67.8%		
Children & Families	74.8%	25.2%	76.0%	24.0%	77.0%	23.0%	77.3%	22.7%	76.9%	23.1%	76.4%	23.6%		
Commerce & Community Dev.	62.7%	37.3%	57.5%	42.5%	64.0%	36.0%	62.3%	37.7%	60.3%	39.7%	61.4%	38.6%		
Corrections	32.2%	67.8%	32.4%	67.6%	32.9%	67.1%	31.2%	68.8%	30.3%	69.7%	31.8%	68.2%		
Disabilities, Aging & Ind. Living	69.7%	30.3%	71.0%	29.0%	71.0%	29.0%	71.7%	28.3%	73.0%	27.0%	71.3%	28.7%		
Education	73.6%	26.4%	72.3%	27.7%	70.9%	29.1%	71.1%	28.9%	71.8%	28.2%	71.9%	28.1%		
Environmental Conservation	37.3%	62.7%	40.8%	59.2%	42.3%	57.7%	41.8%	58.2%	41.1%	58.9%	40.7%	59.3%		
Finance & Management	58.8%	41.2%	55.6%	44.4%	58.8%	41.2%	65.1%	34.9%	67.6%	32.4%	61.2%	38.8%		
Fish & Wildlife	21.2%	78.8%	20.5%	79.5%	22.1%	77.9%	21.1%	78.9%	17.7%	82.3%	20.5%	79.5%		
Forests, Parks & Recreation	29.1%	70.9%	26.8%	73.2%	26.8%	73.2%	29.5%	70.5%	31.1%	68.9%	28.7%	71.3%		
Health	73.9%	26.1%	74.7%	25.3%	74.9%	25.1%	80.7%	19.3%	79.9%	20.1%	76.8%	23.2%		
Human Resources	78.8%	21.2%	81.1%	18.9%	79.2%	20.8%	76.6%	23.4%	75.6%	24.4%	78.3%	21.7%		
Human Services	61.2%	38.8%	53.1%	46.9%	49.4%	50.6%	48.4%	51.6%	44.2%	55.8%	51.3%	48.7%		
Information & Innovation	39.1%	60.9%	34.0%	66.0%	35.2%	64.8%	31.0%	69.0%	29.4%	70.6%	33.8%	66.2%		
Labor	64.5%	35.5%	63.2%	36.8%	63.7%	36.3%	64.8%	35.2%	64.9%	35.1%	64.2%	35.8%		
Libraries	68.8%	31.3%	65.6%	34.4%	66.7%	33.3%	63.3%	36.7%	63.0%	37.0%	65.5%	34.5%		
Liquor Control	30.8%	69.2%	31.5%	68.5%	28.8%	71.2%	29.6%	70.4%	28.8%	71.2%	29.9%	70.1%		
Mental Health	n/a	n/a	n/a	n/a	n/a	n/a	60.4%	39.6%	58.6%	41.4%	59.5%	40.5%		
Military	15.1%	84.9%	14.9%	85.1%	17.5%	82.5%	17.1%	82.9%	16.3%	83.7%	16.2%	83.8%		
Natural Resources	43.9%	56.1%	40.4%	59.6%	39.6%	60.4%	43.8%	56.3%	40.9%	59.1%	41.7%	58.3%		
Natural Resources Board	70.8%	29.2%	72.0%	28.0%	72.0%	28.0%	69.2%	30.8%	68.0%	32.0%	70.4%	29.6%		
Office of Vermont Health Access	80.5%	19.5%	81.7%	18.3%	74.0%	26.0%	77.8%	22.2%	81.2%	18.8%	79.0%	21.0%		
Public Safety – Civilian	52.3%	47.7%	53.6%	46.4%	52.3%	47.7%	52.4%	47.6%	51.1%	48.9%	52.4%	47.6%		
Public Safety – Sworn	8.4%	91.6%	7.8%	92.2%	8.0%	92.0%	8.4%	91.6%	9.6%	90.4%	8.4%	91.6%		
Public Service	62.9%	37.1%	60.0%	40.0%	59.5%	40.5%	59.5%	40.5%	56.8%	43.2%	59.7%	40.3%		
Secretary of State	72.5%	27.5%	69.8%	30.2%	76.7%	23.3%	74.4%	25.6%	69.8%	30.2%	72.6%	27.4%		
Small Departments	44.4%	55.6%	57.7%	42.3%	64.0%	36.0%	62.5%	37.5%	61.5%	38.5%	58.0%	42.0%		
State Treasurer	70.0%	30.0%	66.7%	33.3%	65.6%	34.4%	67.7%	32.3%	74.2%	25.8%	68.8%	31.2%		
Taxes	63.8%	36.2%	63.6%	36.4%	65.7%	34.3%	67.1%	32.9%	69.6%	30.4%	65.9%	34.1%		
Transportation	28.6%	71.4%	28.5%	71.5%	28.4%	71.6%	29.3%	70.7%	28.5%	71.5%	28.7%	71.3%		
Vermont Lottery Commission	66.7%	33.3%	66.7%	33.3%	58.8%	41.2%	66.7%	33.3%	65.0%	35.0%	64.8%	35.2%		
Vermont Veterans' Home	79.1%	20.9%	78.6%	21.4%	75.0%	25.0%	77.0%	23.0%	76.9%	23.1%	77.3%	22.7%		
Former Depts. (restructured)	56.1%	43.9%	n/a	n/a										
Grand Total	48.5%	51.5%	49.0%	51.0%	49.3%	50.7%	49.6%	50.4%	49.1%	50.9%	49.1%	50.9%		

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009. "Small Departments" have 10 or fewer employees (See Appendix B).

While the overall five-fiscal-year average was 49.1% female and 50.9% male, there are clear departmental differences in gender representation.

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

Occupational Group	Fiscal Year											
	2005		2006		2007		2008		2009		Five Year Average	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Administrative Support	85.2%	14.8%	85.0%	15.0%	84.3%	15.7%	83.0%	17.0%	82.7%	17.3%	84.0%	29.0%
Officials and Administrators	40.7%	59.3%	41.1%	58.9%	41.4%	58.6%	41.3%	58.7%	41.3%	58.8%	41.2%	55.3%
Paraprofessionals	68.6%	31.4%	68.5%	31.5%	66.8%	33.2%	67.9%	32.1%	67.0%	33.0%	67.8%	39.1%
Professionals	55.1%	44.9%	55.9%	44.1%	56.6%	43.4%	57.2%	42.8%	57.2%	42.8%	56.4%	46.5%
Protective Service	19.0%	81.0%	18.9%	81.1%	18.4%	81.6%	17.5%	82.5%	16.5%	83.5%	18.0%	68.6%
Service Maintenance	34.3%	65.7%	35.6%	64.4%	34.4%	65.6%	34.5%	65.5%	31.4%	68.6%	34.0%	58.5%
Skilled Craft	4.4%	95.6%	3.8%	96.2%	3.5%	96.5%	3.7%	96.3%	3.3%	96.7%	3.7%	77.6%
Technicians	52.2%	47.8%	53.5%	46.5%	54.4%	45.6%	55.4%	44.6%	56.8%	43.2%	54.5%	48.3%
Grand Total	48.5%	51.5%	49.0%	51.0%	49.3%	50.7%	49.6%	50.4%	49.1%	50.9%	49.1%	50.5%

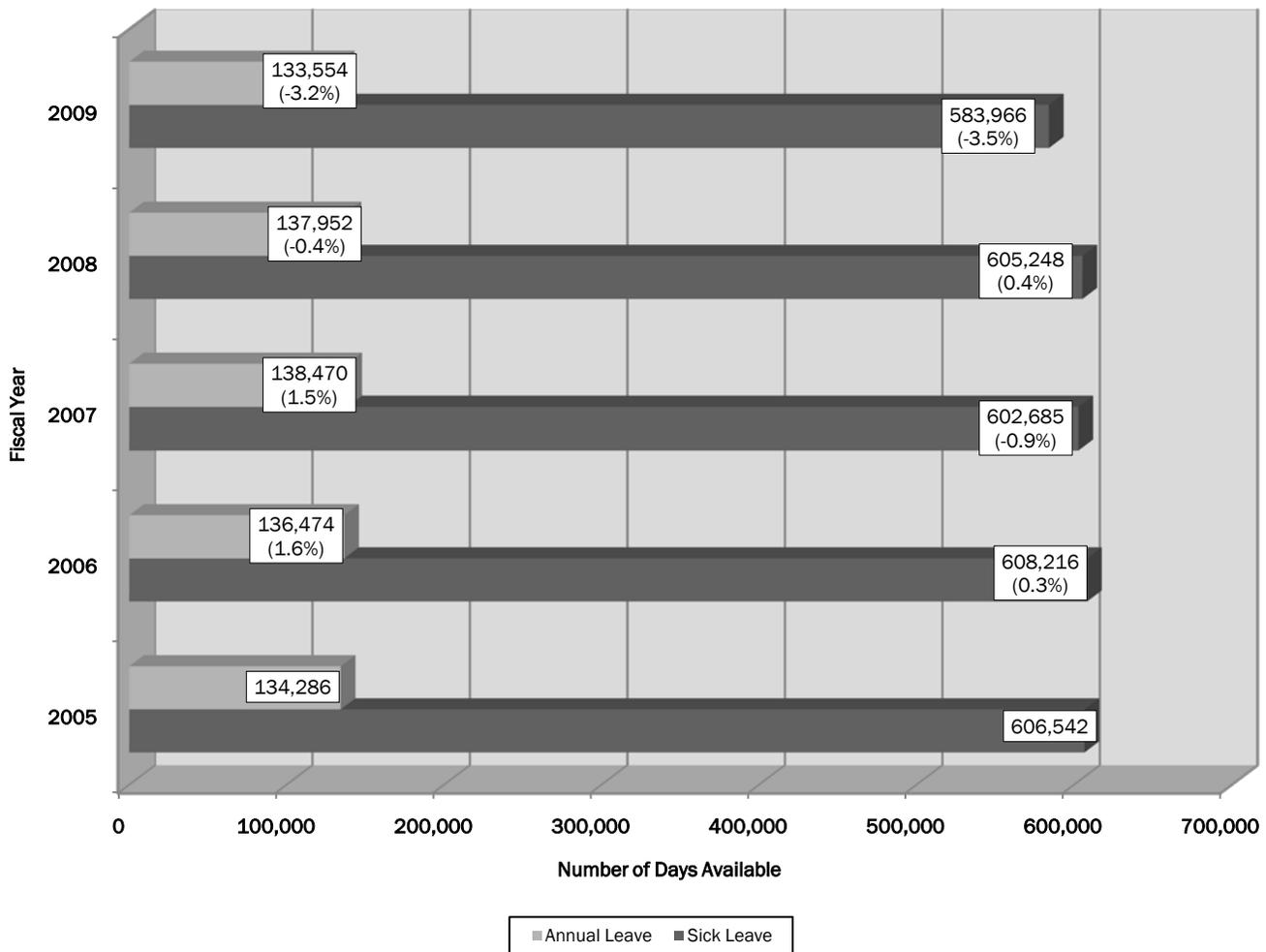
Occupational Group	Fiscal Year											
	2005		2006		2007		2008		2009		Five Year Average	
	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White
Administrative Support	3.0%	97.0%	2.8%	97.2%	3.0%	97.0%	2.2%	97.8%	2.0%	98.0%	2.6%	78.2%
Officials and Administrators	2.2%	97.8%	2.4%	97.6%	2.8%	97.2%	2.7%	97.3%	3.1%	96.9%	2.6%	78.6%
Paraprofessionals	3.5%	96.5%	4.7%	95.3%	3.9%	96.1%	4.3%	95.7%	5.2%	94.8%	4.3%	77.8%
Professionals	1.4%	98.6%	1.5%	98.5%	1.5%	98.5%	1.9%	98.1%	1.9%	98.1%	1.6%	79.1%
Protective Service	2.7%	97.3%	2.8%	97.2%	2.7%	97.3%	3.0%	97.0%	3.1%	96.9%	2.8%	78.4%
Service Maintenance	3.5%	96.5%	4.9%	95.1%	6.7%	93.3%	7.4%	92.6%	6.7%	93.3%	5.9%	76.8%
Skilled Craft	1.6%	98.4%	1.8%	98.2%	1.5%	98.5%	1.7%	98.3%	1.5%	98.5%	1.6%	79.0%
Technicians	1.6%	98.4%	2.0%	98.0%	1.9%	98.1%	1.6%	98.4%	1.8%	98.2%	1.8%	78.9%
Grand Total	1.9%	98.1%	2.1%	97.9%	2.2%	97.8%	2.3%	97.7%	2.4%	97.6%	2.2%	78.8%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009. 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 Service Maintenance and Paraprofessional 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 2005 to 2009. The percentages noted in parentheses reflect the percent change from the previous fiscal year. Sick and annual leave accrue each pay period at a rate based on an employee's years of service. There is no limit placed on the total accumulation of earned sick leave hours. Accumulation of annual leave is capped at different levels based on an employee's years of service, and is paid off, in whole or in part, upon separation from employment. For purposes of this Table the number of days is based on an 8 hour day and is rounded to the nearest day. (Some protective services employees have a "standard day" that is greater than eight hours). Leave balances as reported here are as of the end of each fiscal year.

Total annual leave balances dropped 3.2% in FY '09. This is largely due to the reduction in the number of classified employees (See Table 12). The five-year average was nearly 18 days of accumulated annual leave per employee.

Total sick leave balances also dropped (-3.5%) from FY '08 to FY '09. The five-year average is 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				
	2005	2006	2007	2008	2009	2005	2006	2007	2008	2009
Agriculture	22.7	21.9	22.3	20.9	22.4	119.1	118.0	126.4	126.5	132.0
Attorney General	13.7	13.5	14.5	13.2	12.2	61.5	46.7	53.9	54.3	56.5
BISHCA	15.4	15.8	15.7	15.0	15.1	57.8	58.3	60.4	59.5	63.0
Buildings & General Services	17.4	17.2	17.5	17.7	18.0	74.1	68.6	69.7	70.8	75.7
Children & Families	17.8	18.0	17.9	18.1	17.9	75.2	74.8	74.7	74.4	73.5
Commerce & Community Dev.	16.1	18.6	18.4	20.2	20.6	79.0	94.6	84.7	84.7	91.0
Corrections	15.4	15.8	16.1	15.9	16.4	51.0	51.6	51.0	51.9	54.9
Disabilities, Aging & Ind. Living	18.6	18.4	17.6	16.9	17.6	78.0	77.0	72.5	71.9	73.9
Education	17.5	16.4	16.6	16.2	16.1	62.2	59.9	60.2	63.9	62.4
Environmental Conservation	17.3	17.2	17.5	17.4	18.1	108.1	108.2	107.5	111.5	118.0
Finance & Management	22.9	22.7	25.4	22.5	24.8	86.4	67.9	74.0	67.1	83.6
Fish & Wildlife	26.2	26.9	27.6	26.8	28.0	153.9	160.1	161.9	162.1	169.1
Forests, Parks & Recreation	21.5	20.3	20.9	20.1	20.1	179.5	171.5	161.0	159.4	159.0
Health	15.2	14.7	15.3	15.8	16.7	57.4	55.0	54.0	60.6	67.4
Human Resources	16.8	17.6	18.5	17.8	19.5	68.7	74.3	79.9	84.3	89.3
Human Services	24.5	21.1	19.8	19.5	19.1	117.0	101.7	88.9	84.3	81.8
Information & Innovation	18.1	16.9	14.5	16.1	16.6	82.9	80.6	60.4	59.8	65.9
Labor	18.0	18.2	18.4	18.2	18.4	91.4	83.3	81.8	83.9	83.4
Libraries	24.2	23.0	23.0	18.9	19.5	148.3	145.9	152.6	127.6	133.7
Liquor Control	22.8	22.3	21.0	22.5	22.9	134.2	123.6	124.5	133.3	136.2
Mental Health	n/a	n/a	n/a	12.8	13.5	n/a	n/a	n/a	37.7	37.3
Military	18.0	16.0	17.2	17.4	17.7	97.3	84.9	84.2	83.9	79.4
Natural Resources	21.7	21.6	20.1	20.4	20.3	133.1	129.6	116.4	123.8	112.3
Natural Resources Board	18.6	18.1	18.6	17.2	18.4	105.7	111.5	117.6	118.5	128.0
Office of Vermont Health Access	13.8	12.1	12.5	12.3	13.5	37.4	25.2	30.9	35.0	41.1
Public Safety – Civilian	17.6	16.6	16.9	16.4	18.1	75.4	70.1	71.7	69.2	72.9
Public Safety – Sworn	25.1	25.2	25.6	26.6	25.3	127.1	127.7	128.0	130.3	125.0
Public Service	16.2	15.8	16.8	18.0	17.1	67.0	59.0	56.2	58.2	55.6
Secretary of State	15.2	15.8	18.1	17.7	17.8	53.7	54.6	61.9	60.3	52.4
Small Departments	11.7	13.0	17.1	18.7	18.0	52.9	53.0	47.9	45.3	49.2
State Treasurer	13.7	16.8	17.8	19.9	20.5	52.6	64.3	71.7	83.2	65.6
Taxes	16.8	17.0	17.1	16.9	16.1	83.4	85.1	88.1	85.8	70.2
Transportation	19.1	19.1	18.8	18.7	18.4	97.8	96.6	92.0	89.5	86.9
Vermont Lottery Commission	22.7	22.1	23.1	22.9	21.8	124.8	130.1	143.9	142.9	133.5
Vermont Veterans' Home	17.0	15.0	14.5	15.3	14.6	41.2	40.4	40.0	41.5	38.9
Former Depts. (restructured)	17.3	n/a	n/a	n/a	n/a	64.0	n/a	n/a	n/a	n/a
<b>Overall Average</b>	<b>17.9</b>	<b>17.7</b>	<b>17.9</b>	<b>17.8</b>	<b>18.0</b>	<b>80.8</b>	<b>79.1</b>	<b>77.8</b>	<b>77.9</b>	<b>78.7</b>

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009. "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 18.0 days of accumulated annual leave and 78.7 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				
	2005	2006	2007	2008	2009	2005	2006	2007	2008	2009
Agriculture	13.7	14.1	15.5	16.3	15.1	\$2,431	\$2,555	\$3,009	\$3,256	\$3,093
Attorney General	13.8	12.8	14.4	16.0	15.0	\$2,490	\$2,431	\$2,742	\$3,212	\$3,025
BISHCA	14.9	12.7	14.0	15.5	15.1	\$3,128	\$2,670	\$3,117	\$3,591	\$3,593
Buildings & General Services	13.9	13.5	14.5	14.4	15.0	\$1,923	\$1,878	\$2,104	\$2,153	\$2,305
Children & Families	14.5	15.2	15.5	15.4	15.6	\$2,534	\$2,724	\$2,861	\$2,949	\$3,112
Commerce & Community Dev.	15.0	15.7	14.3	12.9	14.8	\$2,809	\$3,036	\$2,951	\$2,646	\$3,112
Corrections	12.8	13.2	13.5	14.6	14.8	\$2,008	\$2,148	\$2,273	\$2,532	\$2,623
Disabilities, Aging & Ind. Living	14.1	14.1	14.1	15.5	15.4	\$2,555	\$2,653	\$2,725	\$3,057	\$3,165
Education	14.0	13.8	14.4	15.8	15.7	\$2,643	\$2,676	\$2,852	\$3,239	\$3,331
Environmental Conservation	15.1	15.0	15.2	15.7	16.5	\$2,993	\$3,043	\$3,127	\$3,325	\$3,595
Finance & Management	15.6	12.1	13.3	14.8	15.6	\$3,415	\$2,628	\$2,937	\$3,227	\$3,554
Fish & Wildlife	15.8	15.1	14.7	16.3	15.5	\$2,876	\$2,854	\$2,891	\$3,239	\$3,184
Forests, Parks & Recreation	17.5	16.6	16.4	17.8	17.0	\$3,255	\$3,217	\$3,226	\$3,568	\$3,492
Health	13.0	12.6	12.2	13.9	14.5	\$2,299	\$2,301	\$2,294	\$2,750	\$2,929
Human Resources	12.7	14.5	13.3	14.2	14.5	\$2,474	\$2,878	\$2,717	\$3,111	\$3,321
Human Services	13.9	10.4	13.2	14.6	16.0	\$2,790	\$2,184	\$2,922	\$3,245	\$3,636
Information & Innovation	14.9	16.7	12.3	13.2	14.5	\$2,826	\$3,396	\$2,403	\$2,654	\$3,082
Labor	18.6	16.0	15.1	16.6	16.7	\$3,101	\$2,733	\$2,640	\$2,987	\$3,104
Libraries	15.7	17.8	18.5	18.3	17.3	\$2,424	\$2,838	\$3,026	\$3,162	\$3,008
Liquor Control	16.4	15.3	17.1	15.7	16.4	\$2,520	\$2,437	\$2,845	\$2,693	\$2,956
Mental Health	n/a	n/a	n/a	12.6	12.2	n/a	n/a	n/a	\$2,386	\$2,402
Military	16.7	15.2	15.2	15.2	15.8	\$2,494	\$2,416	\$2,445	\$2,521	\$2,718
Natural Resources	16.4	13.7	16.6	15.3	17.2	\$3,256	\$2,794	\$3,459	\$3,350	\$3,836
Natural Resources Board	21.7	17.1	18.3	17.8	17.2	\$4,138	\$3,243	\$3,709	\$3,625	\$3,687
Office of Vermont Health Access	11.8	9.0	11.2	13.7	14.6	\$2,272	\$1,691	\$2,132	\$2,681	\$2,886
Public Safety – Civilian	11.0	12.7	13.0	13.9	13.3	\$1,793	\$2,147	\$2,288	\$2,483	\$2,487
Public Safety – Sworn	15.4	14.5	16.1	15.8	16.4	\$3,002	\$2,897	\$3,261	\$3,339	\$3,522
Public Service	14.4	13.1	11.7	13.6	13.1	\$2,609	\$2,560	\$2,298	\$2,779	\$2,805
Secretary of State	15.0	14.8	14.4	15.9	20.0	\$2,434	\$2,489	\$2,543	\$2,972	\$3,458
Small Departments	11.0	14.2	14.6	13.2	12.6	\$2,054	\$2,628	\$2,893	\$2,539	\$2,675
State Treasurer	12.7	10.2	14.2	13.8	16.4	\$2,099	\$1,773	\$2,627	\$2,802	\$3,223
Taxes	16.6	16.4	17.3	15.9	16.4	\$2,708	\$2,744	\$3,010	\$2,816	\$2,933
Transportation	15.9	16.1	15.8	16.1	16.2	\$2,590	\$2,702	\$2,715	\$2,883	\$2,953
Vermont Lottery Commission	13.6	17.5	18.4	16.7	16.6	\$2,075	\$2,816	\$3,082	\$2,776	\$2,819
Vermont Veterans' Home	13.2	14.9	12.7	13.0	13.6	\$1,740	\$2,069	\$1,827	\$1,917	\$2,090
Former Depts. (restructured)	26.4	n/a	n/a	n/a	n/a	\$4,493	n/a	n/a	n/a	n/a
<b>Overall Average</b>	<b>14.5</b>	<b>14.4</b>	<b>14.5</b>	<b>15.1</b>	<b>15.4</b>	<b>\$2,469</b>	<b>\$2,514</b>	<b>\$2,617</b>	<b>\$2,816</b>	<b>\$2,942</b>

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009. "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

Employees used an average 15.4 annual leave days in FY '09. For FY '09 average annual leave costs were \$2,942 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				
	2005	2006	2007	2008	2009	2005	2006	2007	2008	2009
Agriculture	8.4	8.3	7.6	8.1	9.1	\$1,419	\$1,509	\$1,414	\$1,557	\$1,845
Attorney General	8.7	11.3	8.9	11.5	12.0	\$1,448	\$2,064	\$1,537	\$2,035	\$2,238
BISHCA	9.3	9.1	9.2	12.1	10.9	\$1,862	\$1,903	\$1,993	\$2,848	\$2,566
Buildings & General Services	10.6	10.1	12.3	11.4	12.1	\$1,402	\$1,373	\$1,706	\$1,642	\$1,830
Children & Families	12.4	11.7	12.5	12.9	12.1	\$2,101	\$2,093	\$2,283	\$2,389	\$2,375
Commerce & Community Dev.	10.4	10.0	10.0	10.2	9.6	\$1,877	\$1,860	\$1,996	\$2,093	\$1,976
Corrections	11.6	11.7	12.5	12.9	12.8	\$1,761	\$1,859	\$2,106	\$2,210	\$2,266
Disabilities, Aging & Ind. Living	11.0	10.4	10.8	11.9	12.4	\$1,963	\$1,900	\$2,046	\$2,386	\$2,510
Education	10.6	9.1	10.5	11.6	12.2	\$1,911	\$1,704	\$2,065	\$2,333	\$2,595
Environmental Conservation	9.9	9.6	10.0	11.1	10.7	\$1,892	\$1,868	\$1,962	\$2,292	\$2,229
Finance & Management	10.9	8.7	10.0	14.8	10.3	\$2,324	\$1,886	\$2,110	\$3,159	\$2,309
Fish & Wildlife	7.7	6.9	8.3	8.3	6.7	\$1,355	\$1,188	\$1,534	\$1,546	\$1,322
Forests, Parks & Recreation	11.5	8.9	9.2	10.6	10.6	\$1,985	\$1,731	\$1,783	\$2,174	\$2,232
Health	10.7	9.9	10.2	10.1	10.5	\$1,800	\$1,754	\$1,829	\$1,954	\$2,074
Human Resources	12.2	10.1	9.8	9.2	12.9	\$2,197	\$1,856	\$1,898	\$1,933	\$2,882
Human Services	9.0	6.2	9.1	10.2	13.8	\$1,763	\$1,256	\$1,925	\$2,222	\$3,163
Information & Innovation	11.6	11.1	10.2	12.7	11.8	\$2,265	\$2,273	\$2,174	\$2,600	\$2,393
Labor	16.1	14.2	12.1	13.4	13.7	\$2,643	\$2,433	\$2,113	\$2,366	\$2,450
Libraries	10.2	7.4	14.5	15.2	14.1	\$1,584	\$1,095	\$1,960	\$2,283	\$2,124
Liquor Control	10.0	14.0	13.8	7.3	9.5	\$1,482	\$2,340	\$2,385	\$1,242	\$1,637
Mental Health	n/a	n/a	n/a	11.8	12.9	n/a	n/a	n/a	\$2,333	\$2,420
Military	12.9	14.8	14.1	10.9	13.1	\$1,900	\$2,303	\$2,243	\$1,694	\$2,265
Natural Resources	10.1	7.2	7.8	7.5	12.0	\$2,205	\$1,379	\$1,519	\$1,562	\$2,653
Natural Resources Board	17.9	13.4	12.4	10.5	13.2	\$3,243	\$2,588	\$2,485	\$2,130	\$2,704
Office of Vermont Health Access	11.6	7.9	9.3	10.1	12.1	\$2,160	\$1,460	\$1,702	\$1,871	\$2,348
Public Safety – Civilian	6.8	8.6	9.4	10.9	11.3	\$1,078	\$1,422	\$1,608	\$1,923	\$2,101
Public Safety – Sworn	7.1	7.6	8.6	9.0	8.7	\$1,371	\$1,485	\$1,771	\$1,937	\$1,904
Public Service	11.7	8.4	8.5	10.6	7.6	\$2,125	\$1,472	\$1,665	\$2,157	\$1,590
Secretary of State	12.3	12.6	12.6	13.3	22.2	\$1,956	\$2,119	\$2,030	\$2,333	\$3,807
Small Departments	9.8	9.5	7.8	12.4	8.8	\$1,855	\$1,717	\$1,475	\$2,367	\$1,732
State Treasurer	10.4	9.1	9.1	8.2	10.4	\$1,711	\$1,542	\$1,575	\$1,636	\$2,174
Taxes	13.7	12.9	12.0	13.3	13.4	\$2,234	\$2,100	\$2,030	\$2,331	\$2,331
Transportation	12.8	12.5	12.6	13.3	13.2	\$2,123	\$2,057	\$2,148	\$2,317	\$2,346
Vermont Lottery Commission	10.3	11.2	9.7	10.5	12.6	\$1,525	\$1,701	\$1,595	\$1,723	\$2,126
Vermont Veterans' Home	14.3	12.1	11.4	13.5	12.1	\$1,891	\$1,653	\$1,629	\$1,977	\$1,842
Former Depts. (restructured)	17.3	n/a	n/a	n/a	n/a	\$2,911	n/a	n/a	n/a	n/a
<b>Overall Average</b>	<b>11.4</b>	<b>10.9</b>	<b>11.3</b>	<b>11.9</b>	<b>12.0</b>	<b>\$1,887</b>	<b>\$1,851</b>	<b>\$1,990</b>	<b>\$2,165</b>	<b>\$2,249</b>

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2005 to 2009. "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

Employees used an average 12.0 sick leave days in FY '09. For FY '09, average sick leave costs were \$2,249 per employee.

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## **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 2009**

Joint Fiscal Committee New Limited Service Positions Created Fiscal Year 2009	
Department	Number
Total	0

During Fiscal Year 2009, no 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 2009**

Department	Temporary Categories							Total for Department		
	Bona Fide Emergency	Fill Ins	Intermittent	Part-Time On-Going	Seasonal	Sporadic	Other	Num.	Hours	Gross Wages
Agriculture					3	1		4	1,692	\$22,818
Attorney General					2	2		4	786	\$11,127
BISHCA			1					1	314	\$4,907
Buildings & General Services		44	3	3	32	21	3	102	70,963	\$800,794
Children & Families		59	1	11	8	57	6	137	81,019	\$1,167,986
Commerce & Community Dev.		1		2	55	3		60	20,075	\$222,567
Corrections	1	98	1	6	2	5	53	160	95,585	\$1,484,096
Criminal Justice Training Council						1	1	2	1,843	\$23,097
Defender General		1						1	229	\$3,402
Disabilities, Aging & Ind. Living		3		4	1	2		10	2,739	\$32,027
Education		4			1	3		8	4,584	\$78,819
Environmental Conservation					35	2		37	31,242	\$471,066
Finance & Management		2						2	581	\$7,579
Fish & Wildlife		2			68			70	49,808	\$711,876
Forest, Parks & Recreation				1	364	1		367	196,773	\$2,145,041
Governor's Office		2						2	228	\$2,736
Health		5	7	4	5	2		23	11,443	\$163,276
Human Resources			1					1	278	\$4,848
Human Services		2					1	3	1,113	\$13,713
Information & Innovation						3		3	2,903	\$42,358
Labor		1	17	5	7	1		30	12,488	\$227,048
Libraries		1						1	75	\$734
Liquor Control		1	1					2	1,670	\$18,059
Mental Health		58	53	3	3	1	10	126	92,866	\$1,590,319
Military		7			1			8	4,115	\$60,068
Natural Resources		1				1		2	999	\$14,655
Office of Vermont Health Access						1		1	552	\$9,114
Public Safety – Civilian		15	55	7	3	47	37	156	52,747	\$845,296
Public Safety – Sworn		3			8		28	39	10,401	\$164,038
Public Service					1	2		3	698	\$10,954
Secretary of State						7		7	3,320	\$50,688
State Treasurer		1		1	1	3		6	4,121	\$70,798
State's Attorneys & Sheriffs		1	3	2				6	1,182	\$23,309
Taxes		1				37		39	17,584	\$218,410
Transportation		2	3	2	180	22	1	203	89,065	\$1,161,098
Vermont Commission on Women						1		1	520	\$15,798
Vermont Labor Relations Board			1					1	38	\$739
Vermont Veterans' Home		3	49	2	9	20		82	35,452	\$446,415
<b>Grand Total</b>	<b>1</b>	<b>318</b>	<b>196</b>	<b>53</b>	<b>789</b>	<b>246</b>	<b>140</b>	<b>1710</b>	<b>902,089</b>	<b>\$12,341,674</b>

Source: The State's Human Capital Management System (HCM). Data include only temporary employees of the Executive Branch for Fiscal Year 2009. "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 2005 to FY 2009					
State Totals	2005	2006	2007	2008	2009
Number	1,814	1,945	1,934	1,902	1,690
% Change from Previous FY	-1.4%	7.2%	-0.6%	-1.7%	-11.1%
Hours	850,678	852,308	923,488	968,015	902,089
% Change from Previous FY	0.3%	0.2%	8.4%	4.8%	-6.8%
Wages	\$10,494,267	\$10,855,813	\$12,156,454	\$13,162,017	\$12,341,674
% Change from Previous FY	4.7%	3.4%	12.0%	8.3%	-6.2%

Source: The State's Human Capital Management System (HCM). Data include only temporary employees of the Executive Branch for Fiscal Years 2005 to 2009.

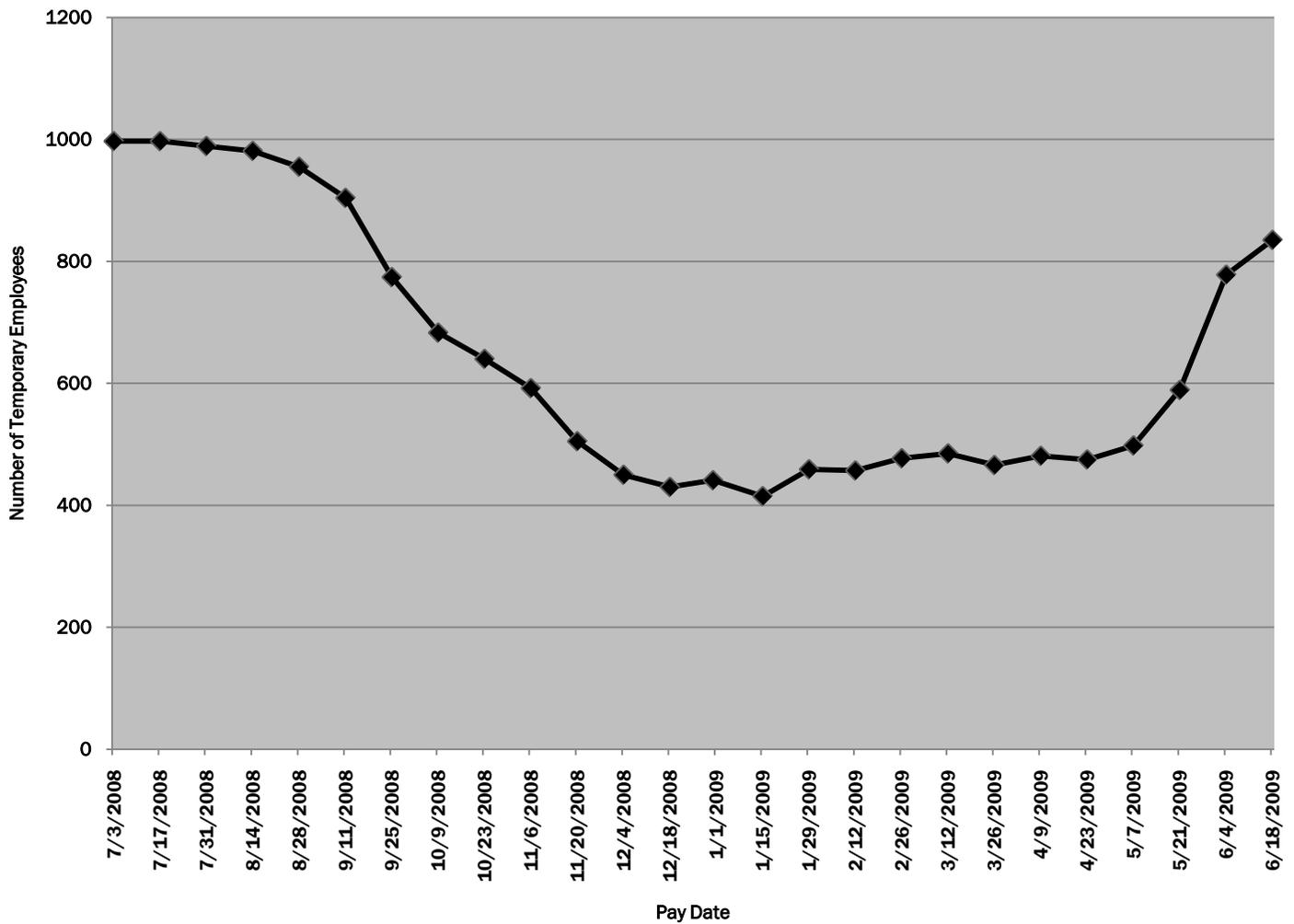
**SPECIAL NOTE:** Providing an exact count of temporary employees is troublesome. Temporary employees can work more than one time period, in more than one category, and for more than one department in a fiscal year. In the Table 60a under "Total for Department" the number for each individual department 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 (1,710) but the actual total of unique temporary employees (shown in Table 60b) was 1,690 because 20 individuals worked in more than one department.

In Fiscal Year 2009, 1,690 individuals worked as temporary employees for 902,089 hours and were paid a total of \$12,341,674 in gross wages.

The Table above compares the use of temporary employees for Fiscal Years 2005 to 2009. Fiscal Year 2009 saw a significant decrease over Fiscal Year 2008 in the number of unique temporary employees (-11.1%), total hours (-6.8%) and total gross wages (-6.2%).

**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 2009**



Source: The State's Human Capital Management System (HCM). Data include only temporary employees of the Executive Branch for Fiscal Year 2009.

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 median<sup>3</sup> number per pay date was 547 for FY '09 meaning that for 50% of the pay dates there were 547 or fewer temporary employees on payroll.

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

**TABLE 62 CONTRACTS FOR SERVICES CREATED IN FISCAL YEAR 2009**

Agency/Department	Number of Contracts	Amount Expended	Maximum Amount
Administration	1	\$140,530	\$140,530
Agriculture	57	\$287,524	\$1,223,970
Attorney General	26	\$48,952	\$250,215
Auditor of Accounts	1	\$22,880	\$29,250
BISHCA	22	\$1,141,197	\$2,270,965
Buildings & General Services	233	\$10,952,751	\$18,097,019
Children and Families	91	\$2,148,128	\$8,055,522
Commerce & Community Development	140	\$618,439	\$1,747,061
Corrections	49	\$1,118,293	\$6,765,068
Criminal Justice Training Council	11	\$67,059	\$93,882
Defender General	94	\$3,078,982	\$4,909,155
Disabilities, Aging & Independent Living	48	\$463,319	\$5,047,428
Education	78	\$510,313	\$10,866,334
Environmental Conservation	59	\$866,059	\$3,231,205
Finance & Management	4	\$521,162	\$1,746,716
Fish & Wildlife	89	\$592,003	\$2,459,679
Forest, Parks & Recreation	44	\$361,359	\$901,634
Health	47	\$1,044,574	\$3,013,559
Human Resources	29	\$9,281,123	\$84,747,034
Human Services - Central Office	9	\$242,263	\$730,809
Information & Innovation	28	\$558,072	\$5,904,535
Labor	6	\$13,850	\$258,160
Libraries	2	\$57,994	\$323,827
Liquor Control	8	\$50,289	\$108,090
Mental Health	43	\$1,652,467	\$2,821,001
Military	103	\$2,637,846	\$5,627,882
Natural Resources - Central Office	2	\$144,995	\$168,163
Office of Vermont Health Access	19	\$229,154	\$2,476,708
Public Safety	70	\$1,015,480	\$2,378,381
Public Service	27	\$3,216,821	\$6,338,390
Public Service Board	8	\$89,677	\$890,824
Secretary of State	7	\$58,031	\$620,311
State Treasurer	14	\$300,052	\$823,614
Taxes	4	\$33,518	\$58,625
Transportation	84	\$3,776,019	\$49,491,391
Vermont Human Rights Commission	5	\$4,044	\$25,000
Vermont Lottery Commission	3	\$13,862	\$131,080
Vermont Veterans' Home	14	\$482,231	\$2,052,185
<b>Grand Total</b>	<b>1,579</b>	<b>\$47,841,311</b>	<b>\$236,825,202</b>

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

Expended amount means the amount of payment released for the contract in Fiscal Year 2009. “Released” means the amount of payment authorized to be released, upon receipt and processing of a valid vendor invoice. It usually, but does not always coincide with the actual payment. Contracts may be written for a duration of multiple years. Maximum amount may reflect a multiple year contract.

This Table contains information on contracts newly issued during FY2009 (7/1/08-6/30/09).

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

**TABLE 63 CONTRACTORS ON PAYROLL AS OF 6/18/09 PAY DATE**

Pos. Num.	Department	Title	Average Hourly Rate
198002	Attorney General	Contractual	\$46.65
	<b>Attorney General</b>	<b>Total</b>	<b>1</b>
068004	Buildings & General Services	Contractual	\$24.00
068011	Buildings & General Services	Contractual	\$25.00
068006	Buildings & General Services	Contractual	\$26.50
068003	Buildings & General Services	Contractual	\$29.00
	<b>Buildings &amp; General Services</b>	<b>Total</b>	<b>4</b>
758027	Children & Families	Contractual	\$11.00
758026	Children & Families	Contractual	\$14.00
758028	Children & Families	Contractual	\$15.00
758023	Children & Families	Contractual	\$25.00
758022	Children & Families	Contractual	\$25.00
758017	Children & Families	Contractual	\$25.00
758020	Children & Families	Contractual	\$25.00
758019	Children & Families	Contractual	\$25.00
758024	Children & Families	Contractual	\$25.00
758018	Children & Families	Contractual	\$25.00
758021	Children & Families	Contractual	\$25.00
758012	Children & Families	Contractual	\$50.00
758011	Children & Families	Contractual	\$50.00
758009	Children & Families	Disability Determination Medical Consultant	\$50.00
758005	Children & Families	Disability Determination Medical Consultant	\$60.00
758014	Children & Families	Disability Determination Medical Consultant	\$60.00
758008	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
758010	Children & Families	Disability Determination Medical Consultant	\$60.00
758001	Children & Families	Disability Determination Medical Consultant	\$60.00
758007	Children & Families	Disability Determination Medical Consultant	\$60.00
758002	Children & Families	Disability Determination Medical Consultant	\$70.00
758004	Children & Families	Disability Determination Medical Consultant	\$70.00
	<b>Children &amp; Families</b>	<b>Total</b>	<b>24</b>
798006	Corrections	Contractual	\$26.00
798001	Corrections	Contractual	\$28.00
798003	Corrections	Contractual	\$28.00
	<b>Corrections</b>	<b>Total</b>	<b>3</b>

Table 63 continued on next page.

**TABLE 63 CONTRACTORS ON PAYROLL AS OF 6/18/09 PAY DATE (CONTINUED)**

Pos. Num.	Department	Title	Average Hourly Rate
768016	Disability, Aging & Independent Living	Contractual	\$10.00
768008	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$12.00
768010	Disability, Aging & Independent Living	Contractual	\$13.00
768003	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$13.50
768007	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$13.50
768009	Disability, Aging & Independent Living	Contractual	\$14.00
768015	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$14.00
768019	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$14.00
768001	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$14.00
768004	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$14.50
768005	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$14.70
768018	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$15.00
768006	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$15.00
768014	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$15.50
768002	Disability, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$16.00
	<b>Disability, Aging &amp; Independent Living</b>	<b>Total</b>	<b>15</b>
648022	Fish & Wildlife	Deputy Game Warden	\$10.00
648012	Fish & Wildlife	Deputy Game Warden	\$10.00
648011	Fish & Wildlife	Deputy Game Warden	\$10.00
648019	Fish & Wildlife	Deputy Game Warden	\$10.00
648024	Fish & Wildlife	Deputy Game Warden	\$14.00
	<b>Fish &amp; Wildlife</b>	<b>Total</b>	<b>5</b>
848004	Mental Health	Psychiatrist	\$60.00
848006	Mental Health	Psychiatrist	\$60.00
848017	Mental Health	Psychiatrist	\$60.00
848011	Mental Health	Psychiatrist	\$60.00
848002	Mental Health	Psychiatrist	\$60.00
848003	Mental Health	Psychiatrist	\$60.00
848015	Mental Health	Psychiatrist	\$60.00
848009	Mental Health	Psychiatrist	\$60.00
848008	Mental Health	Psychiatrist	\$60.00
848005	Mental Health	Psychiatrist	\$60.00
848014	Mental Health	Psychiatrist	\$60.00
848007	Mental Health	Psychiatrist	\$60.00
848013	Mental Health	Psychiatrist	\$60.00
	<b>Mental Health</b>	<b>Total</b>	<b>13</b>
	<b>Grand Total</b>		<b>65</b>

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, 2005 (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 <http://humanservices.vermont.gov/>

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 2009 the employee met one of the following conditions for normal retirement:

- (1) Five or more years of service (vested) and age 62; or (2) 30 years of service. These are the criteria for “Group F” retirement members (hired before 7/1/08), which include 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) There are a small number of employees who are in “Group A”. For these employees, eligibility was based on (a) age 65 or (b) age 62 with 20 years of service.
- (4) Finally, for all new Group F hires as of (7/1/08) eligibility will be 87 (combination of age and service) points or 65 years of age.

Projections are based on employee’s age and length of creditable service at Fiscal 2009 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.