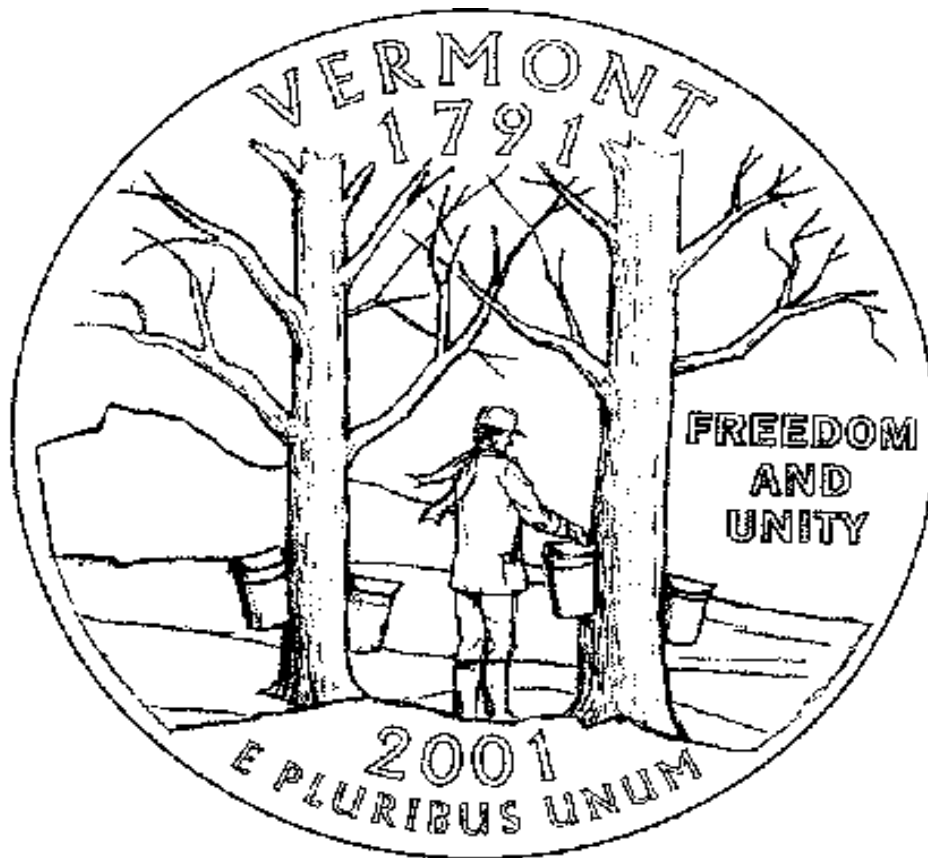


DEPARTMENT OF PERSONNEL

2001 WORKFORCE REPORT



Presented to
GOVERNOR HOWARD DEAN, M.D.
AND
THE VERMONT GENERAL ASSEMBLY

Operating Philosophy

The Department of Personnel is guided by the following principles:

Integrity
Cooperation
Excellence
Leadership

We will:

- ❑ Focus on meeting the needs of our customers.
- ❑ Provide quality work.
- ❑ Provide services that are accessible, flexible, and consistent.
- ❑ Deliver services in a professional and problem-solving manner.
- ❑ Provide an explanation of our decision-making process.
- ❑ Provide services and products in a timely manner.
- ❑ Focus on ways to achieve positive results.
- ❑ Promote an understanding and observance of applicable legal, contractual, and policy requirements.
- ❑ Seek continuous improvement.
- ❑ Provide a flexible work environment.
- ❑ Produce innovative methods to deliver services.

State of Vermont Department of Personnel



Mission

The Department of Personnel provides leadership to and works in partnership with state government in order to promote managerial and work force excellence while fostering an understanding and observance of regulatory requirements.

We Accomplish Our Mission By:

- ❑ Assisting management in attracting, selecting, and retaining quality employees.
- ❑ Working cooperatively with labor and management to develop positive employee relations through the creation and administration of personnel policies and contractual agreements.
- ❑ Designing and managing classification and compensation plans that promote equity and consistency.
- ❑ Maintaining a central payroll system for accurate and timely payments to employees.
- ❑ Providing quality training, education, and consulting services that maximize individual and organizational performance.
- ❑ Providing legal advice and representation to management on employment matters.
- ❑ Designing and managing high quality, cost effective benefits and wellness programs that address work force needs.
- ❑ Designing and implementing quality information applications for human resource needs.

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INTRODUCTION

The **2001 Workforce Report** to the Governor and the Vermont General Assembly is the Department of Personnel's fourth annual review of Vermont State Government workforce trends. Our goal is to provide a summary and perspective of the workforce management issues facing state government. Summaries of various workforce issues, fiscal year activities, and department initiatives are also included. The challenges and opportunities of public sector work and the contributions of our state employees are best illustrated by the many ways they sustain and strengthen our quality of life in Vermont. State employees' dedication to a healthy environment, safe highways and secure homes, educational excellence, economic development, and compassionate assistance for the less fortunate is in evidence every day.

This report also fulfills and expands several statutory reporting requirements, predominantly those provisions outlined in Title III, Chapter 13, Section 309 (a)(19):

(19) Annually on or before January 15, the commissioner of personnel shall submit to the general assembly a report on the status of the state employee work force. The report shall consolidate reports mandated by the general assembly, as well as other information regarding developments in state employment including:

- (A) Use of temporary employees.*
- (B) Use of limited service positions.*
- (C) Vacancies of more than six months' duration.*
- (D) Use of emergency volunteer leave under section 265 of this title.*
- (E) Development of compensation plans.*
- (F) Developments in equal employment opportunity.*

The 1998 Legislative Session Act 147, Section 273 required additional information that we include in this report:

The Commissioner of Personnel shall include in the annual workforce report a listing of the classified and exempt state positions that were abolished and those that were transferred between organizational units.

Workforce data is reported in timeframes as prescribed by statute, which is predominantly by fiscal year. This report includes FY 2000 data.

EXECUTIVE SUMMARY

The Department of Personnel is pleased to present the following key workforce management reports and human resource trends. Also included in this 2001 Annual Workforce Report is information required by a variety of prior legislative mandates concerning State of Vermont human resource issues.

Information Technology

In large measure the data included in this report are collected and maintained in the Human Resource Management System (HRMS) managed by the Department of Personnel. Recent appropriations have earmarked funds in FY 2000 and FY 2001 for significant improvements to this system, which is used by the department and personnel administrators statewide. First, the department successfully completed its Y2K mitigation efforts before the 2000 "rollover" date. Then in October 2000 a multi-step upgrade to the system was implemented. This project positioned the department to receive vital technical support from the HRMS software vendor (PeopleSoft) after having been on an unsupported version for several years. Although this was strictly a "technical" upgrade -- without substantive modification of the functions performed -- it does provide the State an opportunity to expand the use of the HRMS using the new tools and functionality included with the software. A good foundation is now in place to improve workflow and efficiency for the recruitment, personnel actions, benefits administration, labor relations, training administration, and payroll operations for the State.

New Positions

The establishment of new positions during the 1999 Legislative Session contributed to strong increases in recruitment, classification, and compensation activities in the Department of Personnel. The combined FY 1999 Budget Adjustment (Act 1) and FY 2000 Appropriations (Act 62) and Act 49 established 434 new positions by converting temporary positions and exchanging personal service contracts to permanent positions. These new positions were categorized in the position management system established by the Joint Fiscal Committee in the 1998 legislative session (Act 147, Section 727 (a)). This system describes and assigns positions to one of three categories by funding source as follows:

Core positions are **fully funded by state dollars**, including general, transportation, enterprise, special funds, and fees.

Sponsored positions are **fully funded by non-state dollars** such as federal monies and foundation grants. They generally exist for a limited time and are related to a specific program or function. The Joint Fiscal Committee has the authority to create such positions as outlined under 32 VSA 5 (b). Sponsored positions may also be requested through the appropriations process.

Partnership positions are supported by a **combination of state dollars and federal monies or grant funds**. Partnership positions require some level of state funding and are requested through the appropriations process.

The new FY 2000 positions were assigned as follows: 45% or 197 positions are "core" positions, 34% or 145 positions are considered "partnership" positions, and 22% or 92 positions are considered "sponsored" positions.

Recruitment, Job Evaluations, and Compensation Pressures

Perhaps the most significant overall influence on the department's recruitment services during FY 2000 has been the unprecedented labor environment. With unemployment levels at historic lows and an economy that is producing jobs at a higher rate than Vermont's population growth, State government, just as other public and private organizations, is facing a serious challenge to recruit adequate numbers of well-qualified applicants for our jobs. In FY 2000 the Department has made some special efforts to address this critical need, such as attending more job fairs than ever before and installing a new toll-free number for our "Jobline". Additional enhancements to the recruitment function include moving the entire Recruitment Services division to a new recruitment center which has a more professional appearance, computers for applicant use (complete an application, view job listings), better parking, complete handicap accessibility, and private offices for our recruiters. Beginning in CY 2001, the Department is developing an aggressive new marketing campaign to address the critical recruitment challenges that state government faces now, and in the future.

New positions and increased compensation pressures contributed to a second year of record activity for requests to review the classifications of existing jobs or to establish classifications for new ones - there was a 24% increase in classification requests over FY 99, and a 119% increase over FY 98 requests. Reviews were conducted of major job classes that included hundreds of positions in the Departments of Public Safety, Buildings & General Services, Environmental Conservation, and the Agency of Transportation. Market salary rates and recruitment challenges for information technology positions influenced the State's decision to add a "market factor adjustment" to the salaries of these job classes with the goal of attracting and retaining employees in these critical roles.

Employee Health Benefits

The departure of Kaiser Permanente HMO from Vermont in FY 2000 required a significant effort to transition more than 2,800 state employees and retirees into new health plans. The Department of Personnel's Employee Benefit's staff hosted special open enrollment educational meetings throughout the state to introduce employees to other plan options; over 900 employees attended. Since the remaining HMO plans do not offer coverage to over-65 retirees, these individuals joined the state's self-funded indemnity plan "Choice Plus".

FY 2000 marked the completion of the first full year of service with the new Employee Assistance Program provided by contract with ETP, Inc. It was a very successful first year. Employees and managers are using the program at a rate equivalent to national industry norms and the Vermont State Employees' Association has welcomed the service. This benefit has proven a real source of help and support to state employees.

Employee Development and Organizational Effectiveness

A significant trend in FY 2000 was the number of departments anticipating or involved in significant organizational change. On occasion managing such changes can cause considerable strain on the relationship between staff and management. With special attention to communication between management and staff or central offices and districts, organizations can avoid uncertainty and stress as staff enter into new roles for which the requirements may be unclear or their ability or willingness to assume a new role is uncertain.

It is not surprising, therefore, that FY2000 marked a continuing trend toward strong use of our employee and organizational support services:

- 1,374 employees attended centralized training (Waterbury and/or Montpelier)
- 8,805 people used our conference center (Waterbury)
- 36 consulting/custom-design training projects served 840 people from 15 departments
- 51 people had one-to-one consultations with our career advisor

The State's goal of successful implementation of the Americans With Disabilities Act (ADA) indicated the need for specialized training. To address this need, DOP's Employee Relations staff sponsored a seminar titled "Resolving ADA Workplace Questions" in Spring 2000. Approximately 170 state managers, supervisors, attorneys, human resource staff, and VSEA representatives participated. David K. Fram, a notable authority in the field and Director of EEO and ADA Services for the National Employment Law Institute presented the seminar.

Additional employee development and organizational effectiveness initiatives were begun in FY2000 and are described in the "Workforce Management and Strategic Planning" section of this report.

Seniority Credit for Prior Contractual Service

In accordance with a negotiated agreement between the State of Vermont and the Vermont State Employees' Association (VSEA), certain individuals who performed services for the State of Vermont under a personal services contract and who are later hired into a classified, bargaining unit position, (that was created to replace the same or substantially similar services that were performed by that individual as a contractor), may receive classified service seniority "credit" for some of their contractual service. This credit only affects the employee's seniority for the purpose of administering sick and annual leave benefits. (This negotiated agreement will expire at the end of FY 2001.)

In Fiscal Year 2000, twenty-nine (29) former contractors qualified for this prior contractual service seniority benefit. The average length of service time earned was 1.75 years per employee. The least amount of credit earned by any employee under this arrangement was 6 months, the most was 3 years. The Agency of Human Services accounted for a majority of the positions that received credit. Specifically, there were seventeen employees from the Health Department, three from SRS, two from the Corrections Department and seven from the Department of Education affected by the agreement.

Classification Study: Analysis of the Willis Job Evaluation System

The State's current job evaluation system was adopted in 1986. The "Willis System" refers to a range of procedures and criteria (or factors) used to assess jobs and to assign them to pay grades. Thus, the classification system is a fundamental component of the compensation system. To ensure fair compensation it is essential to periodically review the classification system.

During 1998, the General Assembly passed Act 141 providing funds to hire an external consulting firm to conduct a review of the classification system and to ensure that it is effective and fair. A second focus of the review was to examine the Willis System to ensure that it is free of bias, particularly gender bias. The State of Vermont was sensitive to this concern and had initially selected the Willis system in the mid-1980s because it had been successfully reviewed in pay equity studies.

The Commissioner of the Department of Personnel determined the scope of the study in consultation with a study steering committee that included the director of the Governor's Commission on Women, and the director of the Vermont State Employees' Association. Fox Lawson & Associates LLC was hired by competitive bid to complete the review. Jim Fox, Ph.D., Nan Weiner, Ph.D., and Howard Risher, Ph.D. have extensive experience in compensation, classification, and pay equity in public sector organizations. They began the Vermont study in June 1999 and the steering committee accepted their final report this past summer. The complete report with appendixes is available on the Internet at the Department of Personnel website <http://www.state.vt.us/per/library/vlibrary.htm>.

In brief, the study addressed the following questions and observations:

Is the classification and job evaluation system fair and free of gender bias? No evidence of bias was found in the process of classifying jobs, but the Willis System in some of its factors seems biased in favor

of male-dominated jobs and it does not measure some aspects of work that is traditionally associated with female-dominated jobs, such as interpersonal skills.

Is the process applied consistently? Evidence supported the conclusion that the process is applied consistently when performed by the Department of Personnel, however, without the proper controls in place, it can easily be applied inconsistently.

Is the Willis System appropriate for the State of Vermont now and in the future? If not, what system would be (more appropriate)? The consultant does not believe that the Willis System is "broken", rather it is inefficient, difficult to use, and does not reflect the values and objectives of work in state government. The consultant recommends that the State of Vermont begin a strategic planning process to goal of identify and implement a system that better meets these goals, now and for the next 15 to 20 years.

Additional Human Resource Information

For more information about the Department of Personnel, its services and functions, please contact any of the staff listed in the enclosed directory or visit the Department's home page via the Internet at www.state.vt.us/pers. The Department's web site offers a variety of information related to managing the State's human resources including personnel policies and procedures; employment opportunities; employee compensation and benefits; the negotiated labor agreements; and employee and organizational support services.

The Department welcomes your comments and suggestions for improving future workforce reports.

DEPARTMENT DIRECTORY

The Department of Personnel is organized into seven divisions providing services to management and employees in State government: classification and compensation; employee benefits and wellness; employee relations; human resources development; information solutions; payroll; and recruitment services. Staff are situated at three locations in Montpelier and one location in Waterbury.

Office of the Commissioner of Personnel

Provides administrative direction and oversight for all personnel-related activities in the executive branch of state government, including budget, communications, policy formulation, and professional development. Ensures all responsibilities for payroll and maintaining centralized human resource management services such as classification and recruiting are in compliance. Provides workforce reports and technical advice to the legislative branch of state government, the Agency of Administration, the media, and the public.

Patricia A. McDonald, Commissioner, 828-3491, e-mail pmcdonald@per.state.vt.us
110 State Street, Drawer 20, Montpelier, VT 05620-3001

Classification and Compensation

Conducts job evaluations for new or existing positions using a point factor comparison method for assigning pay grades. Designates categories of employment and determines Federal Fair Labor Standards Act categories and EEO categories. Develops salary plans for exempt and classified positions. Analyzes data to determine market factors, merit plans, hire-into-range authority, and the legislative pay act. Provides quality control for payroll actions that affect employees' pay or status. Oversees position management system, position transfers and temporary employment.

Rosamond N. Conklin, Director 828-3609; e-mail rconklin@per.state.vt.us
144 State Street, Drawer 20, Montpelier, VT 05620-1701

Employee Benefits and Wellness

Designs and delivers competitive benefit programs to 20,000 state employees, retirees, and their dependents. Plans include: three medical plans, including one self-funded plan and two HMOs; a self-insured dental plan; life insurance; long term disability plan; flexible spending accounts; and an Employee Assistance Program (EAP). Manages full financial accounting and sets premium rates for self insured medical and dental plans. Contracts with and manages outside vendors for delivery of HMO benefits, mail order drug benefits, managed mental health care benefits, and EAP program services. Delivers comprehensive worksite health promotion and wellness screenings to over 2,000 state employees each year. Is a key member of the Workplace Support Service group delivering health-related services to all state employees. Ensures all program compliance with relevant state and federal statutes and regulations. Advises the Governor's office on health care issues through the Governor's Health Care Cabinet.

Kathryn Callaghan, Director 828-3645; e-mail kcallaghan@per.state.vt.us
56 East State Street, Montpelier, VT 05620-5601

Employee Relations

Provides advice and technical assistance to managers and supervisors related to personnel rules, regulations, policies, and labor contract issues. Develops, implements, and administers State government personnel policies. Responsible for labor contract negotiations, implementation, interpretation, and administration. Assists managers and supervisors in the application of labor contract provisions, such as employee pay and benefits, performance management, imposition of discipline, grievances, job terminations, and computing the order of layoffs. Furnishes information and training for all these topics. Ensures compliance with federal and state employment statutes, regulations, policies and procedures, i.e., wage and hour laws, Fair Labor Standards Act, state and federal Family & Medical Leave Acts, nondiscrimination provisions, Drug Free Workplace and drug testing policies, political activity rules, and smoking policies. Administrators the Americans with Disabilities Act in Vermont State Government.

Tom Ball, Director 828-3642; e-mail tball@per.state.vt.us
110 State Street, Drawer 20, Montpelier, VT 05620-3001

General Administration

Oversees budget and fiscal accountability for Department of Personnel's program responsibilities, including all personnel related administrative functions. Administers three tuition reimbursement programs.

Marcia Blondin, Business Administrator 828-3605; e-mail mblondin@per.state.vt.us
110 State Street, Drawer 20, Montpelier, VT 05620-3001

Human Resource Development

Supports and promotes organizational effectiveness in State government through Workplace Support Services, workplace security, training, education, consulting services, resource library, and publications. Manages a centralized training facility and organizes special projects such as Public Service Recognition Week. Publishes a semi-annual catalog outlining offerings of core programs for managers and supervisors, as well as open enrollment courses on a broad range of professional and personal development topics. Provides consulting services for restructuring and reorganization, planning and priority setting, conflict resolution, or other distinct requirements. Advises individual employees on career development.

Nancy Simoes, Director 241-1115; e-mail nsimoes@per.state.vt.us
Cyprian Learning Center, Osgood Building, 103 South Main Street, Waterbury, VT 05671-2801

Information Systems

Supports the department's technology needs and oversees the automated components of the Human Resource Management System (HRMS). Manages large informational databases, networking, reporting, security programming, and desktop applications. Provides technical assistance and system maintenance to the department.

John Carpenter, Director 828-5167; e-mail jcarpenter@per.state.vt.us
110 State Street, Drawer 20, Montpelier, VT 05620-3001

Legal Services and Contract Legal Services

Provides general legal counsel, technical advice, and representation in defense of all departments on state employment matters. Majority of litigation is at the Vermont Labor Relations Board on employee grievances and unfair labor practices, and the related appeals to the Vermont Supreme Court. Also represents the State in employment cases in State and Federal trial courts, unemployment compensation hearings, and during investigations by the Vermont Human Rights Commission and the Equal

Employment Opportunity Commission. In addition, contract legal counsel serves as the State's chief negotiator in collective bargaining with the Vermont State Employees' Association, and represents the State in fact-finding or impasse litigation relating to negotiations.

David Herlihy, Esq., General Counsel 828-3688; e-mail dherlihy@per.state.vt.us
110 State Street, Drawer 20, Montpelier, VT 05620-3001

Payroll

Responsible for issuing accurate and timely payment of salaries, expenses and other benefits to all Executive, Legislative and Judicial branch employees. The Payroll Division is recognized by U.S. Government Agencies as the "Employer of Record" for the State of Vermont which requires compliance with all Internal Revenue Regulations, Unemployment Regulations and Fair Labor Standards Act. All payments, payroll deductions, and employee records are retained and processed centrally in this division in accordance with the laws of the State of Vermont.

Steve Zuanich, Director 828-5786; e-mail szuanich@per.state.vt.us
110 State Street, Drawer 20, Montpelier, VT 05620-3001

Recruitment Services

Consults with agencies and departments on recruitment and selection issues. Provides recruitment and selection services for classified State jobs to managers and supervisors. Publishes recruitment lists, both on-line and in a paper format, and responds to inquiries from job seekers. A toll-free number (#800-640-1657) has been installed this year which offers job seekers additional access to information about current job postings and how to apply for State positions. Accepts and processes applications to determine if applicants meet minimum eligibility qualifications. Rates applicants' education and experience. Schedules and administers written and performance exams. Develops and validates a variety of employee selection procedures. Maintains registers and issues certificates (lists) of eligible applicants for employment in classified service. Processes reduction in force (RIF) employees and ensures contractual reemployment rights are provided.

Douglas Pine, Ph.D., Director 828-3644; e-mail dpine@per.state.vt.us
144 State Street, Drawer 20, Montpelier, VT 05620-1701

WORKFORCE MANAGEMENT AND STRATEGIC PLANNING

The Department of Personnel (DOP) has provided leadership and focused attention to strategic and workforce planning in fiscal and calendar year 2000. Some initiatives that illustrate the Department's commitment to these planning activities are detailed below, as well as related training and technical support to agencies and departments across state government.

Strategic Planning

The Department of Personnel had made significant progress towards completing its strategic plan. Department staff reviewed a draft plan in May 2000. It outlined efforts begun in Fall 1999, which included internal surveys and one-on-one interviews with every member of the department. A participatory process was used to revise the department's mission statement and guiding principles to reflect our current and future values. (These statements are featured on the inside cover of this report.)

To ensure that the needs of our external customers were well represented in the plan, the Department surveyed approximately 350 hiring managers, extended cabinet, and personnel officers in Summer 2000 and received a 25% return rate. Accompanying the survey, was a snapshot of each individual agency's potential workforce challenges as illustrated by the ages and length of service data of its current employees. In the Fall of 2000, DOP divisions continued planning activities by reviewing this customer data and then outlining their long and short term strategic goals.

Annual Human Resources Conference Features Workforce Planning

In November 2000, the Department of Personnel sponsored its second annual human resource conference entitled "Tomorrow's State Workforce, A Primer for Workforce Planning". Seventy state human resource professionals and managers met for a day-long series of presentations illustrating some of the "best practice" methods used for strategic workforce planning in the public sector. Topics ranged from workforce assessment strategies, economic and demographic trends, recruiting and employment patterns, E-Government, and an update on the Human Resource Management System (HRMS) upgrade. Conference participants completed a survey indicating which new workforce planning activities and resources would be helpful to them. These preferences will also be integrated into the Department's strategic plan.

Employee Development and Organizational Effectiveness

Complementing strategic and workforce planning activities, the Department of Personnel also sponsored a number of activities that support organizational effectiveness and developing employee skills. A number of new initiatives were begun in FY 2000, which continue to mature into FY 2001. Promoting these services to state employees is essential to their effectiveness. In FY 2000 DOP launched a three-year "Open House" initiative by visiting employees in four districts (Brattleboro, Bennington, Newport, and St. Johnsbury). By the end of this project the Department will have visited each district to assess the professional and organizational development needs of the State's workforce and to inform employees of Department services.

Workplace Support Services is a collaborative effort among Human Resource Development, the Employee Wellness Program, Employee Assistance Program (EAP), and Risk Management (Loss Prevention and Workers' Compensation) to provide integrated and comprehensive services to state employees. This initiative began in FY 2000 with an assessment of each service to identify where opportunities for referral and/or collaboration exist. In FY 2001 this project will continue with joint outreach efforts, a formal continuing education plan for the group, and identification of future services.

WORKFORCE PLANNING REPORTS

Best practice in workforce planning recommends identifying the services an organization provides now and intends to provide in the future and then assessing its human resource capacity to meet those needs. Two factors are included in this section that influence human resource planning and development: workforce turnover rates, which illustrate worker retention; and length of service trends, which help identify potential retirements. These data add to information introduced in last year's annual workforce report and will be an important factor in our analysis of workforce trends over time.

A. State Workforce Length of Service Trends

The charts on the next two pages represent a point-in-time snapshot of the Vermont State workforce. It is typical to see a large concentration of employees **and** higher separation trends in the **early** years of service. This chart clearly represents periods of Vermont State workforce expansion and contraction during periods of economic growth and budget constraints.

B. Retirement Projections

There has been an increase in the number of projected retirements over the next 5 years due to the following factors:

1. There has been a grant of over 565 years of military service due to legislation passed in the last two legislative sessions ;
2. There has been a newly legislated ability to purchase up to 5 years of "air time" or time not specifically related to service in state government.
3. There has been an increase in members who will realize a benefits of 50% of salary who have thirty years of service.

The State of Vermont workforce actuarial report reflects the following:

- 23 state employees have 40+ years of service;
- 64 state employees have 35 to 39 years;
- 252 have 30 to 34 years of service;
- 533 state employees have 25 to 29 years of service.

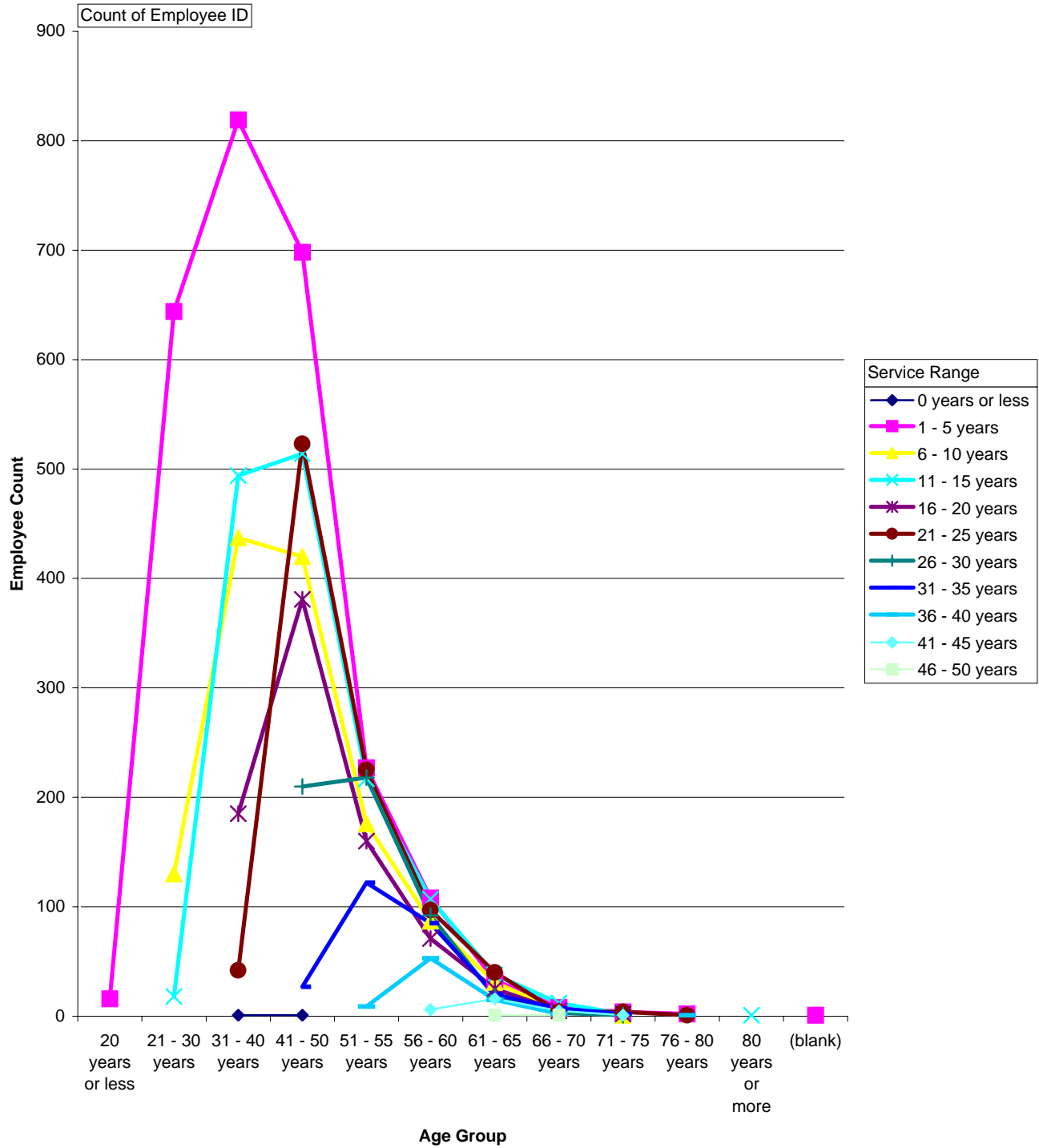
In addition, there are 256 employees that are age 60 or older with less than 25 years of service. The following demographic facts coupled with the above factors and a review of past experience show the following projected retirements over the next five years:

FY 2001:	125
FY 2002:	130
FY 2003:	140
FY 2004:	160
FY 2005:	175

Managers must pay careful attention to the large numbers of employees who will reach retirement eligibility over the next ten years. Workforce planning measures, including succession planning and human resource development, need to be carefully implemented now to meet the demand of the future.

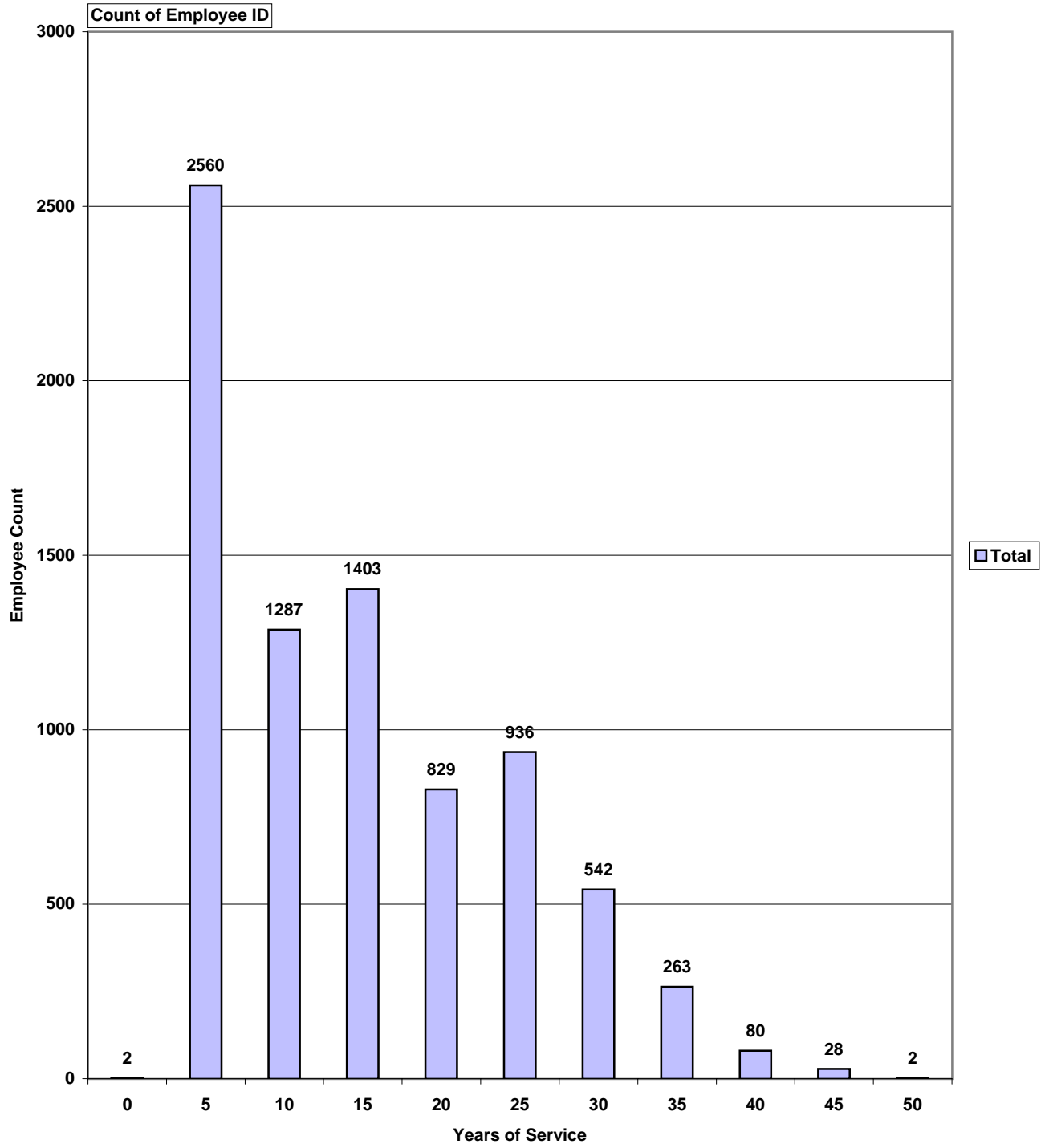
Departments (All)

Employee Count of Years of Service by Age Group



Department (All)

Employee Count by Years of Service



Turnover in State Government

This report focuses on the number of individuals leaving State service from the various departments and agencies and does not reflect transfers between State agencies and departments. For example, if an individual in the Secretary of Administration's office transfers to the Department of Personnel, it is not counted as a separation for purposes of this report. This report shows only external separations for the last four fiscal years.

Department Name	Turnover%			2000	
	1997	1998	1999	Employees	Percent
GENERAL GOVERNMENT					
Auditor Of Accounts	33.33	26.09	17.39	12	8.00
State Treasurer's Office	24.49	25.53	16.33	29	7.14
Executive Office	0.00	11.11	5.41	17	17.14
Lieutenant Governor	40.00	0.00	0.00	2	0.00
Clerk Of The House	40.00	0.00	0.00	5	0.00
Sergeant-At-Arms	40.00	0.00	0.00	2	80.00
Joint Fiscal Office	15.38	0.00	0.00	8	12.50
Lottery Commission	5.00	5.13	0.00	18	11.11
AGENCY OF ADMINISTRATION					
Secretary's Office	33.33	15.38	10.53	8	11.76
Finance & Management, Dept Of	10.17	9.84	10.71	28	3.64
Personnel Dept	8.16	0.00	10.75	51	3.96
Buildings & Gen Services, Dept Of	11.22	7.52	7.45	352	9.97
Tax Department	6.27	4.65	4.24	173	5.28
Library Dept	5.80	20.29	9.23	35	0.00
AGENCY OF HUMAN SERVICES					
Secretary Central Office	8.00	10.31	1.67	61	4.96
Division Of Rate Setting	31.58	0.00	0.00	0	0.00
Corrections Department	8.68	8.12	11.56	802	9.55
Health Dept	11.49	9.78	9.14	395	8.47
PATH	9.95	2.68	3.21	381	3.17
Office Of Economic Opportunity	12.50	0.00	13.33	7	0.00
Office Of Child Support Servic	11.34	14.81	9.47	108	9.62
Social & Rehab Services	9.78	7.88	8.50	333	10.83
Vermont State Hospital	26.43	14.93	6.90	139	10.34
Developmental & Mental Health Svcs.	6.94	5.59	5.59	95	3.26
Dept Of Aging & Disabilities	13.44	3.73	9.67	155	6.00
Vermont Veterans Home	14.57	13.82	14.13	146	19.31
AGENCY OF TRANSPORTATION					
Transportation Administration	10.87	6.13	5.65	1170	8.29
AGENCY OF NATURAL RESOURCES					
Natural Resources Administration	19.05	8.82	8.22	37	2.67
Environmental Conservation	5.86	2.63	6.06	247	2.08
Department Of Fish & Wildlife	9.44	2.59	6.84	118	2.55
Forest Parks & Recreation	1.83	3.59	0.00	111	2.69
Environmental Board	20.00	11.76	3.92	25	4.08
11					
AGENCY OF COMMERCE & COMMUNITY DEVELOPMENT					
Commerce & Community Dev. Administration	12.75	10.40	5.09	92	10.93

<u>Department Name</u>	<u>Turnover%</u>			<u>2000</u>	
	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>Employees</u>	<u>Percent</u>
PROTECTION					
Attorney General	4.55	5.19	7.14	47	4.49
States Attorneys and Administration	15.64	11.76	13.75	92	8.94
Sheriffs	10.00	3.28	25.40	32	9.38
Defender General	6.25	10.20	0.00	48	6.25
Military Dept	14.56	6.86	11.82	99	7.96
Labor & Industry	13.51	6.99	5.52	76	6.67
Criminal Justice Training Coun	0.00	15.38	15.38	7	28.57
Liquor Control	12.00	8.08	8.00	53	5.83
Secretary Of State	10.64	4.12	8.89	46	8.99
Banking, Insurance & Securities	9.94	6.45	8.86	83	12.27
Public Safety Department	11.64	6.50	15.92	167	12.61
Public Safety-State Police	5.95	6.28	6.27	289	10.69
Agriculture	8.59	5.03	5.00	85	4.79
Public Service Department	9.41	8.99	8.42	49	4.21
Public Service Board	9.52	4.55	22.73	23	8.51
Judicial	8.90	9.75	11.17	271	10.00
Human Rights Commission	66.67	40.00	28.57	3	28.57
EMPLOYMENT & TRAINING	7.86	3.95	6.82	332	5.75
EDUCATION	6.64	8.45	6.28	138	11.11
STATE TOTALS	10.27	6.29	7.76	7157	8.16

Note: The turnover data used in the above table is the standard calculation used by the Bureau of Labor Statistics.
 (Separations divided by average number of employees in the year times 100 = Turnover.)

DEFINITIONS FOR TEMPORARY EMPLOYMENT

Temporary positions are created when there is a short-term need for additional employees. Employees in these positions must meet the minimum qualifications established for the job that they are hired to perform. They are compensated at the applicable rate of pay for hours actually worked, and are entitled to overtime in accordance with federal law. Temporary employees are not covered by any collective bargaining unit agreements and are not eligible for benefits such as group life and health insurance; sick, annual or personal leave; retirement benefits; and holiday pay.

Each request from an appointing authority to establish a temporary position is reviewed on its merits. The Commissioner of Personnel may not approve a temporary hire if that approval would have the intent or effect of circumventing the policies and purposes of the classified service. There are six (6) categories of temporary employees:

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. Examples of seasonal employment include: "summer highway construction" in AOT; "spring tax filing" in Tax; "summer season" for Parks in ANR; "summer youth employment program" in DET; "summer work crews" in Corrections; etc. Employment may be full time during the season.

BONA FIDE EMERGENCY: This employment category is rarely used. It 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.

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. The period of fill-in may only be for the length of the absence of the existing employee. The job title for the fill-in is the same as for the existing employee, or at a trainee level, if one exists. Employment may be full time during the fill-in period.

INTERMITTENT: This category is reserved for situations where there are fluctuations in the workload that are not seasonal. An employee might be hired to alleviate a work backlog, be absent for an undefined period, then reactivated when the workload increases. Fluctuations in the workload might be somewhat predictable, but the specific timing and duration is generally not predictable. Occasionally the employee may work 40 hours, but not on a regular basis.

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. The employment may last 6 to 9 months with an absolute outside limit of one year from the initial date of hire. Employment is usually less than 40 hours a week.

PART-TIME ON-GOING: This category covers regular, on-going part-time employment. The total hours worked in a week are less than 20 hours. Occasional fluctuations in the hours will not violate this category, but the total hours must average less than 20 per week. These positions are only approved for a maximum of 1040 hours in a calendar year. Full-time schedules will not be approved.

The following charts illustrate the use of temporary employees by department and category for the 2000 fiscal year. Each of the above listed categories are coded, however, we have used the term "other" to describe those instances where the code category was not available.

Use of Temporary Employees by Category and Department Fiscal Year 2000

FILL INS

DEPARTMENT	NUMBER OF POSITIONS
Aging & Disabilities	4
Agriculture	4
Attorney General	4
Banking, Insurance & Securities	3
Buildings & General Services	44
Commission on Women	1
Corrections	217
Criminal Justice Training Council	1
Defender General	1
Development	6
Education	4
Employment & Training	15
Environmental Board	2
Environmental Conservation	5
Executive	4
Fire Service Training Council	1
Fish & Wildlife	9
Forests & Parks	1
Health Department	21
Human Services Central Office	5
Judicial	2
Labor & Industry	2
Subtotal Fill ins	356

Use of Temporary Employees by Category and Department Fiscal Year 2000

FILL INS continued

DEPARTMENT	NUMBER OF POSITIONS
Libraries	3
Liquor Control	2
Lottery	1
Mental Health	1
Natural Resources	2
PATH	13
Public Safety – Civilian	69
Public Service Board	1
Secretary of State	4
Social & Rehabilitation Services	56
Tax	5
Transportation	13
Vermont State Hospital	19
Veteran's Home	15
Total Fill ins	569

BONA FIDE EMERGENCY

DEPARTMENT	NUMBER OF POSITIONS
Corrections	5
Transportation	1
Total Bona Fide Emergency	6

Use of Temporary Employees by Category and Department Fiscal Year 2000

INTERMITTENT

DEPARTMENT	NUMBER OF POSITIONS
Buildings & General Services	2
Child Support	9
Corrections	3
Defender General	1
Development	11
Education	5
Employment & Training	4
Environmental Conservation	1
Fire Service Training Council	21
Health Department	1
Judicial	1
Labor & Industry	1
Military	2
PATH	2
Personnel	1
Public Safety – Civilian	7
Secretary of State	1
Social & Rehabilitative Services	1
Transportation	7
Vermont State Hospital	15
Veterans' Home	11
Total Intermittent	107

Use of Temporary Employees by Category and Department Fiscal Year 2000

PART-TIME ON-GOING

DEPARTMENT	NUMBER OF POSITIONS
Administration	1
Aging & Disabilities	3
Attorney General	1
Banking, Insurance, & Securities	1
Buildings & General Services	23
Corrections	5
Defender General	2
Education	2
Employment & Training	2
Environmental Board	1
Environmental Conservation	1
Fire Services Training Council	4
Forests& Parks	1
Health Department	2
Human Services Central Office	1
Mental Health	3
PATH	1
Public Safety – Civilian	3
Public Service Department	1
State's Attorneys & Victim Advocates	1
Tax	2
Transportation	2
Vermont State Hospital	1
Total Part-time On-going	64

Use of Temporary Employees by Category and Department Fiscal Year 2000

SEASONAL

DEPARTMENT	NUMBER OF POSITIONS
Agriculture	4
Buildings & General Services	25
Corrections	8
Development	72
Education	4
Employment & Training	50
Environmental Conservation	39
Fish & Wildlife	85
Forests & Parks	389
Health Department	2
Labor & Industry	3
Military	1
PATH	2
Personnel	3
Public Safety – Civilian	1
Public Safety – Troopers	34
Secretary of State	4
Tax	74
Transportation	233
Veterans' Home	9
Total Seasonal	1042

**Use of Temporary Employees by Category and Department
Fiscal Year 2000
SPORADIC**

DEPARTMENT	NUMBER OF POSITIONS
Aging & Disabilities	3
Agriculture	3
Banking, Insurance, & Securities	3
Buildings & General Services	4
Child Support	1
Corrections	4
Criminal Justice Training Council	3
Development	8
Education	2
Employment & Training	4
Environmental Board	1
Environmental Conservation	24
Executive	1
Fish & Wildlife	5
Forests & Parks	10
Health Department	3
Human Services Central Office	1
Judicial	1
Lottery	2
PATH	5
Personnel	6
Public Safety – Civilian	8
Public Service Department	2
Social & Rehabilitative Services	1
Tax	9
Transportation	15
Treasurer	1
Veterans' Home	1
Total Sporadic	131

Use of Temporary Employees by Category and Department Fiscal Year 2000

OTHER

DEPARTMENT	NUMBER OF POSITIONS
Aging & Disabilities	2
Agriculture	2
Banking, Insurance, & Securities	1
Client Aides	1
Corrections	5
Development	4
Education	1
Employment & Training	3
Environmental Board	2
Environmental Conservation	3
Finance & Management	2
Fire Service Training Council	41
Fish & Wildlife	4
Forests & Parks	10
Health Department	1
Human Services Central Office	1
Judicial	4
Liquor Control	2
Mental Health	1
Public Safety – Civilian	10
Public Safety – Troopers	22
Public Service Department	1
Racing Commission	1
Secretary of State	2
Secretary/Senate	1
Sergeant at Arms	1
Social & Rehabilitative Services	3

**Use of Temporary Employees by Category and
Department
Fiscal Year 2000**

OTHER continued

DEPARTMENT	NUMBER OF POSITIONS
State's Attorneys – Victim Advocates	1
Tax	2
Transportation	9
Vermont State Hospital	3
Veterans' Home	1
Total Other	148

SUMMARY:

There has been an increase in the use of temporary positions in State government over previous years. The increase can be attributed to a number of factors, including new program development and increased numbers of seasonal workers – especially in the Tax Department, Forests and Parks, Fish and Wildlife, and the Agency of Transportation. A review of the categories; such as seasonal, bona fide emergency, fill ins, intermittent, sporadic, and part-time on-going shows that guidelines are being met for appropriate use of temporaries in State government.

**Use of Temporary Employees by Department
Fiscal Year 2000
SUMMARY**

DEPARTMENT	TOTAL POSITIONS	TOTAL HOURS	TOTAL GROSS PAY
Administration	1	160	\$1,752.00
Aging & Disabilities	12	2,868	\$28,083.97
Agriculture	13	3,421	\$33,427.29
Attorney General	5	1,877	\$21,232.89
Banking, Insurance, & Sec.	8	2,298	\$25,248.73
Buildings & General Services	100	49,733	\$411,873.30
Child Support	10	5,470	\$59,487.04
Client Aides	1	105	\$656.26
Commission on Women	2	1,322	\$12,092.76
Corrections	247	134,124	\$1,429,507.26
Crim Justice Training Council	4	253	\$2,380.61
Defender General	4	2,616	\$33,999.13
Development	101	35,534	\$296,486.61
Education	18	7,751	\$97,420.57
Employment & Training	78	32,552	\$325,143.73
Environmental Board	6	1,480	\$18,767.73
Environmental Conservation	73	25,561	\$272,705.28
Executive	5	427	\$4,789.19
Finance & Management	1	399	\$3,619.62
Fire Service Training Council	67	11,932	\$150,083.73
Fish & Wildlife	103	44,840	\$385,200.72
Forests & Parks	411	158,307	\$1,228,694.27
Health Department	30	9,980	\$113,450.04
Human Services Central Office	8	2,047	\$22,556.71
Subtotals	1308	535,058	\$4,978,659.44

**Use of Temporary Employees by Department
Fiscal Year 2000
SUMMARY**

DEPARTMENT	TOTAL POSITIONS	TOTAL HOURS	TOTAL GROSS PAY
Judicial	8	2,834	\$28,069.41
Labor & Industry	6	2,288	\$22,164.32
Libraries	3	1,228	\$9,475.65
Liquor Control	4	1,255	\$13,414.68
Lottery	3	923	\$10,639.71
Mental Health	5	3130	\$44,010.44
Military	3	1,085	\$13,109.20
Natural Resources	2	1,627	\$16,054.53
PATH	23	13,883	\$143,173.11
Personnel	12	2603	\$23,128.45
Public Safety – Civilian	98	33,317	\$338,100.28
Public Safety – Troopers	56	15,894	\$157,119.98
Public Service Board	1	310	\$3,635.15
Public Service Department	4	1,248	\$16,292.91
Racing Commission	1	69	\$869.30
Secretary of State	11	4,716	\$42,715.95
Secretary/Senate	1	992	\$15,842.80
Sergeant at Arms	1	161	\$1,288.00
SRS	61	31,651	\$343,134.74
State's Attorneys – Vic. Adv.	2	1,096	\$11,584.64
Tax	92	37,780	\$316,665.74
Transportation	280	112,024	\$1,020,415.61
Treasurer	1	882	\$8,920.04
Vermont State Hospital	38	15,955	\$146,212.48
Veterans' Home	37	21,075	\$181,788.16
Summary Totals	2062	843,082	\$7,906,484.69

LIMITED SERVICE POSITIONS

A limited service position is a non-tenured position in the classified service which, when initially established, is reasonably expected to exist for a limited duration, frequently more than one year, but less than three years. Such positions usually have a definite termination date and may be associated with a specially funded project or program. The Legislature or the Joint Fiscal Committee approve the creation of limited service positions. Positions created for the purposes of implementing grant-funded initiatives are described in Title 32 Chapter 1 Section 5:

32 VSA § 5 (b) ACCEPTANCE OF GRANTS

(b) In accordance with subsection (a) of this section, in conjunction with a grant, a limited service position request for a position explicitly stated for a specific purpose in the grant, may be authorized. The position shall terminate with the expiration of the grant funding unless otherwise funded by an act of the general assembly. Such authorized limited service positions shall not be created until the appointing authority has certified to the joint fiscal committee that there exists equipment and housing for the positions or that funds are available to purchase equipment and housing for the positions.

Employees in these positions may work full or part-time and are compensated through the State payroll system. They are eligible for State benefits such as group life and health insurance; sick, annual or personal leave; retirement benefits; holiday pay; and shift differential.

In addition, the Legislature gave the Commissioner of Personnel authority to create up to 30 limited service positions to meet short-term staffing needs (LT-30 Positions):

1999 Legislative Session Act 62 (FY 2000 Appropriations) Sec. 266. LIMITED SERVICE POSITIONS

(a) The commissioner of personnel may establish up to 30 limited service positions, excluding those limited service positions which are fully funded through federal funds, grants, or other nonstate funds, not to exceed 10 in any one quarter, to meet the short-term supplemental staffing needs of the state. Consistent with the provisions for negotiating the impact of workweeks or schedules under the collective bargaining agreement, and with the approval of the commissioner of personnel, the appointing authority may prescribe, for such positions, full or part-time schedules and flexible work hours as is deemed appropriate. The authorized use of such positions shall be limited to:

(1) providing for staffing needs expected to last less than three years, including, but not limited to, capital improvement and transportation projects, or

(2) providing an ongoing fill-in capacity, in lieu of hiring temporary employees, in institutions or where it is deemed appropriate to provide coverage for temporary and intermittent absences of regular staff.

(b) Such authorized limited service positions shall not be created until the appointing authority has certified to the secretary of administration that there exists equipment and housing for the positions.

(c) The commissioner of personnel shall notify the joint fiscal office when such positions are established or abolished and shall report on their usage to the legislature by January 15 each year. Upon request of the commissioner of personnel, the joint fiscal committee may authorize the establishment of positions under this section in excess of 10 during any fiscal quarter.

The following charts describe the creation and location of limited service positions. The first chart identifies positions created in Fiscal Year 2000. The second chart is a summary of limited service positions by department at the close of FY 2000.

LIMITED SERVICE POSITIONS (LT-30) CREATED IN FY 2000

1st Quarter -- Total 10

Department	Class	Established	End Date
PATH	Eligibility Specialists (6)	07/04/1999	06/30/2000
PATH	Clerk C	07/04/1999	06/30/2001
State's Attorneys	Victim Advocate	08/01/1999	06/30/2000
SRS	Program Services Clerk (2)	07/04/1999	06/30/2000

2nd Quarter -- Total 10

Department	Class	Established	End Date
Attorney General	Attorney-contract conversion	10/04/1999	06/30/2000
Environmental Conservation	Environmental Engineer III (6)	11/21/1999	06/30/2000
Finance & Management	Assistant State Director	10/01/1999	09/30/2001
SRS	Program Service Clerk	07/04/1999	06/30/2000
Treasurer	Accountant A	10/01/1999	09/30/2001

3rd Quarter -- Total 3

Department	Class	Established	End Date
Commerce & Community Development	Administrative Assistant A	01/02/2000	01/01/2003
Commerce & Community Deveopment	Administrative Director	01/02/2000	01/01/2003
Liquor Control	Systems Developer I	01/16/2000	01/02/2003

4th Quarter -- Total 6

Department	Class	Established	End Date
Building & General Services	Clerk of the Works III (2)	06/04/2000	06/04/2003
Department of Corrections	Environmental Technician III (2)	05/07/2000	06/30/2003

Total Limited Service (LT-30) Positions Created in FY 00 -- 27

All Other Limited Service Positions Created FY2000

Department	No. Pos.	Job Title	Effective Date
Agency of Human Services	1	Grants Program Specialist - General	04/23/2000
Agency of Human Services	1	Program Services Clerk	
Aging & Disabilities	4	VR Counselor - General	06/18/2000
	2	Assistive Technology Access Specialist	07/04/1999
Attorney General	1	Administrative Secretary	01/02/2000
Buildings & General Services	2	Buildings Clerk-of-the-Works III	06/04/2000
Education	1	Basic Education Prog Spec - Tec Asst & S	08/15/1999
	1	Basic Education Prog Spec - Licensing	01/16/2000
	1	Education Family Literacy Program Admin	03/26/2000
	1	Administrative Assistant B	04/09/2000
	1	Compensatory Education Area Coordinator	05/07/2000
	1	Vocational Educational Prg Spc - Agriculture	06/02/2000
	1	Administrative Assistant A	07/04/1999
	1	Basic Education Prog Spec - Comp Health	
	1	Basic Education Spec - Safe Drug Free Sch	
	1	Basic Education Spec - School Health	
	1	Clerk C	
Environmental Conservation	1	Environmental Analyst II, AC: Air Quality	08/29/1999
	1	Environmental Analyst III, AC General	
	2	Environmental Analyst III, AC Water Supply	
	1	Environmental Technician II, AC: General	
	1	Environmental Analyst IV, AC Water Supply	12/19/1999
Health	1	Administrative Assistant B	07/04/1999
	1	AIDS Medication Assistance Coordinator	
	1	Family, Infant and Toddler Program Chief	
	1	Federal Programs Administrator	
	1	Lead Control Program Specialist	
	1	Program Services Clerk	
	1	Public Health Nurse	
	1	Public Health Nursing Supervisor	
	1	Public Health Specialist	
	1	Public Health Tobacco Prog Chief	
	1	Secretary B	
	2	Secretary C	
	2	Health Surveillance Biostatistician	07/18/1999
	1	WIC Nutrition Specialist	
	1	Administrative Assistant A	08/15/1999
	1	Substance Abuse Prog Spec - Treatment	09/12/1999
	5	Public Health Specialist	09/26/1999
	1	Administrative Assistant A	10/10/1999
	1	Health Services Specialist	11/07/1999
	1	Health Services Training & Tech Asst Spec	
	1	Public Health Specialist	11/17/1999

Department	No. Pos.	Job Title	Effective Date
	1	Resource Coordinator	
	1	Public Health Nursing Specialist	12/05/1999

	1	Public Health Specialist	12/15/1999
	1	Senior Research & Statistics Analyst	12/19/1999
	1	Systems Developer I	01/30/2000
Health	1	Health Services Training & Tech Asst Spec	03/26/2000
	1	Health Surveillance Biostatistician	
	2	Information Technology Specialist II	
	1	Research & Statistics Analyst	
	1	Senior Epidemiologist	
	1	Senior Research & Statistics Analyst	
	1	Systems Developer II	
	1	WIC Nutrition Specialist	
	1	WIC Program Specialist	
	1	Systems Developer II	03/27/2000
	1	Health Services Training & Tech Asst Spec	03/28/2000
	1	Cancer Data Administrator	05/21/2000
	12	Health Programs Outreach Specialist I	
	1	Program Services Clerk	
	1	Certified Cancer Register	07/04/1999
	4	Medical Social Worker	
	1	Public Health Nursing Specialist	
	1	Public Health Physician - Epidemiology	
	1	Public Health Specialist	
	2	Secretary C	
	1	Senior Microbiologist	
	1	Staff Assistant	
Liquor Control	1	Systems Developer I	01/16/2000
Military	1	Security Guard	12/19/1999
Public Safety	1	Emergency Management Mitigation Spec	07/04/1999
	1	Public Safety Communications Engineer	09/12/1999
	1	Clerk Dispatcher	03/12/2000
Public Safety	3	Criminal Records Specialist I	
Public Safety	1	Criminal Records Specialist Trainee	
Social & Rehabilitation	3	Disability Determination Specialist I	06/04/2000
Taxes	1	Tax Examiner II	07/04/1999

Limited Service Positions as of December 2000

Department	Total Positions	Gross Salary
Aging & Disabilities, Dept of	3	\$91,470.44
Agriculture, Food & Markets	1	\$30,390.56
Attorney General	6	\$207,051.16
Buildings & General Services	5	\$77,068.17
Child Care, Office of	4	\$52,969.68
Commerce & Community Development	6	\$140,851.26
Corrections, Dept of	17	\$328,112.74
Court Administrator-Judicial	1	\$88,270.08
Developmental & Mental Health	2	\$87,712.25
Economic Opportunity, Office o	1	\$23,696.08
Education, Dept of	5	\$83,892.69
Employment & Training, Dept of	4	\$84,864.87
Health, Department of	18	\$463,570.25
Human Services, Agency of	2	\$81,647.91
Libraries, Dept of	1	\$45,316.78
Liquor Control, Dept of	3	\$83,538.15
Military, Dept of	16	\$460,463.52
Personnel, Dept of	1	\$3,798.03
Public Safety, Dept of	12	\$436,995.55
Public Service Board	1	\$7,587.36
Public Service, Dept of	2	\$85,402.43
Social & Rehab Services, Dept	2	\$32,760.66
Social Welfare, Dept of	8	\$123,122.73
State Treasurer	2	\$31,796.09
State's Attorneys, Dept of	3	\$77,270.61
Taxes, Dept of	1	\$21,967.63
Transportation, Agency of	12	\$428,183.00
Total All Departments	139	\$3,679,770.68

Positions Created FY 2000

Department	No. Pos.	New Job Title	Date Created
Agency of Administration	1	Administrative Assistant A	07/04/1999
Agency of Human Services	1	Staff Attorney III	09/12/1999
Aging & Disabilities	1	Clerk C	07/04/1999
	1	Independent Living Services Coordinator	07/04/1999
	1	Public Health Nurse Surveyor I	07/04/1999
	1	Systems Developer II	07/04/1999
	1	Vocational Evaluator	07/04/1999
	1	VR Placement & Training Specialist	07/04/1999
	1	Administrative Assistant B	08/01/1999
	1	Organization & Operations Analyst B	08/01/1999
	1	Network Administrator III	10/10/1999
Attorney General	1	Attorney General's Investigator	07/18/1999
	2	Paralegal Technician I	07/18/1999
	1	Administrative Secretary	08/15/1999
Banking, Insurance, Securities &	1	Information Technology Specialist II	07/04/1999
	1	Insurance Examiner III	07/04/1999
	1	Program Services Clerk	07/04/1999
	1	Secretary C	07/04/1999
	1	Securities Examiner	07/04/1999
Buildings & General Services	23	Building Custodian A	07/04/1999
	4	Building Custodian B	07/04/1999
	1	Information Technology Specialist I	07/04/1999
	5	Maintenance Mechanic B	07/04/1999
	1	Maintenance Mechanic II - Corr Facility	07/04/1999
	1	Personnel Assistant	07/04/1999
	2	Support Services Worker A	07/04/1999
	1	Telecommunications Systems Specialist	07/04/1999
Child Support Services, Office of	1	Administrative Assistant A	07/04/1999
	1	Administrative Assistant B	07/04/1999
	2	Child Support Services Technician	07/04/1999
	4	Child Support Specialist	07/04/1999
	7	Customer Response Representative	07/04/1999
	4	Paralegal Technician II	07/04/1999
Commerce & Community	2	Administrative Assistant A	07/04/1999
	1	Systems Developer II	07/04/1999
	1	Information Technology Specialist II	10/10/1999
	1	Vermont Life Production Assistant	11/21/1999
Corrections	1	Domestic Violence Services Chief	03/26/2000
	1	Accountant C	04/23/2000
	6	Community Correctional Officer	07/04/1999
	2	Correctional Instructor, A/C: General	07/04/1999
	17	Correctional Officer I	07/04/1999
	6	Corrections Services Specialist II	07/04/1999
	1	Information Technology Specialist II	07/04/1999
	2	Secretary B	07/04/1999
	1	Staff Attorney I	07/04/1999
	1	Switchboard-Receptionist	07/04/1999
	1	Systems Developer II	07/04/1999
	1	Volunteer Services Coordinator	07/04/1999
	8	Recreation Services Coordinator	07/18/1999
	1	Correctional Services Manager	08/15/1999
	3	Corrections Living Unit Supervisor	08/29/1999

Department	No. Pos.	New Job Title	Date Created
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Corrections	1	Correctional Security & Operations Super	09/12/1999	
	1	Administrative Assistant A	09/26/1999	
	1	Correctional Foreman A AC Admin Support	09/26/1999	
	1	Correctional Foreman B AC: Furniture	09/26/1999	
	22	Correctional Officer II	09/26/1999	
	3	Corrections Services Specialist I	09/26/1999	
	1	VCI Program Coordinator	09/26/1999	
Developmental & MH Services	4	Correctional Facility Shift Supervisor	11/07/1999	
	1	Secretary B	07/04/1999	
Education	1	Secretary C	07/04/1999	
	2	Administrative Assistant A	07/04/1999	
	2	Basic Ed Prog Spec - Licensing	07/04/1999	
	2	Basic Education Prog Spec - Comp Health	07/04/1999	
	1	Basic Education Prog Spec - Tec Asst & S	07/04/1999	
	1	Clerk C	07/04/1999	
	1	Information Technology Specialist I	07/04/1999	
	1	Program Services Clerk	07/04/1999	
	1	Secretary C	07/04/1999	
	1	Senior Research & Statistics Analyst	07/04/1999	
	5	Special Education Cons - Tech Asst & Eva	07/04/1999	
	2	Systems Developer II	07/18/1999	
	1	Systems Developer III	07/18/1999	
	1	Administrative Assistant B	08/15/1999	
	Environmental Board	1	Secretary C	07/04/1999
		1	Environmental Board Asst Dist Coord	07/18/1999
	Environmental Conservation	1	Environmental Scientist III, AC: General	02/27/2000
1		Aquatic Biologist C	07/04/1999	
1		Environmental Technician C AC: Water	07/04/1999	
Finance & Management	1	Information Technology Specialist II	01/30/2000	
	1	Systems Developer II	08/15/1999	
Fire Service Training Council	1	Data Clerk - General	07/04/1999	
	1	Fire Service Training Council Site Coord	07/04/1999	
Fish & Wildlife Health	2	Secretary C	12/05/1999	
	15	Public Health Nurse	07/04/1999	
Labor & Industry Liquor Control	1	Substance Abuse Prog Spec - Treatment	07/04/1999	
	2	Fire Prevent Officer I AC Ast Fire Marsh	07/04/1999	
	1	Clerk C	07/04/1999	
Natural Resources, Agency of	2	Liquor Control Investigator	07/04/1999	
	1	Liquor Control Investigator Supervisor	07/04/1999	
	1	ANR Growth Policy Analyst	07/04/1999	
Public Safety	3	Forestry Tech A, AC: ANR Lands	07/04/1999	
	11	Public Safety Barracks Clerk	03/12/2000	
	1	Secretary B	03/12/2000	
Public Service	1	Accountant A	06/18/2000	
	1	Account Clerk B	07/04/1999	
	2	E 9-1-1 Specialist I	08/15/1999	
Secretary of State	1	Mapping & GIS Specialist	11/21/1999	
	1	Administrative Assistant A	02/27/2000	
	1	Director of Campaign Finance & Elections	07/04/1999	
Social & Rehabilitation Services	1	Licensing Board Field Investigator	08/01/1999	
	1	Administrative Secretary	07/04/1999	
	1	Child Benefits Specialist	07/04/1999	
	6	Disability Determination Specialist I	07/04/1999	
	1	Social Services Supervisor	07/04/1999	
	1	Woodside Youth Center Teacher	07/04/1999	
	1	Information Technology Specialist II	08/01/1999	
	1	Staff Attorney I	09/12/1999	

Department	No. Pos.	New Job Title	Date Created
	2	Staff Attorney III	09/12/1999
	12	Social Worker B	09/26/1999
	2	SRS Licensing Specialist-Child Day Care	09/26/1999

PATH	1	Administrative Assistant A	05/07/2000
	5	Medicaid Consultative Services Coordintr	05/07/2000
	1	Secretary C	05/07/2000
	1	District Office Clerk II	07/04/1999
	2	Program Services Clerk	07/04/1999
	1	Financial Officer	09/12/1999
	1	Organization & Operations Analyst B	09/12/1999
	1	Senior Research & Statistics Analyst	09/12/1999
	Taxes	2	Data Clerk - General
1		Data Clerk - Typist	07/04/1999
Transportation, Agency of	1	Commercial & Industrial Appraiser	08/29/1999
	2	Transportation Technician III	03/12/2000
	2	Administrative Assistant A	07/04/1999
	1	Civil Rights Program Specialist	07/04/1999
	1	Commercial Vehicle Enforcement Inspector	07/04/1999
	1	Motor Equipment Mechanic A	07/04/1999
	2	Motor Equipment Mechanic B	07/04/1999
	3	Motor Vehicle Customer Service Rep II	07/04/1999
	2	Transportation Audit Specialist	07/04/1999
	1	Transportation Contracts Specialist	07/04/1999
	9	Transportation Maintenance Worker I	07/04/1999
1	Transportation Program Specialist B	07/04/1999	
1	Transportation Public Transit Administra	07/04/1999	
1	Transportation Traffic Safety Engineer	09/12/1999	

Total Positions Created 320

POSITIONS ABOLISHED FY 2000

Department	No. Pos.	Job Title	Action Date
VT State Hospital	1	Psychiatric Aide Trainee	09/17/1999
	1	Psychiatric Technician A	09/17/1999
	1	Psychiatric Aide Trainee	11/09/1999
	1	Psychiatric Aide Trainee	09/10/2000
Total Positions Abolished	4		

POSITIONS TRANSFERRED FY 2000

Department	No. Pos.	Job Title	Action Date
Environmental Conservation	1	Staff Attorney III	11/02/1999
ANR	1	Paralegal Technician I	11/02/1999
Buildings & General Services	1	Mail Security Officer	02/24/2000
Total Positions Transferred	3		

VACANT POSITIONS AS OF DECEMBER 2000

Department	Position #	PG	Title	
CLASSIFIED				
Aging & Disabilities	430086	20	VR Counselor - General	
Auditor of Accounts	090007	27	Chief SpecAudits and Reviews	
Buildings & General Services	060064	23	Systems Developer II	
	061122	21	Buildings Clerk-of-the-Works I	
	061088	15	Maintenance Mechanic B	
	060104	14	Computer Operator I	
	061350	11	Vermont Travel Representative	
	061086	20	Buildings HVAC Specialist	
	061198	09	Custodian I	
	060139	19	Microphotography Supervisor	
	061230	09	Custodian I	
	061124	21	Buildings Clerk-of-the-Works I	
	061332	11	Vermont Travel Representative	
	061222	15	Personnel Assistant	
	061347	11	Vermont Travel Representative	
	061320	11	Vermont Travel Representative	
	Child Support	480107	24	Child Support Senior Policy Coordinator
	Commission on Women	930005	13	Secretary C
Corrections	460571	11	District Office Clerk I	
	460813	16	Correctional Foreman A AC General	
	460799	21	Correctional Instructor, A/C:	
	460726	23	Community Corrections Caseworker	
	460903	13	Secretary C	
Development	670061	22	Travel Marketing Specialist II	
	670145	23	Systems Developer II	
Education	670088	22	Historic Sites Regional Administrator	
	770240	21	Senior Research & Statistics Analyst	
	770396	20	Education Investigator	
	770212	15	Financial Technician	
	770376	13	Clerk C	
	770379	21	Basic Education Prog Spec - Licensor	
Employment & Training	770249	24	Education Work Group Coordinator	
	820282	22	Employment & Training Hearings Officer	
	820278	24	E&T District Manager	
	820296	19	U I Policies & Procedures Specialist	
	820238	18	Overpayment & Collection Officer	
	820322	19	E&T Specialist IV	
	820104	20	E & T Reach Up Case Manager	
	820279	19	E&T Specialist IV	
Environmental Conservation	660034	25	Environmental Engineer VI	
	660284	20	Environmental Analyst II	
	660094	23	Environmental Engineer IV	
Finance & Management	020033	10	Data Entry Operator B	
Fish & Wildlife	640134	15	Program Services Clerk	

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Department	Position #	PG	Title
	640036	20	Info Tech Spec I

Forests & Parks	650070	28	ANR Lands Director
Health	560361	19	Administrative Assistant B
	560582	22	Public Health Specialist
	560541	21	Senior Research & Statistics Analyst
	560063	21	Senior Microbiologist
	560562	21	Public Health Nurse
	560584	21	WIC Nutrition Specialist
Human Service Central Office	400042	23	Agency Financial Specialist
Libraries	780027	18	Librarian A
Lottery	800004	15	Financial Technician
Military	320058	15	Maintenance Mechanic B
	320117	16	Fire Fighter Supply Technician
	320079	09	Armory Caretaker
Natural Resources	630004	22	Natural Resources Lands Ecologist
PATH	610025	26	Systems Developer III
	610448	20	Family Services Case Manager
	610384	15	Program Services Clerk
	610471	22	Welfare Programs Performance Coord.
	610340	12	District Office Clerk II
	610305	24	Family Services District Director
Personnel	040035	24	State Compensation Administrator
Public Safety - Civilian	330131	21	Public Safety Communications Tech
Public Safety - Troopers	340064	22	Senior Trooper
	340037	24	Sergeant
	340140	22	Senior Trooper
	340170	22	Senior Trooper
	340209	22	Senior Trooper
	340228	24	Sergeant
	340168	24	Sergeant
	340239	18	Trooper 2/C
	340177	22	Senior Trooper
	340254	22	Senior Trooper
Secretary of State	210030	21	Lic Bd Field Investigator
Social & Rehabilitative Services	600135	12	District Office Clerk II
	600079	18	Disability Determination Specialist
	600082	22	Social Worker B
	600080	18	Disability Determination Specialist
	600395	24	Social Services Supervisor
Taxes	085021	11	Account Clerk A
	080027	23	Systems Developer II
Transportation	861330	21	Transportation Tech Project Supervisor
	860186	15	Transportation Senior Maintenance
	860659	24	Senior Civil Engineer
	860984	17	Transportation Technician III
	861428	10	Transportation Maintenance Worker
	860489	21	Transportation Technician Project Coord.
	861737	08	Data Entry Operator A
	860957	23	AOT Technician VI
	860862	21	Right of Way Appraiser II

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Department	Position #	PG	Title
	860874	18	Transp Area Maint Supervisor
	860397	19	Civil Engineer B
	861331	19	Civil Engineer B
	861449	21	Project Civil Engineer

	861116	17	Transportation Technician III
	861410	21	Transportation Tech Proj Coordinator
	860769	21	Transportation Tech Proj Coordinator
	860169	15	Transportation Senior Maint Worker
	861282	13	Secretary C
	861455	19	Civil Engineer B
	860995	19	Transportation Technician IV
	861453	21	Project Civil Engineer
Veterans' Home	620168	17	Veterans Home LPN Charge Nurse
	620032	17	Veterans Home LPN Charge Nurse
	620160	12	Licensed Nursing Assistant
	620182	12	Nursing Assistant

EXEMPT

Executive Office	107002	97	Secretary Of Civil & Military Affairs
	107016	97	Assistant To The Governor
	107009	97	Special Assistant - Level III
Labor Relations Board	817003	97	Clerk, Vt Labor Relations Board
Public Service Board	377019	97	Paralegal Technician
State's Attorneys	267159	20	Victim Advocate
Veterans' Home	627002	97	Deputy Administrator, Veterans

SUMMARY:

Positions vacant for more than six months increased in calendar year 1999 but showed a decrease in calendar year 2000. In prior calendar years 1997 and 1998, positions vacant over six months were 48 and 40 respectively. In year 1999, due to an increased number of positions, 173 positions remained vacant over six months. This year there were 112 positions which remained vacant over six months. These increases in the last two years reflect the low unemployment numbers and a more competitive employment environment in addition to the increased number of positions in state government.

VACANCY RATE TRENDS

Vacancy rate trends have remained relatively stable and generally fall between 3.5% and 4.5% over the long term. There is generally an uptick in the vacancy rate percentages following a new fiscal year due to newly created positions which decreases as the positions are filled. The following chart represents a snapshot of State of Vermont vacancy rates at fiscal year end in the last 5 year period:

1996	5.2%
1997	4.6%
1998	3.6%
1999	4.5%
2000	5.4%

CERTIFIED EMERGENCY VOLUNTEER LEAVE

State employees, who are also American Red Cross certified disaster relief service volunteers, used approximately 2 person days of paid leave to participate in specialized disaster relief service work in Fiscal Year 2000. These, and other, Red Cross volunteers may have provided additional relief services during off-duty hours which would not have necessitated the use of the Certified Emergency Volunteer Leave provided by Title 3, Chapter 11, Section 265, which states:

CERTIFIED EMERGENCY VOLUNTEER LEAVE

(a) Any state employee who is a certified disaster relief service volunteer of the American Red Cross may, with the authorization of the employee's supervisor, be granted leave not to exceed 15 working days in any fiscal year to participate in specialized disaster relief service work if:

(1) the request for service is made by the American Red Cross; and

(2)(A) the disaster relief services are to be performed in Vermont; or

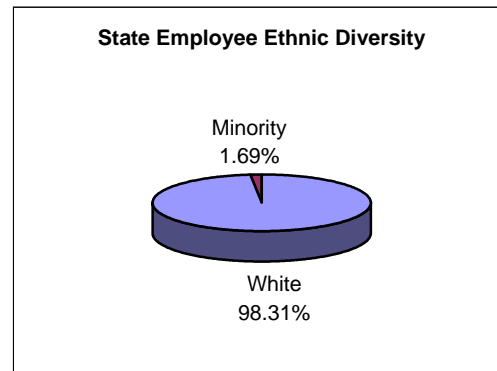
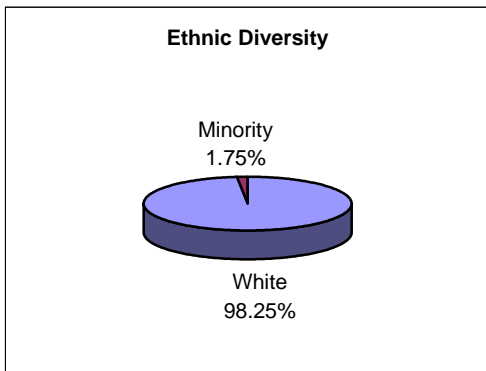
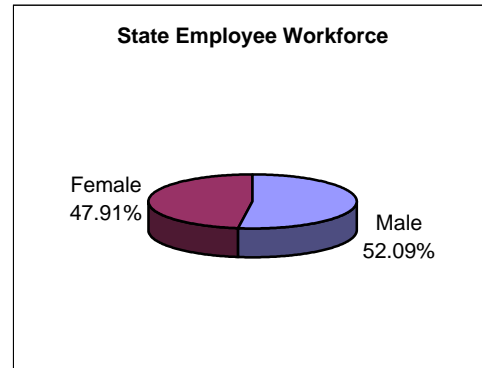
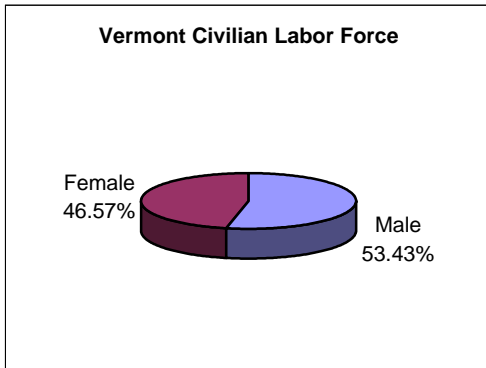
(B) the disaster is a federal or presidentially declared disaster designated as Level III or above according to the American National Red Cross regulations and procedures; or

(C) the disaster is declared by the governor of a state or territory.

(b) An employee granted leave under this section shall not lose seniority, accumulated vacation leave, sick leave or earned overtime. In addition, the employee shall be paid the employee's regular pay based on regular work hours during the leave, provided that the disaster relief services are performed in Vermont or the services are performed in another state and pay during such service is authorized by the governor.

(c) The state shall not be liable for workers' compensation claims of the employee arising out of the disaster relief service work.

AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY



	Vermont Civilian Labor Force*		State Employee Workforce **		
	<u>Gender</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Total		300,746		7568	
	Male	160,688	53.43%	3942	52.09%
	Female	140,058	46.57%	3626	47.91%
White		295,481	98.25%	7440	98.31%
Minority		5,259	1.75%	128	1.69%
Disability+				199	2.63%

* Civilian Labor Force data from 1990 population survey, U.S. Department of Labor, Bureau of Labor Statistics; Vermont Department of Employment and Training; ** State Employee data, Vermont Department of Personnel; + Definitive data regarding disabled individuals in the Civilian Labor Force does not exist.

Interpreting Data in the State of Vermont Profile:

The "civilian workforce" in Vermont includes all individuals working in the state's private sector. More up-to-date statistics on gender and race from the 2000 Census were not available as of this writing. The State Employee workforce includes 7,568 employees (as of December 31, 2000). This figure is higher than the number of positions in state government because some positions are "shared" by two individuals who each work part time. The state's workforce gender and minority ratios resemble the 1990 civilian population, however, it is likely that Vermont's Civilian Labor Force demographics have become more diverse over the last decade.

The term "Minority" as used here includes those employees who have chosen to describe themselves as Black, American Indian or Alaskan Native, Asian or Pacific Islander, or of Hispanic Origin. The term "White" includes those employees who have described themselves as *White or employees who chose not to select any category in the survey*. Data regarding individuals with disabilities in the civilian labor force is omitted because definitive data is not available. It is expected that some disability data will be available in the 2000 Census. State employees *voluntarily* report their personal EEO information, which includes disability status, via confidential survey collected by the Department of Personnel. Voluntary reporting sometimes results in underreporting in the category. The data collected by the department is used for summary reporting purposes only, such as the biannual EEO-4 report to the federal government.

Diversity Training:

During FY 2000 the EEO officer completed the diversity training project for employees in managerial positions which was begun in FY 1999. The State contracted with a diversity consultant to deliver full-day seminars for all managers. These workshops addressed issues such as identifying harassing behavior, providing access for people with disabilities, appreciating diversity, supporting gay people and people of color, accepting women and men in non-traditional jobs, and managing religious holidays. Information regarding EEO law, the American with Disabilities Act, and the Family and Medical Leave Act was also provided.

Training efforts will continue through Fiscal 2001 with a goal of introducing all non-managerial staff to diversity and equal employment opportunity issues. Larger departments and agencies have either contracted for these training services or are using in-house training staff. The Department of Personnel offers additional diversity seminars as part of its regular course offerings.

Affirmative Action Council:

The Affirmative Action Council's mandate is outlined in Executive Order 14-98, i.e., the Council "shall consult with and advise the Secretary of Administration with regard to the development, implementation, and maintenance of the state's Affirmative Action Program." The Council has completed an affirmative action plan for state government and has forwarded it to the Governor for his review and approval. The Council's draft was supported by technical advice from the EEO officer and workforce data from the Department of Personnel and the Department of Employment and Training.

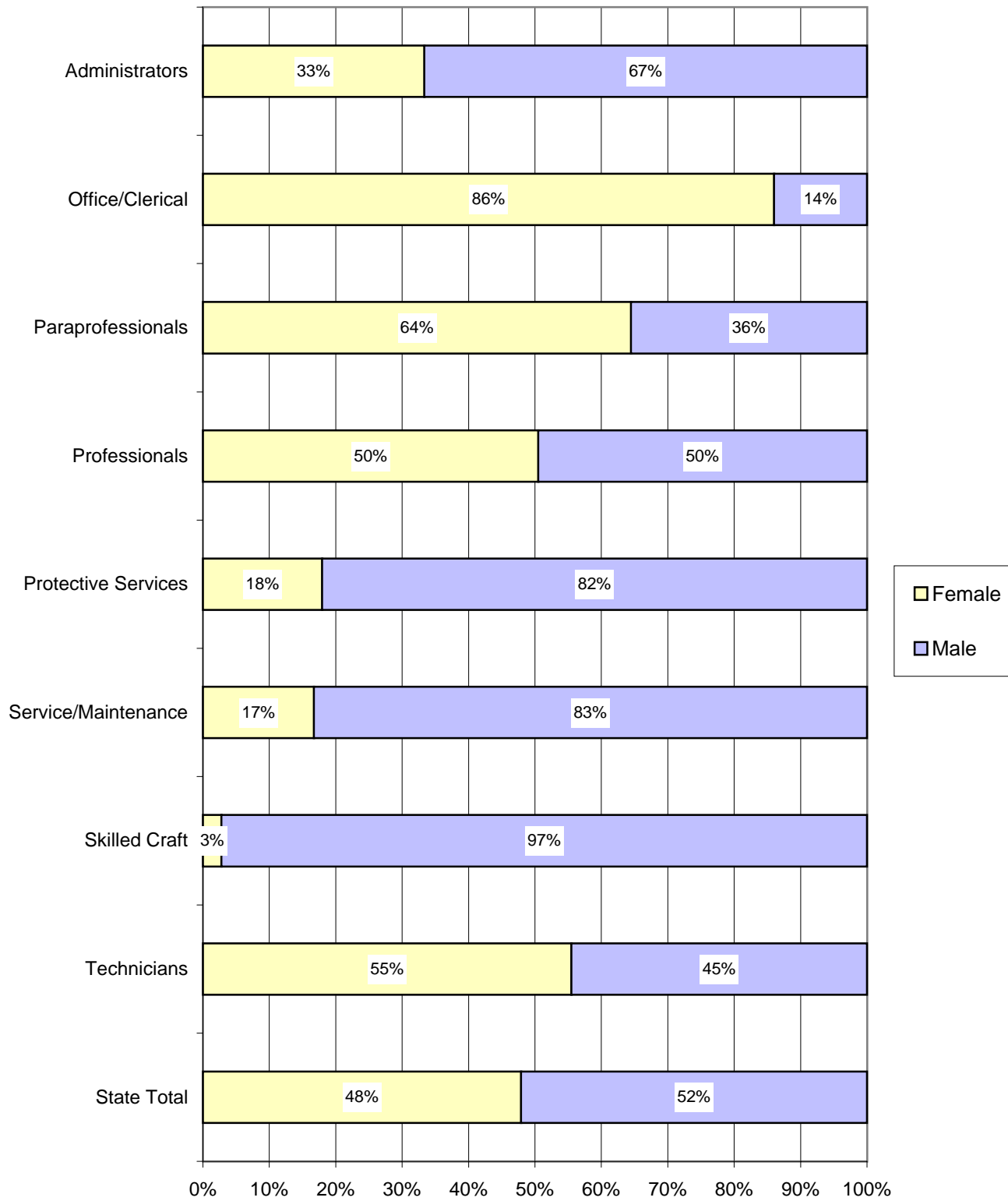
The Council also reviewed and supported initiatives of cultural competency at the Vermont Department of Health; VSEA's cultural diversity committee; the State's strategies for recruitment, retention, and exit interviews; Personnel's training for interviewing techniques; and joint programming by Vocational Rehabilitation and Personnel to hire and support individuals with disabilities.

DESCRIPTION OF JOB CATEGORIES

EEO – 4 Categories – The Equal Employment Opportunity Commission (EEOC) has established eight categories of positions in state government.

- **Administrators and Officials:** 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, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.
- **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.
- **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. 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 groundkeepers, 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.

Job Category by Gender - 2000



Work Force Profile -- Department Detail (December 2000)

This chart includes the total number of state employees in each category regardless of whether they work full or part-time schedules. The variety of work schedules accounts for any discrepancies that may exist between the total number of employees and positions in any particular department. These differences can be better understood with the following example: when the Department of Personnel is fully staffed, there are 53 positions, but 55 employees. Two positions are "job sharing" arrangements with two half-time employees in each position.

Department	Total Employees	Female		Male		Minority		Disabled	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent
Administration, Agency of	11	6	54.5%	5	45.5%	0	0.0%	0	0.0%
Aging & Disabilities, Dept of	191	133	69.6%	58	30.4%	0	0.0%	23	12.0%
Agriculture, Food & Markets	82	26	31.7%	56	68.3%	1	1.2%	2	2.4%
Attorney General	61	31	50.8%	30	49.2%	1	1.6%	1	1.6%
Auditor of Accounts	10	1	10.0%	9	90.0%	0	0.0%	0	0.0%
Banking, Insurance, Securities	89	47	52.8%	42	47.2%	1	1.1%	2	2.2%
Buildings & General Services	380	107	28.2%	273	71.8%	10	2.6%	14	3.7%
Child Care, Office of	111	78	70.3%	33	29.7%	4	3.6%	2	1.8%
Commerce & Community Dev.	96	59	61.5%	37	38.5%	2	2.1%	1	1.0%
Corrections, Dept of	944	286	30.3%	658	69.7%	22	2.3%	23	2.4%
Criminal Justice Training Coun	7	4	57.1%	3	42.9%	0	0.0%	0	0.0%
Defender General	62	35	56.5%	27	43.5%	2	3.2%	2	3.2%
Developmental & Mental Health	100	70	70.0%	30	30.0%	0	0.0%	2	2.0%
Economic Opportunity, Office of	9	4	44.4%	5	55.6%	0	0.0%	0	0.0%
Education, Dept of	155	111	71.6%	44	28.4%	2	1.3%	2	1.3%
Employment & Training, Dept of	346	216	62.4%	130	37.6%	4	1.2%	11	3.2%
Environmental Board	34	22	64.7%	12	35.3%	1	2.9%	0	0.0%
Environmental Conservation	267	93	34.8%	174	65.2%	4	1.5%	5	1.9%
Executive Office	18	13	72.2%	5	27.8%	0	0.0%	0	0.0%
Finance & Management, Dept of	32	18	56.3%	14	43.8%	1	3.1%	1	3.1%
Fire Service Training Council	5	3	60.0%	2	40.0%	0	0.0%	0	0.0%
Fish & Wildlife, Dept of	121	20	16.5%	101	83.5%	2	1.7%	0	0.0%
Forests, Parks & Recreation	120	25	20.8%	95	79.2%	1	0.8%	2	1.7%
Governor's Commission on Work	4	4	100.0%	0	0.0%	0	0.0%	0	0.0%
Health, Department of	496	396	79.8%	100	20.2%	8	1.6%	13	2.6%
Human Rights Commission	5	2	40.0%	3	60.0%	1	20.0%	0	0.0%
Human Services, Agency of	70	48	68.6%	22	31.4%	1	1.4%	2	2.9%
Labor & Industry, Dept of	79	28	35.4%	51	64.6%	0	0.0%	3	3.8%
Labor Relations Board	2	1	50.0%	1	50.0%	0	0.0%	0	0.0%
Libraries, Dept of	36	26	72.2%	10	27.8%	1	2.8%	1	2.8%
Liquor Control, Dept of	55	21	38.2%	34	61.8%	0	0.0%	1	1.8%
Lottery Commission	19	11	57.9%	8	42.1%	0	0.0%	0	0.0%
Military, Dept of	99	15	15.2%	84	84.8%	2	2.0%	6	6.1%
Natural Resources, Agency of	39	19	48.7%	20	51.3%	0	0.0%	1	2.6%
Personnel, Dept of	54	41	75.9%	13	24.1%	0	0.0%	1	1.9%
Public Safety, Dept of	485	145	29.9%	340	70.1%	8	1.6%	9	1.9%
Public Service Board	23	10	43.5%	13	56.5%	0	0.0%	0	0.0%
Public Service, Dept of	49	23	46.9%	26	53.1%	0	0.0%	1	2.0%
Secretary of State	48	36	75.0%	12	25.0%	0	0.0%	0	0.0%
Social & Rehab Services, Dept of	393	279	71.0%	114	29.0%	5	1.3%	11	2.8%
Social Welfare, Dept of	418	324	77.5%	94	22.5%	1	0.2%	15	3.6%
State Hospital	151	83	55.0%	68	45.0%	5	3.3%	5	3.3%
State Treasurer	28	20	71.4%	8	28.6%	0	0.0%	0	0.0%
State's Attorneys, Dept of	158	76	48.1%	82	51.9%	5	3.2%	0	0.0%
Taxes, Dept of	189	120	63.5%	69	36.5%	3	1.6%	3	1.6%
Transportation, Agency of	1229	345	28.1%	884	71.9%	26	2.1%	31	2.5%
VOSHA Review Board	1	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Veteran's Home	183	142	77.6%	41	22.4%	4	2.2%	3	1.6%
Water Resources Board	4	2	50.0%	2	50.0%	0	0.0%	0	0.0%
Total	7568	3626	47.9%	3942	52.1%	128	1.7%	199	2.6%