

# **State of Vermont Workforce Report Fiscal Year 2010**

**And**

**Department of Human Resources  
Annual Report 2010**



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*Agency of Administration*

Governor Shumlin and Members of the General Assembly:

I am pleased to present the Department of Human Resources' (DHR) Annual Report for calendar year 2010 and the State's Workforce Report for fiscal year 2010.

The Department's Annual Report describes the services DHR provides to state employees, agencies and departments, and identifies some of the dedicated professionals who provide these services. It also highlights some of the important work accomplished this last year. In particular, the report describes the recent efforts to consolidate all human resources in the state under the auspices of DHR. Although long recognized as a worthy objective, it was only in this last year that this goal was accomplished through the hard work and dedication of every DHR employee. I believe that this consolidation positions the Department to provide the best human resources services available and will help DHR work with all employees on the challenges that lie ahead.

In addition to the annual report, you will find the Workforce Report for Fiscal Year 2010 called for by 3 V.S.A. § 309. Within the Workforce Report are sections on Workforce Characteristics, Workforce Trends, and Reports to the General Assembly as specified in statute. It is an essential tool to identify our priorities for managing the state workforce and ensuring that the state maintains a skilled workforce that continues to deliver high quality services to Vermonters. It is my hope that you and managers at all levels of state government find the data useful.

Sincerely,

Kate G. Duffy  
Commissioner

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# **State of Vermont Workforce Report Fiscal Year 2010**

**And**

**Department of Human Resources  
Annual Report 2010**

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

Prepared by:

Vermont Department of Human Resources

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Commissioner

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## **DEPARTMENT OF HUMAN RESOURCES – ANNUAL REPORT 2010**



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## **OVERVIEW**

The past year has been an exciting one for the Department of Human Resources (DHR), one that has resulted in important transformations to its structure. In July 2010, all human resources professionals and personnel investigators throughout the state were brought under the auspices of DHR. Previously, state human resources professionals and investigators were employed by individual agencies and departments, without a coordinated structure or training plan in place to ensure consistency and best practices throughout state government. As a result of the consolidation, all human resources professionals and investigators are being trained to provide the highest level of services to employees and ensure consistency in the application of human resources policies and procedures.

The Department has also reconfigured, relocated and renamed its recruitment services. As part of the Division for Workforce Recruitment, Development & Wellness, the Recruitment Unit will develop outreach efforts that focus on the specific needs of managers and supervisors and create targeted recruitment efforts to meet those specific needs. In doing so, the Recruitment Unit will continue to work closely with other DHR professionals on the Governor's Workforce Equity and Diversity Council to advance the goal of diversity in our workforce.

In its new structure, DHR is poised to face the challenges ahead, including the challenge of a difficult economy. The reconfigured Recruitment Unit, working with the Employment Services Division, will be able to streamline the position management and recruitment processes to recruit qualified and diverse applicants, while promoting efficiency and fiscal discipline. DHR will also be able to take advantage of the breadth of knowledge of the newly added field staff as it conducts an overall assessment of its business processes and re-implements and upgrades its Human Capital Management System. This upgrade will allow the state to process bi-weekly payroll and related financial functions on a fully integrated and supported system and, ultimately, develop real time business intelligence that will assist the state with strategic planning.

## **COMMISSIONER'S OFFICE**

Commissioner Kate Duffy is assisted by Executive Staff Assistant Doreen Marquis. In addition to supporting the Commissioner's office, 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.

## **FIELD OPERATIONS DIVISION**

Director Chris McConnell leads the Field Operations Division, which was created in July 2010. This Division provides human resources support and services to employees of agencies and departments throughout state government. The Division consists of six large department units and two small department units. The large units are staffed by an HR Manager, as well as a team of HR Administrators. The small units are led by Small Department Managers. The Field Operations staff provides guidance to agency and department managers and supervisors in the full range of human resource disciplines including: recruitment; workforce planning and development; position classification and management; and labor relations.

The new HR structure has permitted DHR to provide a higher caliber of service to agencies and department. DHR has developed an HR Administrator training program for Field Operations staff. This program enhanced the knowledge of HR field staff and promoted HR best practices and standards throughout state government. The Division has also developed a New Supervisors' Orientation program for all newly hired and promoted supervisors.

During the upcoming year, the Field Services Division will develop and implement other training programs for employees on topics like the Americans with Disabilities Act, sexual harassment and diversity. In addition, a comprehensive audit of HR policies and practices will be conducted to identify opportunities to realize efficiencies and promulgate best practices and standards.

## **THE DIVISION FOR WORKFORCE RECRUITMENT, DEVELOPMENT & WELLNESS**

The Division for Workforce Recruitment, Development & Wellness, led by Director Rose Gowdey, focuses on three distinct yet related areas that help state employees improve the quality of their lives and careers.

### **Recruitment**

Matt Krauss, the Program Coordinator of the Recruitment Unit, manages Recruitment Specialists Tanya Jarvis and Kate Minall. Together, this Unit has begun to focus on creative, targeted and technologically sophisticated ways to attract talented and diverse applicants. The Unit works directly with agencies and departments to help them assess their employment needs and develop strategic recruitment strategies to meet those

needs. Recruitment also helps hiring managers develop fair and effective screening tools and interview techniques.

## **Workforce Development**

The Workforce Development team engages state employees and organizations in learning and skill building to promote healthy and effective worksites. The team is led by Director Gowdey, with the assistance of Matt Krauss and Marlene Poirier. The Workforce team provides in-person and on-line training opportunities for employees at all stages of their careers. The Workforce Development team also offers two comprehensive courses to develop management and leadership skills: the Supervisory Development Program and the Vermont Public Managers Program. In addition, the team consults with agencies and departments to provide specialized process improvement and organizational planning, such as succession planning.

## **Employee Wellness Program**

The Wellness Program is led by Program Coordinator Maura O'Brien. Marlene Poirier provides support to the Wellness Program, in addition to her new responsibilities on the Workforce Development team. Health Educator Cady Hart and Nurse Educator Marilyn Lindquist complete the team. The Wellness Unit strives to improve employee health outcomes and control health care costs by providing information, education, support, and coaching for behavioral change. Team members provide wellness and prevention services directly to over one-third of the state's workforce each year. The Program also coordinates the state's annual flu-immunization program. In 2010, 3,229 executive branch employees and retirees were vaccinated at worksites throughout the state, representing 42% of the active workforce.

## **EMPLOYMENT SERVICES DIVISION**

Director Molly Paulger leads the Employment Services Division, which is responsible for job classification and the human resource information system (HRIS). Paulger is also responsible for position management, working closely with the Secretary of Administration and Department of Finance and Management, to assess requests for new positions and requests to fill vacant positions.

## **Classification**

Classification Analysts Bill Rose, Julie Chenail, Tammie Ellison and Director Paulger are responsible for classifying jobs by accurately assessing job duties and assigning an

appropriate pay grade, using the Willis Point Factor System. Rose, Chenail and Ellison also support agency and department classification committees. Through the work of the Classification staff, classified employees are paid equitably, in accordance with state law and collective bargaining agreements.

### **Human Resource Information System (HRIS)**

HRIS Analysts Shelley Morton and Jenny Audet are responsible for the state's Human Capital Management (HCM) system. The HRIS Analysts enter personnel actions to process changes in position, such as a change in pay grade or salary change. The analysts verify the data input into HCM and audit HCM records to ensure business process consistency and record integrity. The HRIS Unit also provides training and assistance to HCM users across state government to promote accurate and proper use of the HCM system.

## **ADMINISTRATIVE SERVICES DIVISION**

Director Harold Schwartz leads the Administrative Services Division, which is responsible for employee benefits, information management, and compensation analysis. In this role, Director Schwartz conducts sophisticated analysis of workforce data to assess proposals during collective bargaining with the Vermont State Employees' Association and the Vermont Troopers' Association.

### **Benefits**

The Benefits Unit manages and administers benefit programs for nearly 22,000 employees, retirees, and their eligible dependents. These programs include four health plan options, dental insurance, life insurance, an employee assistance program, and a flexible spending account program for qualifying medical expenses and dependent care. Combined, these programs account for in excess of \$130 million in benefits each year.

Benefits Director Nicole Wilson supervises five benefits administration staff, Anne Carver, Jerry Fry, Kathy Callaghan, Melissa Butryman and Sue Kimball. These dedicated professionals work with benefits providers and benefits participants to ensure that plan participants receive appropriate and timely services from benefit providers. The Benefits Unit also monitors federal health care reform legislation and takes all steps necessary to comply with this legislation and prepare for future changes.

## **Information Management (IM)**

The IM Unit of the Administrative Services Division analyzes data related to collective bargaining and legislation and coordinates responses to public records and general information requests. Analyst Pine assembles the annual Workforce Report, which is a compilation of workforce data that is updated on a quarterly basis, to provide legislators, state employees and other customers with timely information concerning the current workforce and workforce trends. Pine also coordinates the Department's Web site, which was updated last fall. In addition to managing the Administrative Services Division, Director Schwartz performs peer review and prepares reports with statewide impact.

## **Compensation**

Analyst Pine is responsible for the oversight of exempt salaries, including initial salary approval, annual salary increases, and other 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. Pine is also responsible for hire-into-range reviews, which take various factors into account when establishing initial salaries, such as experience and difficulty in filling positions.

## **LABOR RELATIONS DIVISION**

Director Tom Ball leads the Labor Relations Division, working closely with Labor Relations Specialists John Berard and Karin Tierney. The Labor Relations Division negotiates, interprets, and administers collective bargaining agreements for unionized State employees in four certified bargaining units: Non-Management; Supervisory; Corrections; and State Police. The Division is also responsible for the development and administration of statewide personnel policies and procedures, and ensures compliance with state and federal employment laws, including, the Parental/Family Medical Leave Act, the Americans with Disabilities Act, and the Fair Employment Practices Act.

In addition to their day to day responsibilities, the Labor Relations Specialists perform special functions to ensure compliance with state and federal law. Berard serves as Chair of the state's Reasonable Accommodation Committee which ensures compliance with the Americans with Disabilities Act. Tierney works as a liaison to the Governor's Workforce Equity and Diversity Council and is instrumental in the state's security, emergency planning, and continuity of operations efforts.

## **THE LEGAL SERVICES DIVISION AND INVESTIGATIONS UNIT**

The Legal Services Division advises and represents agencies and departments on cases relating to the state's workforce. General Counsel Steven Collier and staff attorney Lindsay Browning provide legal counsel to the Commissioner of DHR. They also work closely with Assistant Attorneys General William Reynolds and Marie Salem to represent the state in litigation before the Vermont Labor Relations Board, the Human Rights Commission and state and federal courts. Paralegals Jackie Hartmann-Long and Michael Tencellent provide legal support to the staff attorneys and the Attorney General's Office.

The Investigations Unit of the Legal Division is led by Chief Investigator Jeff Krauss. Krauss supervises Investigators, Peter Canales, Mary Puro, Charles Kirk, and John Lewis. Together, this team investigates all complex employment related claims ranging from reports of harassment and employment discrimination to employee misconduct. The unit also provides training, support and guidance to the Human Resources Field Operations Division.



## **STATE OF VERMONT WORKFORCE REPORT – FISCAL YEAR 2010**

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## STATISTICAL HIGHLIGHTS

Profile of the Executive Branch Workforce for Fiscal Year 2010				Page
	Classified	Exempt	Total	Reference
Number	7,167	565	7,732	16
FTEs (Full-Time Equivalents)	7,101.1	548.2	7,649.3	16
Full-Time Employees (FTE = 1) /Part-Time Employees (FTE <1)	6,977 / 190	519 / 46	7,496 / 236	16
Average Age	46.7	49.1	46.9	20, 46
Average Annual Salary (Full-time, base rate only)	\$50,375	\$65,377	\$51,414	21, 58
Average Years of Service	12.7	10.1	12.5	22, 50
Percent Minorities	2.5%	2.7%	2.5%	23, 67
Percent Females	48.9%	50.1%	49.0%	23, 68
Percent Represented by a Bargaining Unit	93.1%	5.0%	86.7%	24
<b>Highlights of Workforce Trends for Classified Employees – Fiscal Year 2010</b>				
<b>Employment</b>				
Percent Change in the Number of Classified Employees from Fiscal Year 2009 to Fiscal Year 2010			-4.3%	17, 28
Percent Change in the Number of Classified Employees from Fiscal Year 2006 to Fiscal Year 2010			-6.9%	28
Number of Applications Submitted for Classified Jobs			33,174	32
Number of Applicants for Classified Jobs			8,872	32
Percent of Applicants Female/Percent of Applicants Minority			50.8% / 6.1%	33
Percent of Applicants with Bachelor's Level Degree or Higher			42.8%	33
Number of Hires			534	36
Percent of Hires Female/Percent of Hires Minority			51.9% / 2.8%	37
Average Age of Hires			39.0	37
<b>Turnover</b>				
Turnover Rate of Classified Employees			10.6%	38
Number of Employees Separated			775	42
Percent Voluntary Terminations			39.6%	42
Percent Retirements			48.1%	42
Percent Involuntary Terminations			11.1%	42
<b>Age</b>				
Percent of Classified Employees less than 35 Years Old			15.4%	47
Percent of Classified Employees 45 Years or Older			59.3%	47
<b>Retirement Eligibility</b>				
Percent of Classified Employees Eligible for Retirement at the End of Fiscal Year 2010			11.3%	54
Number Eligible for Retirement at the End of Fiscal Year 2010			809	54
Percent of Classified Employees Eligible for Retirement within Five Years (End of Fiscal Year 2015)			28.4%	54
Number Eligible for Retirement within Five Years			2,035	54
<b>Compensation</b>				
Average Annual Salary for Classified Employees (Full-time, base rate only)			\$50,375	58
Total Cash Overtime Costs			\$14,473,323	65
Total Compensatory Time Costs			\$7,326,465	66
Average Total Compensation (Total Pay Plus Benefits) per Classified Employee			\$72,694	62
Average Benefits Paid as a Percent of Total Compensation			28.5%	62
<b>Diversity</b>				
Minority Representation in the Classified Workforce			2.5%	67
Vermont Civilian Workforce Minority Population Estimates – U. S. Census/Bureau of Labor Statistics			3.3% / 2.8%	67
Female Representation in the Classified Workforce			48.9%	68
Vermont Civilian Workforce Female Population Estimates – U.S. Census/Bureau of Labor Statistics			48.0% / 49.6%	68

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## **WORKFORCE CHARACTERISTICS – FISCAL YEAR 2010**

- ❖ Section One of this Workforce Report provides general descriptive statistics for the Executive Branch workforce for Fiscal Year 2010. The data presented include all Executive Branch employees (exempt and classified), but does not include temporary employees, or Legislative or Judicial Branch employees.

**TABLE 1 NUMBER OF EXECUTIVE BRANCH EMPLOYEES AND FTES BY DEPARTMENT**

Department	Classified		Exempt		Total	
	Num.	FTEs	Num.	FTEs	Num.	FTEs
Administration			5	5.0	5	5.0
Agriculture	80	79.9	3	3.0	83	82.9
Attorney General	29	28.6	43	40.5	72	69.1
Auditor of Accounts	9	9.0	3	3.0	12	12.0
BISHCA	91	89.7	17	17.0	108	106.7
Buildings & General Services	348	347.8	5	5.0	353	352.8
Children & Families	896	890.3	28	28.0	924	918.3
Commerce & Community Development	65	63.7	16	16.0	81	79.7
Corrections	994	992.7	18	18.0	1,012	1,010.7
Criminal Justice Training Council	7	7.0			7	7.0
Defender General			66	62.2	66	62.2
Disabilities, Aging & Independent Living	252	246.5	6	4.9	258	251.4
Education	150	148.5	7	7.0	157	155.5
Environmental Conservation	245	241.6	9	8.4	254	250.0
Finance & Management	29	29.0	2	2.0	31	31.0
Fish & Wildlife	120	119.6	2	2.0	122	121.6
Forests, Parks & Recreation	97	96.2	2	2.0	99	98.2
Governor's Office			10	10.0	10	10.0
Health	452	431.9	7	7.0	459	438.9
Human Resources	33	32.9	4	4.0	37	36.9
Human Services	94	92.8	14	13.6	108	106.4
Information & Innovation	70	70.0	2	2.0	72	72.0
Labor	275	274.5	12	11.8	287	286.3
Libraries	24	24.0	2	2.0	26	26.0
Lieutenant Governor			2	2.0	2	2.0
Liquor Control	49	49.0	2	2.0	51	51.0
Mental Health	243	237.0	6	5.5	249	242.5
Military	117	116.1	5	5.0	122	121.1
Natural Resources	34	33.8	6	6.0	40	39.8
Natural Resources Board	23	22.6	5	4.7	28	27.3
Public Safety - Civilian	255	250.8	7	7.0	262	257.8
Public Safety - Sworn	304	303.5			304	303.5
Public Service	42	41.7	12	11.6	54	53.3
Public Service Board	3	3.0	22	21.4	25	24.4
Secretary of State	54	53.5	10	9.5	64	63.0
State Treasurer	30	30.0	4	4.0	34	34.0
State's Attorneys & Sheriffs			155	150.5	155	150.5
Taxes	144	144.0	11	11.0	155	155.0
Transportation	1,207	1,200.4	16	15.7	1,223	1,216.1
Vermont Commission on Women	2	1.8	1	1.0	3	2.8
Vermont Health Access	84	82.1	7	7.0	91	89.1
Vermont Human Rights Commission			5	4.5	5	4.5
Vermont Labor Relations Board			2	1.6	2	1.6
Vermont Lottery Commission	19	19.0	1	1.0	20	20.0
Vermont Veterans' Home	197	196.9	3	3.0	200	199.9
VOSHA Review Board					0	0.0
Grand Total	7,167	7,101.1	565	548.2	7,732	7,649.3

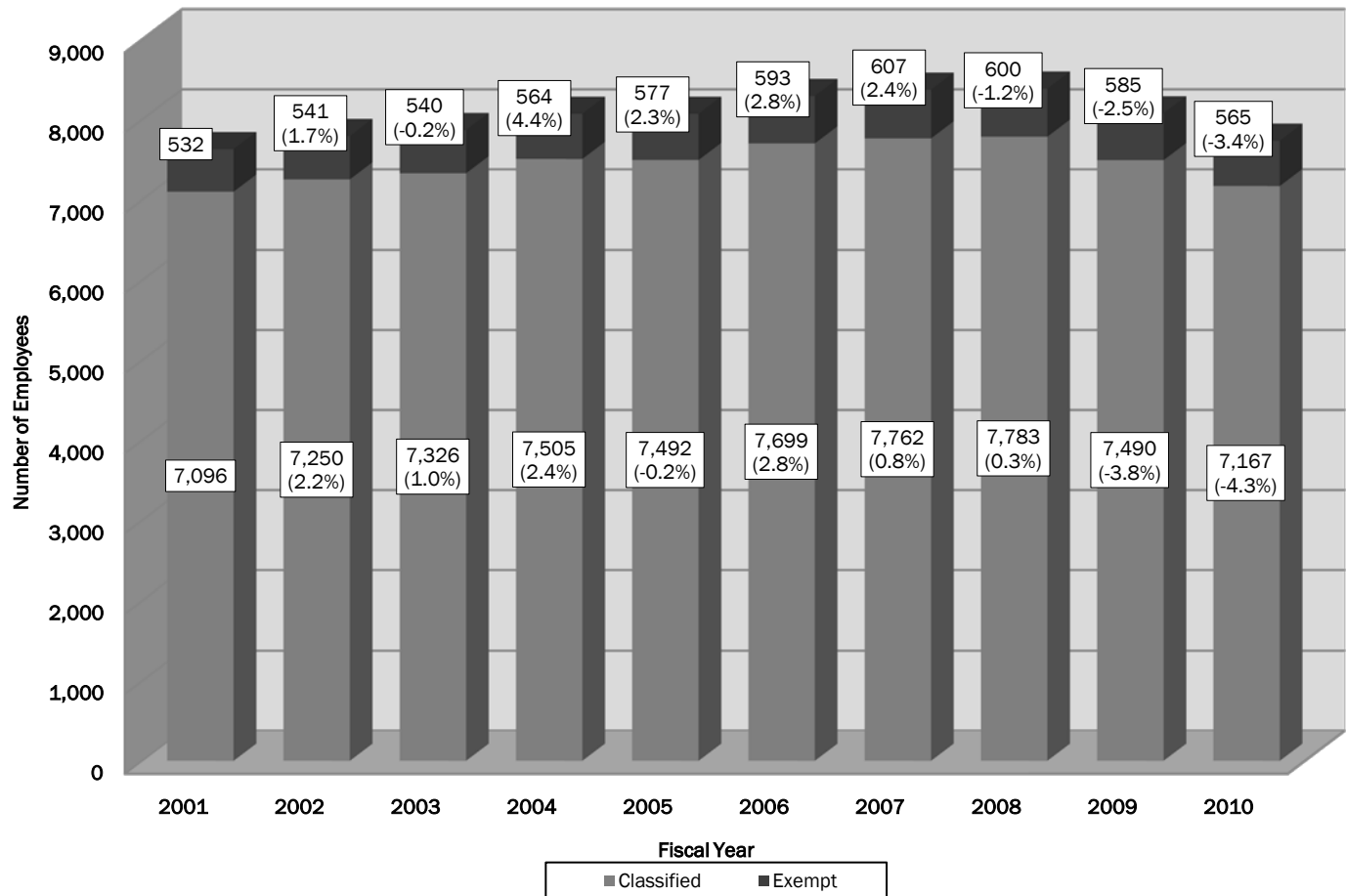
At the end of Fiscal Year 2010 there were 7,732 Executive Branch employees. A more accurate picture of the staffing level is provided by the 7,649.3 FTE\* figure.

Among classified employees 190 (2.7%) are part-time (FTE<1) and for exempt employees 46 (8.1%) 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 2010.

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

Total	7,628	7,791	7,866	8,069	8,069	8,292	8,369	8,383	8,075	7,732
% Change Previous FY		2.1%	1.0%	2.6%	0.0%	2.8%	0.9%	0.2%	-3.7%	-4.2%

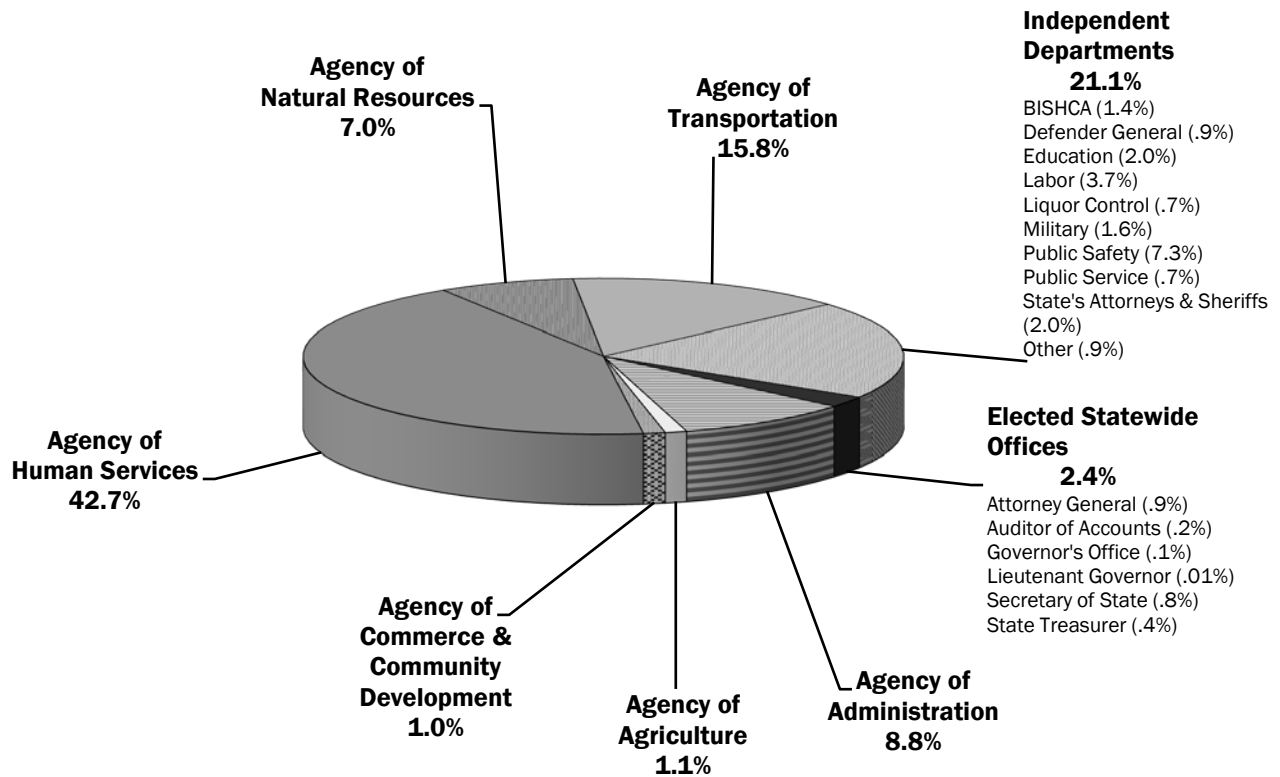
Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2001 to 2010. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

Just as with Fiscal Year 2009, Fiscal Year 2010 again saw a significant reduction in the number of Executive Branch employees, with classified employees decreasing 4.3% and exempt employees by 3.4%. With this reduction, end of Fiscal Year 2010 total headcount was roughly equivalent to that last found in Fiscal Year 2002.

From Fiscal Year 2001 to 2008 there was a 9.9% growth in the Executive Branch workforce (average growth of 1.4% per year). Then from Fiscal Year 2008 to 2010 there was a reduction of 7.8% in the number of Executive Branch employees.

Comparing Fiscal Year 2001 to Fiscal Year 2010, the number of Executive Branch employees has grown by 1.4%, with classified employees increasing by 1.0% and exempt employees by 6.2%.

**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 2010.

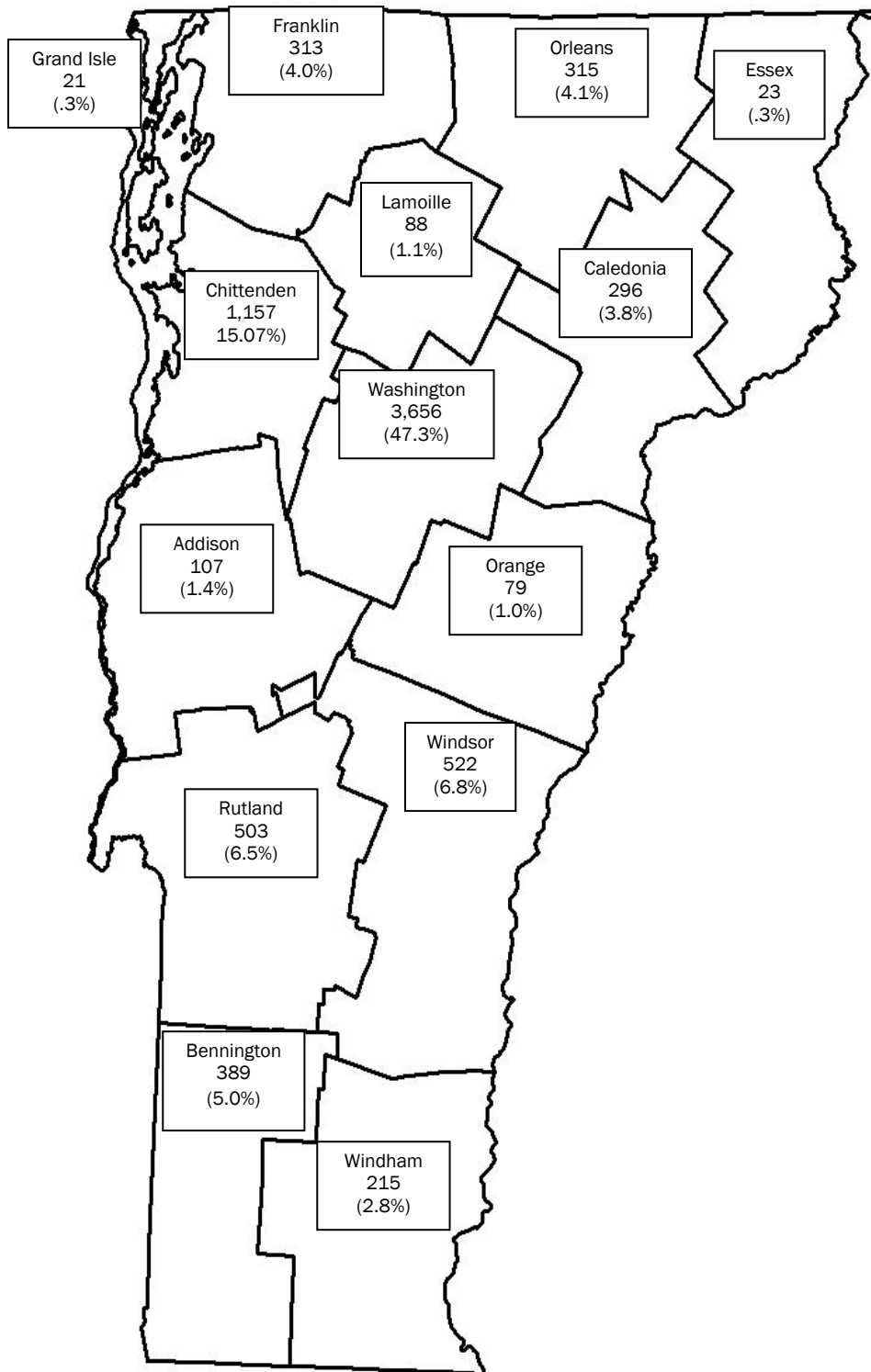
The six "super" agencies account for 77% of all Executive Branch employees, with the Agency of Human Services having the largest single concentration of employees (42.7%).

Independent departments, those not under an agency structure, make up 21.1% 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.

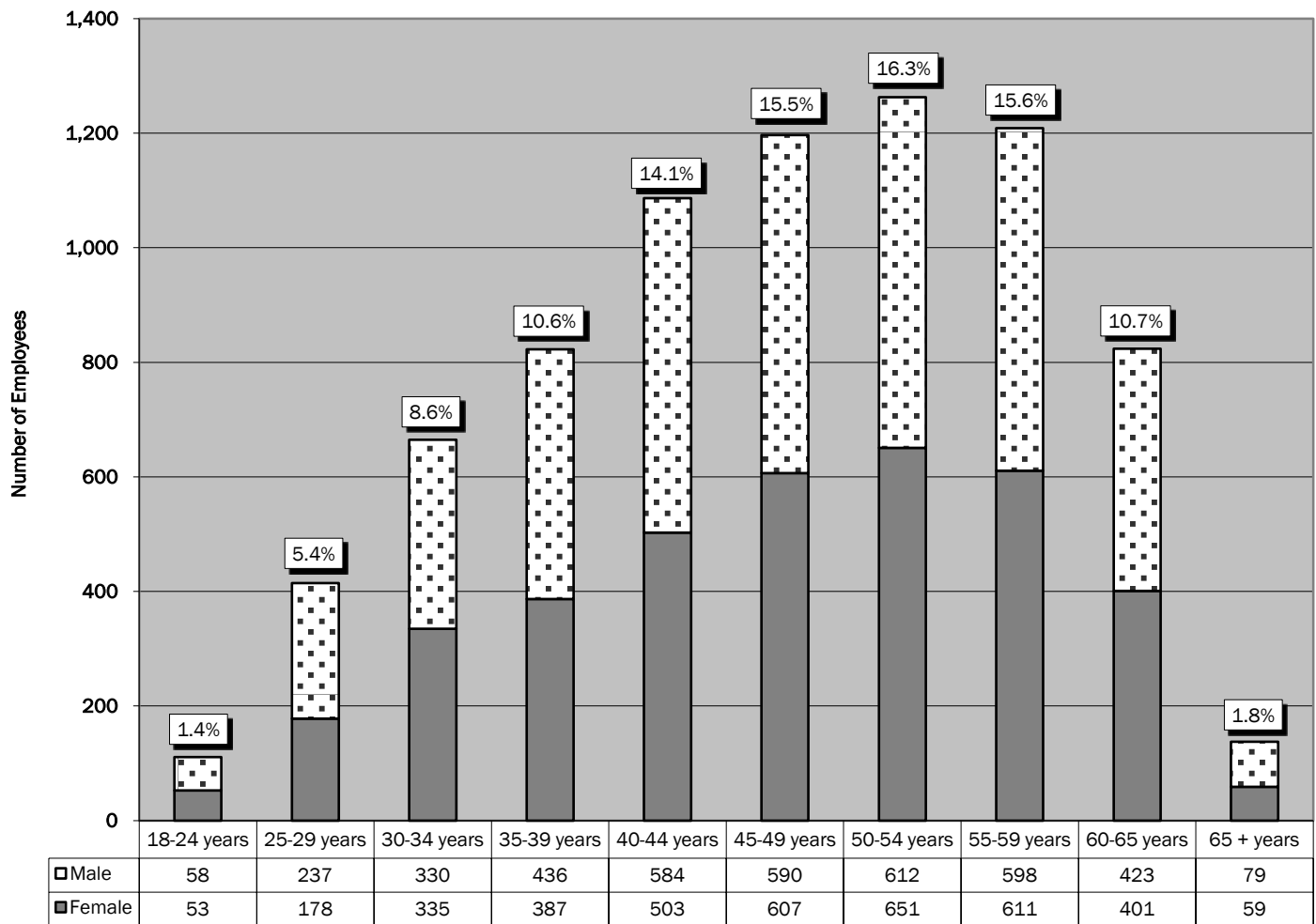


**TABLE 4 EXECUTIVE BRANCH EMPLOYEES BY COUNTY OF WORK LOCATION**



Executive Branch employees work in every county in the state. The majority of employees (62%) work in Washington and Chittenden Counties. Nearly 50% (3,656) 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 2010. 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**

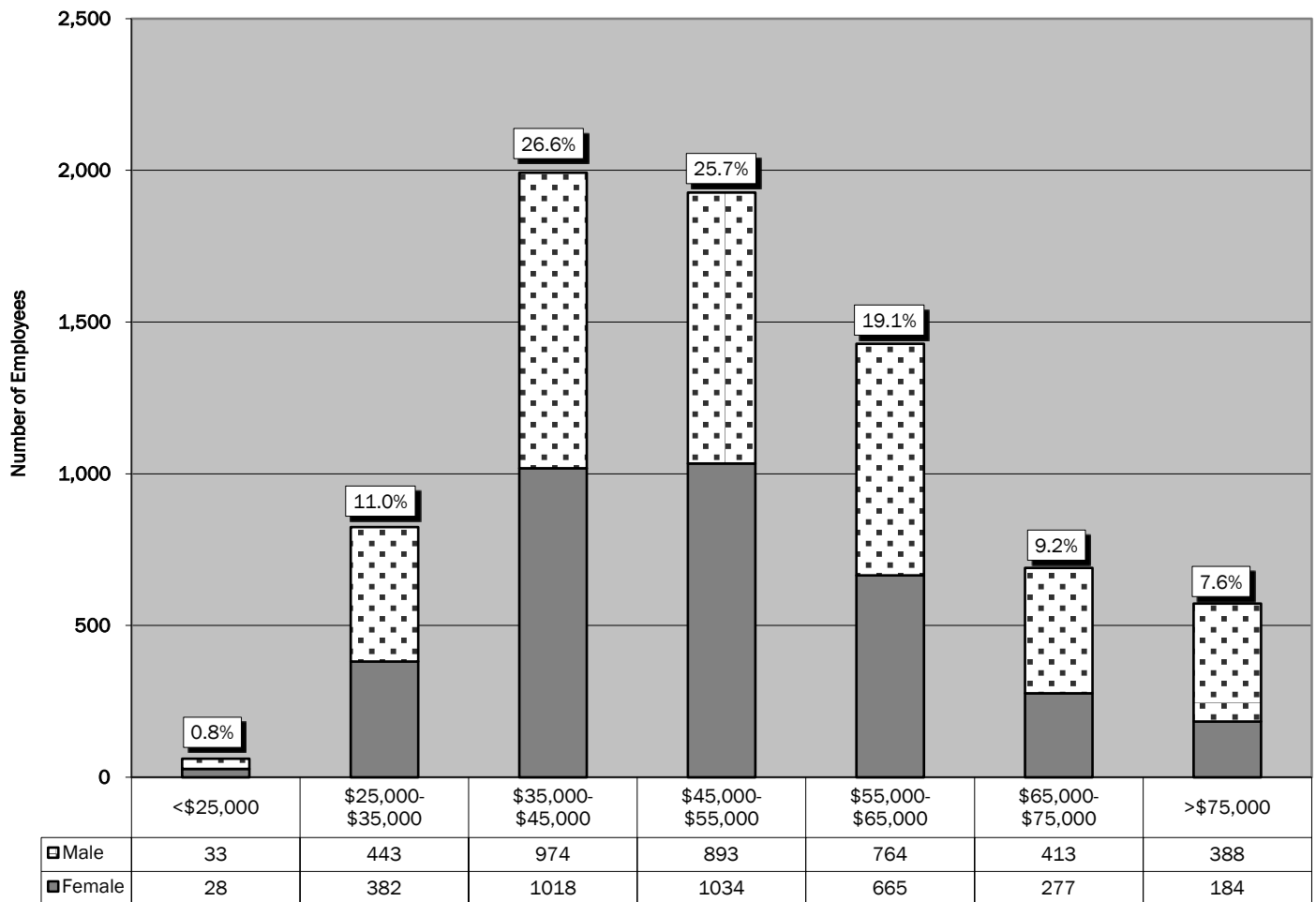
Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2010.

The largest group of Executive Branch employees (16.3%) was age 50-54, closely followed by the 55-59 age group (15.6%) and the 45-49 age group (15.5%). Only 15.4% of employees were less than 35 years old. The average employee age was 46.9 years. The average age of exempt employees was higher (49.1) than that of classified employees (46.7). There was little difference between the average age of male (46.7) and female (47.1) employees.

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

Connecticut	45.9
Massachusetts	47.4
Maine	47.0
New Hampshire	45.0
Vermont	46.9

Source: Connecticut Department of Administrative Services (FY '10); Commonwealth of Massachusetts, Human Resources Division (FY '10); New Hampshire, Division of Personnel 2009 Annual Report (FY '09); Maine, Bureau of Human Resources (FY '10).

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

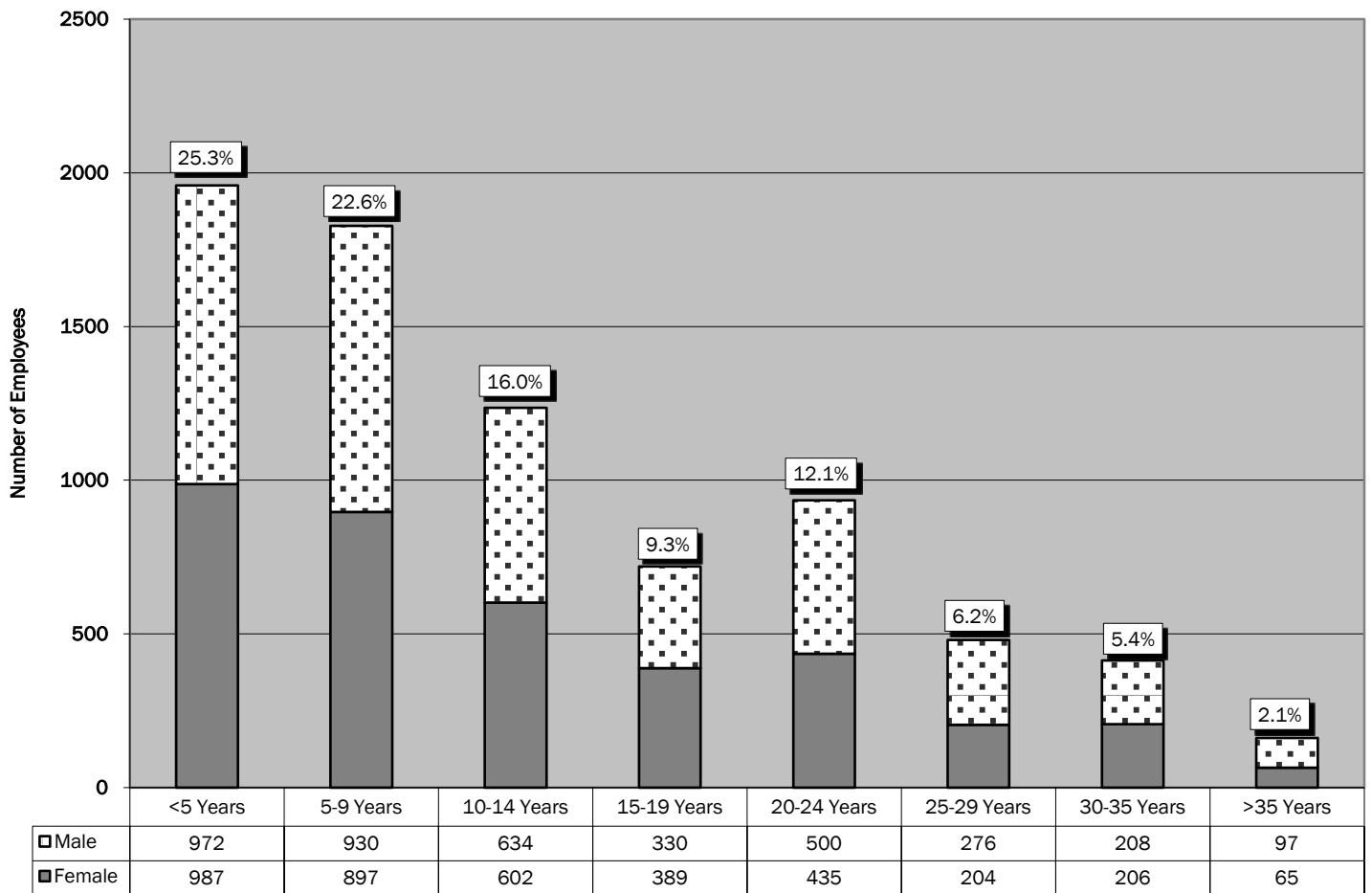
Source: The State's Human Capital Management System (HCM). Data include all full-time Executive Branch employees (classified and exempt) for Fiscal Year 2010. Annual salary is the base rate and does not include benefits or overtime.

The largest percentage of Executive Branch full-time employees (26.6%) earned between \$35,000 and \$45,000 in base rate annual salary.

The average base rate salary for full-time Executive Branch employees was \$51,414, with males earning an average of \$52,754 and females \$49,954.

The average base rate salary for full-time exempt employees was \$65,377 and \$50,375 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 2010. 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.

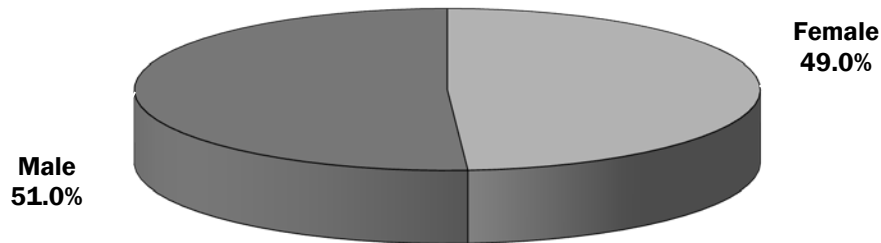
The largest percentage of employees (25.3%) had less than five years of service. The average length of service of Executive Branch employees was 12.5 years. Classified employees had a higher average length of service (12.7) than did exempt employees (10.1). Males averaged 12.7 years of service and females 12.2 years.

**Benchmarking  
New England State Governments – Average Years of Service**

Connecticut	13.5
Massachusetts	15.1
Maine	12.9
New Hampshire	10.0
Vermont	12.5

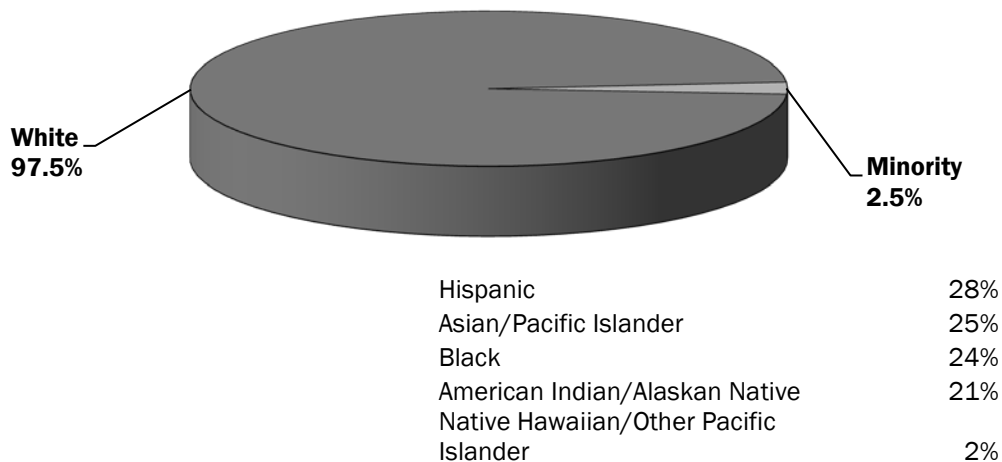
Source: Connecticut Department of Administrative Services (FY '10); Commonwealth of Massachusetts, Human Resources Division (FY '10); New Hampshire, Division of Personnel 2009 Annual Report (FY '09); Maine, Bureau of Human Resources (FY '10).

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



Of the population of Executive Branch employees, 3,947 or 51.0% were male and 3,785 or 49.0% were female.

Minority employees made up 2.5% of the workforce.



Of the State of Vermont's 192 minority employees, 28% identified themselves as Hispanic, 24% Black, 25% Asian/Pacific Islander, 21% American Indian/Alaskan Native, and 2% Hawaiian/Other Pacific Islander.

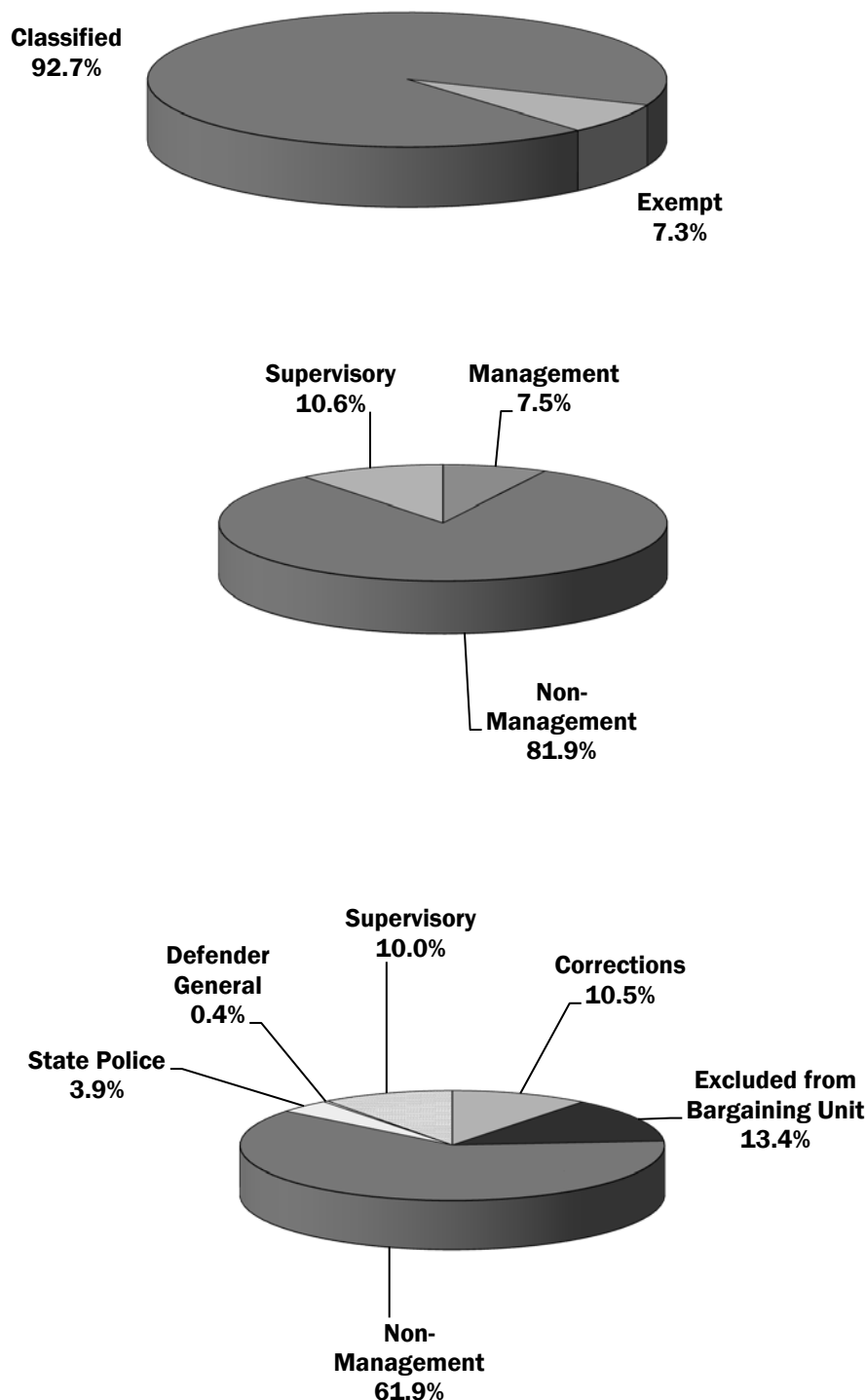
Hispanic	28%
Asian/Pacific Islander	25%
Black	24%
American Indian/Alaskan Native	21%
Native Hawaiian/Other Pacific Islander	2%

Benchmarking New England State Governments – Gender and Ethnic Representation		
	% Male/% Female	% Minority
Connecticut	50.0%/50.0%	30.5%
Massachusetts	48.9%/51.1%	23.5%
Maine	53.0%/47.0%	4.0%
New Hampshire	47.1%/52.9%	2.8%
Vermont	51.0%/49.0%	2.5%

Source: Connecticut Department of Administrative Services (FY '10); Commonwealth of Massachusetts, Human Resources Division (FY '10); New Hampshire, Division of Personnel 2009 Annual Report (FY '09); Maine, Bureau of Human Resources (FY '10).

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2010.

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



Exempt employees (565) made up 7.3% of the workforce.

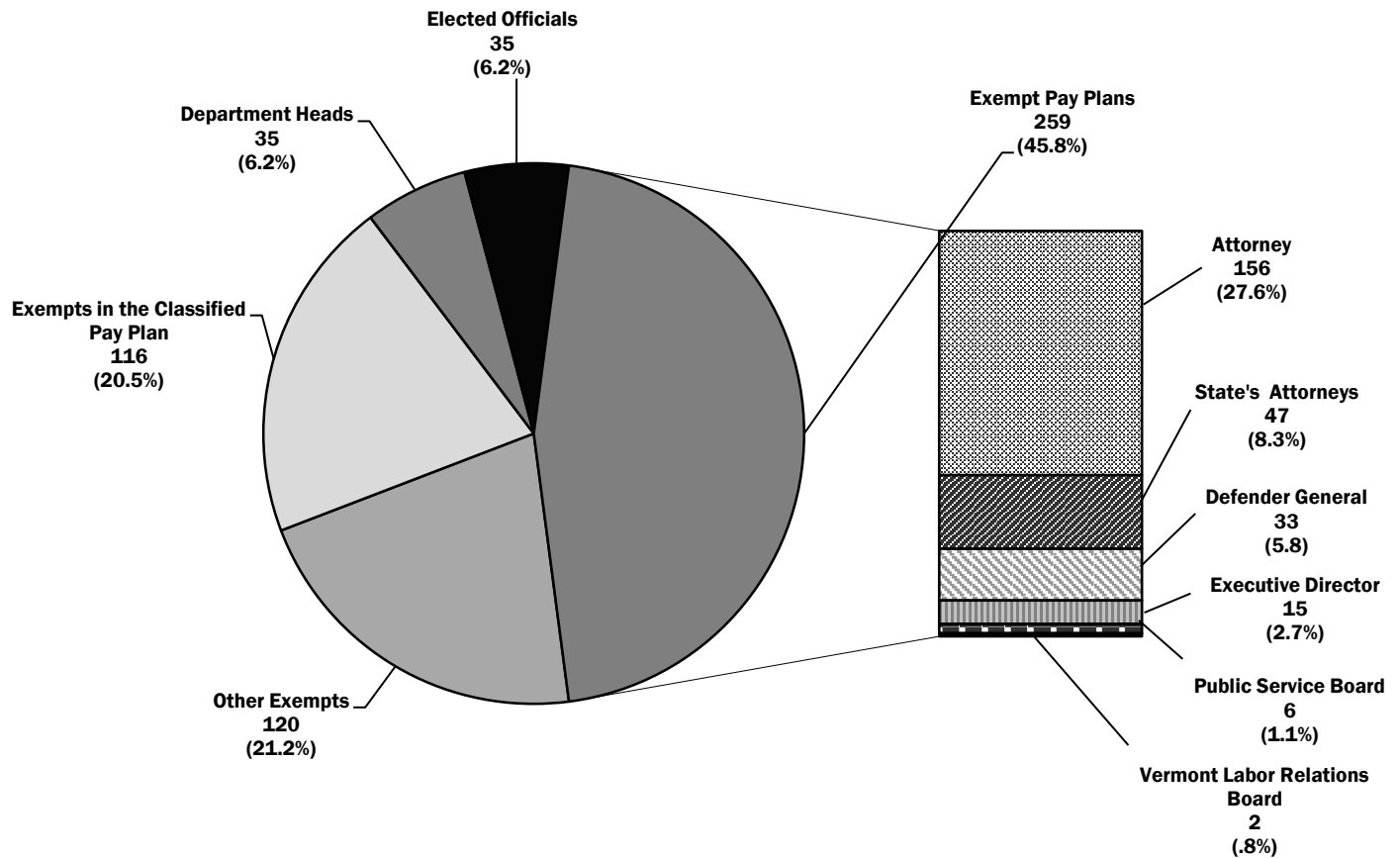
Of Executive Branch employees 18% (1,402) are designated as supervisory or managerial.

A total of 6,701 or 87%, of Executive Branch employees are covered by one of the five collective bargaining units – State Police (304), Supervisory (774), Corrections (812), Defender General (28), and the largest, Non-Management (4,783).

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 2010.

**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 for purposes of salary administration. Of the 116 employees in this category the majority were in the following job titles: Victims Advocate (20.7%), Deputy Sheriff (19.0%), Administrative Secretary (18.1%), and Secretary IV (13.8%).
<b>Other Exempts/Non-Pay Plan</b>	Other positions exempted by statute from classified service. Of the 120 employees in this category the majority were in the following job titles: Deputy Commissioner (20.0%), Executive Assistant (11.7%), Private Secretary (10.8%), 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 2010

Exempt employees (565) made up 7.3% of the Executive Branch workforce. Of exempt employees, the largest group is Attorneys (41.7%) covered by the Attorney, State's Attorneys and Defender General exempt pay plans.

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

Occupational Group	Number of Employees	Percentage
Administrative Support	579	7.5%
Officials and Administrators	450	5.8%
Paraprofessionals	369	4.8%
Professionals	4,124	53.3%
Protective Service	1,009	13.0%
Service Maintenance	219	2.8%
Skilled Craft	515	6.7%
Technicians	467	6.0%
<b>Grand Total</b>	<b>7,732</b>	<b>100.0%</b>

Over half (53.3%) 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 2010.

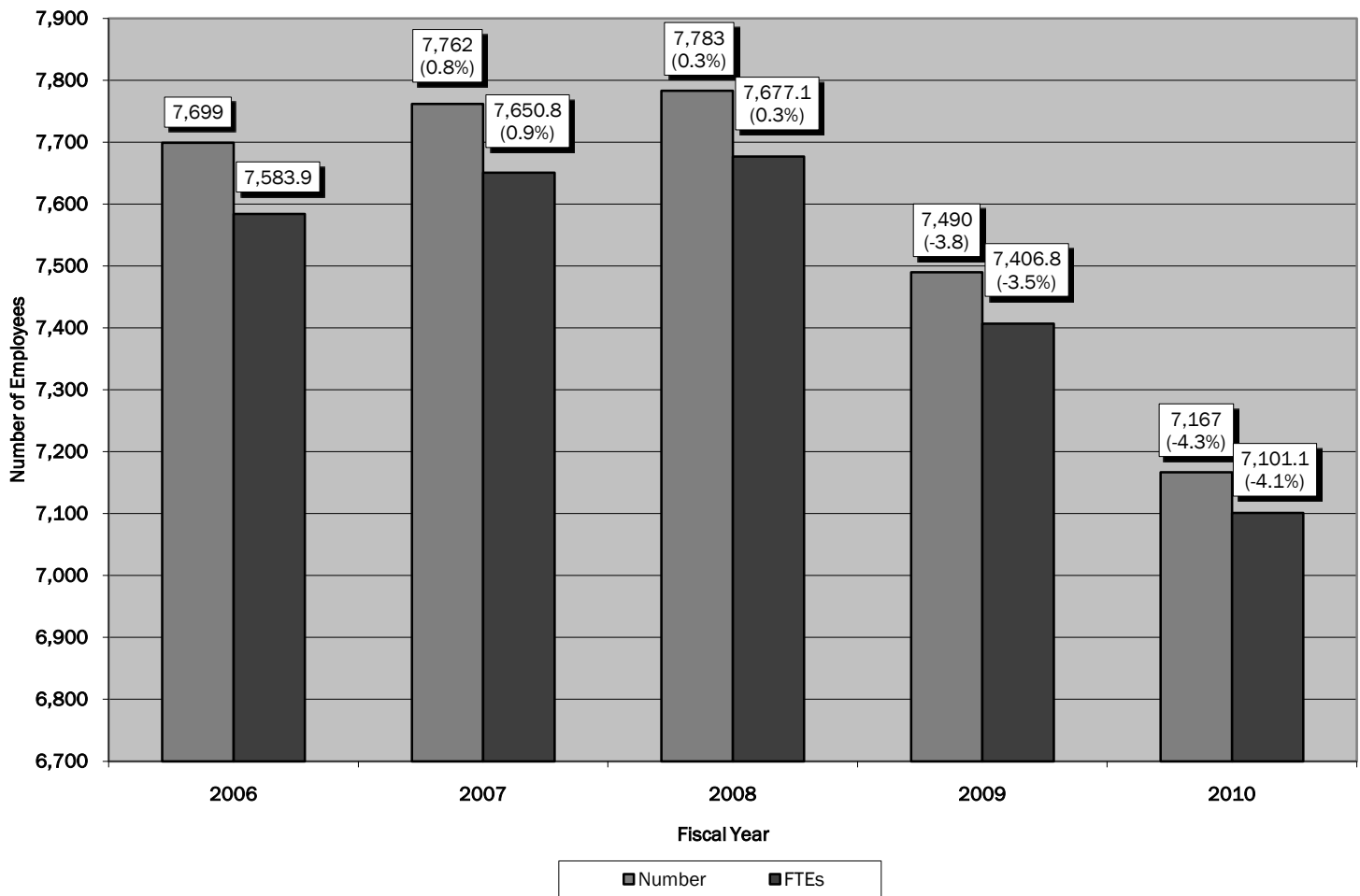


## **WORKFORCE TRENDS – FISCAL YEARS 2006 - 2010**

- ❖ Section Two of this Workforce Report provides graphs and tables showing the workforce trends for Fiscal Years 2006 to 2010. 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 2006 to 2010. 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 2010 there were a total of 7,167 classified employees and 7,101.1 FTEs. This represents a significant reduction from Fiscal Year 2009 in both number of employees 4.3% (323) and FTEs 4.1% (305.7).

Comparing Fiscal Year 2006 to Fiscal Year 2010, the number of classified employees and FTEs shows a significant reduction (-6.9%) and (-6.4%). Fiscal Year 2010 classified employee staffing level is virtually the same as Fiscal Year 2002 (See Table 2).

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

Department	Fiscal Year										% Change	
	2006		2007		2008		2009		2010		FY '06 to FY '10	
	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs
Agriculture	91	90.4	91	90.4	93	92.4	86	85.9	80	79.9	-12.1%	-11.6%
Attorney General	32	31.8	31	30.8	31	30.8	31	30.8	29	28.6	-9.4%	-10.1%
BISHCA	89	87.8	93	91.9	93	91.3	94	92.3	91	89.7	2.2%	2.1%
Buildings & General Services	420	418.1	415	412.2	420	417.6	376	374.2	348	347.8	-17.1%	-16.8%
Children & Families	928	913.5	934	920.7	941	931.0	949	941.0	896	890.3	-3.4%	-2.5%
Commerce & Comm. Dev.	73	71.9	75	73.6	77	75.4	68	66.7	65	63.7	-11.0%	-11.3%
Corrections	1128	1124.4	1131	1129.9	1096	1094.8	1028	1027.1	994	992.7	-11.9%	-11.7%
Disabilities, Aging & Ind. Liv.	276	268.6	290	280.6	304	292.8	281	274.1	252	246.5	-8.7%	-8.2%
Education	188	186.6	189	188.1	180	178.7	177	175.4	150	148.5	-20.2%	-20.4%
Environmental Conservation	284	279.8	279	276.1	280	276.1	258	255.1	245	241.6	-13.7%	-13.6%
Finance & Management	36	36.0	34	34.0	43	43.0	37	37.0	29	29.0	-19.4%	-19.4%
Fish & Wildlife	117	117.0	122	122.0	128	127.8	124	123.8	120	119.6	2.6%	2.2%
Forests, Parks & Recreation	112	110.4	112	110.4	112	110.6	106	105.1	97	96.2	-13.4%	-12.9%
Health	791	738.2	796	741.1	561	518.0	508	476.8	452	431.9	-42.9%	-41.5%
Human Resources	53	51.3	53	52.1	47	46.0	45	44.7	33	32.9	-37.7%	-35.8%
Human Services	81	79.7	85	83.8	91	89.3	86	84.8	94	92.8	16.0%	16.4%
Information & Innovation	47	47.0	54	54.0	58	58.0	51	51.0	70	70.0	48.9%	48.9%
Labor	272	271.1	267	265.2	267	266.1	265	264.1	275	274.5	1.1%	1.3%
Libraries	32	31.5	30	29.5	30	30.0	27	27.0	24	24.0	-25.0%	-23.8%
Liquor Control	54	54.0	52	52.0	54	54.0	52	52.0	49	49.0	-9.3%	-9.3%
Mental Health	n/a	n/a	n/a	n/a	235	230.0	232	226.8	243	237.0	n/a	n/a
Military	114	113.5	114	113.5	123	122.1	123	122.1	117	116.1	2.6%	2.3%
Natural Resources	47	46.3	48	47.3	48	46.8	44	43.3	34	33.8	-27.7%	-27.0%
Natural Resources Board	25	24.6	25	24.6	26	25.8	25	24.8	23	22.6	-8.0%	-8.1%
Public Safety - Civilian	278	274.3	281	277.3	288	284.1	268	263.6	255	250.8	-8.3%	-8.6%
Public Safety - Sworn	319	319.0	314	314.0	299	299.0	311	311.0	304	303.5	-4.7%	-4.9%
Public Service	35	35.0	37	37.0	37	37.0	37	37.0	42	41.7	20.0%	19.0%
Secretary of State	43	43.0	43	43.0	43	43.0	53	53.0	54	53.5	25.6%	24.4%
Small Departments	26	25.6	25	24.6	24	23.6	26	25.6	21	20.8	-19.2%	-18.8%
State Treasurer	33	33.0	32	32.0	31	31.0	31	31.0	30	30.0	-9.1%	-9.1%
Taxes	173	172.3	166	165.5	170	169.5	158	157.5	144	144.0	-16.8%	-16.4%
Transportation	1228	1223.9	1242	1238.8	1241	1237.4	1220	1215.8	1207	1200.4	-1.7%	-1.9%
Vermont Health Access	60	59.9	77	77.0	90	89.0	85	84.0	84	82.1	40.0%	37.1%
Vermont Lottery Commission	18	18.0	17	17.0	18	18.0	20	20.0	19	19.0	5.6%	5.6%
Vermont Veterans' Home	196	186.9	208	201.1	204	197.3	208	202.6	197	196.9	0.5%	5.4%
<b>Grand Total</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>7167</b>	<b>7101.1</b>	<b>-6.9%</b>	<b>-6.4%</b>
<b>% Change from Prev. FY</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>	<b>-4.3%</b>	<b>-4.1%</b>		

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010. "Small Departments" have 10 or fewer employees (See Appendix B). "FTEs are "Full-Time Equivalents" (see Note on Table 1 for the definition of FTEs).

In line with the overall workforce reduction (See Table 12) most departments saw declines or little growth from FY '06 to FY '10. A few departments saw growth as a result of consolidation of staff from other departments, such as Information & Innovation (+48.9%) and Secretary of State (+25.6%).

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

Occupational Group	Fiscal Year										% Change
	2006		2007		2008		2009		2010		FY '06 to
	Num.	%	Num.	%	Num.	%	Num.	%	Num.	%	FY '10
Administrative Support	752	10%	706	9%	677	9%	594	8%	516	7%	-31.4%
Officials and Administrators	331	4%	324	4%	334	4%	320	4%	302	4%	-8.8%
Paraprofessionals	232	3%	337	4%	346	4%	364	5%	369	5%	59.1%
Professionals	4,030	52%	4,070	52%	4,146	53%	3,980	53%	3,820	53%	-5.2%
Protective Service	1,052	14%	1,046	13%	1,013	13%	983	13%	962	13%	-8.6%
Service Maintenance	205	3%	224	3%	229	3%	223	3%	219	3%	6.8%
Skilled Craft	555	7%	538	7%	540	7%	521	7%	515	7%	-7.2%
Technicians	542	7%	517	7%	498	6%	505	7%	464	6%	-14.4%
Grand Total	7,699	100%	7,762	100%	7,783	100%	7,490	100%	7,167	100%	-6.9%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010. Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix A gives a full definition of each category.

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

The most notable occupational shift has been in the Administrative Support occupational group. In Fiscal Year 2006 employees in this category accounted for 10% of the workforce. Over the five-fiscal-year period there has been a steady decline (-31.4%) to Fiscal Year 2010 where employees in the Administrative Support group only make up 7% of the workforce.

**TABLE 15 MOST POPULOUS CLASSIFIED JOB TITLES**

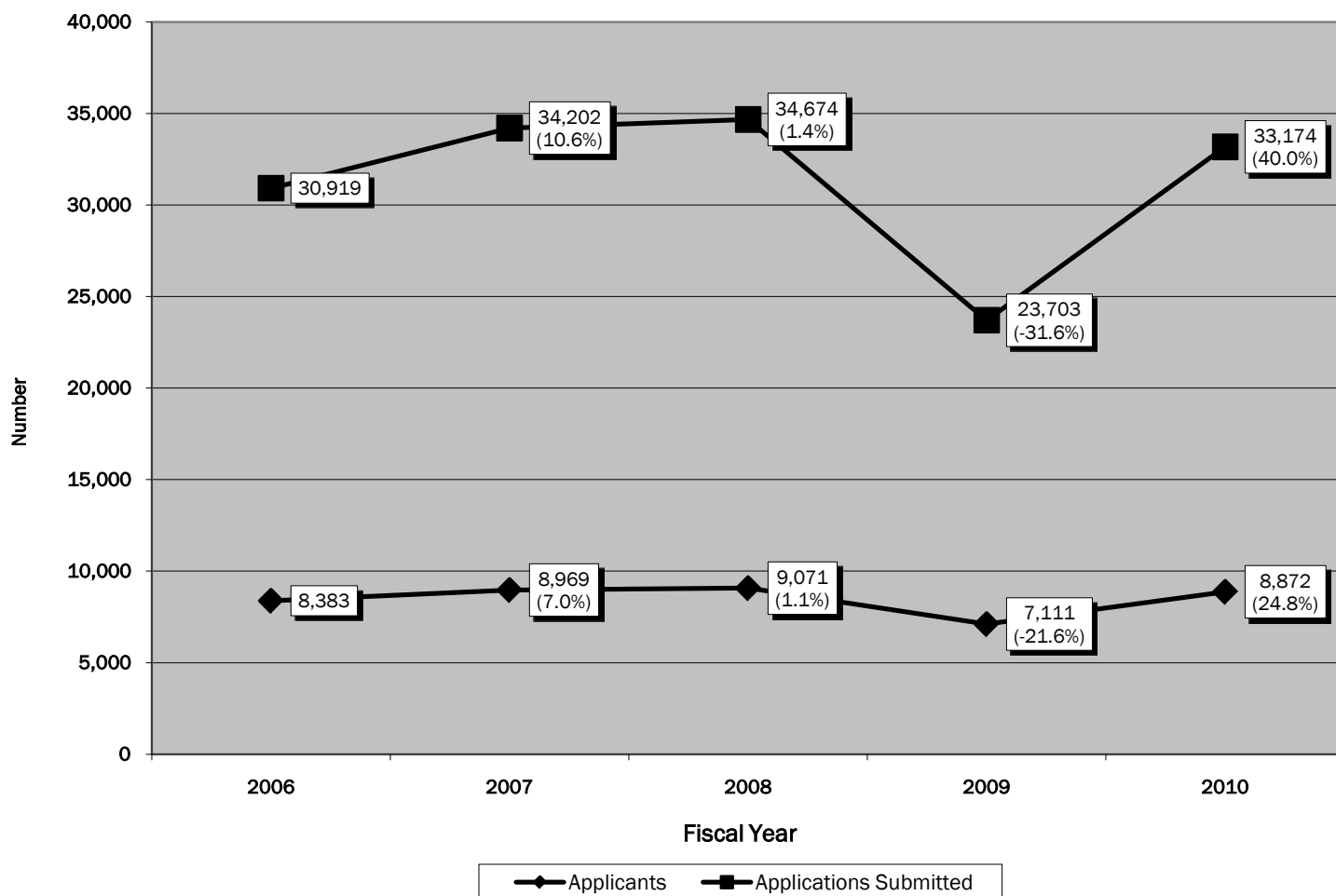
Job Title	Number of Employees
Correctional Officer I	309
AOT Maintenance Worker IV	179
Correctional Services Specialist II	149
Administrative Assistant B	144
Social Worker	142
Correctional Officer II	128
Benefits Programs Specialist	125
Senior Trooper - Station	124
Administrative Assistant A	90
Program Services Clerk	88
Sergeant	84
Licensed Nursing Assistant	72
Motor Vehicle Customer Services Specialist	69
Custodian I	62
Systems Developer II	58
Psychiatric Technician	57
AOT Senior Maintenance Worker	54
Community Correctional Officer	49
Program Technician I	48
Correctional Facility Shift Supervisor	47
Reach Up Case Manager II	47
Information Technology Specialist II	46
Systems Developer III	44
AOT Technician IV	43
PSAP Emergency Communication Dispatcher II	43
Public Health Nurse I	42
Environmental Analyst IV - General	41
Financial Specialist II	40
AOT Area Maintenance Supervisor	39
AOT Technician VI	39

At the end of Fiscal Year 2010 there were 1,527 classified job titles on record. The most populous was Correctional Officer I (309 employees).

The majority of classified job titles 900 (59%) had a single incumbent. Over 84% (1,287) had five or fewer incumbents.

Nearly 21% (1,478) 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 2010.

**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 2006 to 2010. This includes all classified job postings, and some temporary and exempt job postings. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

In Fiscal Year 2010, 8,872 applicants submitted 33,174 applications for jobs with the State of Vermont.

In FY '10 there was a rebound from the sharp drop seen in FY '09. In FY '09 workforce reductions limited the number and variety of jobs posted (See Table 18a), and there was a corresponding drop in both applications submitted (-31.6%) and applicants (-21.6%). In FY '10 there was a significant increase in the number of applications submitted (+40.0) and applicants (+24.8%). This was largely a result of an increase in the number of jobs posted (See Table 18a), as well as conditions in Vermont's labor market.

In Fiscal Year 2010 there was an average of 3.7 applications submitted per applicant, which is an increase from the Fiscal Year 2009 average of 3.3.

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

	Fiscal Year									
	2006		2007		2008		2009		2010	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Internal	1,452	17.3%	1,679	18.7%	1,665	18.4%	1,424	20.0%	1,731	19.5%
External	6,931	82.7%	7,290	81.3%	7,406	81.6%	5,687	80.0%	7,141	80.5%
Minority	339	5.0%	365	5.2%	361	4.9%	341	5.4%	489	6.1%
White	6,438	95.0%	6,653	94.8%	6,968	95.1%	5,935	94.6%	7,463	93.9%
Female	4,067	55.4%	4,213	53.2%	4,396	54.9%	2,095	55.2%	1,615	50.8%
Male	3,278	44.6%	3,707	46.8%	3,612	45.1%	1,701	44.8%	1,567	49.2%
No HS Diploma or GED	90	1.1%	64	0.7%	54	0.6%	52	0.7%	47	0.5%
HS Diploma or Equivalent	1,870	22.7%	1,820	20.6%	2,000	22.4%	1,672	23.8%	2,001	22.8%
Some college	1,365	16.6%	1,599	18.1%	1,709	19.2%	1,385	19.8%	1,735	19.8%
Technical school	257	3.1%	287	3.3%	280	3.1%	243	3.5%	317	3.6%
2-year college degree	853	10.4%	885	10.0%	891	10.0%	719	10.3%	911	10.4%
Bachelor's level degree	2,180	26.5%	2,382	27.0%	2,337	26.2%	1,756	25.0%	2,183	24.9%
Some graduate school	368	4.5%	438	5.0%	418	4.7%	308	4.4%	354	4.0%
Master's level degree	1,058	12.8%	1,168	13.3%	1,053	11.8%	735	10.5%	1,009	11.5%
Doctorate level degree	198	2.4%	171	1.9%	180	2.0%	141	2.0%	208	2.4%
Grand Total	8,383		8,969		9,071		7,111		8,872	

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 2006 to 2010 and who completed the optional EEO "self identification" survey. This includes all classified job postings, and some temporary and exempt job postings.

While the vast majority of applicants (80.5%) were external, internal applicants comprised 19.5% of the applicant pool in FY '10. The five-year average is 18.8% internal applicants and 82.2% external applicants.

There were more female applicants (50.8%) than male (49.2%) in FY '10, which is consistent with the five-year average of 53.9% female and 46.1% male applicants.

Minority applicants made up 6.1% of the applicant pool in FY '10, which is the highest percentage in this five-fiscal-year timeframe.

For FY '10 the percent of applicants who had a bachelor's level degree or higher was 42.8%, which was above the FY '09 low of 41.9%, but still off from previous fiscal year percentages – FY '06 (46.2%), FY '07 (47.2%), and FY '08 (44.7%).

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

		Occupational Group								
		Administrative Support	Officials and Administrators	Paraprofessionals	Professionals	Protective Service	Service Maintenance	Skilled Craft	Technicians	Grand Total
FY 2010	Number of Applications	5,040	886	1,408	12,365	8,533	1,857	1,056	2,029	33,174
	Percent	15.2%	2.7%	4.2%	37.3%	25.7%	5.6%	3.2%	6.1%	100.0%
	Number of Jobs Posted	110	47	46	581	234	113	91	79	1,301
	Ave. Num. of Apps. per Posting	45.8	18.9	30.6	21.3	36.5	16.4	11.6	25.7	25.5
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

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 2006 to 2010. This includes all classified job postings, and some temporary and exempt job postings. 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 2010 the number of job postings (1,301) increased significantly (+35%), returning to pre-FY '09 levels.

The average number of applications per posting was 25.5 in FY '10, virtually matching the five-year average of 25.0.



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

Source first learned of job opportunity	Fiscal Year									
	2006		2007		2008		2009		2010	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Internet	16,133	63.7%	19,037	65.6%	18,865	63.3%	12,607	62.0%	16,655	58.4%
A State Employee	1,988	7.8%	2,734	9.4%	3,342	11.2%	2,553	12.5%	3,244	11.4%
Department of Human Resources	803	3.2%	1,299	4.5%	1,477	5.0%	1,454	7.1%	2,242	7.9%
A Friend	1,657	6.5%	1,900	6.5%	2,057	6.9%	1,216	6.0%	1,791	6.3%
Department of Labor	1,411	5.6%	735	2.5%	914	3.1%	792	3.9%	1,721	6.0%
Other	1,123	4.4%	1,166	4.0%	1,321	4.4%	963	4.7%	1,302	4.6%
Newspaper Advertisement	1,571	6.2%	1,436	4.9%	1,011	3.4%	384	1.9%	806	2.8%
State Office	350	1.4%	381	1.3%	402	1.3%	234	1.2%	300	1.1%
School	92	0.4%	107	0.4%	157	0.5%	68	0.3%	221	0.8%
Job Fair	181	0.7%	216	0.7%	191	0.6%	58	0.3%	179	0.6%
Professional Magazine Ad	30	0.1%	30	0.1%	50	0.2%	15	0.1%	58	0.2%

Source: The State's Human Capital Management System (HCM). Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2006 to 2010. This includes all classified job postings, and some temporary and exempt job postings. Note: For Fiscal Year 2010 approximately 14% of applications did not indicate a source of referral. This is consistent with previous fiscal years.

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 62.6%).

While a distant second, “word of mouth” referrals from either a current state employee or a friend accounted for a five-year average of 17.7% of applications.

Referrals from the Vermont Department of Labor have increased for the past several fiscal years to 6.0% for Fiscal Year 2010.

In Fiscal Year 2010 the percent of applicants indicating Newspaper Advertisement as the source of referral increased to 2.8%, but still lagged behind other major sources.

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

Department	2006		2007		Fiscal Year 2008		2009		2010	
	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate
Agriculture	12	13.7%	1	1.1%	5	5.4%	0	0.0%	3	3.6%
Attorney General	5	15.6%	4	12.5%	2	6.5%	4	13.1%	2	6.8%
BISHCA	12	13.9%	7	7.9%	9	9.7%	5	5.3%	7	7.5%
Buildings & General Services	66	16.0%	42	10.0%	44	10.4%	12	3.0%	19	5.2%
Children & Families	72	7.7%	79	8.4%	81	8.6%	63	6.8%	55	6.0%
Commerce & Comm. Dev.	3	3.8%	12	15.8%	11	14.6%	0	0.0%	6	9.2%
Corrections	194	17.1%	168	14.7%	121	10.8%	73	6.8%	98	9.7%
Disabilities, Aging & Ind. Liv.	32	11.7%	28	9.8%	23	7.8%	5	1.8%	14	5.4%
Education	30	16.3%	13	7.0%	13	7.1%	10	5.7%	7	4.3%
Environmental Conservation	24	8.6%	20	7.2%	14	5.0%	1	0.4%	0	0.0%
Finance & Management	5	14.3%	2	5.7%	4	9.5%	0	0.0%	2	5.6%
Fish & Wildlife	4	3.4%	9	7.5%	9	7.2%	2	1.6%	2	1.6%
Forests, Parks & Recreation	9	8.3%	5	4.5%	2	1.8%	1	0.9%	1	1.0%
Health	132	16.6%	123	15.3%	58	10.1%	18	3.4%	23	4.8%
Human Resources	3	5.7%	8	14.8%	4	8.3%	2	4.3%	0	0.0%
Human Services	8	15.1%	12	19.2%	8	9.1%	8	9.0%	5	6.0%
Information & Innovation	4	8.7%	11	23.4%	8	14.2%	2	3.6%	5	10.2%
Labor	22	7.9%	24	8.9%	23	8.6%	15	5.7%	58	21.5%
Libraries	2	6.3%	4	12.9%	2	6.8%	0	0.0%	1	3.8%
Liquor Control	4	7.5%	3	5.5%	5	9.6%	2	3.8%	5	9.9%
Mental Health	n/a	n/a	n/a	n/a	43	18.5%	41	17.5%	32	13.6%
Military	16	14.6%	10	8.8%	12	10.2%	7	5.7%	4	3.3%
Natural Resources	7	15.9%	3	6.6%	3	6.5%	2	4.4%	1	2.4%
Natural Resources Board	1	4.0%	0	0.0%	2	7.8%	0	0.0%	0	0.0%
Public Safety - Civilian	53	19.6%	41	14.7%	30	10.5%	13	4.6%	12	4.6%
Public Safety - Sworn	24	7.7%	14	4.4%	8	2.6%	31	10.2%	22	7.2%
Public Service	6	16.7%	4	11.4%	5	13.5%	3	7.9%	6	15.6%
Secretary of State	3	7.3%	5	12.2%	5	11.5%	6	14.5%	5	9.3%
Small Departments	4	11.8%	5	16.7%	1	4.4%	3	12.5%	2	8.3%
State Treasurer	2	6.5%	3	9.2%	2	6.3%	1	3.3%	0	0.0%
Taxes	8	4.6%	8	4.7%	22	13.0%	14	8.8%	12	8.1%
Transportation	87	7.0%	101	8.2%	98	7.9%	87	7.1%	90	7.4%
Vermont Health Access	16	34.4%	13	21.0%	24	31.6%	4	4.7%	1	1.3%
Vermont Lottery Commission	0	0.0%	0	0.0%	2	11.4%	2	10.5%	0	0.0%
Vermont Veterans' Home	51	25.8%	49	24.1%	43	20.8%	38	18.4%	34	16.8%
<b>Grand Total</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>	<b>534</b>	<b>7.3%</b>

In Fiscal Year 2010 there were 534 hires, for a hire rate of 7.3% of the overall workforce. While higher than Fiscal Year 2009, this rate is still well below pre-Fiscal Year 2009 levels.

In Fiscal Year 2010 Corrections and Transportation had the greatest number of hires – 35% of all hires in FY '10.

Labor had the highest hire rate at 21.5% (58 hires) – nearly three times the average hiring rate for FY '10 (7.3%)

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 2006 to 2010. "Small Departments" have 10 or fewer employees (See Appendix B). Does not include internal promotions or transfers.

**TABLE 20 CHARACTERISTICS OF HIRES BY FISCAL YEAR**

	2006		2007		Fiscal Year 2008		2009		2010	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
New Hires	535	58.1%	464	55.8%	408	54.7%	252	53.1%	250	46.8%
Rehires	174	18.9%	130	15.6%	129	17.3%	97	20.4%	134	25.1%
Transfer to Classified	212	23.0%	237	28.5%	209	28.0%	126	26.5%	150	28.1%
Minority	40	4.3%	21	2.5%	30	4.0%	16	3.4%	15	2.8%
White	881	95.7%	810	97.5%	716	96.0%	459	96.6%	519	97.2%
Female	488	53.0%	447	53.8%	395	52.9%	231	48.6%	277	51.9%
Male	433	47.0%	384	46.2%	351	47.1%	244	51.4%	257	48.1%
Full-Time	881	95.7%	788	94.8%	710	95.2%	462	97.3%	513	96.1%
Part-Time	40	4.3%	43	5.2%	36	4.8%	13	2.7%	21	3.9%
Administrative Support	96	10.4%	79	9.5%	88	11.8%	46	9.7%	56	10.5%
Officials and Administrators	15	1.6%	23	2.8%	17	2.3%	12	2.5%	11	2.1%
Paraprofessionals	74	8.0%	55	6.6%	41	5.5%	46	9.7%	44	8.2%
Professionals	350	38.0%	349	42.0%	326	43.7%	175	36.8%	197	36.9%
Protective Service	215	23.3%	171	20.6%	133	17.8%	104	21.9%	114	21.3%
Service Maintenance	67	7.3%	66	7.9%	63	8.4%	42	8.8%	45	8.4%
Skilled Craft	33	3.6%	29	3.5%	26	3.5%	18	3.8%	30	5.6%
Technicians	71	7.7%	59	7.1%	52	7.0%	32	6.7%	37	6.9%
<25 Years	124	13.5%	114	13.7%	114	15.3%	82	17.3%	73	14.5%
25-34 Years	292	31.7%	282	33.9%	213	28.6%	156	32.8%	146	31.1%
35-44 Years	226	24.5%	200	24.1%	185	24.8%	94	19.8%	134	23.9%
45-54 Years	190	20.6%	166	20.0%	161	21.6%	94	19.8%	117	20.8%
55-65 Years	84	9.1%	69	8.3%	70	9.4%	44	9.3%	59	9.3%
>65 Years	5	0.5%		0.0%	3	0.4%	5	1.1%	5	0.5%
Average Age	37.7		37.1		37.9		37.2		39.0	
Average Base Starting Salary	\$33,378		\$35,243		\$35,845		\$37,096		\$37,482	
Grand Total	921		831		746		475		534	

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 2006 to 2010. 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.

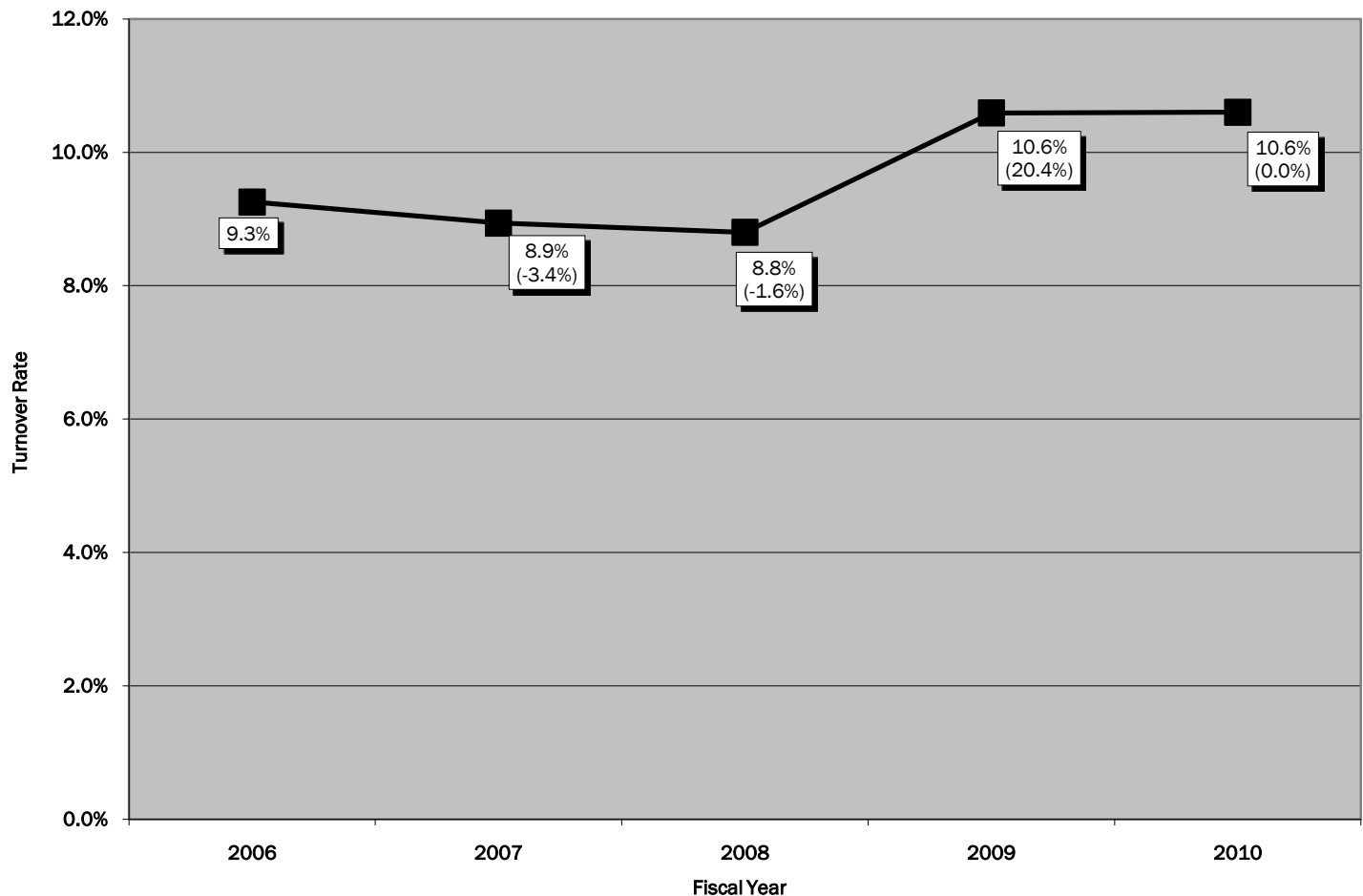
In FY '10, the greatest number and percentage of hires were in the Professional occupational category (197; 36.9%), followed closely by Protective Services (114, 21.3%).

The average age of new hires was 39.0, which is the highest in this five-fiscal-year timeframe.

The average base starting salary for full-time new hires was \$37,482.

For FY '10, 2.8% of hires were ethnic minorities and 51.9% were female.

**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 2006 to 2010. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

The turnover rate for Fiscal Year 2010 remained at 10.6%. This relatively high level of turnover was primarily the result of the impact of the state employee retirement incentive program (H. 442 Sec. 13, 2009) that resulted in over 200 employees retiring between 9/1/09 to 3/1/10. The five-year average for turnover is 9.6%.

**Benchmarking  
New England State Governments – Turnover**

Connecticut	4.4%
Massachusetts	8.5%
Maine	10.0%
New Hampshire	6.8%
Vermont	10.6%

Source: Connecticut Department of Administrative Services (FY '10); Commonwealth of Massachusetts, Human Resources Division (FY '10); New Hampshire, Division of Personnel 2009 Annual Report (FY '09); Maine, Bureau of Human Resources (FY '10).

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

Department	Fiscal Year					Five Year
	2006	2007	2008	2009	2010	Average
Agriculture	5.7%	0.0%	3.3%	6.7%	12.1%	5.4%
Attorney General	6.3%	12.5%	6.5%	16.4%	16.9%	11.6%
BISHCA	5.8%	4.5%	7.5%	4.3%	9.7%	6.4%
Buildings & General Services	9.5%	9.6%	7.6%	11.9%	9.9%	9.7%
Children & Families	5.3%	7.2%	7.7%	8.4%	10.9%	7.9%
Commerce & Community Development	15.1%	7.9%	13.2%	9.5%	10.7%	11.4%
Corrections	15.1%	12.5%	12.2%	11.0%	12.4%	12.7%
Disabilities, Aging & Independent Living	11.3%	6.3%	5.5%	14.8%	10.1%	9.5%
Education	6.5%	6.4%	9.9%	12.6%	12.3%	9.4%
Environmental Conservation	3.9%	8.2%	3.5%	8.2%	8.5%	6.4%
Finance & Management	8.6%	11.4%	4.8%	15.0%	5.6%	9.0%
Fish & Wildlife	4.3%	3.3%	3.2%	5.6%	4.9%	4.3%
Forests, Parks & Recreation	9.2%	5.4%	3.6%	7.4%	6.9%	6.5%
Health	9.2%	11.9%	11.2%	15.1%	8.9%	11.2%
Human Resources	5.7%	7.4%	0.0%	4.3%	16.9%	6.6%
Human Services	3.8%	8.0%	2.3%	13.5%	7.2%	7.2%
Information & Innovation	13.0%	14.9%	5.3%	10.7%	18.4%	12.2%
Labor	11.9%	8.9%	8.2%	8.0%	18.2%	11.0%
Libraries	6.3%	19.4%	10.2%	14.3%	0.0%	10.2%
Liquor Control	3.7%	3.7%	9.6%	11.5%	15.8%	8.8%
Mental Health	n/a	n/a	9.5%	17.9%	11.1%	n/a%
Military	6.4%	8.8%	6.0%	5.7%	7.5%	6.9%
Natural Resources	6.8%	4.4%	8.6%	17.8%	9.4%	9.4%
Natural Resources Board	12.0%	0.0%	3.9%	3.9%	4.1%	4.8%
Public Safety - Civilian	10.0%	11.4%	8.4%	9.2%	10.0%	9.8%
Public Safety - Sworn	4.1%	5.4%	7.5%	6.2%	9.4%	6.5%
Public Service	11.1%	11.4%	13.5%	2.6%	7.8%	9.2%
Secretary of State	4.9%	17.1%	9.2%	21.7%	7.5%	11.8%
Small Departments	14.7%	16.7%	8.9%	12.5%	16.7%	14.1%
State Treasurer	0.0%	12.3%	9.5%	6.6%	3.3%	6.4%
Taxes	4.6%	7.0%	9.5%	22.6%	8.1%	10.2%
Transportation	8.6%	6.7%	7.7%	8.5%	8.8%	8.1%
Vermont Health Access	6.5%	11.3%	21.1%	12.9%	7.5%	12.3%
Vermont Lottery Commission	0.0%	5.7%	5.7%	0.0%	5.1%	3.3%
Vermont Veterans' Home	25.3%	15.7%	22.3%	16.0%	22.2%	20.3%
Grand Total	9.3%	8.9%	8.8%	10.6%	10.6%	9.6%

For many Departments FY '10 turnover rates were affected by increased retirements due to the retirement incentive program, notably Children & Families (10.9%), Human Resources (16.9%), Labor (18.2%), and Liquor Control (15.8%).

Over this five-fiscal year timeframe departments with consistently higher than average yearly turnover include Vermont Veterans' Home (20.3%) and Corrections (12.7%).

Departments with lower than average yearly turnover during this timeframe include the Vermont Lottery Commission (3.3%), and Fish & Wildlife (4.3%).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010. "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.

**TABLE 23      TURNOVER BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR**

Occupational Group	Fiscal Year					Five Year
	2006	2007	2008	2009	2010	Average
Administrative Support	9.4%	8.3%	10.6%	17.2%	14.9%	11.7%
Officials and Administrators	5.6%	11.0%	7.2%	11.0%	12.4%	9.4%
Paraprofessionals	19.4%	16.0%	10.5%	13.7%	10.7%	13.5%
Professionals	6.9%	7.5%	7.7%	9.4%	9.9%	8.2%
Protective Service	14.9%	12.9%	11.7%	11.1%	11.6%	12.5%
Service Maintenance	19.1%	15.7%	16.5%	14.2%	13.5%	15.7%
Skilled Craft	8.2%	7.7%	7.1%	7.6%	9.8%	8.1%
Technicians	10.1%	6.8%	7.3%	9.8%	8.0%	8.4%
Grand Total	9.3%	8.9%	8.8%	10.6%	10.6%	9.6%

Gender	Fiscal Year					Five Year
	2006	2007	2008	2009	2010	Average
Female	9.4%	8.7%	8.9%	11.8%	10.9%	9.9%
Male	9.1%	9.1%	8.7%	9.4%	10.3%	9.3%
Grand Total	9.3%	8.9%	8.8%	10.6%	10.6%	9.6%

Ethnic Status	Fiscal Year					Five Year
	2006	2007	2008	2009	2010	Average
Minority	14.6%	9.3%	12.3%	11.2%	11.2%	11.6%
White	9.2%	8.9%	8.7%	10.6%	10.6%	9.6%
Grand Total	9.3%	8.9%	8.8%	10.6%	10.6%	9.6%

The Service Maintenance occupational group has the highest five-year average turnover rate (15.7%).

There was only a slight difference in turnover rates between male (five-year average 9.3%) and female (five-year average 9.9%) employees.

There appears to be a consistently higher rate of turnover for minority employees. Minority employees averaged 2.0% higher turnover per year. The minority five-year average turnover was 11.6% 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 2006 to 2010. 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 2010**

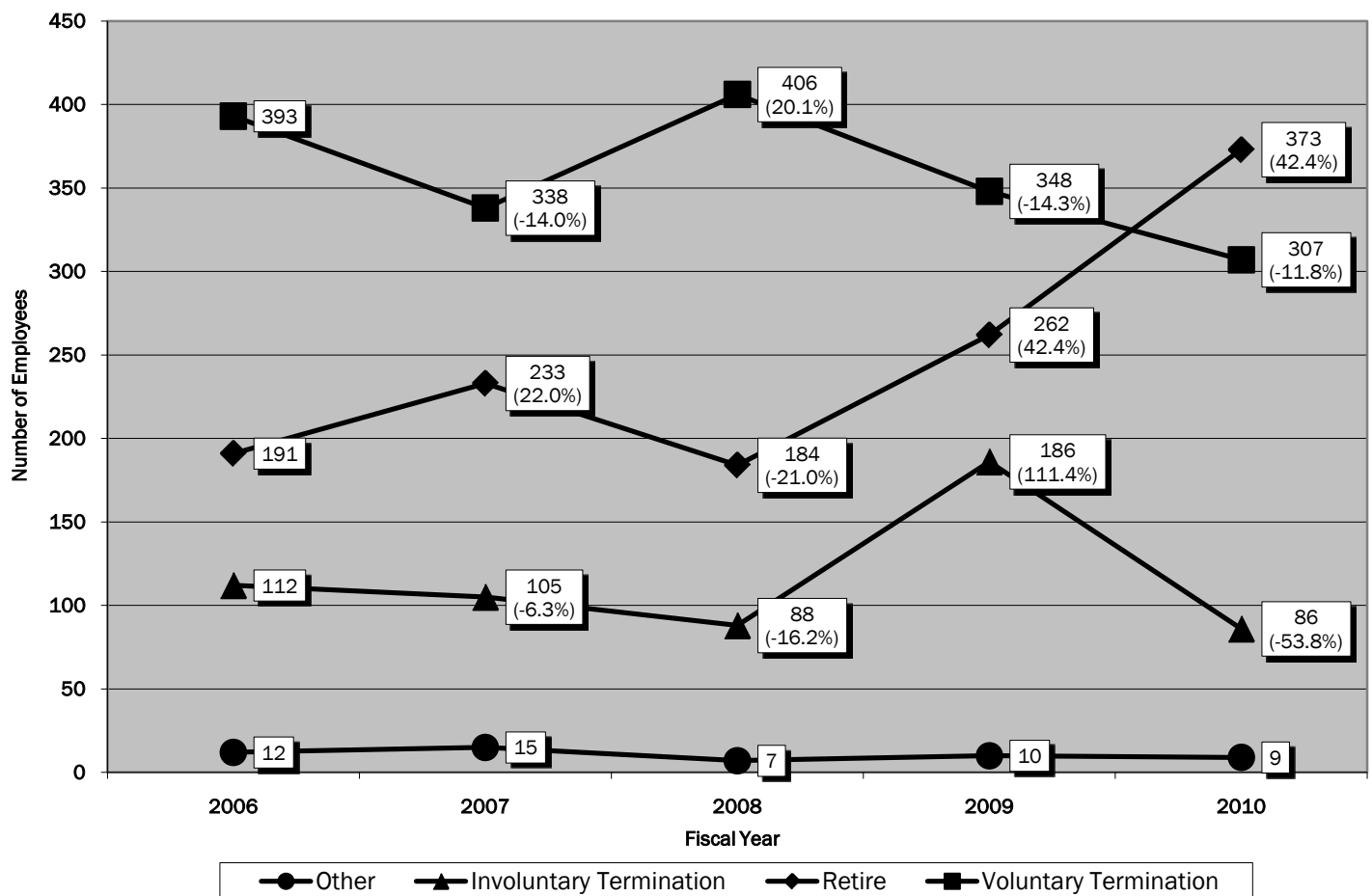
Turnover of Most Populous Job Titles FY '10			Job Titles with the Highest Turnover Rate FY '10		
Job Title	Ave. Num.	Turnover	Job Title	Ave. Num.	Turnover
Correctional Officer I	329	15.8%	UC Customer Service Representative	14	59.3%
AOT Maintenance Worker IV	180	10.0%	Career Develop Facilitator II	17	42.4%
Administrative Assistant B	152	15.8%	Financial Administrator I	11	36.4%
Correctional Services Specialist II	144	7.6%	Veterans Home Utility Worker	29	31.0%
Social Worker	142	8.5%	Public Safety Barracks Clerk	11	28.6%
Benefits Programs Specialist	134	8.2%	VR Counselor I - General	11	28.6%
Senior Trooper - Station	133	4.5%	Veterans Home LPN	22	27.9%
Correctional Officer II	114	14.0%	Licensed Nursing Assistant	77	27.5%
Administrative Assistant A	107	11.3%	AOT Area Equipment Technician	11	27.3%
Program Services Clerk	96	14.6%	Family Services District Director I	11	27.3%
Licensed Nursing Assistant	77	27.5%	Information Center Representative II	20	25.6%
Sergeant	76	11.8%	Child Support Paralegal	13	24.0%
Motor Vehicle Customer Service Specialist	66	15.3%	Education Consultant II	18	22.2%
Custodian I	64	12.5%	Tax Examiner III	23	21.7%
Psychiatric Technician	63	4.8%	Financial Administrator III	20	20.5%
Systems Developer II	57	14.0%	Executive Office Manager	10	20.0%
Information Technology Specialist II	56	7.1%	VSH Licensed Practical Nurse	10	20.0%
Systems Developer III	53	5.7%	Administrative Services Coordinator III	11	19.0%
AOT Senior Maintenance Worker	50	14.1%	Project Manager	11	19.0%
Community Correctional Officer	49	6.2%	Economic Services Reach Up Supervisor	17	18.2%
Reach Up Case Manager II	48	2.1%	Administrative Secretary	28	17.9%
Public Health Nurse I	46	13.2%	Lieutenant	29	17.5%
Environmental Analyst IV - General	44	13.6%	Education Programs Coordinator I	23	17.4%
Correctional Facility Shift Supervisor	43	4.7%	Public Health Specialist - General	12	17.4%
AOT Technician IV	42	4.8%	Administrative Assistant B	152	15.8%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Year 2010. 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.

Many of the job titles that had the highest rates of turnover in FY '10 were affected by the increase in retirements seen in FY '10 (See Table 21), including Career Development Facilitator II (42.4%), Administrative Assistant B (15.8%), Sergeant (11.8%), and AOT Senior Maintenance Worker (14.1%).

Correctional Officer I was the most populous job title and also showed a high rate of turnover (15.8%). Licensed Nursing assistant also saw a high rate of turnover (27.5%). The turnover seen in both of these titles was not affected by retirements.

**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 2006 to 2010. 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.

For what may be the first time<sup>1</sup> this has been observed, the largest number of terminations (373) resulted from retirements, up 42.4% over FY '09. This was a result of the employee retirement incentive program.

Voluntary terminations (348) were down 11.8% from FY '09. The number of involuntary terminations (86) also decreased, down 53.8% from FY '09 (the spike in FY '09 was due in part to Reduction-in-Force layoffs at the end of the fiscal year).

A total of 775 employees separated during Fiscal Year 2010. Of the turnover in Fiscal Year 2010, 48.1% were retirements, 39.6% were voluntary terminations, 11.1% involuntary terminations, and 1.2% were "other."

<sup>1</sup> Data on turnover by reason is only available back to 1998.



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

Department	2006			2007			Fiscal Year 2008			2009			2010		
	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		3	2					1	2	3	1	2		6	4
Attorney General		1	1			4		1	1		1	4		3	2
BISHCA		1	4		2	2	1		6			4		2	7
Buildings & General Services	8	13	18	4	12	22	6	9	17	11	15	21	3	16	16
Children & Families	5	20	24	7	29	30	10	29	33	8	33	35	4	70	25
Commerce & Comm. Dev.	1	1	10		4	2		3	7	6		1		3	4
Corrections	38	20	110	34	19	86	15	23	98	22	19	76	20	39	66
Disabilities, Aging & Ind.Living	7	11	13	2	10	6	1	7	8	22	15	5	4	12	9
Education		5	7		6	6	5	1	12	8	8	4		11	9
Environmental Conservation	2	3	6		9	14		4	5	4	10	8	7	9	4
Finance & Management		2	1		1	3		1	1	4	1	1			2
Fish & Wildlife	1	1	3			4		1	3		3	4	1	4	1
Forests, Parks & Recreation	2	3	5		4	2		3	1		6	2	4	2	1
Health	13	15	44	12	25	58	6	11	47	25	23	31	2	16	25
Human Resources			3			4						2		4	3
Human Services	1		1		3	2	1	1		3	3	6		5	1
Information & Innovation		2	3	1	4	2			3		4	2		4	5
Labor	2	19	12	2	16	5	5	6	11	1	8	12	3	24	22
Libraries		2		2	3	1		3		1	2	1			
Liquor Control		1	1		2		1		4		2	4	1	6	1
Mental Health	n/a	n/a	n/a	n/a	n/a	n/a	2	5	14	10	8	24	6	6	14
Military	2	1	3	2	5	3	2		4	2	3	2	2	6	1
Natural Resources		1	2	1	1			1	3	2	3	3		4	
Natural Resources Board	1	2						1			1			1	
Public Safety - Civilian	2	6	18	7	7	17	4	7	13	4	7	15	8	12	6
Public Safety - Sworn	4	4	4	2	10	5		11	12	1	11	7		21	8
Public Service		2	2		1	3		1	4			1			3
Secretary of State			2		3	4		2	2	6	2	1		2	2
Small Departments			5		3	2		1	1	1	1	1			3
State Treasurer				1	2	1	1		2	1	1			1	
Taxes	1	6	1	1	7	3	1	8	7	13	16	7	1	6	5
Transportation	6	36	61	17	36	27	13	36	43	12	50	39	10	66	30
Vermont Health Access			3	1		6	3	1	12	6		5		3	3
Vermont Lottery Commission						1			1						
Vermont Veterans' Home	16	10	24	9	9	13	11	6	29	10	5	18	10	9	25
<b>Percent</b>	16%	27%	56%	16%	34%	50%	13%	27%	60%	23%	33%	44%	11%	49%	40%
<b>Grand Total</b>	112	191	393	105	233	338	88	184	406	186	262	348	86	373	307

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010. 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.

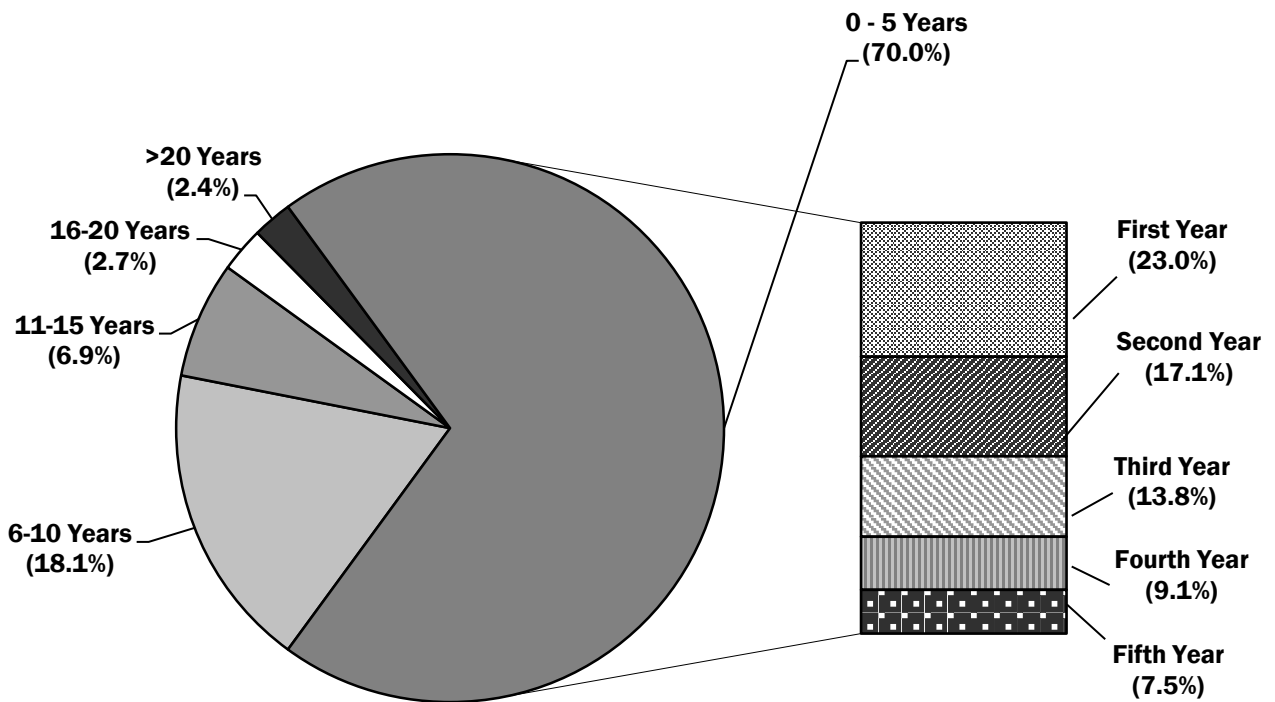
**TABLE 27 CHARACTERISTICS OF TYPE OF SEPARATION BY FISCAL YEAR**

	2006			2007			Fiscal Year 2008			2009			2010		
	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	52%	47%	51%	41%	43%	54%	50%	43%	53%	61%	48%	57%	53%	43%	60%
Male	48%	53%	49%	59%	57%	46%	50%	57%	47%	39%	52%	43%	47%	57%	40%
Minority	4%	2%	3%	4%	2%	3%	5%	2%	3%	3%	2%	3%	1%	1%	4%
White	96%	98%	97%	96%	98%	97%	95%	98%	97%	97%	98%	97%	99%	99%	96%
Administrative Support	5%	12%	12%	9%	10%	9%	13%	7%	13%	19%	13%	11%	17%	9%	10%
Officials and Administrators	1%	5%	2%	1%	10%	3%	3%	8%	1%	5%	6%	3%	2%	6%	4%
Paraprofessionals	15%	2%	6%	13%	3%	6%	9%	2%	6%	6%	4%	7%	5%	3%	7%
Professionals	27%	53%	34%	24%	55%	43%	38%	54%	44%	44%	53%	43%	35%	54%	47%
Protective Service	38%	5%	26%	34%	8%	23%	17%	9%	22%	11%	4%	23%	21%	9%	20%
Service Maintenance	9%	4%	5%	11%	2%	5%	14%	3%	5%	5%	2%	5%	5%	2%	6%
Skilled Craft	1%	7%	7%	6%	8%	4%	3%	10%	4%	2%	10%	3%	8%	8%	4%
Technicians	4%	12%	7%	2%	5%	6%	3%	7%	5%	9%	7%	5%	7%	7%	3%
Age <25 Years	19%	0%	10%	10%	0%	7%	11%	0%	5%	8%	0%	9%	10%	0%	5%
25-34 Years	32%	0%	33%	30%	0%	34%	26%	0%	30%	20%	0%	32%	19%	0%	29%
35-44 Years	20%	2%	29%	30%	0%	25%	24%	1%	32%	22%	1%	29%	26%	1%	29%
45-54 Years	22%	11%	19%	22%	14%	21%	27%	20%	24%	25%	11%	21%	24%	14%	24%
55-65 Years	7%	74%	9%	9%	73%	12%	11%	66%	9%	23%	74%	9%	19%	73%	11%
>65 Years	0%	13%	0%	0%	13%	1%	0%	13%	0%	2%	14%	1%	2%	12%	2%
Average Age	36.4	60.0	38.0	38.5	59.7	39.1	39.6	59.3	39.5	43.8	60.5	38.8	42.8	59.9	40.8
Length of Service <5 Years	84%	6%	70%	90%	7%	72%	91%	5%	63%	58%	4%	68%	64%	1%	56%
5-9 Years	5%	10%	21%	6%	12%	17%	2%	11%	25%	18%	9%	20%	10%	9%	21%
10-14 Years	4%	9%	4%	3%	8%	8%	2%	13%	7%	12%	6%	8%	7%	7%	14%
15-19 Years	4%	12%	3%	1%	12%	1%	1%	7%	2%	4%	7%	2%	7%	9%	6%
20-24 Years	2%	10%	1%	1%	11%	1%	1%	16%	1%	5%	13%	2%	5%	13%	2%
25-30 Years	2%	27%	1%	0%	27%	1%	2%	26%	0%	2%	28%	1%	5%	23%	1%
>30 Years	0%	26%	0%	0%	24%	0%	0%	23%	0%	2%	33%	1%	2%	38%	0%
Average Length of Service	2.6	22.5	3.9	1.6	22.5	3.9	2.2	22.2	4.5	6.4	25.0	4.6	6.5	25.8	5.7
Grand Total Number	112	191	393	105	233	338	88	184	406	186	262	348	86	373	307
Grand Total Percent	16%	27%	56%	16%	34%	50%	13%	28%	61%	24%	33%	44%	11%	48%	40%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010. 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.

In FY '10 voluntary terminations were most likely among female employees (60%) and those with less than five years of service (56%). The average age of retirees was 59.9 years. The largest percentage of retirements was among Professionals (54%), and those with greater than 30 years of service (38%).

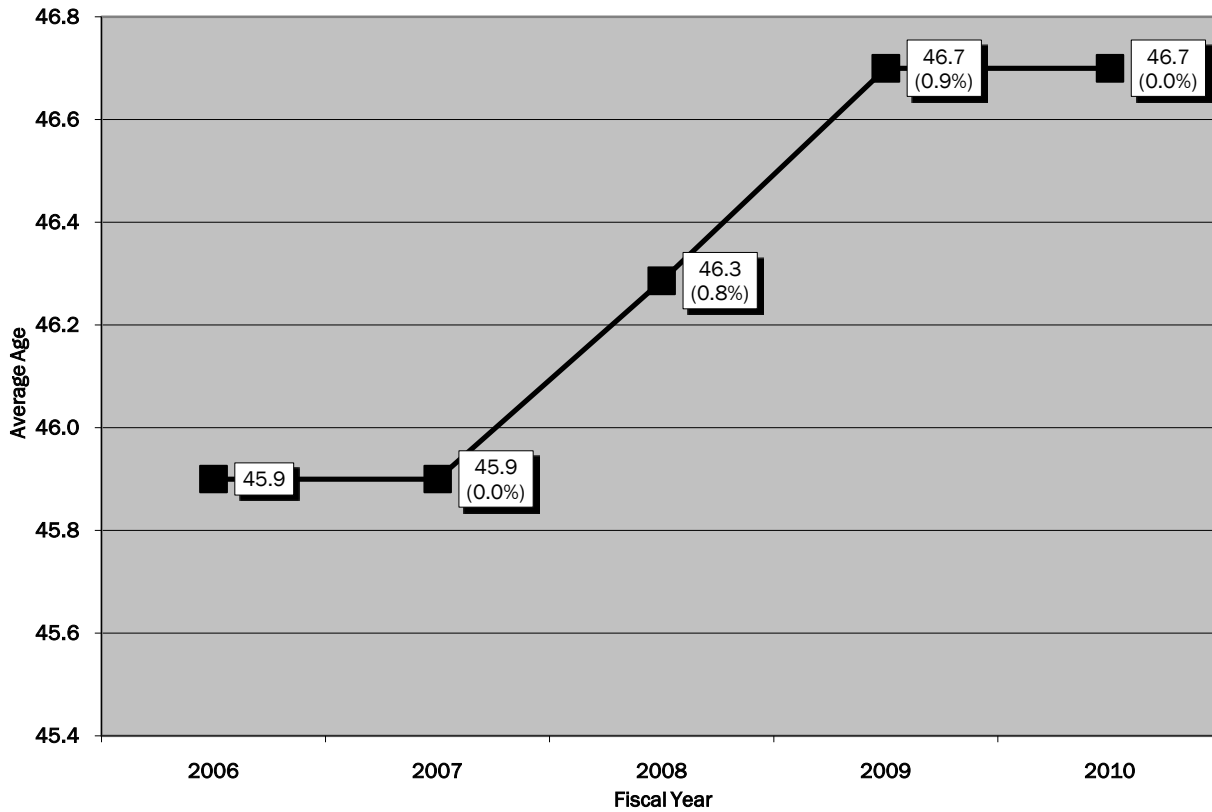
**TABLE 28 VOLUNTARY TURNOVER BY YEARS OF SERVICE (5 YEAR AVERAGE)**



Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010. 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 2006 to 2010 the vast majority of voluntary terminations (five-year average 70.0%) 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 23.0%).

**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 2006 to 2010. 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 2010 was 46.7, unchanged from the previous fiscal year.

**TABLE 30 EMPLOYEE AGE GROUPS BY DEPARTMENT – FISCAL YEAR 2010**

Department	Age Groups						Average
	<25	25-34	35-44	45-54	55-65	>65	Age
Agriculture		8	22	26	22	2	48.0
Attorney General		2	11	9	6	1	47.0
BISHCA		10	24	23	33	1	48.7
Buildings & General Services	1	29	67	140	107	4	49.4
Children & Families	13	155	222	252	236	18	46.3
Commerce & Community Development		9	12	18	25	1	48.3
Corrections	19	228	286	288	163	10	43.3
Disabilities, Aging & Independent Living	1	16	27	102	102	4	51.6
Education		20	28	31	66	5	50.4
Environmental Conservation	1	17	60	87	77	3	48.9
Finance & Management		1	8	14	4	2	48.4
Fish & Wildlife	3	10	41	43	23		45.8
Forests, Parks & Recreation		7	17	36	37		49.8
Health	3	45	83	144	159	18	49.8
Human Resources		2	8	13	9	1	49.5
Human Services		12	14	33	34	1	49.0
Information & Innovation	2	5	22	23	17	1	47.0
Labor	1	30	48	93	96	7	49.6
Libraries		1	1	12	10		52.9
Liquor Control	1	2	20	18	8		45.6
Mental Health	3	52	52	60	71	5	46.0
Military	4	13	25	49	26		46.4
Natural Resources		2	14	13	5		44.8
Natural Resources Board		1	3	7	12		51.9
Public Safety - Civilian	4	46	63	64	66	12	46.7
Public Safety - Sworn	10	94	148	52			37.6
Public Service		5	13	13	9	2	47.5
Secretary of State		8	14	14	18		47.1
Small Department		1	7	8	5		48.3
State Treasurer		1	10	13	6		48.4
Taxes	1	9	28	52	52	2	50.5
Transportation	27	143	312	428	279	18	46.5
Vermont Health Access		15	25	22	22		45.2
Vermont Lottery Commission		1	6	6	4	2	49.1
Vermont Veterans' Home	13	26	43	66	48	1	45.5
Grand Total	107	1026	1784	2272	1857	121	46.7
Percent	1.5%	14.3%	24.9%	31.7%	25.9%	1.7%	

Departments with the highest average age include Libraries (52.9), Disabilities, Aging & Independent Living (51.6), Taxes (50.5) and Education (50.4).

Public Safety – Sworn (37.6) had employees with the lowest average age.

Only 15.8% 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 2010. "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 Average
	2006	2007	2008	2009	2010	
Administrative Support	46.8	46.8	47.4	47.9	48.3	47.4
Officials and Administrators	52.5	51.9	52.1	52.4	52.4	52.3
Paraprofessionals	42.9	42.8	43.6	43.8	44.5	43.5
Professionals	47.1	47.3	47.5	47.9	48.0	47.6
Protective Service	38.6	38.8	39.1	39.6	39.4	39.1
Service Maintenance	46.2	45.1	46.1	47.2	46.6	46.2
Skilled Craft	47.0	47.2	47.4	47.3	47.1	47.2
Technicians	45.5	45.5	46.0	46.9	47.2	46.2
Grand Total	45.9	45.9	46.3	46.7	46.7	46.3

Gender	Fiscal Year					Five Year Average
	2006	2007	2008	2009	2010	
Female	45.9	46.0	46.3	46.9	47.1	46.4
Male	45.8	45.9	46.2	46.8	46.4	46.2
Grand Total	45.9	45.9	46.3	46.8	46.7	46.3

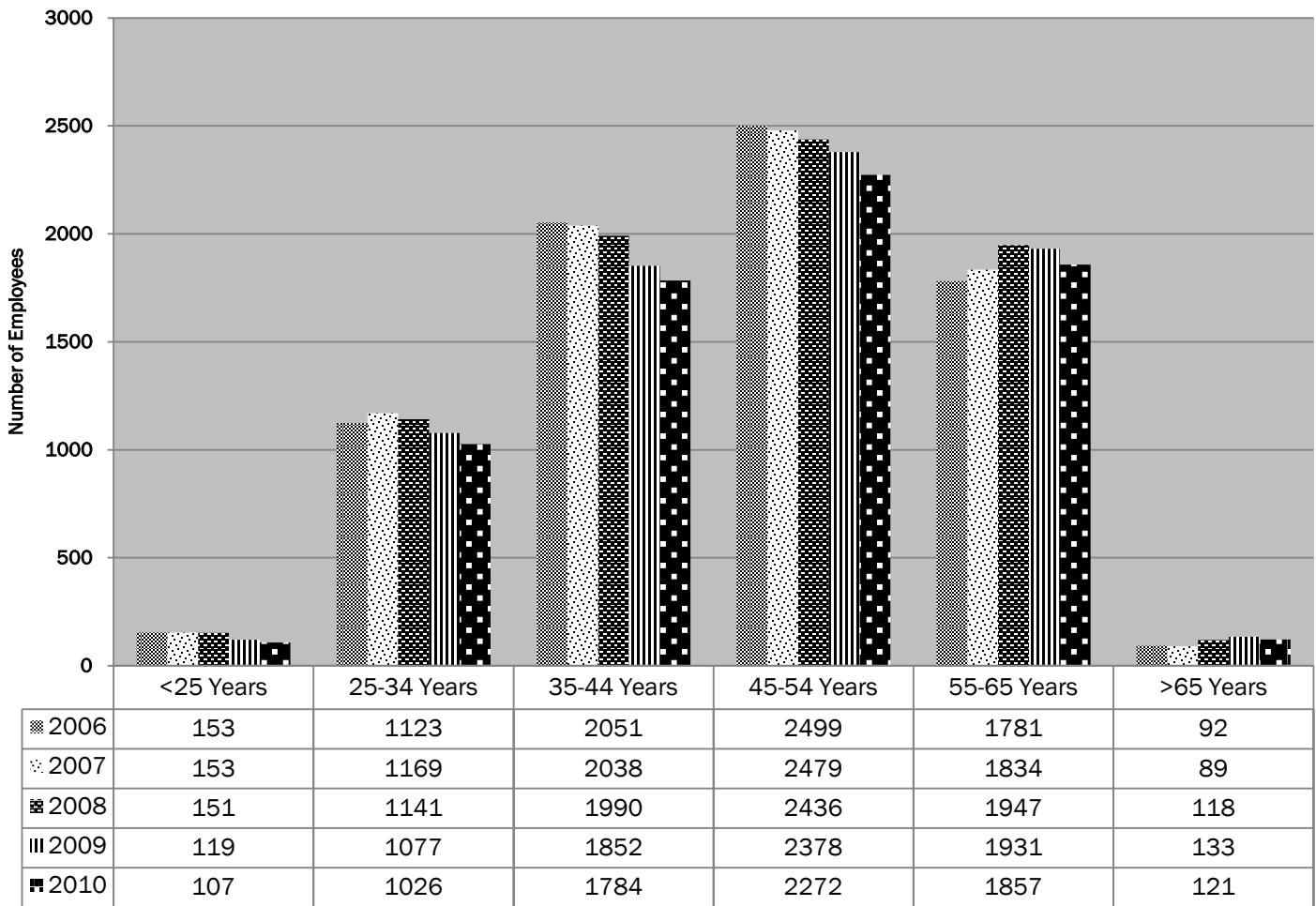
Ethnic Status	Fiscal Year					Five Year Average
	2006	2007	2008	2009	2010	
Minority	43.8	44.3	44.3	44.6	44.8	44.3
White	45.9	46.0	46.3	46.7	46.8	46.3
Grand Total	45.9	45.9	46.3	46.7	46.7	46.3

Employees in jobs categorized as Officials and Administrators have the highest average age (five-year average 52.3 years); those employees in the Protective Service group had the lowest average (five-year average 39.1 years).

There is only a slight difference between the average age of female (five-year average 46.4 years) and male (five-year average 46.2 years) classified employees.

There is a small difference in the average age of white (five-year average 46.3 years) and minority employees (five-year average 44.3 years).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010. 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.

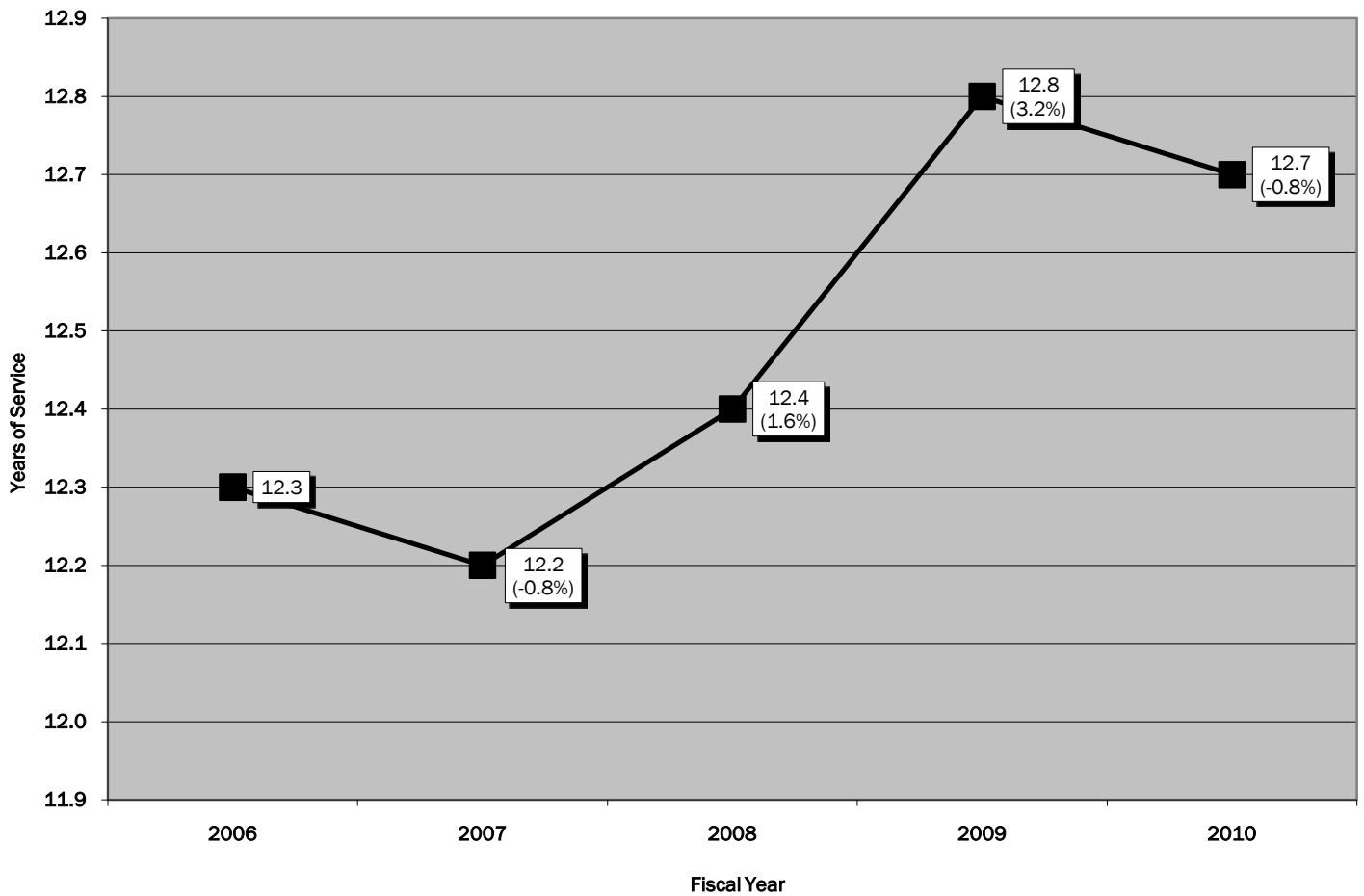
**TABLE 32 AGE DISTRIBUTION FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR**

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010.

Over the five-fiscal-year period the largest group of classified employees has been the 45 – 54 age group. However, this age group has shown a steady decline over the five-fiscal-year timeframe (-9.1%) as a cohort of State employees moves to the 55-65 age group (+4.3%).

The greatest percentage increase from Fiscal Year 2006 to Fiscal Year 2010 was seen in the number of employees greater than 65 years (+31.5%). The greatest decline was in employees less than 25 years of age (-30.1%).

**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 2006 to 2010. 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 12.7 years in Fiscal Year 2010, a 0.8% decrease from the previous fiscal year. The five-year average for years of service is 12.5 years.



**TABLE 34 AVERAGE YEARS OF SERVICE BY DEPARTMENT BY FISCAL YEAR**

Department	Fiscal Year					Five Year
	2006	2007	2008	2009	2010	Average
Agriculture	12.7	13.7	13.8	14.8	14.7	13.9
Attorney General	9.3	8.8	10.1	10.1	10.7	9.8
BISHCA	9.9	10.0	10.5	11.5	12.1	10.8
Buildings & General Services	10.8	11.1	11.5	12.2	12.5	11.6
Children & Families	13.9	13.7	14.0	14.0	13.4	13.8
Commerce & Community Development	14.6	13.4	13.2	14.0	13.5	13.7
Corrections	9.7	9.9	10.3	11.2	10.9	10.4
Disabilities, Aging & Independent Living	12.7	12.2	12.3	12.8	13.5	12.7
Education	10.1	10.4	11.2	11.2	11.2	10.8
Environmental Conservation	13.9	13.9	14.2	15.4	16.3	14.7
Finance & Management	11.5	13.0	12.9	14.9	13.7	13.2
Fish & Wildlife	14.4	14.6	15.0	15.5	16.0	15.1
Forests, Parks & Recreation	18.3	17.9	18.2	18.0	19.0	18.3
Health	10.3	10.2	11.1	12.0	12.6	11.2
Human Resources	12.1	12.5	12.4	13.7	13.8	12.9
Human Services	13.9	13.1	12.7	13.2	13.6	13.3
Information & Innovation	13.0	10.4	10.8	10.1	10.8	11.0
Labor	15.4	14.9	15.3	15.5	13.7	15.0
Libraries	16.8	15.8	15.4	15.3	15.8	15.8
Liquor Control	13.6	13.1	14.0	14.8	12.8	13.7
Mental Health	n/a	n/a	8.5	8.8	9.1	n/a
Military	13.9	13.4	13.6	13.6	13.8	13.6
Natural Resources	14.6	13.0	13.9	14.8	12.6	13.8
Natural Resources Board	17.9	18.9	18.0	18.8	19.3	18.6
Public Safety - Civilian	9.5	9.6	9.8	10.5	10.7	10.0
Public Safety - Sworn	10.9	11.0	11.6	11.2	10.8	11.1
Public Service	9.5	9.5	9.8	9.8	9.2	9.6
Secretary of State	12.4	12.4	12.7	12.3	12.1	12.4
Small Departments	11.5	7.4	8.5	8.0	8.5	8.8
State Treasurer	9.2	9.9	11.4	10.7	11.3	10.5
Taxes	15.5	15.6	15.1	14.0	14.5	14.9
Transportation	14.6	14.3	14.4	14.3	13.7	14.2
Vermont Health Access	7.6	6.9	7.2	8.4	9.1	7.8
Vermont Lottery Commission	15.8	15.9	15.9	15.4	16.0	15.8
Vermont Veterans' Home	10.0	9.3	9.8	9.8	9.7	9.7
Grand Total	12.3	12.2	12.4	12.8	12.7	12.5
% Change from Previous FY		-0.8%	1.6%	3.2%	-0.8%	

Natural Resources Board had the highest average years of service (five-year average of 18.6 years), while Vermont Health Access had the lowest (five-year average 7.8 years).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010. 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
	2006	2007	2008	2009	2010	Average
Administrative Support	12.5	12.4	12.7	13.0	13.1	12.7
Officials and Administrators	19.0	18.0	18.3	17.8	17.4	18.1
Paraprofessionals	8.7	9.9	10.7	10.7	11.1	10.2
Professionals	13.0	12.9	13.1	13.6	13.5	13.2
Protective Service	7.6	7.7	8.2	8.7	8.7	8.2
Service Maintenance	8.6	8.2	8.1	9.0	8.4	8.5
Skilled Craft	14.3	14.5	14.3	14.0	12.9	14.0
Technicians	12.7	12.3	12.8	13.3	13.3	12.9
Grand Total	12.3	12.2	12.4	12.8	12.7	12.5

Gender	Fiscal Year					Five Year
	2006	2007	2008	2009	2010	Average
Female	11.6	11.5	11.7	12.1	12.4	11.9
Male	13.0	12.9	13.1	13.1	12.9	13.0
Grand Total	12.3	12.2	12.4	12.8	12.7	12.5

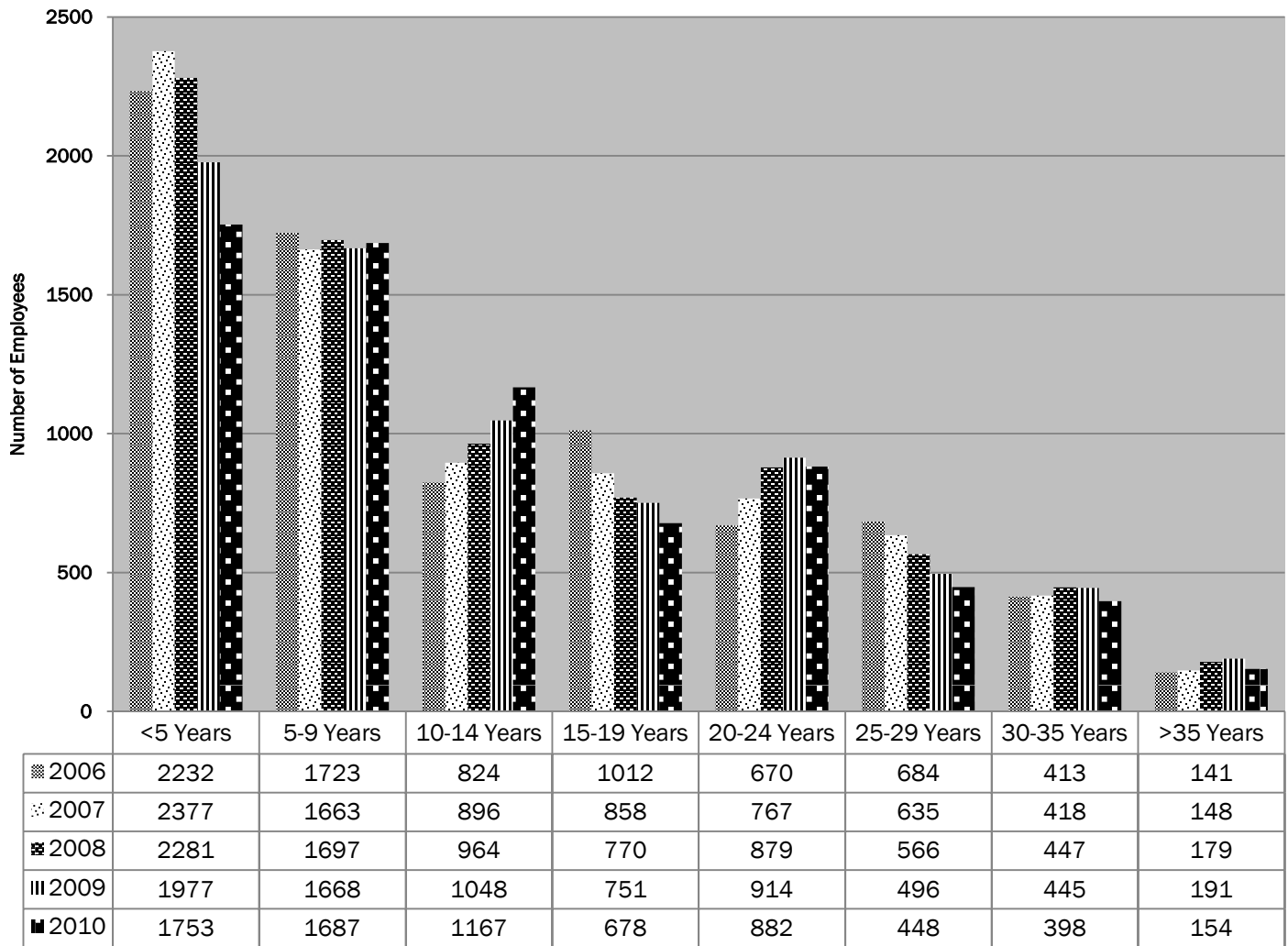
Ethnic Status	Fiscal Year					Five Year
	2006	2007	2008	2009	2010	Average
Minority	10.7	10.6	9.8	9.6	9.5	10.0
White	12.4	12.3	12.5	12.9	12.7	12.6
Grand Total	12.3	12.2	12.4	12.8	12.7	12.5

The Official and Administrators occupational group had the highest average years of service at 18.1 years (five-year average). Employees in the Protective Service group had the lowest (five-year average 8.2 years).

Male employees on average had greater years of service (five-year average 13.0 years) than females (five-year average 11.9 years).

Minority employees on average had less years of service (five-year average 10.0 years) than white employees (five-year average 12.6 years).

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010. 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.

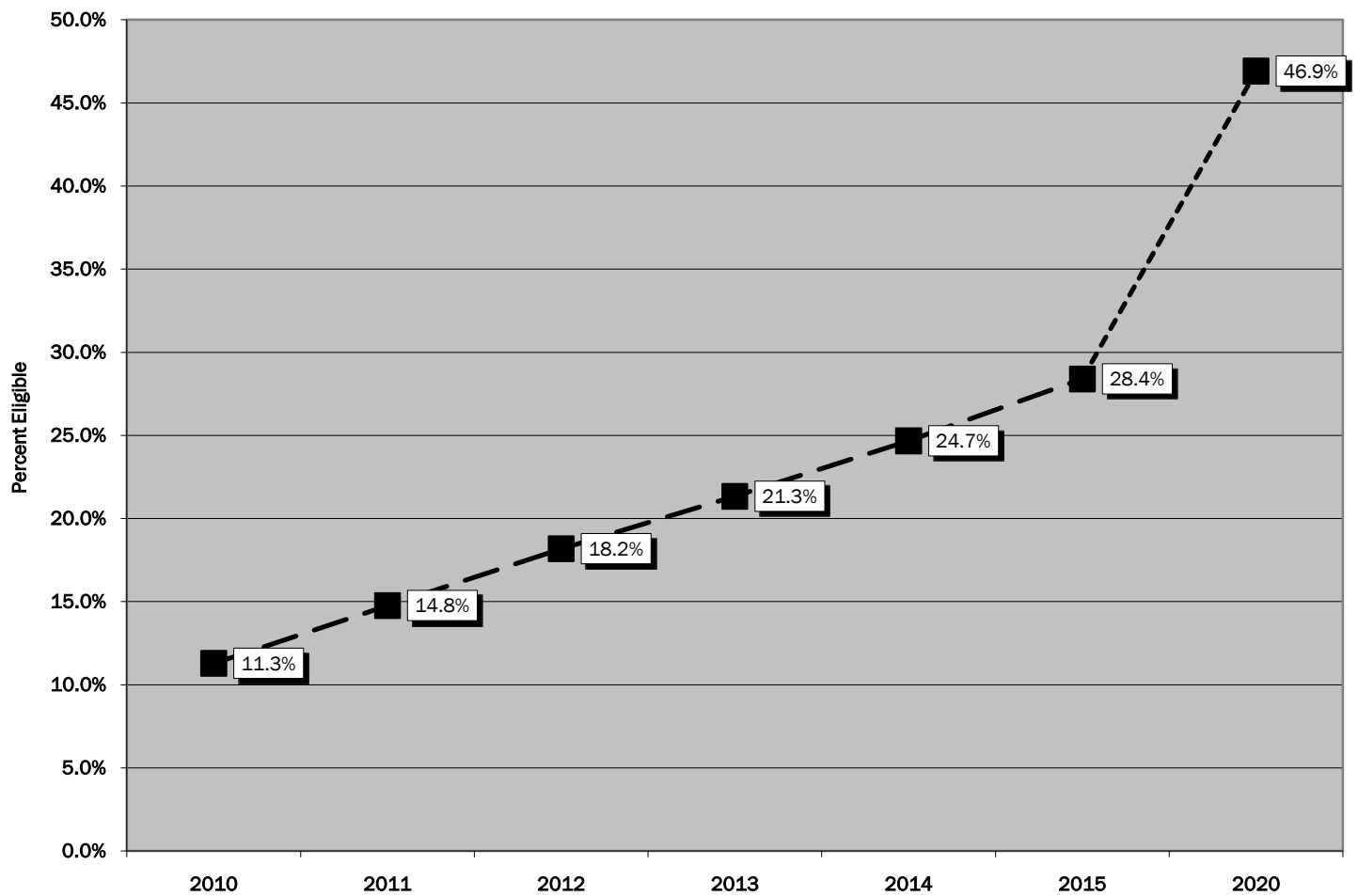
**TABLE 36 YEARS OF SERVICE DISTRIBUTION FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR**

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010. 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. However, since Fiscal Year 2008 there has been a 23.1% decrease in employees in the <5 years of service group. This is a result of Reduction-in-Force layoffs in FY '09 and the drop in new hires seen in FY '09 and FY '10 (See Table 19).

From FY '09 to FY '10 there was a significant drop in employees in the 30-35 and >35 years of service groups (-10.6% and -19.4% respectively). This is a result of the increase in retirements due to the employee retirement incentive program (See Table 25).

From FY '06 to FY '10 there was a 33.0% drop in the number of employees in the 15-19 years of service group, and a corresponding 31.5% increase in the 20-24 years of service group.

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

Male	434	552	686	795	921	1,045	1,710
Female	375	506	617	734	847	990	1,652
Total	809	1,058	1,303	1,529	1,768	2,035	3,362
% Change from Previous FY		30.8%	23.2%	17.3%	15.6%	15.1%	65.2%
Additional Number Eligible		249	245	226	239	267	1,327

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 2010 year-end. See Appendix C for a description of the method used to produce the retirement projections.

At the end of Fiscal Year 2010, 809 employees (11.3% of the classified workforce) were eligible for retirement. The projected increase in eligible employees is highest from FY '10 to FY '11 (+30.8%), an additional 249 employees, and then declines in subsequent years.

In five years (FY 2015) 28.4% or 2,035 current employees are projected to be eligible for retirement. The ten-year projection (to FY 2020) estimates that 46.9% (3,362) of employees will be retirement eligible.

**TABLE 38 PROJECTED RETIREMENT ELIGIBILITY BY DEPARTMENT**

Department	Eligible FY '10		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '11	FY '12	FY '13	FY '14	FY '15	Num.	Percent	Num.	Percent
Agriculture	11	13.8%	1.3%	1.3%	1.3%	3.8%	7.5%	23	28.8%	42	52.5%
Attorney General	3	10.3%	0.0%	3.4%	6.9%	3.4%	0.0%	7	24.1%	10	34.5%
BISHCA	8	8.8%	5.5%	5.5%	11.0%	4.4%	1.1%	33	36.3%	47	51.6%
Buildings & General Services	38	10.9%	3.2%	6.3%	3.7%	4.3%	4.3%	114	32.8%	191	54.9%
Children & Families	108	12.1%	3.2%	4.5%	3.7%	2.9%	3.3%	266	29.7%	400	44.6%
Commerce & Community Development	8	12.3%	3.1%	4.6%	0.0%	9.2%	4.6%	22	33.8%	33	50.8%
Corrections	61	6.1%	2.1%	2.2%	2.4%	2.4%	2.5%	177	17.8%	320	32.2%
Disabilities, Aging & Independent Living	40	15.9%	4.0%	4.8%	3.2%	5.2%	5.6%	97	38.5%	155	61.5%
Education	24	16.0%	5.3%	3.3%	7.3%	4.0%	6.7%	64	42.7%	87	58.0%
Environmental Conservation	34	13.9%	3.3%	2.9%	2.4%	4.1%	2.9%	72	29.4%	126	51.4%
Finance & Management	4	13.8%	6.9%	0.0%	0.0%	6.9%	3.4%	9	31.0%	17	58.6%
Fish & Wildlife	12	10.0%	4.2%	9.2%	1.7%	2.5%	4.2%	38	31.7%	62	51.7%
Forests, Parks & Recreation	22	22.7%	4.1%	1.0%	0.0%	7.2%	3.1%	37	38.1%	58	59.8%
Health	67	14.8%	5.5%	4.0%	2.7%	2.7%	3.5%	150	33.2%	257	56.9%
Human Resources	4	12.1%	0.0%	9.1%	0.0%	3.0%	6.1%	10	30.3%	16	48.5%
Human Services	11	11.7%	5.3%	1.1%	4.3%	3.2%	6.4%	30	31.9%	46	48.9%
Information & Innovation	7	10.0%	2.9%	1.4%	2.9%	2.9%	5.7%	18	25.7%	28	40.0%
Labor	51	18.5%	4.0%	2.2%	3.6%	6.2%	3.6%	105	38.2%	159	57.8%
Libraries	5	20.8%	8.3%	16.7%	0.0%	0.0%	0.0%	11	45.8%	16	66.7%
Liquor Control	5	10.2%	6.1%	4.1%	0.0%	0.0%	2.0%	11	22.4%	22	44.9%
Mental Health	25	10.3%	4.1%	2.9%	2.5%	3.7%	5.3%	70	28.8%	105	43.2%
Military	12	10.3%	3.4%	5.1%	2.6%	3.4%	4.3%	34	29.1%	56	47.9%
Natural Resources	2	5.9%	0.0%	0.0%	2.9%	5.9%	5.9%	7	20.6%	9	26.5%
Natural Resources Board	5	21.7%	4.3%	0.0%	8.7%	13.0%	13.0%	14	60.9%	18	78.3%
Public Safety - Civilian	27	10.6%	3.1%	2.4%	6.3%	2.7%	2.7%	71	27.8%	114	44.7%
Public Safety - Sworn	5	1.6%	1.3%	3.0%	3.0%	3.9%	2.6%	47	15.5%	117	38.5%
Public Service	4	9.5%	4.8%	2.4%	2.4%	2.4%	4.8%	11	26.2%	16	38.1%
Secretary of State	9	16.7%	5.6%	1.9%	1.9%	3.7%	3.7%	18	33.3%	26	48.1%
Small Departments	1	4.8%	0.0%	9.5%	4.8%	0.0%	4.8%	5	23.8%	10	47.6%
State Treasurer		0.0%	3.3%	0.0%	0.0%	3.3%	6.7%	4	13.3%	13	43.3%
Taxes	26	18.1%	5.6%	3.5%	4.9%	2.1%	3.5%	54	37.5%	81	56.3%
Transportation	152	12.6%	3.6%	2.9%	2.0%	3.1%	4.1%	342	28.3%	583	48.3%
Vermont Health Access	3	3.6%	2.4%	2.4%	6.0%	1.2%	3.6%	16	19.0%	26	31.0%
Vermont Lottery Commission	2	10.5%	5.3%	5.3%	15.8%	0.0%	0.0%	7	36.8%	9	47.4%
Vermont Veterans' Home	13	6.6%	3.6%	2.5%	4.6%	1.0%	2.5%	41	20.8%	87	44.2%
Grand Total	809	11.3%	3.5%	3.4%	3.2%	3.3%	3.7%	2,035	28.4%	3,362	46.9%

Source: The State's Human Capital Management System (HCM) and Office of the State Treasurer, Retirement Division. Data include only classified employees of the Executive Branch. Projections are based on employee's age and length of creditable service at Fiscal 2010 year-end. Please see Appendix C for a description of the method used to produce the retirement projections. "Small Departments" have 10 or fewer employees (See Appendix B).

Several departments have a high percentage of employees who will be eligible for retirement in five years (FY 2015), including Natural Resources Board (60.9%), Libraries (45.8), Education (42.7%), Disabilities, Aging & Independent Living (38.5%), Labor (38.2%), Forests, Parks & Recreation (38.1%), and Taxes (37.5%).

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

Occupational Group	Eligible FY '10		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '11	FY '12	FY '13	FY '14	FY '15	Num.	Percent	Num.	Percent
Administrative Support	69	13.4%	3.5%	3.3%	4.1%	4.1%	3.3%	163	31.6%	262	50.8%
Officials and Administrators	77	25.5%	4.3%	3.3%	5.3%	4.6%	2.6%	138	45.7%	201	66.6%
Paraprofessionals	29	7.9%	4.1%	3.3%	3.0%	3.0%	3.3%	90	24.4%	149	40.4%
Professionals	492	12.9%	3.7%	3.7%	3.3%	3.6%	4.4%	1,205	31.5%	1,920	50.3%
Protective Service	25	2.6%	1.9%	2.0%	1.6%	1.9%	2.5%	119	12.4%	252	26.2%
Service Maintenance	15	6.8%	2.7%	5.0%	3.2%	2.3%	2.3%	49	22.4%	100	45.7%
Skilled Craft	41	8.0%	3.7%	3.5%	3.7%	3.5%	3.5%	133	25.8%	243	47.2%
Technicians	61	13.1%	4.1%	3.4%	2.6%	3.4%	3.0%	138	29.7%	235	50.6%
Total	809	11.3%	3.5%	3.4%	3.2%	3.3%	3.7%	2,035	28.4%	3,362	46.9%

Gender	Eligible FY '10		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '11	FY '12	FY '13	FY '14	FY '15	Num.	Percent	Num.	Percent
Female	375	10.7%	3.7%	3.2%	3.3%	3.2%	4.1%	990	28.3%	1,652	47.2%
Male	434	11.8%	3.2%	3.7%	3.0%	3.4%	3.4%	1,045	28.5%	1,710	46.7%
Total	809	11.3%	3.5%	3.4%	3.2%	3.3%	3.7%	2,035	28.4%	3,362	46.9%

Ethnic Status	Eligible FY '10		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '11	FY '12	FY '13	FY '14	FY '15	Num.	Percent	Num.	Percent
Minority	10	5.6%	2.3%	4.5%	2.3%	3.4%	1.7%	35	19.8%	66	37.3%
White	799	11.4%	3.5%	3.4%	3.2%	3.3%	3.8%	2,000	28.6%	3,296	47.2%
Total	809	11.3%	3.5%	3.4%	3.2%	3.3%	3.7%	2,035	28.4%	3,362	46.9%

Source: The State's Human Capital Management System (HCM) and Office of the State Treasurer, Retirement Division. Projections are based on employee's age and length of creditable service at Fiscal 2009 year-end. Please see Appendix C 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 (45.7%), in terms of actual numbers, 59.2% of all employees eligible for retirement in five years are in the Professional occupational group (1,205).

The percentage of male and female employees eligible for retirement both at the end of FY 2010 (11.8% vs. 10.7%) and in five years (28.5% vs. 28.3%) is roughly equivalent.

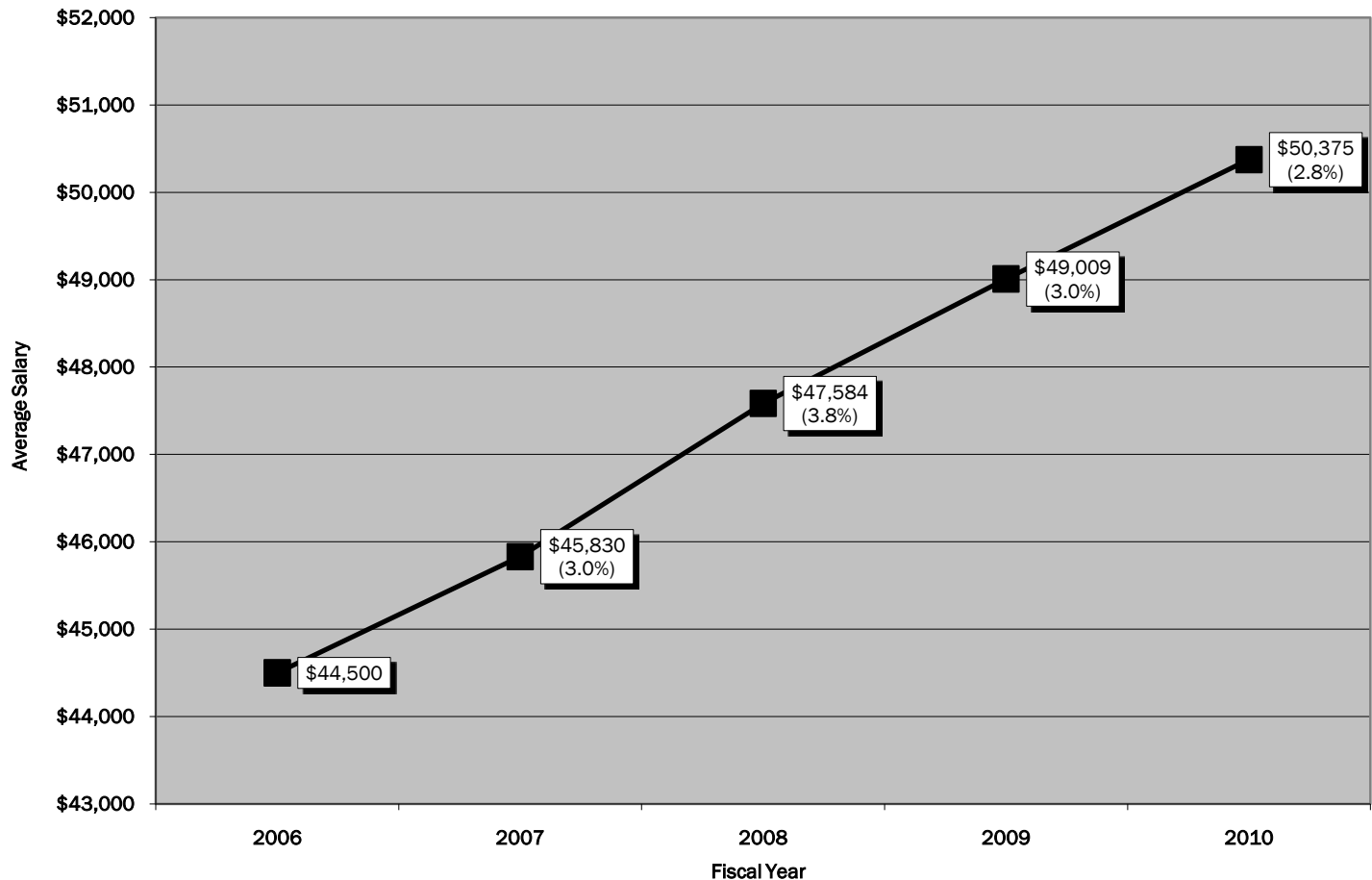
**TABLE 40 PROJECTED RETIREMENT ELIGIBILITY FOR CLASSIFIED JOB TITLES – FISCAL YEAR 2010**

Projected Retirement Eligibility of Most Populous Job Titles				Job Titles with the Highest Projected Retirement Eligibility			
Job Title	Num.	Eligible FY '10	Five Year Percent Projected Eligible	Job Title	Num.	Eligible FY '10	Five Year Percent Projected Eligible
Correctional Officer I	309	1.0%	5.8%	Senior Psychiatric Technician	17	41.2%	64.7%
AOT Maintenance Worker IV	179	7.3%	21.2%	Career Development Facilitator II	18	27.8%	61.1%
Correctional Services Specialist II	149	7.4%	22.1%	Environmental Analyst VI	18	27.8%	61.1%
Administrative Assistant B	144	14.6%	29.9%	Health Programs Outreach Spec.	18	27.8%	38.9%
Social Worker	142	7.0%	21.1%	Economic Services Supervisor	25	24.0%	44.0%
Correctional Officer II	128	3.1%	10.9%	AOT Technician V	30	23.3%	43.3%
Benefits Programs Specialist	125	8.8%	34.4%	AOT Technician IV	43	23.3%	37.2%
Senior Trooper - Station	124	0.0%	7.3%	Career Development Facilitator III	36	22.2%	38.9%
Administrative Assistant A	90	15.6%	38.9%	Social Services Supervisor	25	20.0%	40.0%
Program Services Clerk	88	13.6%	26.1%	Civil Engineer VII	20	20.0%	35.0%
Sergeant	84	3.6%	23.8%	Executive Staff Assistant	15	20.0%	53.3%
Licensed Nursing Assistant	72	4.2%	16.7%	Information Technology Manager I	15	20.0%	33.3%
Motor Vehicle Customer Service Spec.	69	10.1%	18.8%	Financial Administrator I	16	18.8%	31.3%
Custodian I	62	8.1%	32.3%	Correctional Instructor - General	27	18.5%	37.0%
Systems Developer II	58	12.1%	20.7%	Community Correctional Prog. Supvrs.	23	17.4%	39.1%
Psychiatric Technician	57	0.0%	8.8%	Public Guardian	19	15.8%	57.9%
AOT Senior Maintenance Worker	54	7.4%	25.9%	Administrative Assistant A	90	15.6%	38.9%
Community Correctional Officer	49	4.1%	12.2%	AOT Technician VI	39	15.4%	28.2%
Program Technician I	48	8.3%	37.5%	Financial Administrator III	20	15.0%	40.0%
Reach Up Case Manager II	47	14.9%	38.3%	Financial Technician I	20	15.0%	30.0%
Correctional Facility Shift Super	47	6.4%	23.4%	Forester II	20	15.0%	35.0%
Information Technology Specialist II	46	8.7%	23.9%	Veterans Home Registered Nurse	20	15.0%	50.0%
Systems Developer III	44	9.1%	27.3%	Reach Up Case Manager II	47	14.9%	38.3%
AOT Technician IV	43	23.3%	37.2%	Administrative Assistant B	144	14.6%	29.9%
PSAP Emergency Comm. Dispatcher II	43	2.3%	14.0%	Public Health Nurse I	42	14.3%	38.1%

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 C 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 Administrative Assistant A (38.9%), Reach Up Case Manager II (38.3%), Program Technician I (37.5%), AOT Technician IV (37.2%), and Benefits Programs Specialist (34.4%).

The top five job titles with the highest percentage of employees projected to be eligible for retirement in five years are Senior Psychiatric Technician (64.7%), Career Development Facilitator II (61.1%), Environmental Analyst VI (61.1%), Public Guardian (57.9%), and Executive Staff Assistant (53.3%).

**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 2006 to 2010. 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 2010 the average base rate salary for full-time classified employees was \$50,375, a 2.8% increase over the Fiscal Year 2009 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 adjustments are based on collective bargaining agreements (see box at right). 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
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 $\geq$ \$60,000 a year did NOT receive the 1.8% across the board increase. (See Section 2(b) of Act 206 of the 2008 Legislative Session).
2010	3.50% (includes 1.7% for steps) NOTE: Classified managerial and confidential employees earning $\geq$ \$60,000 a year also received the 1.8% across the board increase that was withheld during FY 2009. (See Section 2(b) of Act 206 of the 2008 Legislative Session).



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

Department	Fiscal Year					% Change FY '06 to FY '10
	2006	2007	2008	2009	2010	
Agriculture	\$46,770	\$49,524	\$50,441	\$52,966	\$54,399	16.3%
Attorney General	\$47,225	\$48,545	\$49,836	\$50,654	\$51,860	9.8%
BISHCA	\$54,490	\$57,388	\$59,332	\$61,748	\$64,994	19.3%
Buildings & General Services	\$34,955	\$36,416	\$37,687	\$39,217	\$40,046	14.6%
Children & Families	\$45,901	\$47,301	\$49,432	\$50,649	\$51,879	13.0%
Commerce & Community Development	\$51,161	\$51,774	\$53,457	\$54,711	\$56,153	9.8%
Corrections	\$40,049	\$41,366	\$42,950	\$44,675	\$45,470	13.5%
Disabilities, Aging & Independent Living	\$47,834	\$49,257	\$51,573	\$53,342	\$55,582	16.2%
Education	\$49,910	\$51,389	\$53,482	\$54,778	\$56,780	13.8%
Environmental Conservation	\$50,821	\$51,778	\$53,762	\$55,825	\$57,933	14.0%
Finance & Management	\$56,938	\$59,561	\$59,236	\$60,880	\$63,000	10.6%
Fish & Wildlife	\$48,874	\$50,371	\$54,374	\$56,587	\$57,972	18.6%
Forests, Parks & Recreation	\$48,844	\$49,682	\$51,546	\$52,421	\$54,301	11.2%
Health	\$46,423	\$47,764	\$50,160	\$51,624	\$53,499	15.2%
Human Resources	\$50,893	\$53,372	\$57,028	\$58,842	\$61,408	20.7%
Human Services	\$53,741	\$55,405	\$57,135	\$58,711	\$62,535	16.4%
Information & Innovation	\$49,469	\$50,380	\$53,219	\$56,465	\$61,298	23.9%
Labor	\$43,194	\$44,166	\$45,425	\$46,722	\$46,243	7.1%
Libraries	\$40,565	\$42,961	\$42,125	\$44,798	\$47,393	16.8%
Liquor Control	\$41,072	\$41,928	\$46,573	\$47,730	\$47,678	16.1%
Mental Health	n/a	n/a	\$47,952	\$48,467	\$51,292	n/a
Military	\$40,316	\$41,576	\$42,937	\$44,290	\$46,001	14.1%
Natural Resources	\$51,183	\$53,357	\$55,169	\$57,569	\$56,841	11.1%
Natural Resources Board	\$50,167	\$52,171	\$53,090	\$55,221	\$55,680	11.0%
Public Safety - Civilian	\$42,365	\$43,784	\$45,758	\$47,222	\$49,326	16.4%
Public Safety - Sworn	\$57,769	\$59,648	\$62,115	\$62,417	\$63,341	9.6%
Public Service	\$49,692	\$52,483	\$55,133	\$56,674	\$57,289	15.3%
Secretary of State	\$44,088	\$45,811	\$48,073	\$46,844	\$48,384	9.7%
Small Departments	\$50,608	\$55,600	\$59,735	\$61,382	\$68,013	34.4%
State Treasurer	\$45,734	\$47,735	\$51,675	\$52,150	\$54,965	20.2%
Taxes	\$42,961	\$43,759	\$44,895	\$45,165	\$47,020	9.4%
Transportation	\$42,040	\$42,956	\$44,247	\$45,375	\$46,573	10.8%
Vermont Health Access	\$48,404	\$48,976	\$49,412	\$52,158	\$54,272	12.1%
Vermont Lottery Commission	\$41,220	\$41,941	\$43,675	\$44,870	\$47,034	14.1%
Vermont Veterans' Home	\$35,217	\$35,988	\$37,455	\$38,376	\$39,611	12.5%
Grand Total	\$44,500	\$45,830	\$47,584	\$49,009	\$50,375	13.2%
% Change from Previous FY		3.0%	3.8%	3.0%	2.8%	

Source: The State's Human Capital Management System (HCM). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2006 to 2010. 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 2010, Public Safety – Sworn had the highest average salary (\$63,341) and the Vermont Veterans' Home the lowest (\$39,611).

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

Occupational Group	Fiscal Year					% Change FY '06 to FY '10
	2006	2007	2008	2009	2010	
Administrative Support	\$32,670	\$33,478	\$34,480	\$35,531	\$36,512	11.8%
Officials and Administrators	\$71,045	\$72,930	\$75,831	\$76,691	\$79,798	12.3%
Paraprofessionals	\$33,348	\$36,573	\$38,200	\$39,564	\$40,582	21.7%
Professionals	\$49,274	\$50,776	\$52,378	\$53,941	\$55,460	12.6%
Protective Service	\$40,754	\$42,045	\$44,412	\$45,977	\$47,005	15.3%
Service Maintenance	\$25,652	\$26,056	\$26,954	\$28,099	\$28,672	11.8%
Skilled Craft	\$35,235	\$36,291	\$37,056	\$38,279	\$39,109	11.0%
Technicians	\$39,107	\$40,049	\$41,474	\$42,358	\$43,359	10.9%
Grand Total	\$44,500	\$45,830	\$47,584	\$49,009	\$50,375	13.2%
% Change from Previous FY		3.0%	3.8%	3.0%	2.8%	

Gender	Fiscal Year					% Change FY '06 to FY '10
	2006	2007	2008	2009	2010	
Female	\$42,674	\$44,090	\$45,986	\$47,565	\$49,229	15.4%
Male	\$46,140	\$47,429	\$49,071	\$50,339	\$51,429	11.5%
Grand Total	\$44,500	\$45,830	\$47,584	\$49,009	\$50,375	13.2%
% Change from Previous FY		3.0%	3.8%	3.0%	2.8%	

Ethnic Status	Fiscal Year					% Change FY '06 to FY '10
	2006	2007	2008	2009	2010	
Minority	\$40,432	\$41,926	\$43,255	\$45,287	\$45,982	13.7%
White	\$44,588	\$45,918	\$47,688	\$49,102	\$50,488	13.2%
Grand Total	\$44,500	\$45,830	\$47,584	\$49,009	\$50,375	13.2%
% Change from Previous FY		3.0%	3.8%	3.0%	2.8%	

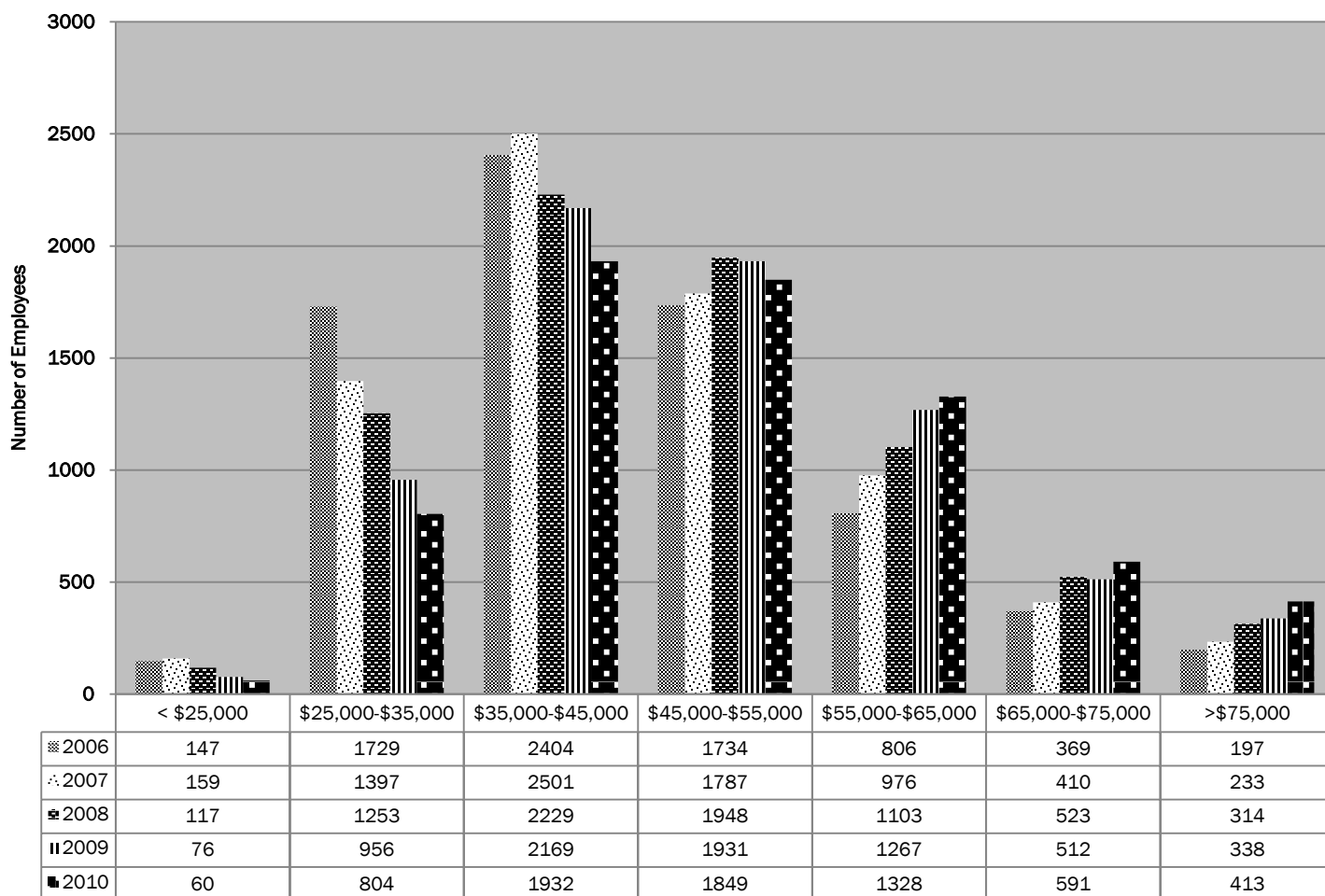
At the end of FY '10 the Officials and Administrators occupational group had the highest average salary (\$79,798) and Service Maintenance the lowest (\$28,672). The largest occupational group – Professionals – averaged \$55,460.

Male employees had a higher average salary (\$51,429) than females (\$49,229) at the end of FY '10. However, the salary gap is decreasing. In FY '06 the average female salary was 92% of the average male salary. By FY '10 it was 96% of the average male salary.

Minority employees had a lower average salary (\$45,982) than white employees (\$50,488) at the end of FY '10.

Source: The State's Human Capital Management System (HCM). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2006 to 2010. 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**



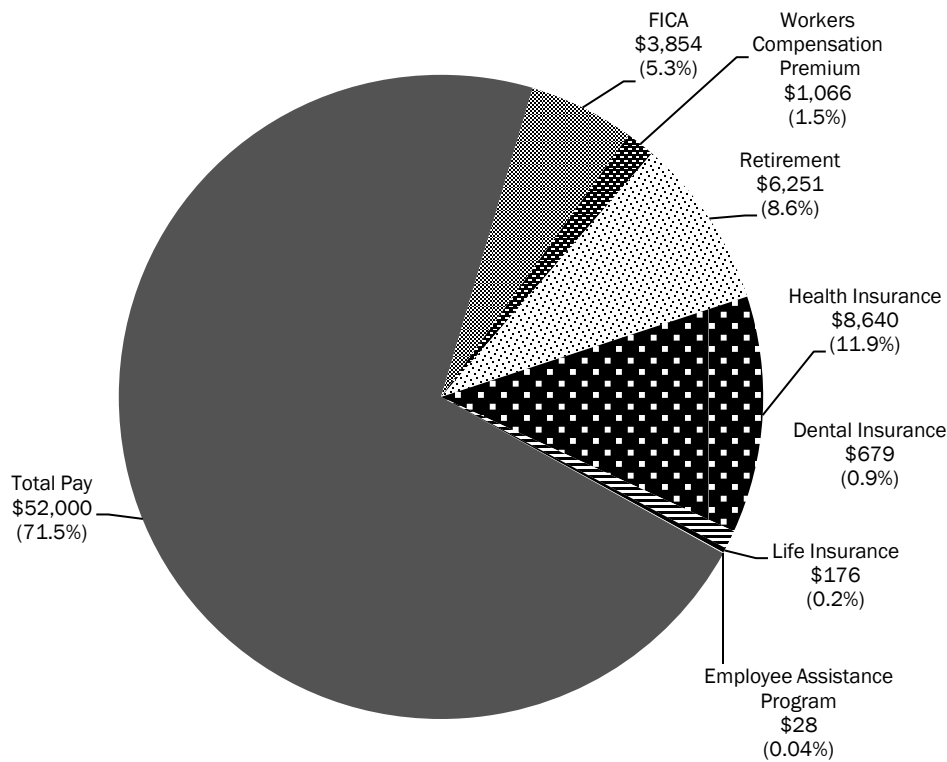
Source: The State's Human Capital Management System (HCM). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2006 to 2010. Annual salary is base rate and does not include benefits or overtime.

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, although the number of employees in this range has dropped 19.6% from FY '06 to FY '10.

The number of employees earning less than \$25,000 and between \$25,000 and \$35,000 dropped from FY '06 to FY '10 (-59.2% and -53.5% respectively). This is due to the decrease in the number of job classes at lower pay grades (See Table 47).

From FY '06 to FY '10 there was a 70% 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 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 2010**



Average total compensation for classified Executive Branch employees for Fiscal Year 2010 was \$72,694.

On average, employer-paid benefits were 28.5% of total compensation.

Detail of Total Compensation - Executive Branch Classified <sup>1</sup> Employees Fiscal Year 2010			
Pay	Total	Cost per Employee <sup>3</sup>	% of Total Compensation
Total Pay <sup>2</sup>	\$377,619,201	\$52,000	71.5%
<b>Subtotal</b>	<b>\$377,619,201</b>	<b>\$52,000</b>	<b>71.5%</b>
<b>Employer Paid Benefits</b>			
FICA (Social Security and Medicare Deductions)	\$27,988,186	\$3,854	5.3%
Workers Compensation Premium <sup>4</sup>	\$7,741,854	\$1,066	1.5%
Retirement (State share of retirement contribution)	\$45,392,326	\$6,251	8.6%
Health Insurance (State 80% share)	\$62,741,128	\$8,640	11.9%
Dental Insurance (State 100% share)	\$4,932,563	\$679	0.9%
Life Insurance (State 75% share)	\$1,277,414	\$176	0.2%
Employee Assistance Program	\$201,339	\$28	0.04%
<b>Subtotal</b>	<b>\$150,274,808</b>	<b>\$20,694</b>	<b>28.5%</b>
<b>Total Compensation (Pay + Benefits)</b>	<b>\$527,894,009</b>	<b>\$72,694</b>	<b>100.0%</b>

<sup>1</sup> Includes bargaining unit and non-bargaining unit employees.

<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 '10 (7,262)

<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 2010.

**TABLE 46 CLASSIFIED EMPLOYEES BY PAY GRADE AND STEP – FISCAL YEAR 2010**

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	0.0%
09	6	2	3	5	8	6	6	13	2	2	1		2	3	5	64	0.9%
10	7	7	5	4	3	2	2	3		1	3	3	2	3	5	50	0.7%
11	1	1	3	1		7	3	3		3		1		4	1	28	0.4%
12		1	1	1	3	6	6	3	3		2	1	2		8	37	0.5%
13	10	13	9	10	3	11	4	6	3	5	5	4	6	6	7	102	1.4%
14			1	3	2	3	2	2	2	2		1	3	2	3	26	0.4%
15	25	44	35	21	25	57	36	52	24	22	16	26	33	24	16	456	6.4%
16	4	7	15	6	10	15	17	11	9	11	12	6	10	3	16	152	2.1%
17	19	18	15	13	25	25	22	30	16	23	20	18	9	19	25	297	4.1%
18	64	72	61	63	59	120	62	38	30	27	27	17	26	16	23	705	9.8%
19	18	16	27	24	15	48	49	44	34	36	26	27	39	28	25	456	6.4%
20	11	73	50	48	50	87	73	55	57	36	24	26	42	12	18	662	9.2%
21	16	20	38	41	42	86	82	71	63	37	47	38	47	40	46	714	10.0%
22	13	22	48	57	75	93	91	70	57	42	61	40	56	40	59	824	11.5%
23	17	44	52	64	45	114	90	85	77	49	54	60	73	34	51	909	12.7%
24	3	8	12	25	25	52	62	56	56	48	50	37	64	54	43	595	8.3%
25	1	5	11	10	20	23	36	20	26	15	12	11	32	20	27	269	3.8%
26	4	9	9	19	21	29	41	31	27	17	19	23	36	22	27	334	4.7%
27	2	5	9	10	10	21	20	9	11	10	9	11	15	7	10	159	2.2%
28	2	6	5	12	11	14	11	10	8	14	12	10	13	5	12	145	2.0%
29		3	8	3	2	6	9	5	3	5	3	2	6	6	8	69	1.0%
30		2		10	1	6	6	8	3	3	10	7	2	1	2	61	0.9%
31		2	3	1	1	5		4	2	3	3	4	1	2	1	32	0.4%
32		1		1		3	2	4	3	1	1	1			1	18	0.3%
<b>Total</b>	<b>223</b>	<b>382</b>	<b>421</b>	<b>452</b>	<b>456</b>	<b>839</b>	<b>732</b>	<b>633</b>	<b>516</b>	<b>412</b>	<b>417</b>	<b>374</b>	<b>520</b>	<b>351</b>	<b>439</b>	<b>7,167</b>	
<b>%</b>	<b>3.1%</b>	<b>5.3%</b>	<b>5.9%</b>	<b>6.3%</b>	<b>6.4%</b>	<b>11.7%</b>	<b>10.2%</b>	<b>8.8%</b>	<b>7.2%</b>	<b>5.7%</b>	<b>5.8%</b>	<b>5.2%</b>	<b>7.3%</b>	<b>4.9%</b>	<b>6.1%</b>		

Source: The State's Human Capital Management System (HCM). Data include all classified Executive Branch employees for Fiscal Year 2010. 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 '10. The median <sup>2</sup>pay grade was 21. The largest number of employees were assigned to pay grade 23 (909 or 12.7%). Over 50% of employees (51.7%) are in job classes assigned to pay grades 20 to 24. The median step was step 8. At the end of FY '10, the largest percentage of employees (11.7%) were on step 6 and 6.1% of employees had reached the final step 15.

<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 47 NUMBER OF CLASSIFIED JOB CLASSES BY PAY GRADE BY FISCAL YEAR**

Pay Grade	2006		2007		2008		2009		2010		% Change FY '06 to FY '10
	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	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	n/a
9	4	0.3%	4	0.3%	4	0.2%	4	0.2%	3	0.2%	-25.0%
10	7	0.5%	6	0.4%	6	0.4%	5	0.3%	5	0.3%	-28.6%
11	6	0.4%	5	0.3%	4	0.2%	4	0.2%	4	0.3%	-33.3%
12	14	0.9%	14	0.9%	12	0.7%	12	0.7%	12	0.8%	-14.3%
13	16	1.0%	16	1.0%	16	1.0%	15	0.9%	15	1.0%	-6.3%
14	12	0.8%	14	0.9%	11	0.7%	8	0.5%	7	0.5%	-41.7%
15	30	2.0%	30	1.9%	32	1.9%	29	1.8%	28	1.8%	-6.7%
16	25	1.6%	24	1.5%	25	1.5%	21	1.3%	20	1.3%	-20.0%
17	50	3.3%	46	2.9%	43	2.6%	43	2.7%	38	2.5%	-24.0%
18	66	4.3%	62	3.9%	60	3.6%	57	3.6%	63	4.2%	-4.5%
19	78	5.1%	73	4.6%	71	4.3%	58	3.6%	56	3.7%	-28.2%
20	99	6.4%	96	6.0%	99	6.0%	78	4.9%	73	4.8%	-26.3%
21	163	10.6%	158	9.9%	159	9.6%	143	8.9%	125	8.2%	-23.3%
22	158	10.3%	169	10.6%	179	10.8%	186	11.6%	172	11.3%	8.9%
23	168	10.9%	184	11.6%	189	11.4%	185	11.5%	184	12.1%	9.5%
24	172	11.2%	172	10.8%	194	11.7%	182	11.3%	168	11.1%	-2.3%
25	124	8.1%	135	8.5%	131	7.9%	138	8.6%	131	8.6%	5.6%
26	113	7.4%	128	8.1%	136	8.2%	134	8.4%	122	8.0%	8.0%
27	64	4.2%	73	4.6%	80	4.8%	81	5.0%	79	5.2%	23.4%
28	79	5.1%	83	5.2%	94	5.7%	89	5.5%	84	5.5%	6.3%
29	28	1.8%	32	2.0%	37	2.2%	46	2.9%	47	3.1%	67.9%
30	40	2.6%	38	2.4%	42	2.5%	47	2.9%	43	2.8%	7.5%
31	12	0.8%	17	1.1%	19	1.1%	23	1.4%	25	1.6%	108.3%
32	8	0.5%	8	0.5%	13	0.8%	15	0.9%	12	0.8%	50.0%
Total	1,537	100.0%	1,588	100.0%	1,657	100.0%	1,604	100.0%	1,517	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 2006 to 2010. Job classes (titles) are assigned to a pay grade in the salary plan using the Willis Job Evaluation System.

In Fiscal Year 2010 the largest number of job classes were assigned to pay grade 23 (12.1%).

While the median <sup>3</sup> remained at pay grade 23, from FY '06 to FY '10 the number of job classes assigned to pay grade 21 and lower declined 21.2%. Every pay grade from 21 and lower down saw a decrease.

The number of job classes assigned to pay grade 22 and above increased 10.5%.

<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 48 CASH OVERTIME COSTS BY DEPARTMENT AND FISCAL YEAR**

Department	Fiscal Year					% Change FY '09 to FY '10
	2006	2007	2008	2009	2010	
Agriculture	\$22,975	\$18,161	\$11,545	\$18,980	\$42,499	123.9%
Attorney General	\$3,363	\$4,846	\$4,947	\$1,282	\$1,126	-12.2%
BISHCA	\$12,607	\$14,746	\$5,950	\$1,966	\$902	-54.1%
Buildings & General Services	\$569,578	\$557,027	\$661,904	\$586,146	\$455,947	-22.2%
Children & Families	\$857,948	\$854,192	\$869,524	\$902,754	\$816,077	-9.6%
Commerce & Community Development	\$34,289	\$22,109	\$38,828	\$18,405	\$15,321	-16.8%
Corrections	\$3,856,887	\$3,660,657	\$3,649,054	\$3,478,445	\$3,913,014	12.5%
Disabilities, Aging & Independent Living	\$63,222	\$41,521	\$65,858	\$42,297	\$60,480	43.0%
Education	\$14,102	\$10,102	\$10,133	\$7,178	\$12,204	70.0%
Environmental Conservation	\$97,376	\$107,804	\$116,372	\$71,674	\$211,197	194.7%
Finance & Management	\$1,407	\$330	\$2,389	\$6,489	\$5,754	-11.3%
Fish & Wildlife	\$303,768	\$324,129	\$353,834	\$332,943	\$340,841	2.4%
Forests, Parks & Recreation	\$232,211	\$246,991	\$241,001	\$235,337	\$243,126	3.3%
Health	\$841,429	\$783,373	\$188,395	\$148,574	\$208,275	40.2%
Human Resources	\$12,007	\$11,948	\$4,456	\$8,821	\$3,204	-63.7%
Human Services	\$5,416	\$29,985	\$31,484	\$41,040	\$13,152	-68.0%
Information & Innovation	\$39,573	\$39,551	\$39,745	\$58,786	\$53,832	-8.4%
Labor	\$120,377	\$147,843	\$92,505	\$165,140	\$159,574	-3.4%
Libraries	\$0	\$0	\$0	\$0	\$0	n/a
Liquor Control	\$125,826	\$115,701	\$137,788	\$148,599	\$267,453	80.0%
Mental Health	n/a	n/a	\$496,446	\$595,951	\$445,037	-25.3%
Military	\$106,903	\$139,530	\$158,274	\$149,742	\$134,078	-10.5%
Natural Resources	\$94,130	\$96,600	\$98,750	\$90,942	\$1,391	-98.5%
Natural Resources Board	\$284	\$0	\$60	\$0	\$0	n/a
Public Safety - Civilian	\$1,026,925	\$1,007,180	\$1,065,333	\$1,017,025	\$1,012,616	-0.4%
Public Safety - Sworn	\$2,551,416	\$2,585,213	\$2,568,586	\$2,572,606	\$2,699,838	4.9%
Public Service	\$35,430	\$36,761	\$19,320	\$26,070	\$36,218	38.9%
Secretary of State	\$10,135	\$30,476	\$32,908	\$73,979	\$49,276	-33.4%
Small Departments	\$75,120	\$80,469	\$87,358	\$81,258	\$70,829	-12.8%
State Treasurer	\$18,079	\$20,074	\$30,540	\$43,979	\$82,043	86.6%
State's Attorney's & Sheriffs	\$59,225	\$67,000	\$69,444	\$71,675	\$78,042	8.9%
Taxes	\$14,121	\$16,813	\$15,448	\$15,245	\$12,579	-17.5%
Transportation	\$3,394,629	\$4,045,648	\$4,425,372	\$2,959,062	\$2,530,562	-14.5%
Vermont Health Access	\$21,096	\$7,315	\$37,163	\$16,978	\$4,667	-72.5%
Vermont Lottery Commission	\$11,674	\$9,422	\$8,809	\$10,335	\$17,294	67.3%
Vermont Veterans' Home	\$532,818	\$346,437	\$441,752	\$484,084	\$474,876	-1.9%
Grand Total	\$15,166,344	\$15,479,953	\$16,081,274	\$14,483,786	\$14,473,323	-0.1%
% Change from Previous FY		2.1%	3.9%	-9.9%	-0.1%	

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified, exempt and temporary) for Fiscal Years 2006 to 2010. "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 0.1% from FY '09 to FY '10. 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**

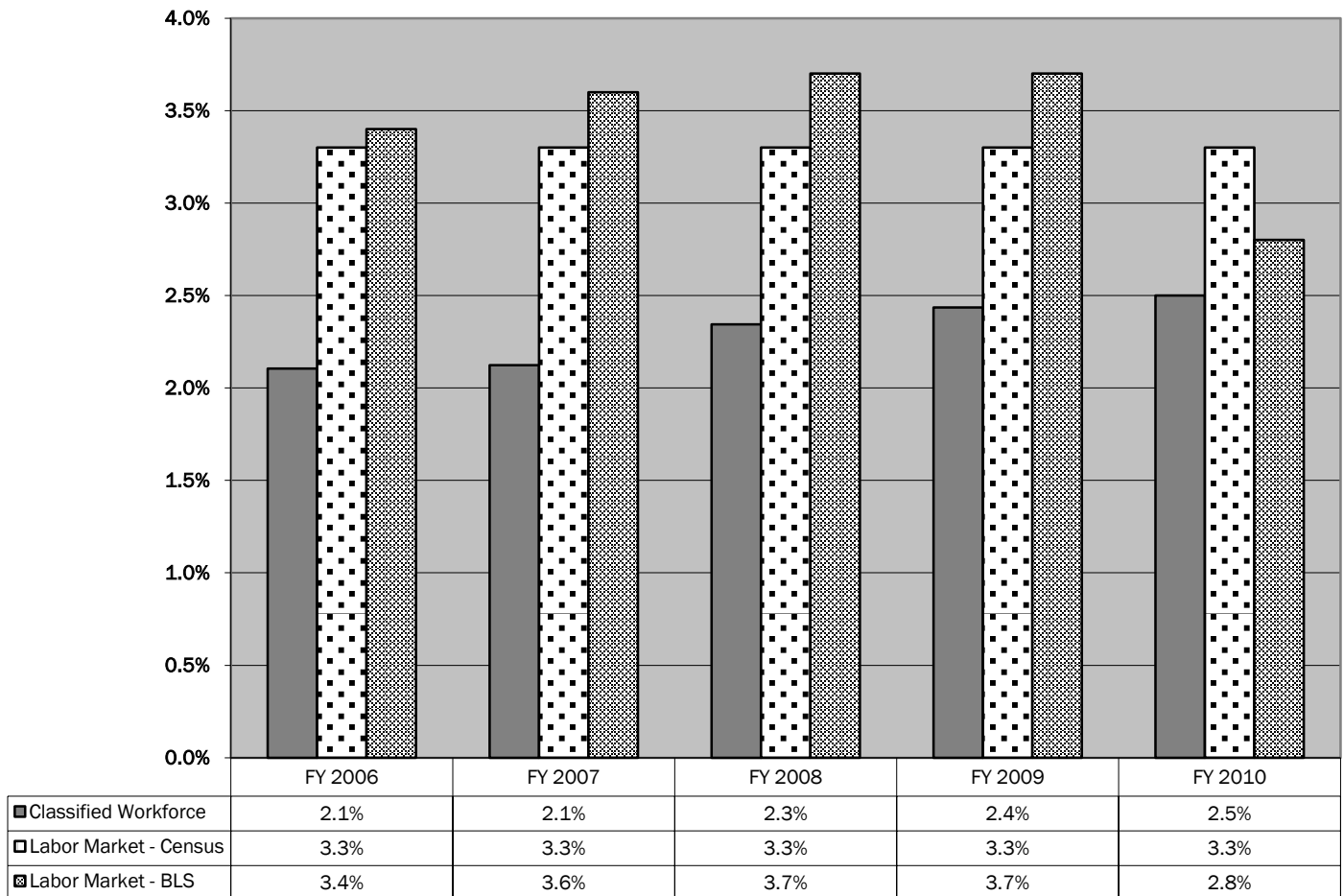
Department	Fiscal Year					% Change FY '09 to FY '10
	2006	2007	2008	2009	2010	
Agriculture	\$113,183	\$128,738	\$141,215	\$129,612	\$136,752	5.5%
Attorney General	\$56,943	\$57,078	\$54,706	\$42,657	\$33,535	-21.4%
BISHCA	\$51,252	\$61,949	\$61,949	\$62,073	\$61,461	-1.0%
Buildings & General Services	\$359,599	\$439,440	\$429,990	\$412,872	\$318,003	-23.0%
Children & Families	\$793,989	\$770,319	\$819,288	\$836,151	\$865,170	3.5%
Commerce & Community Development	\$104,808	\$140,873	\$138,676	\$125,513	\$111,350	-11.3%
Corrections	\$951,752	\$1,053,529	\$1,011,736	\$947,336	\$969,945	2.4%
Disabilities, Aging & Independent Living	\$182,379	\$174,499	\$192,940	\$188,120	\$176,647	-6.1%
Education	\$75,701	\$123,992	\$150,660	\$118,830	\$123,406	3.9%
Environmental Conservation	\$282,905	\$293,668	\$313,820	\$299,197	\$260,147	-13.1%
Finance & Management	\$56,933	\$63,923	\$94,164	\$74,864	\$54,427	-27.3%
Fish & Wildlife	\$179,655	\$209,614	\$223,474	\$210,233	\$195,027	-7.2%
Forests, Parks & Recreation	\$105,979	\$116,520	\$124,357	\$113,657	\$107,702	-5.2%
Health	\$796,075	\$808,420	\$471,855	\$413,111	\$381,235	-7.7%
Human Resources	\$38,497	\$51,364	\$73,620	\$58,580	\$29,701	-49.3%
Human Services	\$32,831	\$73,159	\$75,436	\$49,705	\$51,612	3.8%
Information & Innovation	\$31,615	\$37,071	\$57,931	\$51,374	\$118,497	130.7%
Labor	\$115,149	\$136,932	\$118,360	\$105,539	\$137,964	30.7%
Libraries	\$5,585	\$7,002	\$7,833	\$6,698	\$6,458	-3.6%
Liquor Control	\$32,808	\$34,231	\$40,505	\$41,411	\$38,181	-7.8%
Mental Health	n/a	n/a	\$320,746	\$331,113	\$365,671	10.4%
Military	\$146,070	\$210,736	\$248,014	\$267,820	\$232,278	-13.3%
Natural Resources	\$41,886	\$51,381	\$52,893	\$50,610	\$38,439	-24.0%
Natural Resources Board	\$33,604	\$30,791	\$26,109	\$27,114	\$22,888	-15.6%
Public Safety - Civilian	\$407,316	\$472,055	\$409,757	\$466,933	\$405,139	-13.2%
Public Safety - Sworn	\$426,929	\$513,368	\$405,574	\$509,761	\$472,950	-7.2%
Public Service	\$39,105	\$62,577	\$65,246	\$52,686	\$73,627	39.7%
Secretary of State	\$42,766	\$46,400	\$43,484	\$63,146	\$55,083	-12.8%
Small Departments	\$33,101	\$55,563	\$60,308	\$60,899	\$56,696	-6.9%
State Treasurer	\$15,669	\$15,100	\$14,014	\$17,385	\$17,029	-2.0%
State's Attorney's & Sheriffs	\$7,862	\$7,705	\$8,851	\$6,877	\$7,399	7.6%
Taxes	\$38,066	\$49,472	\$49,858	\$45,858	\$43,424	-5.3%
Transportation	\$1,178,901	\$1,307,207	\$1,419,984	\$1,196,645	\$1,100,302	-8.1%
Vermont Health Access	\$56,438	\$89,636	\$50,182	\$62,901	\$55,699	-11.4%
Vermont Lottery Commission	\$6,680	\$10,262	\$7,599	\$13,843	\$16,196	17.0%
Vermont Veterans' Home	\$148,078	\$177,703	\$179,069	\$166,484	\$186,425	12.0%
Grand Total	\$6,990,109	\$7,882,277	\$7,964,724	\$7,627,606	\$7,326,465	-3.9%
% Change from Previous FY		12.8%	1.0%	-4.2%	-3.9%	

Source: The State's Human Capital Management System (HCM). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2006 to 2010. "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 3.9% from FY '09 to FY '10.



**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 2006 to 2010.

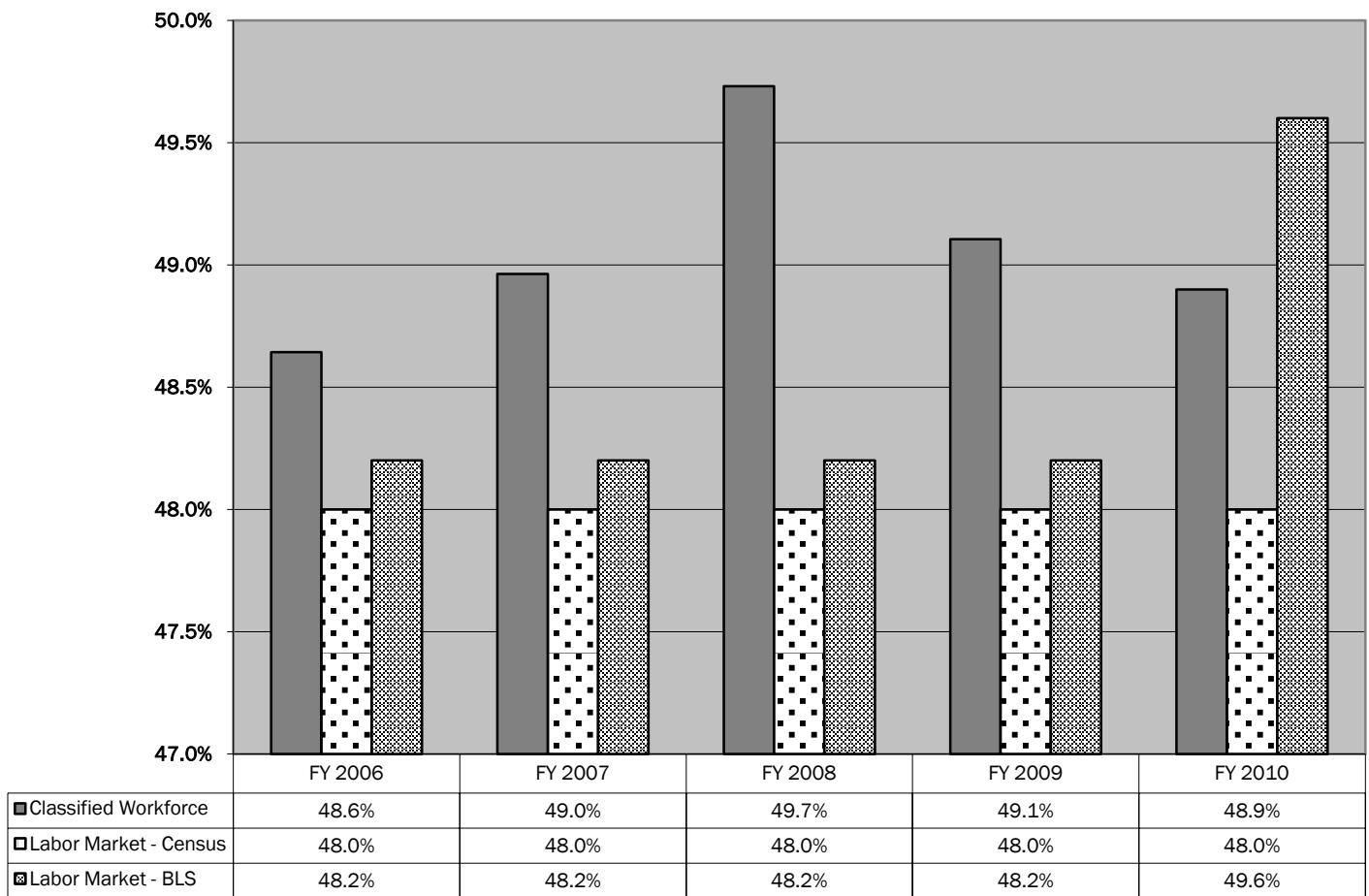
Labor Market – U.S. Department of Labor, Bureau of Labor Statistics (BLS) Local Unemployment Statistics (LAUS) program (<http://www.bls.gov/lau/>). **NOTE:** Civilian Labor Force estimates presented here are obtained from the annual averages published in the table "Employment status of the civilian noninstitutional population in states by sex, race, Hispanic or Latino ethnicity, marital status, and detailed age" (2005 to 2009). LAUS data come from the Current Population Survey (CPS), the household survey that is the official measure of the labor force for the nation. This survey data is subject to sampling variability, and this is especially true when working with small sample sizes. Vermont's total labor force and minority population estimates are subject to such fluctuations and should be interpreted carefully.

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

For Fiscal Year 2010, minority representation in the classified workforce was 2.5%.

Two sources of comparative Vermont civilian workforce population estimates for minority representation are the U.S. Census and the Bureau of Labor Statistics. For 2010, Census data estimates a 3.3% minority representation in the civilian workforce and the Bureau of Labor Statistics estimates 2.8%.

**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 2006 to 2010.

Labor Market – U.S. Department of Labor, Bureau of Labor Statistics (BLS) Local Unemployment Statistics (LAUS) program (<http://www.bls.gov/lau/>). **NOTE:** Civilian Labor Force estimates presented here are obtained from the annual averages published in the table "Employment status of the civilian noninstitutional population in states by sex, race, Hispanic or Latino ethnicity, marital status, and detailed age" (2005 to 2009). LAUS data come from the Current Population Survey (CPS), the household survey that is the official measure of the labor force for the nation. This survey data is subject to sampling variability, and this is especially true when working with small sample sizes. Vermont's total labor force and female population estimates are subject to such fluctuations and should be interpreted carefully.

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

For Fiscal Year 2010, female representation in the classified workforce was 48.9%

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 2010, Census data estimates a 48.0% female representation in the civilian workforce and the Bureau of Labor Statistics estimates 49.6%.

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

Department	2006		2007		Fiscal Year 2008		2009		2010		Five Year Average	
	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White
Agriculture	1.1%	98.9%	1.1%	98.9%	1.1%	98.9%	1.2%	98.8%	1.3%	98.8%	1.1%	98.9%
Attorney General	3.1%	96.9%	3.2%	96.8%	6.5%	93.5%	6.5%	93.5%	3.4%	96.6%	5.1%	95.5%
BISHCA	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	1.1%	98.9%	1.1%	98.9%	1.1%	99.6%
Buildings & General Services	3.1%	96.9%	3.6%	96.4%	4.8%	95.2%	5.1%	94.9%	5.7%	94.3%	4.6%	95.6%
Children & Families	1.9%	98.1%	1.8%	98.2%	2.2%	97.8%	2.4%	97.6%	2.3%	97.7%	2.2%	97.8%
Commerce & Community Dev.	1.4%	98.6%	1.3%	98.7%	1.3%	98.7%	1.5%	98.5%	1.5%	98.5%	1.4%	98.6%
Corrections	3.8%	96.2%	3.7%	96.3%	3.9%	96.1%	4.0%	96.0%	4.2%	95.8%	3.9%	96.1%
Disabilities, Aging & Ind. Living	0.0%	100.0%	0.7%	99.3%	0.3%	99.7%	0.7%	99.3%	0.8%	99.2%	0.7%	99.5%
Education	1.1%	98.9%	1.1%	98.9%	1.1%	98.9%	1.1%	98.9%	1.3%	98.7%	1.1%	98.9%
Environmental Conservation	2.5%	97.5%	2.2%	97.8%	2.1%	97.9%	2.3%	97.7%	2.0%	98.0%	2.2%	97.8%
Finance & Management	2.8%	97.2%	0.0%	100.0%	2.3%	97.7%	2.7%	97.3%	0.0%	100.0%	2.6%	98.3%
Fish & Wildlife	0.9%	99.1%	0.8%	99.2%	0.8%	99.2%	0.8%	99.2%	0.8%	99.2%	0.8%	99.2%
Forests, Parks & Recreation	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Health	2.7%	97.3%	2.4%	97.6%	2.3%	97.7%	2.0%	98.0%	1.5%	98.5%	2.3%	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	1.2%	98.8%	2.4%	97.6%	2.2%	97.8%	2.3%	97.7%	2.1%	97.9%	2.1%	97.9%
Information & Innovation	0.0%	100.0%	1.9%	98.1%	1.7%	98.3%	2.0%	98.0%	2.9%	97.1%	2.3%	98.2%
Labor	1.8%	98.2%	2.6%	97.4%	2.2%	97.8%	2.3%	97.7%	2.2%	97.8%	2.3%	97.8%
Libraries	3.1%	96.9%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	3.1%	99.3%
Liquor Control	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	2.0%	98.0%	2.0%	99.6%
Mental Health	n/a	n/a	n/a	n/a	4.3%	95.7%	4.7%	95.3%	4.5%	95.5%	n/a	n/a
Military	3.5%	96.5%	2.6%	97.4%	3.3%	96.7%	2.4%	97.6%	2.6%	97.4%	2.9%	97.1%
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	4.0%	96.0%	4.0%	96.0%	3.8%	96.2%	0.0%	100.0%	0.0%	100.0%	3.9%	97.6%
Public Safety - Civilian	1.1%	98.9%	1.4%	98.6%	1.4%	98.6%	1.5%	98.5%	1.2%	98.8%	1.3%	98.7%
Public Safety - Sworn	0.9%	99.1%	1.0%	99.0%	1.0%	99.0%	1.0%	99.0%	1.3%	98.7%	1.1%	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%	2.3%	97.7%	2.3%	97.7%	1.9%	98.1%	1.9%	98.1%	2.1%	98.3%
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	3.0%	97.0%	3.1%	96.9%	3.2%	96.8%	6.5%	93.5%	6.7%	93.3%	5.1%	95.6%
Taxes	1.7%	98.3%	2.4%	97.6%	1.8%	98.2%	2.5%	97.5%	2.8%	97.2%	2.3%	97.8%
Transportation	1.8%	98.2%	1.6%	98.4%	1.6%	98.4%	1.6%	98.4%	1.7%	98.3%	1.7%	98.3%
Vermont Health Access	3.3%	96.7%	4.1%	95.9%	4.4%	95.6%	5.9%	94.1%	7.1%	92.9%	5.4%	94.9%
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	2.6%	97.4%	2.9%	97.1%	3.9%	96.1%	3.8%	96.2%	3.6%	96.4%	3.4%	96.6%
Grand Total	2.1%	97.9%	2.1%	97.9%	2.3%	97.7%	2.4%	97.6%	2.5%	97.5%	2.3%	97.7%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010.

In FY '10, 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	2006		2007		Fiscal Year 2008		2009		2010		Five Year Average	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Agriculture	34.1%	65.9%	35.2%	64.8%	36.6%	63.4%	37.2%	62.8%	38.8%	61.3%	36.3%	63.7%
Attorney General	71.9%	28.1%	71.0%	29.0%	67.7%	32.3%	64.5%	35.5%	69.0%	31.0%	68.8%	31.2%
BISHCA	56.2%	43.8%	55.9%	44.1%	57.0%	43.0%	58.5%	41.5%	56.0%	44.0%	56.7%	43.3%
Buildings & General Services	32.4%	67.6%	33.0%	67.0%	33.3%	66.7%	31.6%	68.4%	32.2%	67.8%	32.5%	67.5%
Children & Families	76.0%	24.0%	77.0%	23.0%	77.3%	22.7%	76.9%	23.1%	77.8%	22.2%	77.0%	23.0%
Commerce & Community Dev.	57.5%	42.5%	64.0%	36.0%	62.3%	37.7%	60.3%	39.7%	63.1%	36.9%	61.4%	38.6%
Corrections	32.4%	67.6%	32.9%	67.1%	31.2%	68.8%	30.3%	69.7%	29.7%	70.3%	31.3%	68.7%
Disabilities, Aging & Ind. Living	71.0%	29.0%	71.0%	29.0%	71.7%	28.3%	73.0%	27.0%	73.8%	26.2%	72.1%	27.9%
Education	72.3%	27.7%	70.9%	29.1%	71.1%	28.9%	71.8%	28.2%	71.3%	28.7%	71.5%	28.5%
Environmental Conservation	40.8%	59.2%	42.3%	57.7%	41.8%	58.2%	41.1%	58.9%	40.0%	60.0%	41.2%	58.8%
Finance & Management	55.6%	44.4%	58.8%	41.2%	65.1%	34.9%	67.6%	32.4%	72.4%	27.6%	63.9%	36.1%
Fish & Wildlife	20.5%	79.5%	22.1%	77.9%	21.1%	78.9%	17.7%	82.3%	17.5%	82.5%	19.8%	80.2%
Forests, Parks & Recreation	26.8%	73.2%	26.8%	73.2%	29.5%	70.5%	31.1%	68.9%	27.8%	72.2%	28.4%	71.6%
Health	74.7%	25.3%	74.9%	25.1%	80.7%	19.3%	79.9%	20.1%	79.4%	20.6%	77.9%	22.1%
Human Resources	81.1%	18.9%	79.2%	20.8%	76.6%	23.4%	75.6%	24.4%	72.7%	27.3%	77.1%	22.9%
Human Services	53.1%	46.9%	49.4%	50.6%	48.4%	51.6%	44.2%	55.8%	47.9%	52.1%	48.6%	51.4%
Information & Innovation	34.0%	66.0%	35.2%	64.8%	31.0%	69.0%	29.4%	70.6%	34.3%	65.7%	32.8%	67.2%
Labor	63.2%	36.8%	63.7%	36.3%	64.8%	35.2%	64.9%	35.1%	67.6%	32.4%	64.8%	35.2%
Libraries	65.6%	34.4%	66.7%	33.3%	63.3%	36.7%	63.0%	37.0%	70.8%	29.2%	65.9%	34.1%
Liquor Control	31.5%	68.5%	28.8%	71.2%	29.6%	70.4%	28.8%	71.2%	30.6%	69.4%	29.9%	70.1%
Mental Health	n/a	n/a	n/a	n/a	60.4%	39.6%	58.6%	41.4%	60.1%	39.9%	59.7%	40.3%
Military	14.9%	85.1%	17.5%	82.5%	17.1%	82.9%	16.3%	83.7%	17.9%	82.1%	16.7%	83.3%
Natural Resources	40.4%	59.6%	39.6%	60.4%	43.8%	56.3%	40.9%	59.1%	52.9%	47.1%	43.5%	56.5%
Natural Resources Board	72.0%	28.0%	72.0%	28.0%	69.2%	30.8%	68.0%	32.0%	69.6%	30.4%	70.2%	29.8%
Public Safety - Civilian	53.6%	46.4%	52.3%	47.7%	52.4%	47.6%	51.1%	48.9%	51.8%	48.2%	52.2%	47.8%
Public Safety - Sworn	7.8%	92.2%	8.0%	92.0%	8.4%	91.6%	9.6%	90.4%	8.6%	91.4%	8.5%	91.5%
Public Service	60.0%	40.0%	59.5%	40.5%	59.5%	40.5%	56.8%	43.2%	57.1%	42.9%	58.6%	41.4%
Secretary of State	69.8%	30.2%	76.7%	23.3%	74.4%	25.6%	69.8%	30.2%	68.5%	31.5%	71.9%	28.1%
Small Departments	57.7%	42.3%	64.0%	36.0%	62.5%	37.5%	61.5%	38.5%	66.7%	33.3%	62.5%	37.5%
State Treasurer	66.7%	33.3%	65.6%	34.4%	67.7%	32.3%	74.2%	25.8%	76.7%	23.3%	70.2%	29.8%
Taxes	63.6%	36.4%	65.7%	34.3%	67.1%	32.9%	69.6%	30.4%	67.4%	32.6%	66.7%	33.3%
Transportation	28.5%	71.5%	28.4%	71.6%	29.3%	70.7%	28.5%	71.5%	28.7%	71.3%	28.7%	71.3%
Vermont Health Access	81.7%	18.3%	74.0%	26.0%	77.8%	22.2%	81.2%	18.8%	68.4%	31.6%	76.6%	23.4%
Vermont Lottery Commission	66.7%	33.3%	58.8%	41.2%	66.7%	33.3%	65.0%	35.0%	74.6%	25.4%	66.4%	33.6%
Vermont Veterans' Home	78.6%	21.4%	75.0%	25.0%	77.0%	23.0%	76.9%	23.1%	77.4%	22.6%	77.0%	23.0%
Grand Total	49.0%	51.0%	49.3%	50.7%	49.6%	50.4%	49.1%	50.9%	48.9%	51.1%	49.2%	50.8%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010. "Small Departments" have 10 or fewer employees (See Appendix B).

While the overall five-fiscal-year average was 49.2% female and 50.8% male, there are clear departmental differences in gender representation.

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

Occupational Group	2006		2007		Fiscal Year 2008		2009		2010		Five Year Average	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Administrative Support	85.0%	15.0%	84.3%	15.7%	83.0%	17.0%	82.7%	17.3%	82.0%	18.0%	83.4%	16.6%
Officials and Administrators	41.1%	58.9%	41.4%	58.6%	41.3%	58.7%	41.3%	58.8%	42.1%	57.9%	41.4%	58.6%
Paraprofessionals	68.5%	31.5%	66.8%	33.2%	67.9%	32.1%	67.0%	33.0%	69.1%	30.9%	67.9%	32.1%
Professionals	55.9%	44.1%	56.6%	43.4%	57.2%	42.8%	57.2%	42.8%	57.4%	42.6%	56.8%	43.2%
Protective Service	18.9%	81.1%	18.4%	81.6%	17.5%	82.5%	16.5%	83.5%	15.9%	84.1%	17.4%	82.6%
Service Maintenance	35.6%	64.4%	34.4%	65.6%	34.5%	65.5%	31.4%	68.6%	32.0%	68.0%	33.6%	66.4%
Skilled Craft	3.8%	96.2%	3.5%	96.5%	3.7%	96.3%	3.3%	96.7%	2.7%	97.3%	3.4%	96.6%
Technicians	53.5%	46.5%	54.4%	45.6%	55.4%	44.6%	56.8%	43.2%	58.0%	42.0%	55.6%	44.4%
Grand Total	49.0%	51.0%	49.3%	50.7%	49.6%	50.4%	49.1%	50.9%	48.9%	51.1%	49.2%	50.8%

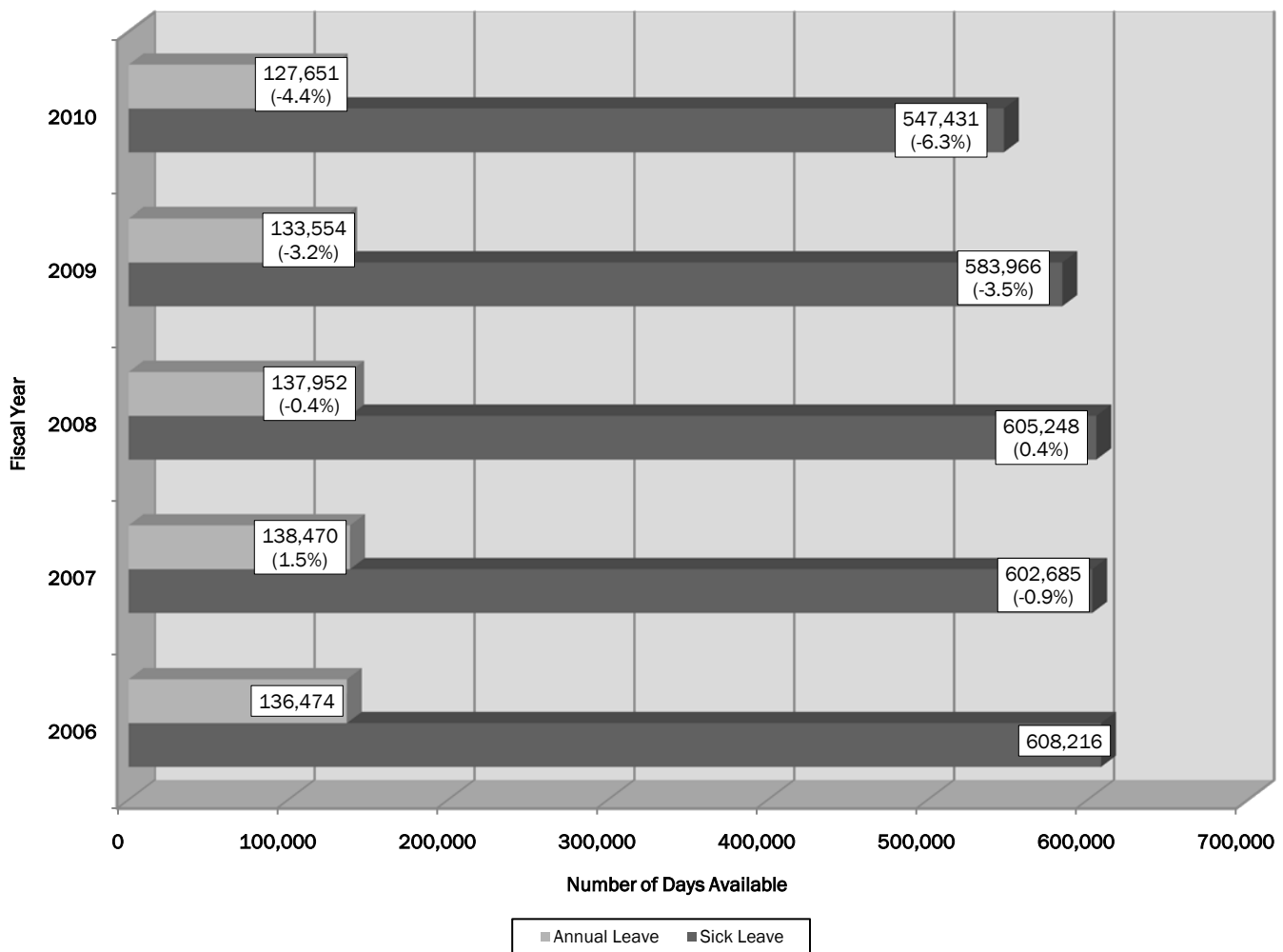
Occupational Group	2006		2007		Fiscal Year 2008		2009		2010		Five Year Average	
	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White
Administrative Support	2.8%	97.2%	3.0%	97.0%	2.2%	97.8%	2.0%	98.0%	2.1%	97.9%	2.4%	97.6%
Officials and Administrators	2.4%	97.6%	2.8%	97.2%	2.7%	97.3%	3.1%	96.9%	3.6%	96.4%	2.9%	97.1%
Paraprofessionals	4.7%	95.3%	3.9%	96.1%	4.3%	95.7%	5.2%	94.8%	3.8%	96.2%	4.4%	95.6%
Professionals	1.5%	98.5%	1.5%	98.5%	1.9%	98.1%	1.9%	98.1%	1.9%	98.1%	1.7%	98.3%
Protective Service	2.8%	97.2%	2.7%	97.3%	3.0%	97.0%	3.1%	96.9%	3.3%	96.7%	3.0%	97.0%
Service Maintenance	4.9%	95.1%	6.7%	93.3%	7.4%	92.6%	6.7%	93.3%	7.3%	92.7%	6.6%	93.4%
Skilled Craft	1.8%	98.2%	1.5%	98.5%	1.7%	98.3%	1.5%	98.5%	1.6%	98.4%	1.6%	98.4%
Technicians	2.0%	98.0%	1.9%	98.1%	1.6%	98.4%	1.8%	98.2%	2.6%	97.4%	2.0%	98.0%
Grand Total	2.1%	97.9%	2.2%	97.8%	2.3%	97.7%	2.4%	97.6%	2.5%	97.5%	2.3%	97.7%

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010. 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 2006 to 2010. 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 4.4% in FY '10. This is largely due to the overall reduction in the number of classified employees (See Table 12) driven by retirements as a result of the retirement incentive program (See Table 21). Accumulated annual leave is paid off, in whole or in part, upon separation from employment. The five-year average was nearly 18 days of accumulated annual leave per employee.

Total sick leave balances also dropped (-6.3%) from FY '09 to FY '10 for the same reasons cited above (although sick leave balances are not paid off). The five-year average is 78 days of accumulated sick leave per employee.

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

Average Annual Leave Balances (Days)						Average Sick Leave Balances (Days)					
Department	Fiscal Year					2006	Fiscal Year				2010
	2006	2007	2008	2009	2010		2006	2007	2008	2009	
Agriculture	21.9	22.3	20.9	22.4	22.5	118.0	126.4	126.5	132.0	123.5	
Attorney General	13.5	14.5	13.2	12.2	14.3	46.7	53.9	54.3	56.5	56.1	
BISHCA	15.8	15.7	15.0	15.1	15.7	58.3	60.4	59.5	63.0	65.7	
Buildings & General Services	17.2	17.5	17.7	18.0	17.5	68.6	69.7	70.8	75.7	76.6	
Children & Families	18.0	17.9	18.1	17.9	17.8	74.8	74.7	74.4	73.5	68.8	
Commerce & Community Dev.	18.6	18.4	20.2	20.6	19.4	94.6	84.7	84.7	91.0	84.2	
Corrections	15.8	16.1	15.9	16.4	15.7	51.6	51.0	51.9	54.9	52.6	
Disabilities, Aging & Ind. Living	18.4	17.6	16.9	17.6	18.0	77.0	72.5	71.9	73.9	77.5	
Education	16.4	16.6	16.2	16.1	16.6	59.9	60.2	63.9	62.4	58.1	
Environmental Conservation	17.2	17.5	17.4	18.1	18.8	108.2	107.5	111.5	118.0	123.1	
Finance & Management	22.7	25.4	22.5	24.8	25.7	67.9	74.0	67.1	83.6	88.1	
Fish & Wildlife	26.9	27.6	26.8	28.0	27.5	160.1	161.9	162.1	169.1	172.3	
Forests, Parks & Recreation	20.3	20.9	20.1	20.1	21.1	171.5	161.0	159.4	159.0	167.2	
Health	14.7	15.3	15.8	16.7	17.3	55.0	54.0	60.6	67.4	71.6	
Human Resources	17.6	18.5	17.8	19.5	22.1	74.3	79.9	84.3	89.3	93.7	
Human Services	21.1	19.8	19.5	19.1	18.4	101.7	88.9	84.3	81.8	91.6	
Information & Innovation	16.9	14.5	16.1	16.6	16.8	80.6	60.4	59.8	65.9	69.0	
Labor	18.2	18.4	18.2	18.4	17.2	83.3	81.8	83.9	83.4	72.2	
Libraries	23.0	23.0	18.9	19.5	18.6	145.9	152.6	127.6	133.7	136.3	
Liquor Control	22.3	21.0	22.5	22.9	21.7	123.6	124.5	133.3	136.2	108.4	
Mental Health	n/a	n/a	12.8	13.5	12.4	n/a	n/a	37.7	37.3	38.2	
Military	16.0	17.2	17.4	17.7	18.3	84.9	84.2	83.9	79.4	80.4	
Natural Resources	21.6	20.1	20.4	20.3	17.8	129.6	116.4	123.8	112.3	72.8	
Natural Resources Board	18.1	18.6	17.2	18.4	17.7	111.5	117.6	118.5	128.0	127.5	
Public Safety - Civilian	16.6	16.9	16.4	18.1	18.3	70.1	71.7	69.2	72.9	77.1	
Public Safety - Sworn	25.2	25.6	26.6	25.3	24.9	127.7	128.0	130.3	125.0	116.8	
Public Service	15.8	16.8	18.0	17.1	17.6	59.0	56.2	58.2	55.6	51.4	
Secretary of State	15.8	18.1	17.7	17.8	16.0	54.6	61.9	60.3	52.4	50.8	
Small Departments	13.0	17.1	18.7	18.0	16.0	53.0	47.9	45.3	49.2	47.6	
State Treasurer	16.8	17.8	19.9	20.5	23.1	64.3	71.7	83.2	65.6	63.0	
Taxes	17.0	17.1	16.9	16.1	17.3	85.1	88.1	85.8	70.2	70.7	
Transportation	19.1	18.8	18.7	18.4	18.1	96.6	92.0	89.5	86.9	81.7	
Vermont Health Access	12.1	12.5	12.3	13.5	12.6	25.2	30.9	35.0	41.1	40.7	
Vermont Lottery Commission	22.1	23.1	22.9	21.8	22.7	130.1	143.9	142.9	133.5	138.0	
Vermont Veterans' Home	15.0	14.5	15.3	14.6	15.0	40.4	40.0	41.5	38.9	36.3	
<b>Overall Average</b>	<b>17.7</b>	<b>17.9</b>	<b>17.8</b>	<b>18.0</b>	<b>17.8</b>	<b>79.1</b>	<b>77.8</b>	<b>77.9</b>	<b>78.7</b>	<b>76.4</b>	
<b>% Change from Previous FY</b>		<b>0.8%</b>	<b>-0.7%</b>	<b>1.4%</b>	<b>-1.0%</b>		<b>0.0%</b>	<b>0.1%</b>	<b>1.0%</b>	<b>-2.9%</b>	

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010. "Small Departments" have 10 or fewer employees (See Appendix B). See Table 55 for an explanation of the accrual of annual and sick leave, as well as other source information.

The five-year average was 17.8 days of accumulated annual leave and 78.0 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**

Average Annual Leave Days Used						Average Annual Leave Costs					
Fiscal Year						Fiscal Year					
Department	2006	2007	2008	2009	2010	2006	2007	2008	2009	2010	
Agriculture	14.1	15.5	16.3	15.1	14.5	\$2,555	\$3,009	\$3,256	\$3,093	\$3,032	
Attorney General	12.8	14.4	16.0	15.0	14.8	\$2,431	\$2,742	\$3,212	\$3,025	\$3,147	
BISHCA	12.7	14.0	15.5	15.1	14.7	\$2,670	\$3,117	\$3,591	\$3,593	\$3,636	
Buildings & General Services	13.5	14.5	14.4	15.0	15.3	\$1,878	\$2,104	\$2,153	\$2,305	\$2,444	
Children & Families	15.2	15.5	15.4	15.6	14.6	\$2,724	\$2,861	\$2,949	\$3,112	\$2,974	
Commerce & Community Dev.	15.7	14.3	12.9	14.8	14.5	\$3,036	\$2,951	\$2,646	\$3,112	\$3,165	
Corrections	13.2	13.5	14.6	14.8	14.5	\$2,148	\$2,273	\$2,532	\$2,623	\$2,639	
Disabilities, Aging & Ind. Living	14.1	14.1	15.5	15.4	15.2	\$2,653	\$2,725	\$3,057	\$3,165	\$3,271	
Education	13.8	14.4	15.8	15.7	14.1	\$2,676	\$2,852	\$3,239	\$3,331	\$3,113	
Environmental Conservation	15.0	15.2	15.7	16.5	17.5	\$3,043	\$3,127	\$3,325	\$3,595	\$3,934	
Finance & Management	12.1	13.3	14.8	15.6	11.9	\$2,628	\$2,937	\$3,227	\$3,554	\$2,878	
Fish & Wildlife	15.1	14.7	16.3	15.5	16.7	\$2,854	\$2,891	\$3,239	\$3,184	\$3,579	
Forests, Parks & Recreation	16.6	16.4	17.8	17.0	16.4	\$3,217	\$3,226	\$3,568	\$3,492	\$3,512	
Health	12.6	12.2	13.9	14.5	13.8	\$2,301	\$2,294	\$2,750	\$2,929	\$2,864	
Human Resources	14.5	13.3	14.2	14.5	12.0	\$2,878	\$2,717	\$3,111	\$3,321	\$2,783	
Human Services	10.4	13.2	14.6	16.0	18.4	\$2,184	\$2,922	\$3,245	\$3,636	\$4,399	
Information & Innovation	16.7	12.3	13.2	14.5	18.7	\$3,396	\$2,403	\$2,654	\$3,082	\$4,421	
Labor	16.0	15.1	16.6	16.7	14.8	\$2,733	\$2,640	\$2,987	\$3,104	\$2,793	
Libraries	17.8	18.5	18.3	17.3	15.5	\$2,838	\$3,026	\$3,162	\$3,008	\$2,792	
Liquor Control	15.3	17.1	15.7	16.4	13.9	\$2,437	\$2,845	\$2,693	\$2,956	\$2,572	
Mental Health	n/a	n/a	12.6	12.2	15.1	n/a	n/a	\$2,386	\$2,402	\$2,981	
Military	15.2	15.2	15.2	15.8	16.3	\$2,416	\$2,445	\$2,521	\$2,718	\$2,826	
Natural Resources	13.7	16.6	15.3	17.2	14.1	\$2,794	\$3,459	\$3,350	\$3,836	\$3,089	
Natural Resources Board	17.1	18.3	17.8	17.2	17.7	\$3,243	\$3,709	\$3,625	\$3,687	\$3,840	
Public Safety - Civilian	12.7	13.0	13.9	13.3	14.0	\$2,147	\$2,288	\$2,483	\$2,487	\$2,729	
Public Safety - Sworn	14.5	16.1	15.8	16.4	15.7	\$2,897	\$3,261	\$3,339	\$3,522	\$3,390	
Public Service	13.1	11.7	13.6	13.1	12.3	\$2,560	\$2,298	\$2,779	\$2,805	\$2,769	
Secretary of State	14.8	14.4	15.9	20.0	16.3	\$2,489	\$2,543	\$2,972	\$3,458	\$3,137	
Small Departments	14.2	14.6	13.2	12.6	15.0	\$2,628	\$2,893	\$2,539	\$2,675	\$3,546	
State Treasurer	10.2	14.2	13.8	16.4	13.0	\$1,773	\$2,627	\$2,802	\$3,223	\$2,760	
Taxes	16.4	17.3	15.9	16.4	14.7	\$2,744	\$3,010	\$2,816	\$2,933	\$2,666	
Transportation	16.1	15.8	16.1	16.2	15.3	\$2,702	\$2,715	\$2,883	\$2,953	\$2,845	
Vermont Health Access	9.0	11.2	13.7	14.6	14.8	\$1,691	\$2,132	\$2,681	\$2,886	\$3,075	
Vermont Lottery Commission	17.5	18.4	16.7	16.6	17.2	\$2,816	\$3,082	\$2,776	\$2,819	\$3,062	
Vermont Veterans' Home	14.9	12.7	13.0	13.6	12.6	\$2,069	\$1,827	\$1,917	\$2,090	\$2,001	
Overall Average	14.4	14.5	15.1	15.4	14.9	\$2,514	\$2,617	\$2,816	\$2,942	\$2,941	
% Change from Previous FY		0.9%	4.1%	1.8%	-2.8%		4.1%	7.6%	4.5%	0.0%	

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010. "Small Departments" have 10 or fewer employees (See Appendix B). See Table 55 for an explanation of the accrual of annual and sick leave, as well as other source information

Employees used an average 14.9 annual leave days in FY '10, down 2.8% from FY '09. For FY '10 average annual leave costs were \$2,941 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				
	2006	2007	2008	2009	2010	2006	2007	2008	2009	2010
Agriculture	8.3	7.6	8.1	9.1	9.2	\$1,509	\$1,414	\$1,557	\$1,845	\$1,907
Attorney General	11.3	8.9	11.5	12.0	10.6	\$2,064	\$1,537	\$2,035	\$2,238	\$2,105
BISHCA	9.1	9.2	12.1	10.9	11.5	\$1,903	\$1,993	\$2,848	\$2,566	\$2,778
Buildings & General Services	10.1	12.3	11.4	12.1	13.0	\$1,373	\$1,706	\$1,642	\$1,830	\$1,987
Children & Families	11.7	12.5	12.9	12.1	12.3	\$2,093	\$2,283	\$2,389	\$2,375	\$2,449
Commerce & Community Dev.	10.0	10.0	10.2	9.6	10.4	\$1,860	\$1,996	\$2,093	\$1,976	\$2,187
Corrections	11.7	12.5	12.9	12.8	13.0	\$1,859	\$2,106	\$2,210	\$2,266	\$2,380
Disabilities, Aging & Ind. Living	10.4	10.8	11.9	12.4	10.6	\$1,900	\$2,046	\$2,386	\$2,510	\$2,236
Education	9.1	10.5	11.6	12.2	11.6	\$1,704	\$2,065	\$2,333	\$2,595	\$2,512
Environmental Conservation	9.6	10.0	11.1	10.7	11.7	\$1,868	\$1,962	\$2,292	\$2,229	\$2,597
Finance & Management	8.7	10.0	14.8	10.3	8.7	\$1,886	\$2,110	\$3,159	\$2,309	\$1,999
Fish & Wildlife	6.9	8.3	8.3	6.7	8.8	\$1,188	\$1,534	\$1,546	\$1,322	\$1,852
Forests, Parks & Recreation	8.9	9.2	10.6	10.6	9.5	\$1,731	\$1,783	\$2,174	\$2,232	\$1,999
Health	9.9	10.2	10.1	10.5	10.4	\$1,754	\$1,829	\$1,954	\$2,074	\$2,089
Human Resources	10.1	9.8	9.2	12.9	11.8	\$1,856	\$1,898	\$1,933	\$2,882	\$2,735
Human Services	6.2	9.1	10.2	13.8	13.0	\$1,256	\$1,925	\$2,222	\$3,163	\$3,076
Information & Innovation	11.1	10.2	12.7	11.8	13.1	\$2,273	\$2,174	\$2,600	\$2,393	\$2,969
Labor	14.2	12.1	13.4	13.7	12.3	\$2,433	\$2,113	\$2,366	\$2,450	\$2,307
Libraries	7.4	14.5	15.2	14.1	6.7	\$1,095	\$1,960	\$2,283	\$2,124	\$1,215
Liquor Control	14.0	13.8	7.3	9.5	7.1	\$2,340	\$2,385	\$1,242	\$1,637	\$1,221
Mental Health	n/a	n/a	11.8	12.9	13.0	n/a	n/a	\$2,333	\$2,420	\$2,519
Military	14.8	14.1	10.9	13.1	13.1	\$2,303	\$2,243	\$1,694	\$2,265	\$2,294
Natural Resources	7.2	7.8	7.5	12.0	9.9	\$1,379	\$1,519	\$1,562	\$2,653	\$2,187
Natural Resources Board	13.4	12.4	10.5	13.2	13.1	\$2,588	\$2,485	\$2,130	\$2,704	\$2,737
Public Safety - Civilian	8.6	9.4	10.9	11.3	9.5	\$1,422	\$1,608	\$1,923	\$2,101	\$1,803
Public Safety - Sworn	7.6	8.6	9.0	8.7	9.2	\$1,485	\$1,771	\$1,937	\$1,904	\$2,050
Public Service	8.4	8.5	10.6	7.6	8.5	\$1,472	\$1,665	\$2,157	\$1,590	\$1,827
Secretary of State	12.6	12.6	13.3	22.2	14.8	\$2,119	\$2,030	\$2,333	\$3,807	\$2,823
Small Departments	9.5	7.8	12.4	8.8	8.9	\$1,717	\$1,475	\$2,367	\$1,732	\$1,805
State Treasurer	9.1	9.1	8.2	10.4	10.1	\$1,542	\$1,575	\$1,636	\$2,174	\$2,174
Taxes	12.9	12.0	13.3	13.4	11.4	\$2,100	\$2,030	\$2,331	\$2,331	\$2,107
Transportation	12.5	12.6	13.3	13.2	12.6	\$2,057	\$2,148	\$2,317	\$2,346	\$2,297
Vermont Health Access	7.9	9.3	10.1	12.1	10.7	\$1,460	\$1,702	\$1,871	\$2,348	\$2,163
Vermont Lottery Commission	11.2	9.7	10.5	12.6	14.5	\$1,701	\$1,595	\$1,723	\$2,126	\$2,459
Vermont Veterans' Home	12.1	11.4	13.5	12.1	13.9	\$1,653	\$1,629	\$1,977	\$1,842	\$2,206
<b>Overall Average</b>	<b>10.9</b>	<b>11.3</b>	<b>11.9</b>	<b>12.0</b>	<b>11.8</b>	<b>\$1,851</b>	<b>\$1,990</b>	<b>\$2,165</b>	<b>\$2,249</b>	<b>\$2,275</b>
<b>% Change from Previous FY</b>		<b>4.1%</b>	<b>5.1%</b>	<b>1.0%</b>	<b>-1.7%</b>		<b>7.5%</b>	<b>8.8%</b>	<b>3.9%</b>	<b>1.1%</b>

Source: The State's Human Capital Management System (HCM). Data include only classified employees of the Executive Branch for Fiscal Years 2006 to 2010. "Small Departments" have 10 or fewer employees (See Appendix B). See Table 55 for an explanation of the accrual of annual and sick leave, as well as other source information

Employees used an average 11.8 sick leave days in FY '10, a 1.7% decline from FY '09. For FY '10, average sick leave costs were \$2,275 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, contracts for services created, and contractors on payroll.

**TABLE 59      NEW LIMITED SERVICE POSITIONS CREATED IN FISCAL YEAR 2010**

Joint Fiscal Committee New Limited Service Positions Created Fiscal Year 2010	
Department	Number
Agriculture	1
Children & Families	2
Disabilities, Aging & Ind. Living	1
Health	5
Labor	10
Mental Health	1
Military	6
Vermont Health Access	3
Public Safety	2
Public Service Board	3
Public Service Department	7
<b>Total</b>	<b>41</b>

During Fiscal Year 2010, 41 new limited service positions were created.

Of the 41 new positions created, 20 were funded by American Recovery and Reinvestment Act (ARRA) of 2009 grants. Departments with ARRA limited service positions were Health (1), Labor (8), Public Safety (2), Public Service Board (3), and Public Service Department (6).

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 2010**

Department	Temporary Categories							Total for Department		
	Bona Fide Emergency	Fill Ins	Intermittent	Part-Time On-Going	Seasonal	Sporadic	Other	Num.	Hours	Gross Wages
Agriculture		1			3	1		5	2,257	\$33,693
Attorney General		3			2	1		6	2,318	\$31,546
Buildings & General Services		46	1	4	28	15	2	94	50,415	\$570,503
Children & Families		53	1	11	3	59	3	124	88,386	\$1,325,028
Commerce & Community Dev.					47	1		48	15,688	\$159,718
Corrections	0	127	1	5	4	6	50	191	132,650	\$2,075,620
Criminal Justice Training Council						1	1	2	1,446	\$17,339
Defender General		4						4	2,553	\$44,248
Disabilities, Aging & Ind. Living		7		1	1	1		10	3,220	\$44,364
Education		3		1	1	1		6	4,558	\$74,899
Environmental Conservation					38	2		40	33,582	\$502,195
Fish & Wildlife					59			59	41,806	\$597,423
Forests, Parks & Recreation					362			362	195,341	\$2,199,329
Governor's Office		3						3	1,586	\$31,827
Health		6	3	3	3	6		20	9,267	\$137,170
Human Services		3				1		4	1,755	\$28,086
Information & Innovation				1	1	2		4	3,730	\$56,377
Labor		1	23	2	5	2		33	16,088	\$283,548
Liquor Control		2	2			2		6	1,510	\$16,490
Mental Health		45	32	2			10	91	90,276	\$1,515,926
Military		10		1	1	2		14	11,895	\$184,776
Natural Resources			1					1	205	\$2,837
Public Safety - Civilian		12	44	6	3	41	41	139	47,680	\$758,811
Public Safety - Sworn	2				5		27	34	8,822	\$135,646
Public Service		1	1		1	4		7	2,959	\$53,732
Secretary of State			1		2	4		7	2,451	\$37,773
State Treasurer		1	1	1	1	2		6	3,461	\$68,551
State's Attorneys & Sheriffs		1		2		1		4	2,881	\$68,509
Taxes		1	3		32	7		40	19,629	\$241,454
Transportation		1	2	3	162	16		176	102,606	\$1,354,470
Vermont Commission on Women						1		1	80	\$2,430
Vermont Veterans' Home		1	50	2	6	9		66	37,377	\$466,070
<b>Grand Total</b>	<b>2</b>	<b>332</b>	<b>166</b>	<b>45</b>	<b>770</b>	<b>188</b>	<b>134</b>	<b>1607</b>	<b>938,476</b>	<b>\$13,120,388</b>

Source: The State's Human Capital Management System (HCM). Data include only temporary employees of the Executive Branch for Fiscal Year 2010. "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.

**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 (1,607) but the actual total of unique temporary employees (shown in Table 60b) was 1,594 because 13 individuals worked in more than one department.

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

Summary of Temporary Usage FY 2006 to FY 2010					
State Totals	2006	2007	2008	2009	2010
Number	1,945	1,934	1,902	1,690	1,594
% Change from Previous FY	7.2%	-0.6%	-1.7%	-11.1%	-5.7%
Hours	852,308	923,488	968,015	902,089	938,476
% Change from Previous FY	0.2%	8.4%	4.8%	-6.8%	4.0%
Wages	\$10,855,813	\$12,156,454	\$13,162,017	\$12,341,674	\$13,120,388
% Change from Previous FY	3.4%	12.0%	8.3%	-6.2%	6.3%

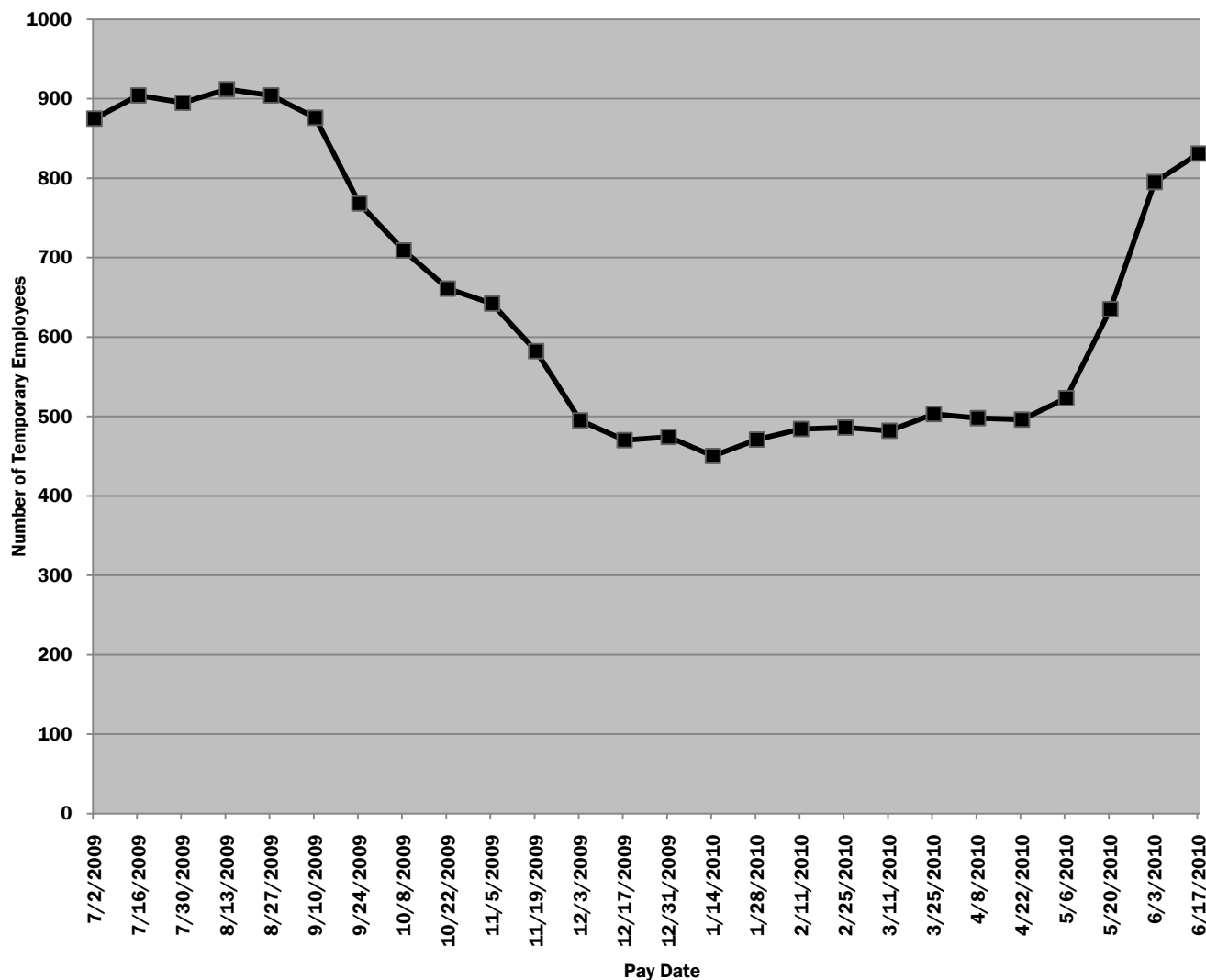
Source: The State's Human Capital Management System (HCM). Data include only temporary employees of the Executive Branch for Fiscal Years 2006 to 2010.

In Fiscal Year 2010, 1,594 individuals worked as temporary employees for 938,476 hours and were paid a total of \$13,120,388 in gross wages.

The Table above compares the use of temporary employees for Fiscal Years 2006 to 2010. Fiscal Year 2010 saw a decrease from Fiscal Year 2009 in the number of unique temporary employees (-5.7%), but an increase in total hours (+4.0%) and total gross wages (+6.3%).

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

**TABLE 61      NUMBER OF TEMPORARY EMPLOYEES ON PAYROLL BY PAY DATE FOR FISCAL YEAR 2010**



Source: The State's Human Capital Management System (HCM). Data include only temporary employees of the Executive Branch for Fiscal Year 2010.

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 900 employees per pay date, the median<sup>4</sup> number per pay date was 609 for FY '10 meaning that for 50% of the pay dates there were 609 or fewer temporary employees on payroll.

<sup>4</sup> The median is the midpoint in a series of numbers; half the values are above the median and half are below.

**TABLE 62 EXECUTIVE BRANCH CONTRACTS FOR SERVICES CREATED IN FISCAL YEAR 2010**

Agency/Department	Number of Contracts	Amount Expended	Maximum Amount
Agriculture	49	\$401,448	\$756,100
Attorney General	31	\$68,349	\$494,358
Auditor of Accounts	5	\$110,596	\$190,800
BISHCA	47	\$1,858,945	\$8,979,356
Buildings & General Services	236	\$18,865,953	\$32,175,032
Children and Families	112	\$2,882,731	\$12,944,914
Commerce & Community Development	112	\$695,569	\$2,262,035
Corrections	28	\$7,090,978	\$53,079,528
Criminal Justice Training Council	9	\$62,607	\$114,750
Defender General	135	\$2,318,546	\$6,937,035
Disabilities, Aging, and Independent Living	46	\$409,072	\$1,499,756
Education	61	\$449,115	\$1,995,510
Enhanced 911 Board	2	\$24,814	\$10,239,726
Environmental Conservation	80	\$782,321	\$3,430,289
Finance & Management	1	\$217,000	\$286,600
Fish & Wildlife	96	\$410,016	\$1,117,405
Forest, Parks & Recreation	104	\$2,108,492	\$4,699,935
Health	86	\$2,886,544	\$10,060,266
Human Resources	24	\$124,199	\$754,573
Human Services	36	\$351,660	\$1,897,541
Information & Innovation	17	\$2,964,290	\$25,203,393
Labor	4	\$24,780	\$56,000
Libraries	4	\$85,441	\$99,657
Liquor Control	7	\$48,703	\$52,793
Mental Health	45	\$3,207,020	\$5,107,112
Military	108	\$3,200,659	\$4,989,204
Natural Resources	2	\$1,469	\$17,628
Public Safety	81	\$816,022	\$1,174,481
Public Service	39	\$1,955,316	\$12,474,735
Public Service Board	6	\$81,196	\$262,064
Secretary of State	8	\$246,722	\$2,117,665
State Treasurer	10	\$1,252,529	\$15,380,000
State's Attorneys & Sheriffs	3	\$8,150	\$71,000
Taxes	7	\$77,605	\$634,100
Transportation	113	\$5,490,052	\$64,598,204
Vermont Health Access	13	\$196,579	\$2,960,920
Vermont Lottery Commission	5	\$120,660	\$28,658,895
Vermont Veterans' Home	6	\$28,407	\$89,430
<b>Grand Total</b>	<b>1,778</b>	<b>\$61,924,556</b>	<b>\$317,862,790</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 2010. “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 FY2010 (7/1/09 - 6/30/10).

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



**TABLE 63 EXECUTIVE BRANCH PRIVATIZATION CONTRACTS – FISCAL YEAR 2010**

Contractor	Summary of Work	Cost of Contract	Duration of Contract
Lake Champlain Chamber of Commerce	Pilot project for operation of information centers. See Act 50, Sec.109, 2009	\$170,841.64	11/22/09 - 11/30/11

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

One privatization contract was executed in Fiscal Year 2010.

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

**TABLE 64 CONTRACTORS ON PAYROLL AS OF 6/17/10 PAY DATE**

Pos. Num.	Department	Title	Average Hourly Rate
068004	Buildings & General Services	Contractual	\$24.00
068006	Buildings & General Services	Contractual	\$26.50
	<b>Buildings &amp; General Services</b>	<b>Total</b>	<b>2</b>
758027	Children & Families	Contractual	\$11.00
758028	Children & Families	Contractual	\$12.50
758026	Children & Families	Contractual	\$14.00
758020	Children & Families	Contractual	\$25.00
758019	Children & Families	Contractual	\$25.00
758022	Children & Families	Contractual	\$25.00
758017	Children & Families	Contractual	\$25.00
758016	Children & Families	Contractual	\$25.00
758023	Children & Families	Contractual	\$25.00
758021	Children & Families	Contractual	\$25.00
758025	Children & Families	Contractual	\$25.00
758011	Children & Families	Contractual	\$50.00
758012	Children & Families	Contractual	\$55.00
758014	Children & Families	Disability Determination Medical Consultant	\$50.00
758030	Children & Families	Disability Determination Medical Consultant	\$50.00
758009	Children & Families	Disability Determination Medical Consultant	\$50.00
758029	Children & Families	Disability Determination Medical Consultant	\$50.00
758006	Children & Families	Disability Determination Medical Consultant	\$50.00
758008	Children & Families	Disability Determination Medical Consultant	\$60.00
758003	Children & Families	Disability Determination Medical Consultant	\$60.00
758001	Children & Families	Disability Determination Medical Consultant	\$60.00
758015	Children & Families	Disability Determination Medical Consultant	\$60.00
758005	Children & Families	Disability Determination Medical Consultant	\$60.00
758007	Children & Families	Disability Determination Medical Consultant	\$60.00
758010	Children & Families	Disability Determination Medical Consultant	\$60.00
758004	Children & Families	Disability Determination Medical Consultant	\$70.00
758002	Children & Families	Disability Determination Medical Consultant	\$70.00
	<b>Children &amp; Families</b>	<b>Total</b>	<b>27</b>
768009	Disabilities, Aging & Independent Living	Contractual	\$13.25
768010	Disabilities, Aging & Independent Living	Contractual	\$13.75
768003	Disabilities, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$13.00
768015	Disabilities, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$14.00
768007	Disabilities, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$14.25
768014	Disabilities, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$16.00
768002	Disabilities, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$16.00
768005	Disabilities, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$16.00
768016	Disabilities, Aging & Independent Living	Contractual	\$10.00
	<b>Disability, Aging &amp; Independent Living</b>	<b>Total</b>	<b>9</b>

Table 64 continued on next page.

**TABLE 64 CONTRACTORS ON PAYROLL AS OF 6/17/10 PAY DATE (CONTINUED)**

Pos. Num.	Department	Title	Average Hourly Rate
848010	Mental Health	Psychiatrist	\$60.00
848017	Mental Health	Psychiatrist	\$60.00
848007	Mental Health	Psychiatrist	\$60.00
848006	Mental Health	Psychiatrist	\$60.00
848009	Mental Health	Psychiatrist	\$60.00
848011	Mental Health	Psychiatrist	\$60.00
848004	Mental Health	Psychiatrist	\$60.00
848003	Mental Health	Psychiatrist	\$60.00
848005	Mental Health	Psychiatrist	\$60.00
848002	Mental Health	Psychiatrist	\$60.00
848013	Mental Health	Psychiatrist	\$60.00
848008	Mental Health	Psychiatrist	\$60.00
848014	Mental Health	Psychiatrist	\$60.00
	<b>Mental Health</b>	<b>Total</b>	<b>13</b>
		<b>Grand Total</b>	<b>42</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	
Public Safety, Department of	Public Safety	
Public Service Board	Public Service Board	Yes
Public Service, Department of	Public Service	
Secretary of State	Secretary of State	
State's Attorneys & Sheriffs, Department of	State's Attorneys & Sheriffs	
Taxes, Department of	Taxes	
Transportation, Agency of	Transportation	
Treasurer, Office of State	State Treasurer	
Vermont Commission on Women	Vermont Commission on Women	Yes
Vermont Criminal Justice Training Council	Criminal Justice Training Council	Yes
Vermont Health Access	Vermont Health Access	
Vermont Human Rights Commission	Vermont Human Rights Commission	Yes
Vermont Labor Relations Board	Vermont Labor Relations Board	Yes
Vermont Veterans' Home	Vermont Veterans' Home	
VOSHA Review Board	VOSHA Review Board	Yes

Note: "Small Departments" have 10 or fewer classified employees.

## APPENDIX C – CALCULATION OF RETIREMENT ELIGIBILITY

Retirement eligibility was determined if at the end of Fiscal Year 2010 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 2010 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.