

State of Vermont
Workforce Report
Fiscal Year 2013

And

Department of Human Resources
Annual Report 2013



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State of Vermont Workforce Report Fiscal Year 2013

And

**Department of Human Resources
Annual Report 2013**

**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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Agency of Administration

January 15, 2014

Governor Shumlin and Members of the General Assembly:

I am pleased to present the Department of Human Resources' (DHR) Annual Report for calendar year 2013 and the State's Workforce Report for Fiscal Year 2013.

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 ongoing projects and work accomplished this last year. In particular, the report describes the recent upgrade of the state's human capital management system, known as VTHR, an important accomplishment that will position DHR to become less transactional and more strategic in its work.

In addition to the annual report, you will find the Workforce Report for Fiscal Year 2013 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.

Very truly yours,

A handwritten signature in black ink, appearing to read "Kate Duffy".

Kate G. Duffy
Commissioner

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DEPARTMENT OF HUMAN RESOURCES – ANNUAL REPORT 2013



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OVERVIEW

The last year has been another challenging one for the Department of Human Resources. The Department focused much of its time and energy on a collaborative effort with the Departments of Finance and Management and Information and Innovation to re-implement and upgrade the State's Human Capital Management System (HCM), known as VTHR. This project, which went live in May 2013 began over two years ago and required the majority of DHR's time and resources in the last year.

While the transition was difficult, DHR understands that its investment of time and energy has returned important dividends, as it allows the State to process bi-weekly payroll and related financial functions in a fully integrated and supported system. This has eliminated the risks posed by the antiquated legacy system that VTHR replaced. In addition, with the implementation of VTHR, DHR reduced paper transactions flowing across the State. The elimination of paper timesheets alone reduced 8,000 paper transactions on a bi-weekly basis. With the introduction of electronic personnel action requests, the process of auditing transactions—and decreasing errors— has improved as well. Formerly data entry was decentralized and DHR was required to conduct a retroactive audit to correct and re-enter data, often after payroll has been processed. VTHR's new functionality allows for prospective auditing.

The introduction of VTHR also created a number of opportunities DHR is only beginning to explore. Because many HR processes have been manual and extremely time consuming, much HR work has been transactional, not strategic. DHR is working to integrate VTHR into its business practices, streamline its processes, and use the real time data now available to become less transactional and more strategic. To this end, DHR is conducting a comprehensive business process review and is assessing how best to meet both the current and future needs of agencies, departments and all State employees in this new environment.

COMMISSIONER'S OFFICE

Commissioner Kate Duffy is assisted by Director of Operations Christine Hetzel and Executive Staff Assistant Karen Pallas. In addition to supporting the Commissioner's office, Hetzel and Pallas are responsible for many department-wide functions, including 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 provides human resources support and services to employees and agencies and departments throughout State Government. The Division consists of six large department units and one small department unit. The large units are staffed by an HR Manager, as well as a team of HR Administrators. The small unit is led by a Small Department Manager. The Field Operations staff provides professional guidance and services to agency and department managers and supervisors in the full range of human resource disciplines including: recruitment; workforce planning and development; benefits administration; position classification and management; employee relations; and labor relations.

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. The Division also provides enterprise-wide organizational development resources as needed by the Administration. This includes the statewide strategic plan, presented in January 2013 by the Secretary of Administration, as well as change processes at the agency and department level.

Recruitment

The Recruitment team focuses 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 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 Supervisor's Development Program and the Vermont Certified Public Manager® Program (VCPM). VCPM achieved national accreditation in 2013. 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 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.

CLASSIFICATION DIVISION

Director Molly Paulger leads the Classification Division, which is responsible for job classification and position management. The Classification Division is responsible for classifying jobs by accurately assessing job duties and assigning an appropriate pay grade, using the Willis Point Factor System. The Division also supports 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 RESOURCES INFORMATION SYSTEM AND BENEFITS DIVISION

Director Nicole Wilson leads the HRIS and Benefits team, which is responsible for the State's Human Capital Management (HCM) system, known as VTHR. HRIS analysts enter personnel actions to process changes in position, such as salary changes or movement to a different job. The analysts verify the data input into VTHR and audit records to ensure business process consistency, compliance with policy and labor contract provisions, and record integrity. HRIS also provides training and assistance to VTHR users across State Government to promote accurate and proper use of the system.

The Benefits group manages and administers benefit programs for over 23,000 employees, retirees, and 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 and dependent care expenses. The Benefits group also monitors federal and state health care reform legislation and takes all steps necessary to comply with this legislation and prepare for future changes.

WORKFORCE ANALYSIS AND REPORTING DIVISION

Director Harold Schwartz leads the Workforce Analysis and Reporting Division, which is responsible for information management and compensation analysis. In this role, Director Schwartz and his team conduct sophisticated analyses of workforce data related to collective bargaining and legislation and coordinates responses to public records and general information requests. The Division 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. The Division also coordinates the Department's web site, performs peer review, and prepares reports with statewide impact. In 2013, DHR modernized its website, creating a more user friendly platform in which to share information with its customers and with the public. A new, substantial role for the Division is to function as the central report resource and report development team for the new VTHR system. Operating with the newly centralized VTHR report functionality, the team develops and provides reports and assistance to all departments and agencies in State Government who interact with VTHR.

Analyst Doug Pine is responsible for the oversight of exempt salaries, including initial salary approval, annual salary increases, and other salary increases. He develops, maintains, and oversees exempt pay plans and works on market factor adjustment reviews, requiring an in-depth analysis of marketplace salaries of comparable positions outside of State Government. 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 Senior Labor Relations Specialist John Berard. 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. During 2013, the division negotiated a successor collective bargaining agreement with the State Police Bargaining Unit, and also played a critical role in developing the rules and procedures for implementing the new VTHR payroll processing rules. In addition,

this unit provides essential support in the settlement or litigation of many employee and union grievances. The Labor Relations staff also provides training to Human Resources Field Operations staff and department/agency managers and supervisors on a broad range of labor relation subjects.

LEGAL SERVICES DIVISION AND INVESTIGATIONS UNIT

The Legal Services Division advises and represents agencies and departments on grievances and lawsuits relating to the State's workforce and counsels the State on how to address and curtail employee misconduct. General Counsel Steven Collier and his staff provide legal counsel to the Commissioner of DHR. They also advise appointing authorities and work closely with the Attorney General's Office to represent the State in litigation before the Vermont Labor Relations Board, the Human Rights Commission, and state and federal courts.

The Investigations Unit of the Legal Division is led by Unit Supervisor Earl Fechter. Fechter and his team investigate complex employment related claims including harassment and discrimination claims and other serious employee misconduct. The Unit also provides training, support and guidance to other Departments and to the Human Resources Field Operations Division. The goal of the Division and Unit is to ensure that all employees are treated fairly and that employees are properly accountable to the public they serve.

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STATE OF VERMONT WORKFORCE REPORT – FISCAL YEAR 2013

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STATISTICAL HIGHLIGHTS

Profile of the Executive Branch Workforce for Fiscal Year 2013				Page
	Classified	Exempt	Total	Reference
Number	7,475	598	8,073	16
FTEs (Full-Time Equivalents)	7,427.8	580.4	8,008.2	16
Full-Time Employees (FTE = 1) /Part-Time Employees (FTE <1)	7,329 / 146	554 / 44	7,883 / 190	16
Average Age	46.5	48.6	46.7	21, 49
Average Annual Salary (Full-time, base rate only)	\$51,382	\$69,938	\$52,686	22, 60
Average Years of Service	12.2	9.5	12.0	23, 52
Percent Minorities	3.1%	2.2%	3.0%	24, 56
Percent Females	49.6%	50.0%	49.6%	24, 56
Percent Represented by a Bargaining Unit	92.3%	4.8%	85.9%	25
Highlights of Workforce Trends for Classified Employees – Fiscal Year 2013				
Employment				
Percent Change in the Number of Classified Employees from Fiscal Year 2012 to Fiscal Year 2013			3.6%	17, 30
Percent Change in the Number of Classified Employees from Fiscal Year 2009 to Fiscal Year 2013			-0.2%	30
Number of Applications Submitted for Classified Jobs			47,554	34
Number of Applicants for Classified Jobs			11,359	34
Percent of Applicants Female/Percent of Applicants Minority			51.3% / 5.9%	35
Percent of Applicants with Bachelor's Level Degree or Higher			52%	35
Number of Hires			888	38
Percent of Hires Female/Percent of Hires Minority			56.0% / 3.7%	39
Average Age of Hires			37.8	39
Turnover				
Turnover Rate of Classified Employees			8.7%	40
Number of Employees Separated			640	40
Percent Voluntary Terminations			53.0%	40
Percent Retirements			35.0%	40
Percent Involuntary Terminations			11.1%	40
Age				
Percent of Classified Employees less than 35 Years Old			18.4%	49
Percent of Classified Employees 45 Years or Older			58.0%	49
Retirement Eligibility				
Percent of Classified Employees Eligible for Retirement at the End of Fiscal Year 2013			12.8%	56
Number Eligible for Retirement at the End of Fiscal Year 2013			957	56
Percent of Classified Employees Eligible for Retirement within Five Years (End of Fiscal Year 2018)			28.8%	56
Number Eligible for Retirement within Five Years			2,153	56
Compensation				
Average Annual Salary for Classified Employees (Full-time, base rate only)			\$51,382	60
Total Cash Overtime Costs			\$19,231,275	70
Total Compensatory Hours Earned for Overtime			177,659	71
Average Total Compensation (Total Pay Plus Benefits) per Classified Employee			\$78,542	64
Average Benefits Paid as a Percent of Total Compensation			31.5%	64
Diversity				
Minority Representation in the Classified Workforce			3.1%	73
Vermont Civilian Workforce Minority Population Estimates – U. S. Census/Bureau of Labor Statistics			4.5% / 5.3%	73
Female Representation in the Classified Workforce			49.6%	74
Vermont Civilian Workforce Female Population Estimates – U.S. Census/Bureau of Labor Statistics			48.6% / 48.6%	74

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WORKFORCE CHARACTERISTICS – FISCAL YEAR 2013

- ❖ Section One of this Workforce Report provides general descriptive statistics for the Executive Branch workforce for Fiscal Year 2013. The data presented include all Executive Branch employees (exempt and classified), but does not include temporary employees, 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	2	2.0	5	5.0	7	7.0
Agriculture, Food & Markets	91	90.9	3	3.0	94	93.9
Attorney General	30	30.0	50	47.5	80	77.5
Auditor of Accounts	11	11.0	4	4.0	15	15.0
Buildings & General Services	342	341.8	5	5.0	347	346.8
Children & Families	951	948.9	28	28.0	979	976.9
Commerce & Community Development	69	68.4	17	17.0	86	85.4
Corrections	1,044	1,040.7	16	16.0	1,060	1,056.7
Criminal Justice Training Council	10	10.0	1	1.0	11	11.0
Defender General			71	67.5	71	67.5
Disabilities, Aging & Independent Living	275	269.7	6	5.0	281	274.7
Education	155	152.9	6	6.0	161	158.9
Enhanced 911	10	10.0	1	1.0	11	11.0
Environmental Conservation	259	256.7	11	10.9	270	267.6
Finance & Management	33	33.0	2	2.0	35	35.0
Financial Regulation	97	96.6	15	15.0	112	111.6
Fish & Wildlife	124	124.0	3	3.0	127	127.0
Forests, Parks & Recreation	99	98.4	3	3.0	102	101.4
Governor's Office			13	12.8	13	12.8
Green Mountain Care Board	12	10.9	9	9.0	21	19.9
Health	475	464.9	7	7.0	482	471.9
Human Resources	82	81.5	5	5.0	87	86.5
Human Services	97	96.7	12	12.0	109	108.7
Information & Innovation	84	84.0	2	2.0	86	86.0
Labor	252	250.5	11	10.8	263	261.3
Libraries	25	25.0	1	1.0	26	26.0
Lieutenant Governor			2	2.0	2	2.0
Liquor Control	48	48.0	2	2.0	50	50.0
Mental Health	166	164.1	8	7.0	174	171.1
Military	117	116.5	4	4.0	121	120.5
Natural Resources	25	25.0	7	7.0	32	32.0
Natural Resources Board	22	22.0	4	4.0	26	26.0
Public Safety - Civilian	234	232.1	10	10.0	244	242.1
Public Safety - Sworn	346	345.0			346	345.0
Public Service	33	32.9	13	12.6	46	45.5
Public Service Board	4	3.6	22	21.4	26	25.0
Secretary of State	58	58.0	9	9.0	67	67.0
State Treasurer	32	32.0	5	5.0	37	37.0
State's Attorneys & Sheriffs			158	152.3	158	152.3
Taxes	144	144.0	9	9.0	153	153.0
Transportation	1,246	1,239.2	15	14.7	1,261	1,253.9
Vermont Commission on Women	2	2.0	1	1.0	3	3.0
Vermont Health Access	149	144.9	9	9.0	158	153.9
Vermont Human Rights Commission			6	5.0	6	5.0
Vermont Labor Relations Board			2	1.4	2	1.4
Vermont Lottery Commission	17	17.0	1	1.0	18	18.0
Vermont Veterans' Home	203	203.0	3	3.0	206	206.0
VOSHA Review Board			1	0.6	1	0.6
Grand Total	7,475	7,427.8	598	580.4	8,073	8,008.2

At the end of Fiscal Year 2013 there were 8,073 Executive Branch employees. A more complete picture of the staffing level is provided by the 8008.2 FTE* figure.

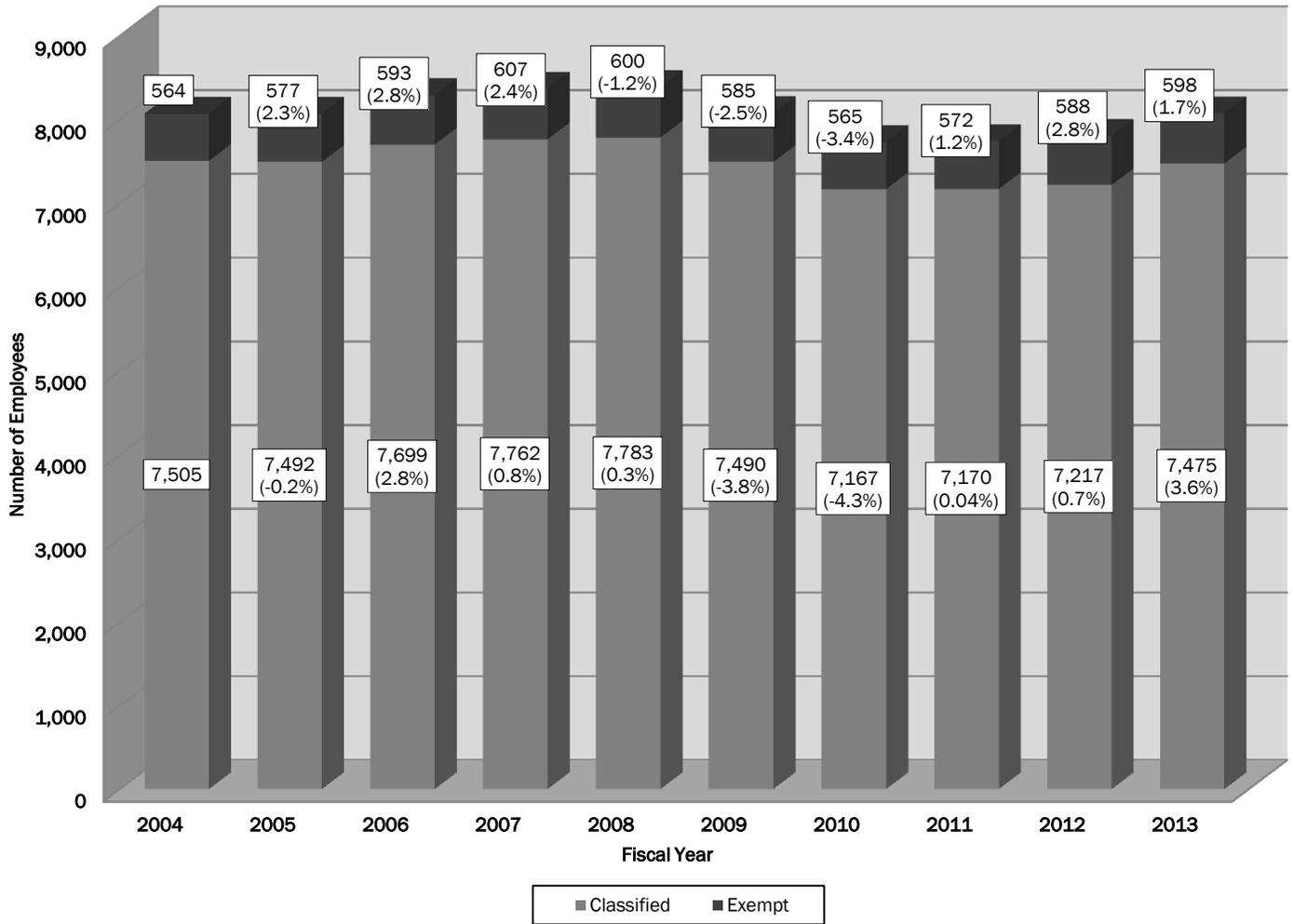
Among classified employees 146 (2.0%) are part-time (FTE<1) and for exempt employees 44 (7.4%) are part-time.

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 Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2013.

TABLE 2 NUMBER OF EXECUTIVE BRANCH EMPLOYEES BY FISCAL YEAR



Total	8,069	8,069	8,292	8,369	8,383	8,075	7,732	7,742	7,805	8,073
% Change Previous FY		0.0%	2.8%	0.9%	0.2%	-3.7%	-4.2%	0.1%	0.8%	3.4%

Source: The State’s Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2004 to 2013. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

Fiscal Year 2013 total headcount increased from Fiscal Year 2012 by 3.4%. Classified employees increased by 3.6% and exempt employees by 1.7%.

Comparing Fiscal Year 2004 to Fiscal Year 2013, the overall number of Executive Branch employees was virtually the same (an increase of .05%), with classified employees decreasing by 0.4% and exempt employees increasing by 6.0%.

TABLE 3 EXECUTIVE BRANCH POSITIONS BY DEPARTMENT AS OF JUNE 27, 2013

Department	Positions			Vacancy		Position Type		
	Filled	Vacant	Total	Rate %	Perm.	Limited	Exempt	
Administration	36	2	38	6%	29	2	7	
Agriculture, Food & Markets	93	4	97	4%	83	11	3	
Attorney General	80	1	81	1%	28	2	51	
Auditor of Accounts	14	1	15	7%	11	0	4	
Buildings & General Services	317	47	364	15%	354	4	6	
Children & Families	967	57	1,024	6%	961	35	28	
Commerce & Community Development	85	7	92	8%	71	2	19	
Corrections	1,031	40	1,071	4%	1,049	6	16	
Criminal Justice Training Council	11	0	11	0%	9	1	1	
Defender General	68	3	71	4%	0	0	71	
Disabilities, Aging & Independent Living	271	15	286	6%	227	54	5	
E911 Board	11	0	11	0%	10	0	1	
Education	161	10	171	6%	145	20	6	
Environmental Conservation	269	21	290	8%	239	40	11	
Finance & Management	33	6	39	18%	35	1	3	
Financial Regulation	110	8	118	7%	93	9	16	
Fish & Wildlife	127	8	135	6%	129	3	3	
Forests, Parks & Recreation	102	4	106	4%	99	4	3	
Governor's Office	13	1	14	8%	0	0	14	
Green Mountain Care Board	20	4	24	20%	8	7	9	
Health	473	39	512	8%	345	160	7	
Human Resources	86	6	92	7%	86	0	6	
Human Services	87	44	131	51%	100	18	13	
Information & Innovation	110	11	121	10%	111	8	2	
Labor	262	29	291	11%	255	24	12	
Libraries	26	1	27	4%	25	0	2	
Lieutenant Governor	2	0	2	0%	0	0	2	
Liquor Control	50	2	52	4%	48	2	2	
Mental Health	174	25	199	14%	187	2	10	
Military	121	8	129	7%	96	29	4	
Natural Resources	32	2	34	6%	27	0	7	
Natural Resources Board	27	0	27	0%	23	0	4	
Public Safety - Civilian	276	17	293	6%	254	28	11	
Public Safety - Sworn	307	21	328	7%	321	7	0	
Public Service	46	6	52	13%	31	7	14	
Public Service Board	26	1	27	4%	5	0	22	
Secretary of State	67	2	69	3%	54	5	10	
State Treasurer	36	0	36	0%	30	2	4	
State's Attorneys & Sheriffs	158	3	161	2%	0	0	161	
Taxes	152	15	167	10%	155	0	12	
Transportation	1,256	45	1,301	4%	1,239	45	17	
Vermont Commission on Women	3	0	3	0%	2	0	1	
Vermont Health Access	159	38	197	24%	125	62	10	
Vermont Human Rights Commission	5	0	5	0%	0	0	5	
Vermont Labor Relations Board	2	0	2	0%	0	0	2	
Vermont Lottery Commission	19	2	21	11%	20	0	1	
Vermont Veterans' Home	204	14	218	7%	215	0	3	
VOSHA Review Board	1	0	1	0%	0	0	1	
Grand Total	7,986	600	8,586	7%	7,334	600	622	

As of June 27, 2013 there were 8,556 authorized Executive Branch positions – 7,334 permanent classified, 600 limited classified,* and 622 exempt. The number of filled positions may not equal the number of employees (See Table 1) because in certain situations a position can be double filled.**

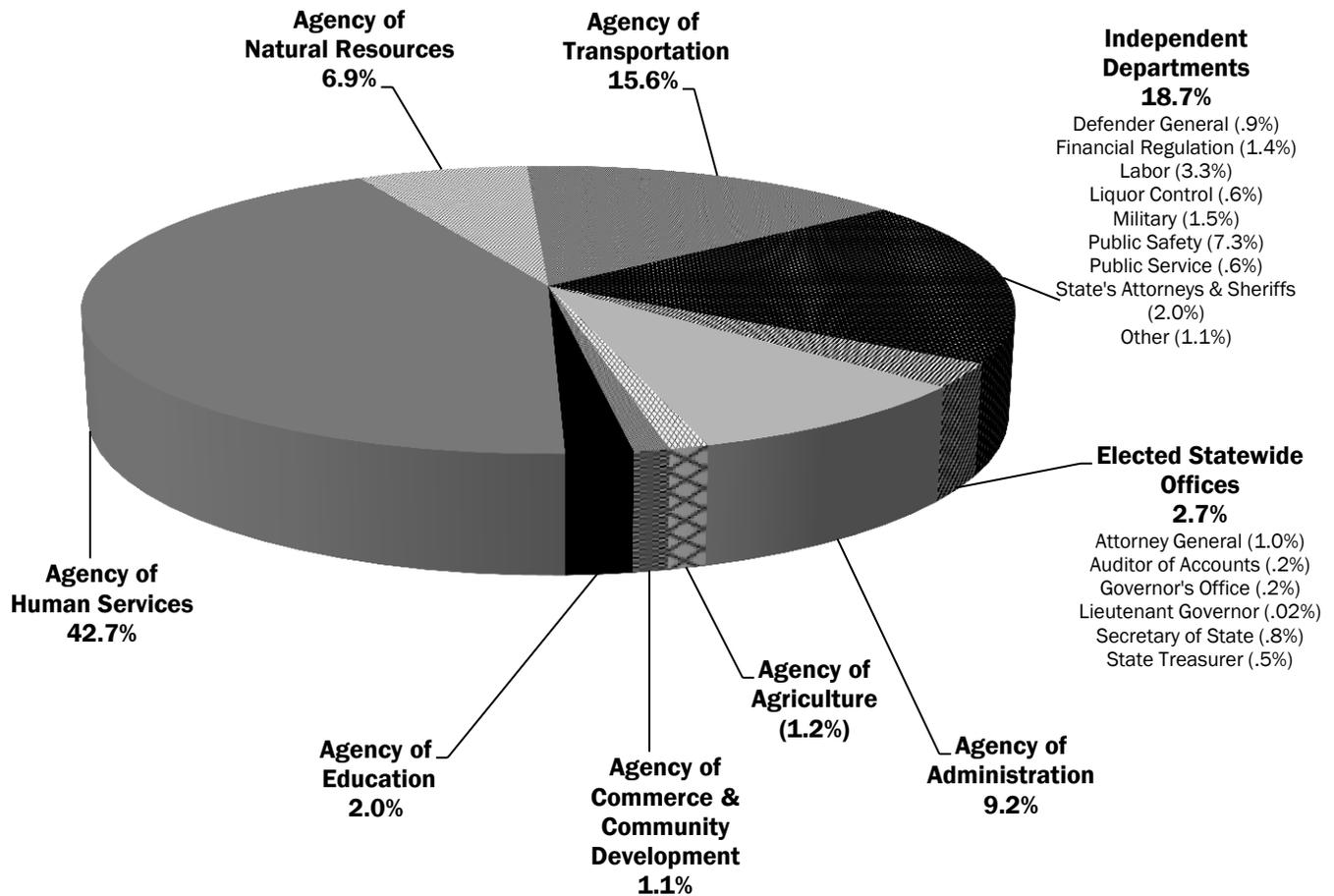
There were 600 vacant positions for an overall vacancy rate of 7%.

* NOTE: A classified limited service position is a non-tenured, time-limited position authorized for a period of three or fewer years.

** NOTE: A position may be double filled in job share situations, a short-term need to train a new employee by the vacating employee, and in the case of a long-term leave of an employee.

Source: The State's Human Resource Information System (VTHR).

TABLE 4 EXECUTIVE BRANCH EMPLOYEE DISTRIBUTION BY AGENCY/DEPARTMENT



Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2013.

The seven “super” agencies account for approximately 79% of all Executive Branch employees, with the Agency of Human Services having the largest single concentration of employees (42.7%).

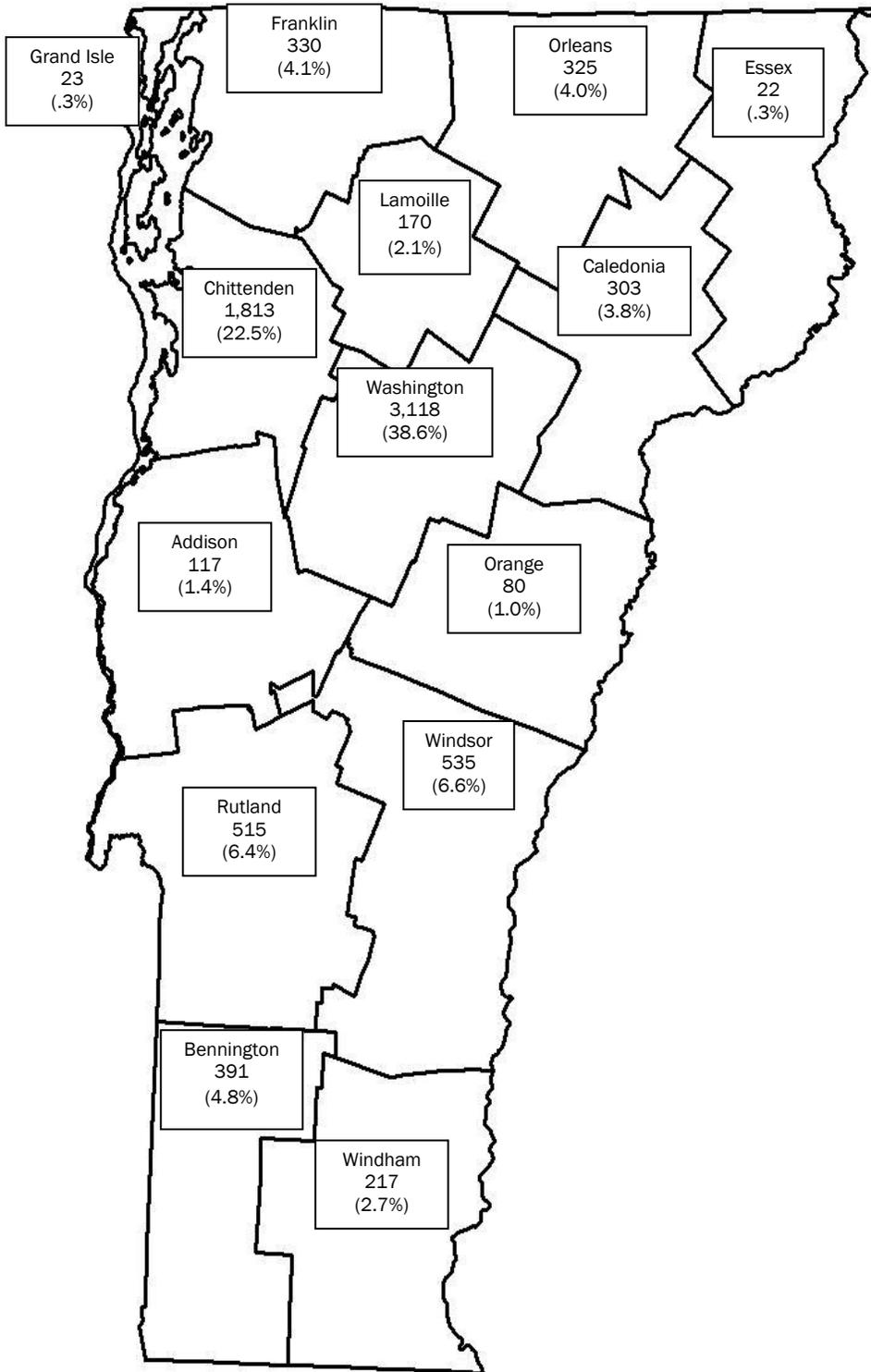
Pursuant to 3 V.S.A. § 2701 the Agency of Education was created on January 1, 2013.

Independent departments (those not under an agency structure) make up 18.7% of employees, with the Department of Public Safety being the largest independent department (7.3%).

Elected Statewide Offices account for 2.7% of Executive Branch employees.

Note: See Appendix A for an organizational chart of Vermont state government.

TABLE 5 EXECUTIVE BRANCH EMPLOYEES BY COUNTY OF WORK LOCATION

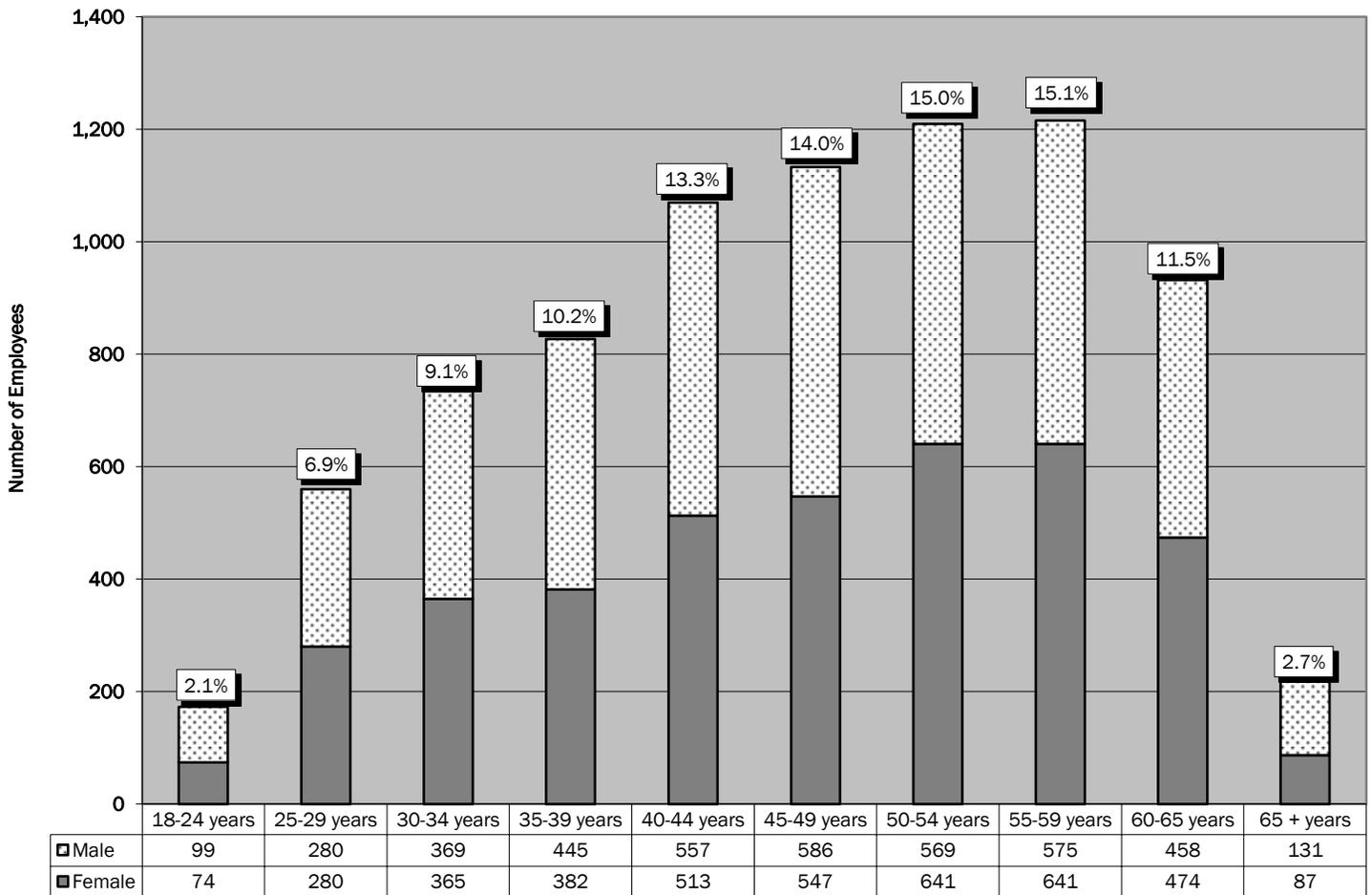


As of the end of Fiscal Year 2013 Executive Branch employees worked in every county in the state.

The majority of Executive Branch employees (61%) worked in Washington and Chittenden Counties.

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2013. 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 6 AGE DISTRIBUTION FOR EXECUTIVE BRANCH EMPLOYEES



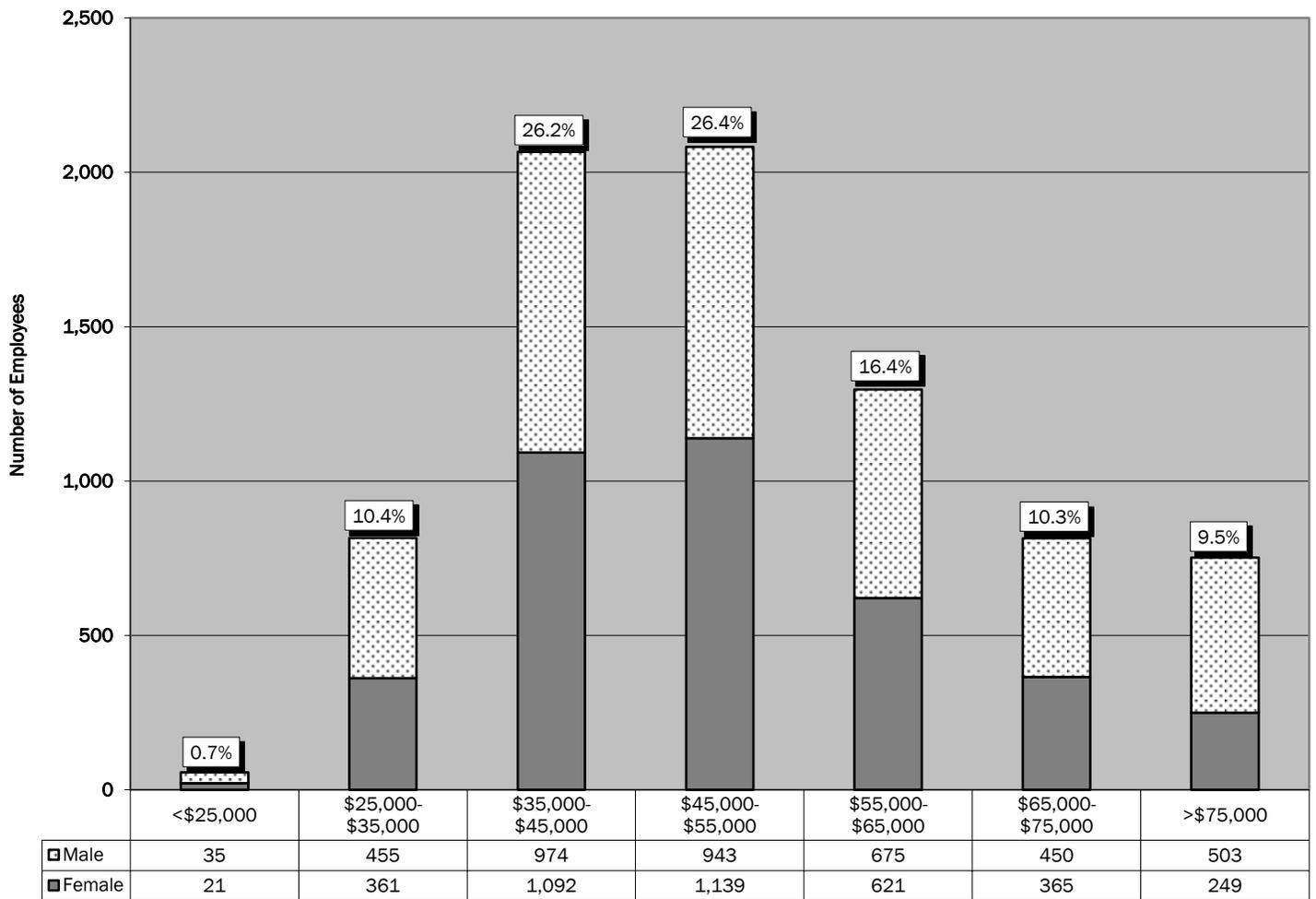
Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2013.

The largest percentage of Executive Branch employees were in the 55-59 age group (15.1%). The 50-54 age group closely followed with 15.0%. 18.2% of employees were less than 35 years old. The average employee age was 46.7 years. The average age of exempt employees was higher (48.6) than that of classified employees (46.5). There was little difference between the average age of male (46.4) and female (46.9) employees.

Benchmarking New England State Governments – Average Age	
Connecticut	46.8
Massachusetts	47.7
Maine	47.0
New Hampshire	47.0
Vermont	46.7

Source: Connecticut Department of Administrative Services (FY '13); Commonwealth of Massachusetts, Human Resources Division (FY '13); New Hampshire, Division of Personnel 2012 Annual Report (FY '12); Maine, Bureau of Human Resources (FY '13).

TABLE 7 ANNUAL SALARY DISTRIBUTION FOR EXECUTIVE BRANCH FULL-TIME EMPLOYEES



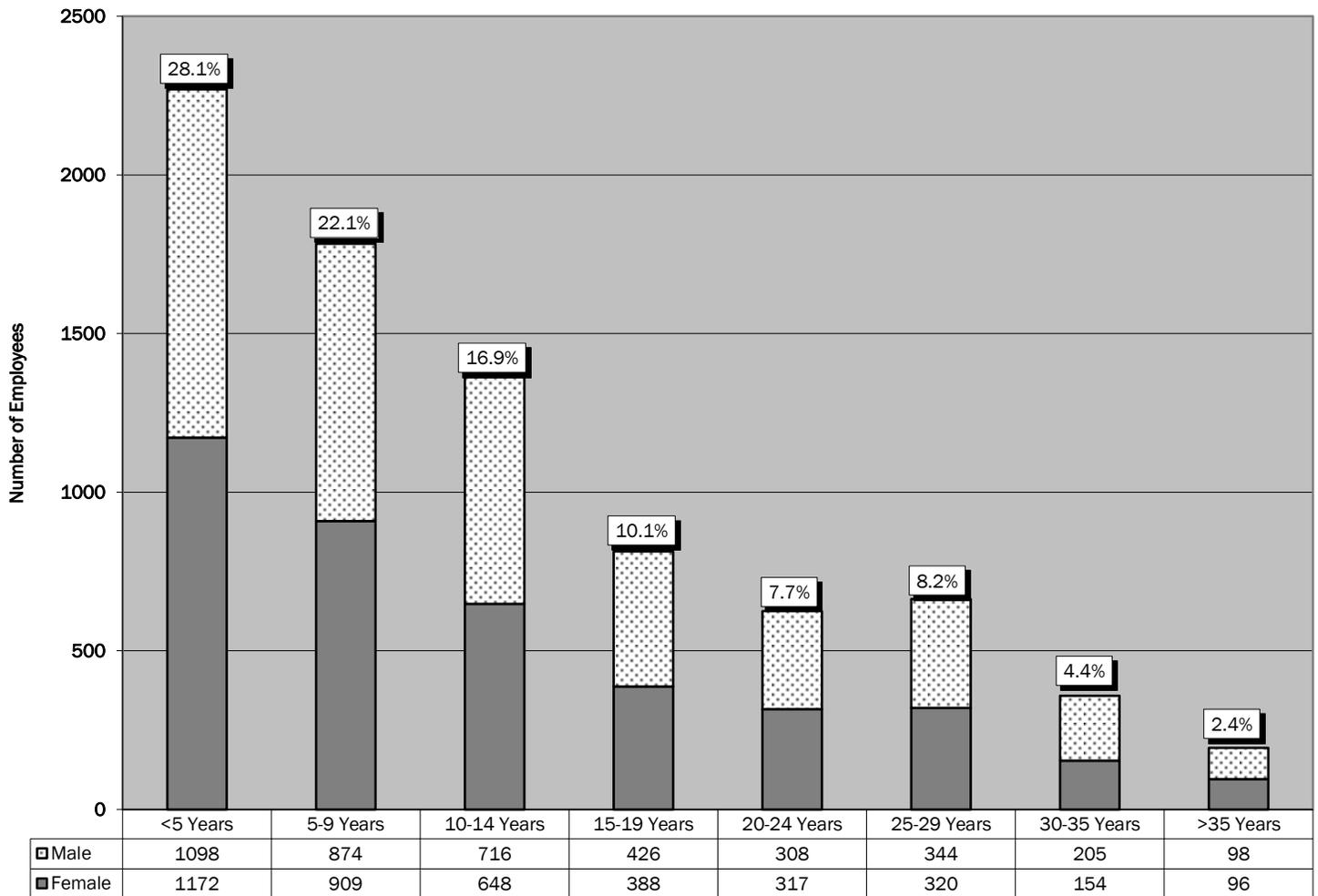
Source: The State's Human Resource Information System (VTHR). Data include all full-time Executive Branch employees (classified and exempt) for Fiscal Year 2013. Annual salary is the base rate and does not include benefits or overtime.

The largest percentage of Executive Branch full-time employees (26.4%) earned between \$45,000 and \$55,000 in base rate annual salary.

The average base rate salary for full-time Executive Branch employees was \$52,686 with males earning an average of \$54,078 and females \$51,227.

The average base rate salary for full-time exempt employees was \$69,938 and \$51,382 for classified employees.

TABLE 8 YEARS OF SERVICE DISTRIBUTION FOR EXECUTIVE BRANCH EMPLOYEES



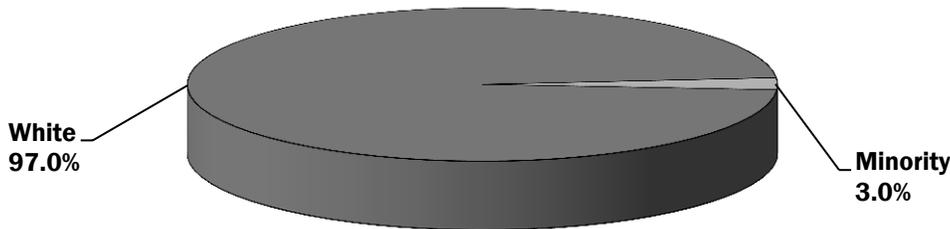
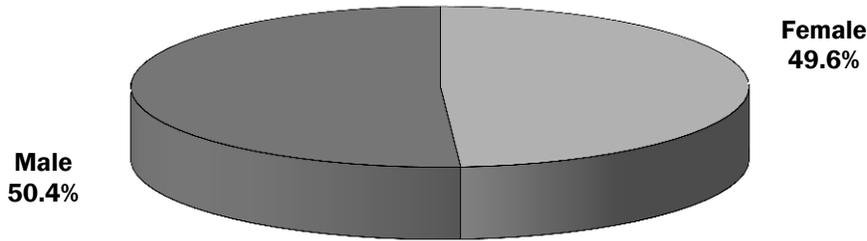
Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2013. Years of (continuous) Service is the time of uninterrupted services by an employee. Authorized leaves of absence are not counted as an interruption of service.

The largest percentage of employees (28.1%) had less than five years of service. The average length of service of Executive Branch employees was 12.0 years. Classified employees had a higher average length of service (12.2) than did exempt employees (9.5). Males averaged 12.4 years of service and females 11.7 years.

Benchmarking New England State Governments - Average Years of Service	
Connecticut	14.3
Massachusetts	15.2
Maine	13.2
New Hampshire	12.0
Vermont	12.0

Source: Connecticut Department of Administrative Services (FY '13); Commonwealth of Massachusetts, Human Resources Division (FY '13); New Hampshire, Division of Personnel 2012 Annual Report (FY '12); Maine, Bureau of Human Resources (FY '13).

TABLE 9 EXECUTIVE BRANCH EMPLOYEES BY ETHNIC AND GENDER REPRESENTATION



Asian/Pacific Islander	29%
Hispanic	25%
Black	23%
American Indian/Alaskan Native	22%
Native Hawaiian/Other Pacific Islander	1%

Of the population of Executive Branch employees, 4,069 or 50.4% were male and 4,004 or 49.6% were female.

Minority employees made up 3.0% of the workforce.

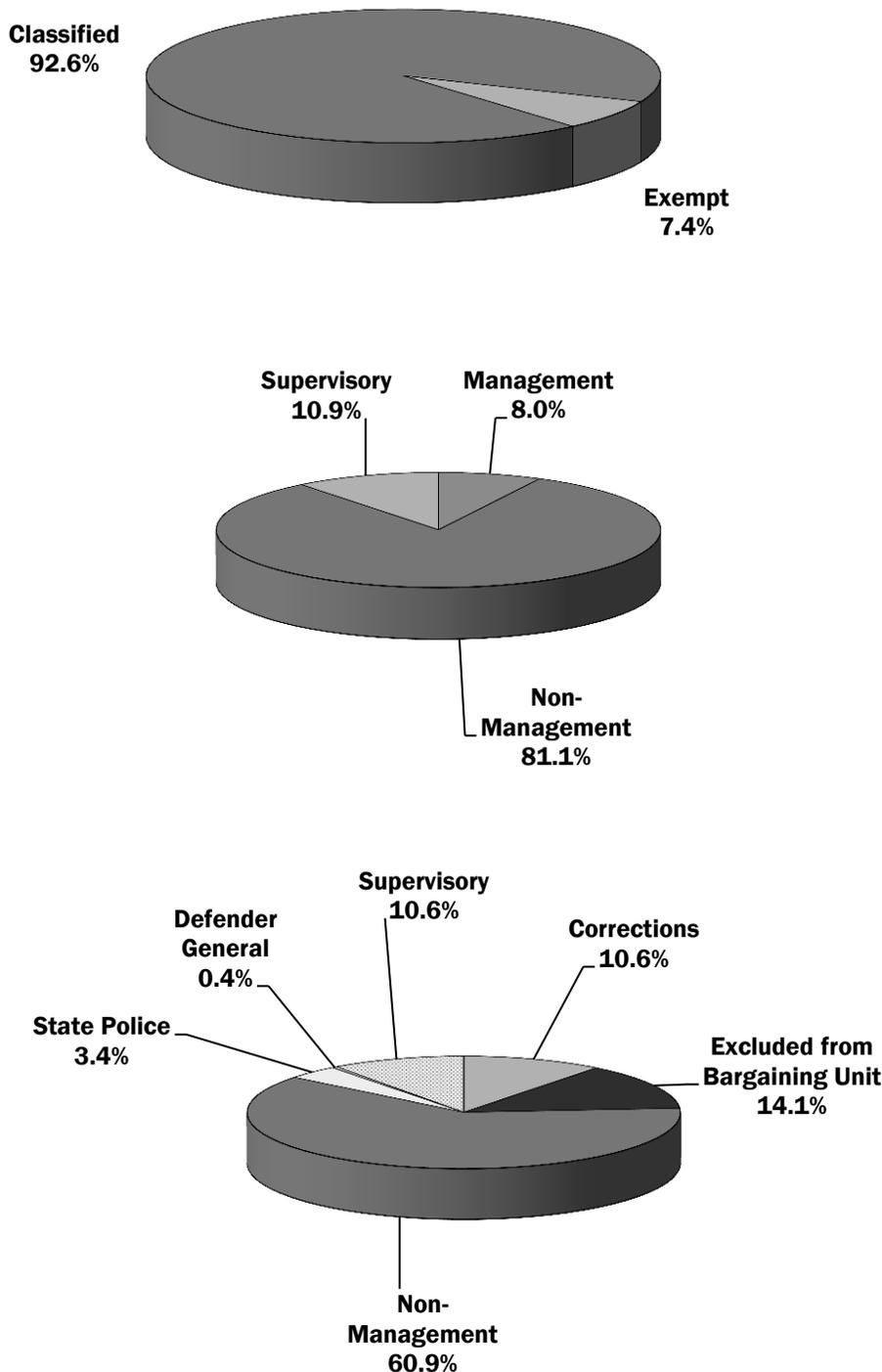
Of the State of Vermont's 241 minority employees, 29% identified themselves as Asian/Pacific Islander, 25% Hispanic, 22% American Indian/Alaskan Native, 23% Black, and 1% Native Hawaiian/Other Pacific Islander.

Benchmarking New England State Governments – Gender and Ethnic Representation		
	% Male/% Female	% Minority
Connecticut	49.9%/50.1%	31.7%
Massachusetts	48.8%/51.2%	25.3%
Maine	52.0%/48.0%	5.0%
New Hampshire	48.0%/52.0%	3.0%
Vermont	50.4%/49.6%	3.0%

Source: Connecticut Department of Administrative Services (FY '13); Commonwealth of Massachusetts, Human Resources Division (FY '13); New Hampshire, Division of Personnel 2012 Annual Report (FY '12); Maine, Bureau of Human Resources (FY '13).

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2013.

TABLE 10 EXECUTIVE BRANCH EMPLOYEES BY JOB TYPE, MANAGEMENT LEVEL AND BARGAINING UNIT



Exempt employees (598) made up 7.4% of the workforce.

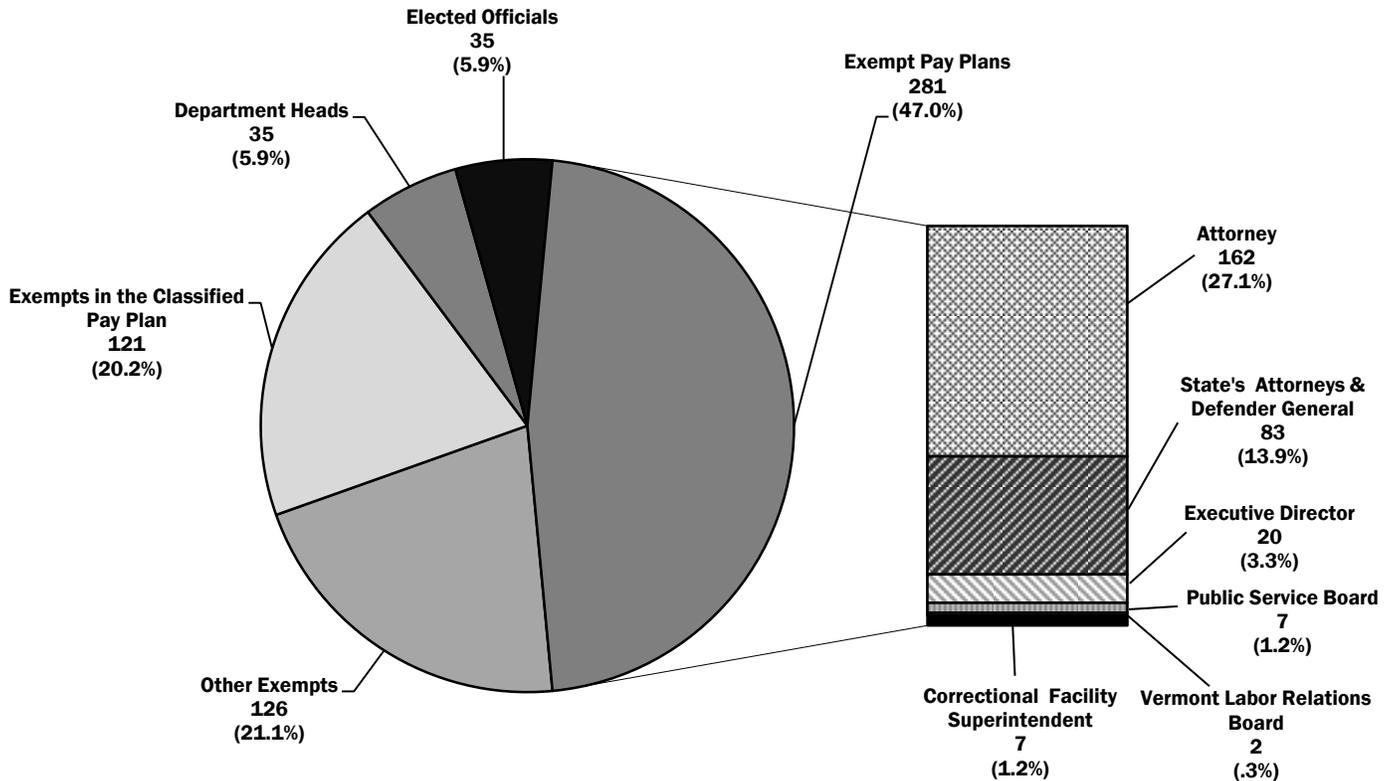
Of Executive Branch employees 18.9% (1,529) are designated as supervisory or managerial.

A total of 6,932 or 86%, of Executive Branch employees are covered by one of the five collective bargaining units – State Police (273), Supervisory (853), Corrections (857), Defender General (29), and the largest, Non-Management (4,920).

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 Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2013.

TABLE 11 EXECUTIVE BRANCH EXEMPT EMPLOYEES BY CATEGORY



Exempt Category	Definition
Elected Officials	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.
Department Heads	32 V.S.A. § 1003(b). (Agency Secretaries, Commissioners and heads of certain other free-standing organizations).
Exempts in the Classified Pay Plan	Certain positions exempted by statute from the classified service but assigned to the classified pay plan for purposes of salary administration. Of the 121 employees in this category the majority were in the following job titles: Victims Advocate (20.7%), Deputy Sheriff (19.8%), Administrative Secretary (17.4%), and Secretary IV (13.2%).
Other Exempts/Non-Pay Plan	Other positions exempted by statute from classified service. Of the 126 employees in this category the majority were in the following job titles: Deputy Commissioner (19.8%), Private Secretary (17.5%), Principal Assistant (11.1%), and Executive Assistant (6.3%).
Exempt Pay Plans	As authorized in 32 § V.S.A.1020(c).
Attorney	General Counsel, Staff Attorneys, and other attorneys
State's Attorneys & Defender General	Deputy State's Attorneys and Attorneys in the Office of the Defender General
Correctional Facility Superintendents	Correctional Facility Superintendents
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 Resource Information System (VTHR). Data include all Executive Branch exempt employees for Fiscal Year 2013

Exempt employees (598) made up 7.4% of the Executive Branch workforce. Of exempt employees, the largest group is attorneys (41.0%) covered by the Attorney and State's Attorneys and Defender General exempt pay plans.

TABLE 12 EXECUTIVE BRANCH EMPLOYEES BY OCCUPATIONAL GROUP

Occupational Group	Number of Employees	Percentage
Administrative Support	526	6.5%
Officials and Administrators	510	6.3%
Paraprofessionals	409	5.1%
Professionals	4,401	54.5%
Protective Service	1,077	13.3%
Service Maintenance	183	2.3%
Skilled Craft	536	6.6%
Technicians	431	5.3%
Grand Total	8,073	100.0%

Well over half (54.5%) of Executive Branch employees are in jobs categorized as Professional. Service Maintenance (2.3%) 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 B gives a full definition of each category.

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2013.

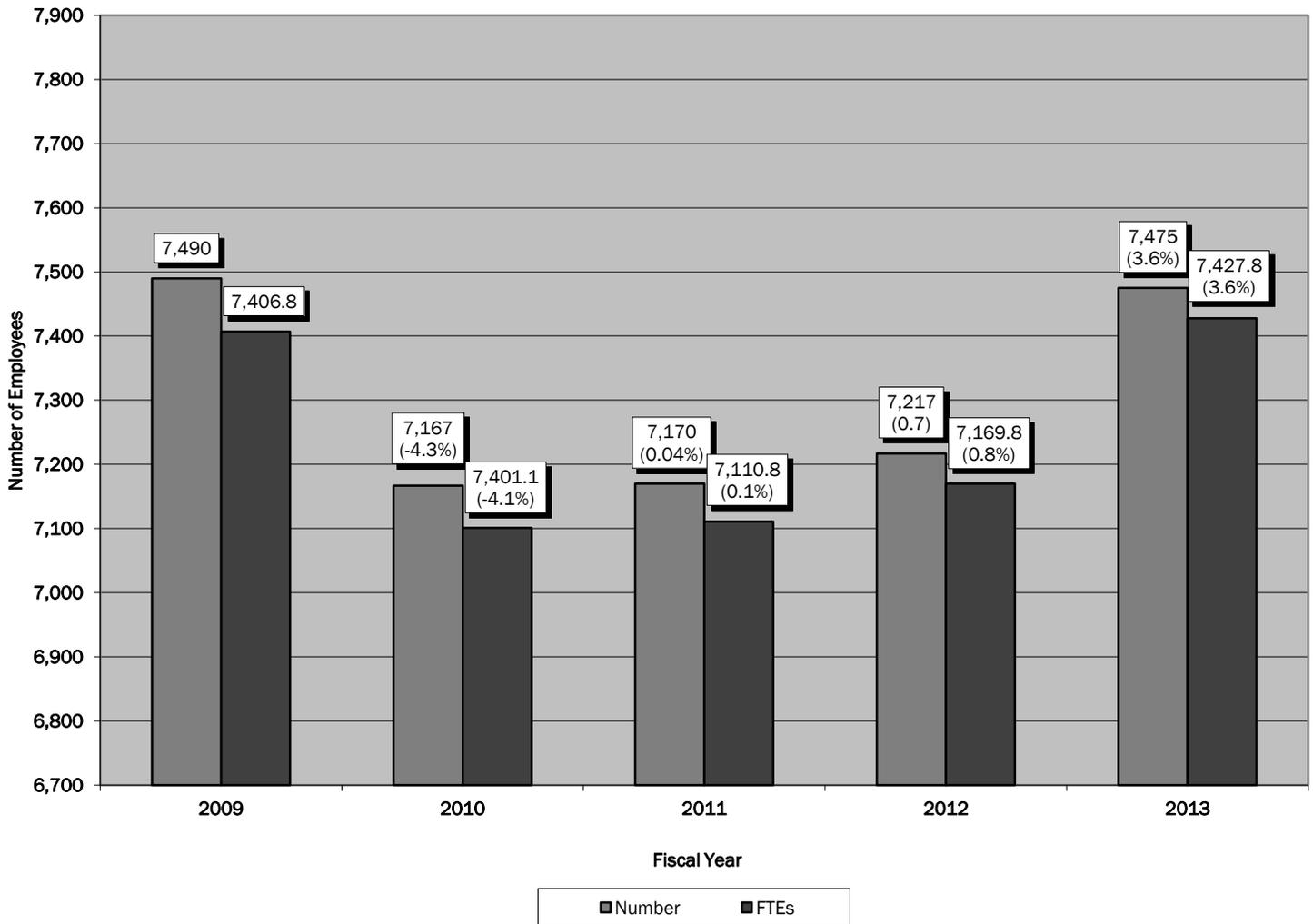
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WORKFORCE TRENDS – FISCAL YEARS 2009 - 2013

❖ Section Two of this Workforce Report provides graphs and tables showing the workforce trends for Fiscal Years 2009 to 2013. 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*
- *Total Compensation*
- *Diversity*
- *Leave*

TABLE 13 NUMBER OF CLASSIFIED EMPLOYEES AND FTEs BY FISCAL YEAR



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. FTEs are “Full-Time Equivalent” (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 Years 2013 there were a total of 7,475 classified employees and 7,427.8 FTEs. Fiscal Year 2013’s classified staffing level increased in both number of employees 3.6% (258) and FTEs 3.6% (258.1).

Comparing Fiscal Year 2009 to Fiscal Year 2013, both the number of classified employees and FTEs were virtually the same, with the number of employees decreasing -0.2% (15) and FTEs increasing .3% (21.0).

TABLE 14 NUMBER OF CLASSIFIED EMPLOYEES AND FTEs BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year										% Change	
	2009		2010		2011		2012		2013		FY '09 to FY '13	
	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs
Agriculture, Food & Markets	86	85.9	80	79.9	82	81.9	87	86.9	91	90.9	5.8%	5.8%
Attorney General	31	30.8	29	28.6	28	28.0	28	28.0	30	30.0	-3.2%	-2.6%
Buildings & General Services	376	374.2	348	347.8	350	349.8	335	334.6	342	341.8	-9.0%	-8.7%
Children & Families	949	941.0	896	890.3	920	917.4	911	906.5	951	948.9	0.2%	0.8%
Commerce & Comm. Dev.	68	66.7	65	63.7	62	61.2	59	58.2	69	68.4	1.5%	2.5%
Corrections	1028	1027.1	994	992.7	989	987.2	1022	1019.3	1044	1040.7	1.6%	1.3%
Disabilities, Aging & Ind. Liv.	281	274.1	252	246.5	255	249.0	269	264.5	275	269.7	-2.1%	-1.6%
Education	177	175.4	150	148.5	145	143.6	151	150.2	155	152.9	-12.4%	-12.8%
Environmental Conservation	258	255.1	245	241.6	244	240.2	254	251.2	259	256.7	0.4%	0.6%
Finance & Management	37	37.0	29	29.0	31	31.0	32	32.0	33	33.0	-10.8%	-10.8%
Financial Regulation	94	92.3	91	89.7	93	91.5	91	90.5	97	96.6	3.2%	4.7%
Fish & Wildlife	124	123.8	120	119.6	122	121.8	121	121.0	124	124.0	0.0%	0.2%
Forests, Parks & Recreation	106	105.1	97	96.2	96	95.2	97	96.2	99	98.4	-6.6%	-6.4%
Health	508	476.8	452	431.9	450	434.0	465	451.4	475	464.9	-6.5%	-2.5%
Human Resources	45	44.7	33	32.9	67	66.6	68	67.6	82	81.5	82.2%	82.4%
Human Services	86	84.8	94	92.8	82	81.0	92	91.8	97	96.7	12.8%	14.1%
Information & Innovation	51	51.0	70	70.0	69	69.0	73	73.0	84	84.0	64.7%	64.7%
Labor	265	264.1	275	274.5	260	258.8	257	256.5	252	250.5	-4.9%	-5.1%
Libraries	27	27.0	24	24.0	24	24.0	23	23.0	25	25.0	-7.4%	-7.4%
Liquor Control	52	52.0	49	49.0	50	50.0	48	48.0	48	48.0	-7.7%	-7.7%
Mental Health	232	226.8	243	237.0	232	227.4	133	132.3	166	164.1	-28.4%	-27.6%
Military	123	122.1	117	116.1	119	118.6	119	118.6	117	116.5	-4.9%	-4.6%
Natural Resources	44	43.3	34	33.8	23	23.0	26	26.0	25	25.0	-43.2%	-42.3%
Natural Resources Board	25	24.8	23	22.6	23	22.9	22	21.9	22	22.0	-12.0%	-11.3%
Public Safety - Civilian	268	263.6	255	250.8	254	250.1	254	251.4	234	232.1	-12.7%	-11.9%
Public Safety - Sworn	311	311.0	304	303.5	304	304.0	317	317.0	346	345.0	11.3%	10.9%
Public Service	37	37.0	42	41.7	45	44.9	38	37.7	33	32.9	-10.8%	-11.1%
Secretary of State	53	53.0	54	53.5	52	51.3	54	54.0	58	58.0	9.4%	9.4%
Small Departments	26	25.6	21	20.8	25	23.8	47	45.6	51	49.5	96.2%	93.9%
State Treasurer	31	31.0	30	30.0	27	27.0	28	28.0	32	32.0	3.2%	3.2%
Taxes	158	157.5	144	144.0	147	147.0	145	145.0	144	144.0	-8.9%	-8.6%
Transportation	1220	1215.8	1207	1200.4	1180	1173.8	1213	1208.0	1246	1239.2	2.1%	1.9%
Vermont Health Access	85	84.0	84	82.1	111	107.0	119	115.0	149	144.9	75.3%	72.5%
Vermont Lottery Commission	20	20.0	19	19.0	19	19.0	19	19.0	17	17.0	-15.0%	-15.0%
Vermont Veterans' Home	208	202.6	197	196.9	190	190.0	200	200.0	203	203.0	-2.4%	0.2%
Grand Total	7490	7406.8	7167	7101.1	7170	7110.8	7217	7169.8	7475	7427.8	-0.2%	0.3%
% Change from Prev. FY			-4.3%	-4.1%	0.0%	0.1%	0.7%	0.8%	3.6%	3.6%		

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. "Small Departments" have 15 or fewer employees (See Appendix C). "FTEs are "Full-Time Equivalents" (see Note on Table 1 for the definition of FTEs).

Most departments saw declines or little growth from FY '09 to FY '13. A couple of departments saw growth as a result of consolidation of staff from other departments, such as Human Resources (+82.2%) and Information & Innovation (+64.7%). Vermont Health Access also saw a large percent increase of 75.3%.

TABLE 15 NUMBER OF CLASSIFIED EMPLOYEES BY OCCUPATIONAL GROUP BY FISCAL YEAR

Occupational Group	Fiscal Year										% Change FY '09 to FY '13
	2009		2010		2011		2012		2013		
	Num.	%									
Administrative Support	594	8%	516	7%	475	7%	454	6%	451	6%	-24.1%
Officials and Administrators	320	4%	302	4%	310	4%	329	5%	348	5%	8.7%
Paraprofessionals	364	5%	369	5%	363	5%	337	5%	409	5%	12.4%
Professionals	3,980	53%	3,820	53%	3,881	54%	3,925	54%	4,090	55%	2.8%
Protective Service	983	13%	962	13%	956	13%	1,006	14%	1,029	14%	4.7%
Service Maintenance	223	3%	219	3%	219	3%	190	3%	183	2%	-17.9%
Skilled Craft	521	7%	515	7%	512	7%	518	7%	536	7%	2.9%
Technicians	505	7%	464	6%	454	6%	458	6%	429	6%	-15.0%
Grand Total	7,490	100%	7,167	100%	7,170	100%	7,217	100%	7,475	100%	-0.2%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix B gives a full definition of each category.

The Professional occupational category accounts for 55% of the State of Vermont's workforce.

Most occupational groups have held a consistent percent of the workforce from Fiscal Year 2009 to Fiscal Years 2013.

One notable occupational shift has been in the Administrative Support occupational group. In Fiscal Year 2009 employees in this category accounted for 8% of the workforce. Over the five-fiscal-year period there has been a steady decline (-24.1%) in the number of employees in this category. By Fiscal Year 2013 the Administrative Support occupational group only made up 6% of the workforce.

TABLE 16 MOST POPULOUS CLASSIFIED JOB TITLES

Job Title	Number of Employees
Correctional Officer I	344
Trooper	170
Social Worker	161
Corrections Services Specialist II	157
AOT Maintenance Worker IV	148
Benefits Programs Specialist	141
Administrative Assistant B	130
Correctional Officer II	128
Sergeant	90
Licensed Nursing Assistant	79
Motor Vehicle Customer Services Specialist	75
Program Services Clerk	73
Administrative Assistant A	60
AOT Senior Maintenance Worker	51
Custodian I	50
AOT Technician VI	49
Community Correctional Officer	49
Reach Up Case Manager II	49
Correctional Facility Shift Supervisor	47
Program Technician I	43
Program Technician II	42
Systems Developer III	42
AOT Technician IV	41
Psychiatric Technician	41
AOT Maintenance Equipment Specialist	40
Environmental Analyst IV - General	40
PSAP Emergency Communication Dispatcher II	40
Public Health Nurse	40
AOT Area Maintenance Supervisor	39
Systems Developer II	38

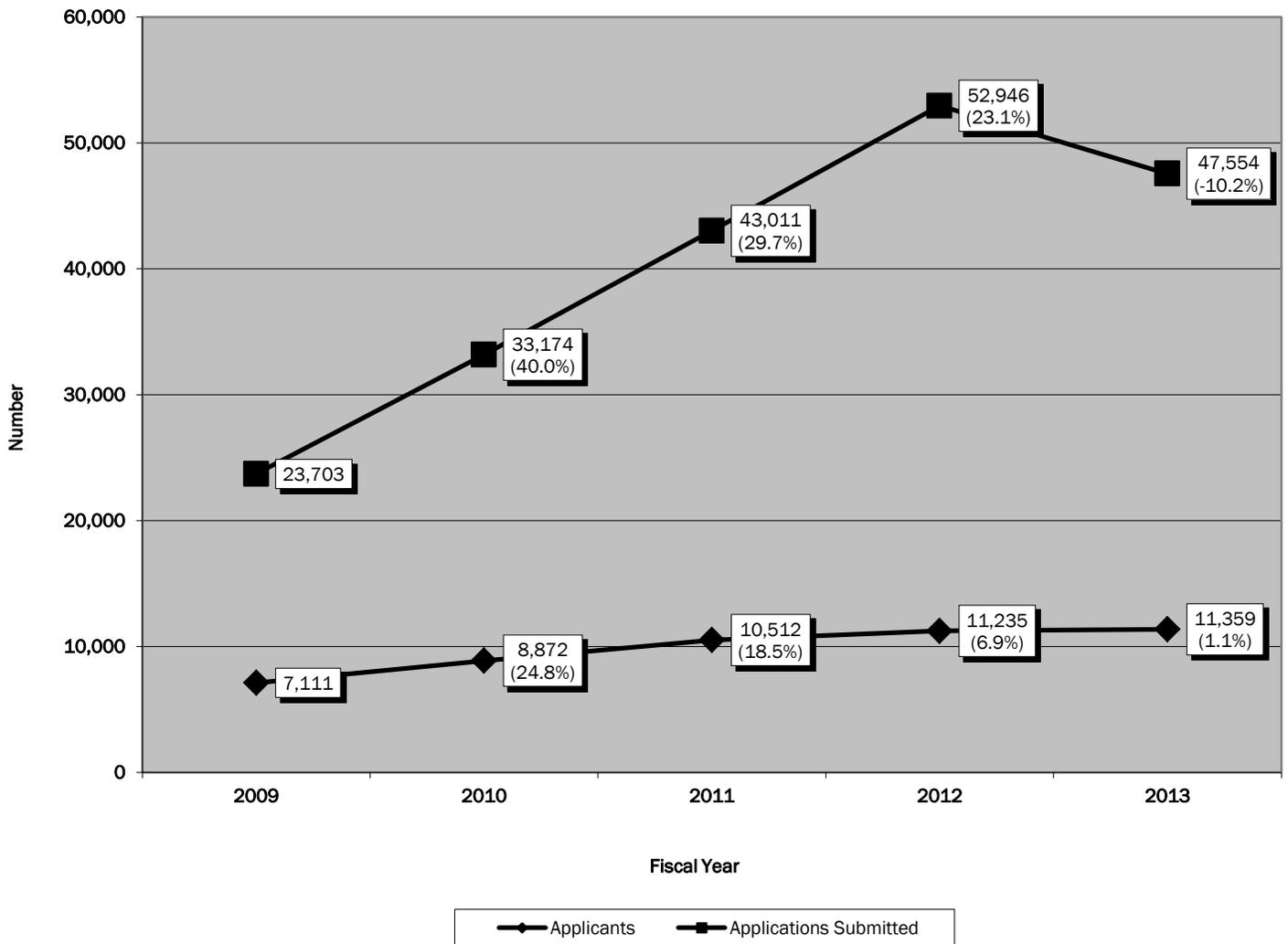
At the end of Fiscal Years 2013 there were 1,644 active classified job titles on record. The most populous was Correctional Officer I (344 employees).

The majority of classified job titles 958 (58.5%) had a single incumbent. Over 84% (1,380) had five or fewer incumbents.

Nearly 21% (1,548) of the classified workforce were employed in the ten most populous job titles.

Source: The State's Human Resource Information System (VTHR). Data only include classified employees of the Executive Branch for Fiscal Years 2013.

TABLE 17 NUMBER OF JOB APPLICATIONS BY FISCAL YEAR



Source: The State's Human Resource Information System (VTHR). Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2009 to 2013. 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 2013, 11,359 applicants submitted 47,554 applications for jobs with the State of Vermont.

In FY '13 the number of applicants was up only slightly (1.1%), but the number of applications submitted dropped by 10.2%. This decrease is correlated with the average number of applications submitted per applicant which was 4.2 in FY '13, down 10.6% from 4.7 in FY '12.

TABLE 18 CHARACTERISTICS OF JOB APPLICANTS BY FISCAL YEAR

	Fiscal Year									
	2009		2010		2011		2012		2013	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Internal	1,424	20.0%	1,731	19.5%	1,954	18.6%	2,230	19.8%	2,150	18.9%
External	5,687	80.0%	7,141	80.5%	8,558	81.4%	9,005	80.2%	9,209	81.1%
Minority	341	5.4%	489	6.1%	585	6.3%	586	6.0%	588	5.9%
White	5,935	94.6%	7,463	93.9%	8,680	93.7%	9,258	94.0%	9,323	94.1%
Female	2,095	55.2%	1,615	50.8%	4,101	49.1%	5,226	51.1%	5,306	51.3%
Male	1,701	44.8%	1,567	49.2%	4,248	50.9%	5,006	48.9%	5,029	48.7%
No HS Diploma or GED	52	0.7%	47	0.5%	52	0.5%	43	0.4%	50	0.4%
HS Diploma or Equivalent	1,672	23.8%	2,001	22.8%	2,088	20.1%	2,078	18.8%	1,903	17.1%
Some college	1,385	19.8%	1,735	19.8%	1,910	18.4%	1,893	17.1%	1,911	17.2%
Technical school	243	3.5%	317	3.6%	303	2.9%	335	3.0%	324	2.9%
2-year college degree	719	10.3%	911	10.4%	1,023	9.9%	1,162	10.5%	1,133	10.2%
Bachelor's level degree	1,756	25.0%	2,183	24.9%	2,821	27.2%	3,122	28.2%	3,299	29.6%
Some graduate school	308	4.4%	354	4.0%	471	4.5%	477	4.3%	479	4.3%
Master's level degree	735	10.5%	1,009	11.5%	1,442	13.9%	1,619	14.6%	1,701	15.3%
Doctorate level degree	141	2.0%	208	2.4%	254	2.5%	330	3.0%	327	2.9%
Grand Total	7,111		8,872		10,512		11,235		11,359	

Source: Source: The State's Human Resource Information System (VTHR). Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2009 to 2013 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 (81.1%) were external, internal applicants comprised 18.9% of the applicant pool in FY '13.

In FY '13 there were more female applicants (51.3%) than male (48.7%), which is consistent with the five-year average of 51.5% female and 48.5% male applicants.

Minority applicants made up 5.9% of the applicant pool in FY '13.

For FY '13 the percent of applicants who had a bachelor's level degree or higher was 52%, which was the highest percentage in this five-fiscal-year timeframe.

TABLE 19 JOB APPLICATION ACTIVITY BY FISCAL YEAR

		Occupational Group								Grand Total
		Administrative Support	Officials and Administrators	Paraprofessionals	Professionals	Protective Service	Service Maintenance	Skilled Craft	Technicians	
FY 2013	Number of Applications	5,260	1,806	2,464	26,519	5,237	1,475	1,019	3,774	47,554
	Percent	11.1%	3.8%	5.2%	55.8%	11.0%	3.1%	2.1%	7.9%	100.0%
	Number of Job Postings	114	92	64	1,066	164	109	87	170	1,866
	Ave. Num. of Apps. per Posting	46.1	19.6	38.5	24.9	31.9	13.5	11.7	22.2	25.5
FY 2012	Number of Applications	7,231	1,636	2,330	27,993	6,077	1,774	808	5,097	52,946
	Percent	13.7%	3.1%	4.4%	52.9%	11.5%	3.4%	1.5%	9.6%	100.0%
	Number of Job Postings	126	71	66	1,030	195	119	74	186	1,867
	Ave. Num. of Apps. per Posting	57.4	23.0	35.3	27.2	31.2	14.9	10.9	27.4	28.4
FY 2011	Number of Applications	5,024	1,558	2,012	21,978	6,075	2,123	950	3,291	43,011
	Percent	11.7%	3.6%	4.7%	51.1%	14.1%	4.9%	2.2%	7.7%	100.0%
	Number of Job Postings	91	71	60	779	198	146	86	97	1,528
	Ave. Num. of Apps. per Posting	55.2	21.9	33.5	28.2	30.7	14.5	11.0	33.9	28.1
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

Source: The State's Human Resource Information System (VTHR). Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2009 to 2013. 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 B gives a full definition of each category.

In Fiscal Year 2013 the number of job postings (1,866) was virtually identical to Fiscal Year 2012 (1,867).

However, the average number of applications per posting dropped by 10% from 28.4 in FY '12 to 25.5 in FY '13. The five-year average was 26.4. The highest number of applicants per posting was 46.1 for Administrative Support positions. The lowest, 11.7, was for Skilled Craft positions.

TABLE 20 JOB APPLICATION ACTIVITY BY FISCAL YEAR (SOURCE OF REFERRAL)

Source first learned of job opportunity	Fiscal Year									
	2009		2010		2011		2012		2013	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Internet	12,607	62.0%	16,655	58.4%	21,846	60.6%	24,901	57.5%	21,265	56.3%
A State Employee	2,553	12.5%	3,244	11.4%	4,065	11.3%	5,510	12.7%	5,019	13.3%
Department of Human Resources	1,454	7.1%	2,242	7.9%	2,735	7.6%	3,485	8.0%	2,845	7.5%
A Friend	1,216	6.0%	1,791	6.3%	2,050	5.7%	2,414	5.6%	2,516	6.7%
Other	963	4.7%	1,302	4.6%	1,876	5.2%	2,269	5.2%	2,105	5.6%
Department of Labor	792	3.9%	1,721	6.0%	1,922	5.3%	2,689	6.2%	1,985	5.3%
Newspaper Advertisement	384	1.9%	806	2.8%	859	2.4%	1,018	2.4%	950	2.5%
State Office	234	1.2%	300	1.1%	333	0.9%	423	1.0%	410	1.1%
Job Fair	58	0.3%	179	0.6%	151	0.4%	237	0.5%	322	0.9%
School	68	0.3%	221	0.8%	199	0.6%	297	0.7%	301	0.8%
Professional Magazine Ad	15	0.1%	58	0.2%	23	0.1%	55	0.1%	21	0.1%

Source: The State's Human Resource Information System (VTHR). Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2009 to 2013. This includes all classified job postings, and some temporary and exempt job postings. Note: For Fiscal Year 2013 approximately 19% 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 59.0%).

While a distant second, "word of mouth" referrals from either a current State employee or a friend accounted for a five-year average of 20.0% of applications.

TABLE 21 HIRES BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year									
	2009		2010		2011		2012		2013	
	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate
Agriculture, Food & Markets	0	0.0%	3	3.6%	6	7.4%	9	10.8%	8	9.1%
Attorney General	4	13.1%	2	6.8%	4	13.6%	2	7.3%	3	10.2%
Buildings & General Services	12	3.0%	19	5.2%	14	4.0%	24	7.0%	28	8.3%
Children & Families	63	6.8%	55	6.0%	108	12.0%	97	10.6%	132	14.2%
Commerce & Comm. Dev.	0	0.0%	6	9.2%	4	6.2%	7	11.6%	13	20.8%
Corrections	73	6.8%	98	9.7%	100	10.0%	159	15.8%	128	12.4%
Disabilities, Aging & Ind. Liv.	5	1.8%	14	5.4%	27	10.8%	50	19.2%	33	12.4%
Education	10	5.7%	7	4.3%	16	10.9%	17	11.5%	16	10.5%
Environmental Conservation	1	0.4%	0	0.0%	11	4.4%	21	8.5%	25	9.8%
Finance & Management	0	0.0%	2	5.6%	7	24.1%	2	6.3%	4	12.3%
Financial Regulation	5	5.3%	7	7.5%	10	10.8%	9	9.5%	9	9.6%
Fish & Wildlife	2	1.6%	2	1.6%	6	5.0%	13	10.5%	8	6.6%
Forests, Parks & Recreation	1	0.9%	1	1.0%	5	5.2%	5	5.2%	5	5.1%
Health	18	3.4%	23	4.8%	46	10.2%	60	13.3%	55	11.8%
Human Resources	2	4.3%	0	0.0%	9	13.4%	5	7.6%	15	20.3%
Human Services	8	9.0%	5	6.0%	11	13.8%	12	15.0%	14	15.0%
Information & Innovation	2	3.6%	5	10.2%	1	1.5%	7	10.1%	11	14.3%
Labor	15	5.7%	58	21.5%	27	10.0%	27	10.3%	23	9.0%
Libraries	0	0.0%	1	3.8%	0	0.0%	1	4.2%	2	8.3%
Liquor Control	2	3.8%	5	9.9%	4	8.1%	1	2.0%	3	6.3%
Mental Health	41	17.5%	32	13.6%	37	15.4%	23	11.8%	54	36.0%
Military	7	5.7%	4	3.3%	10	8.6%	11	9.2%	7	5.9%
Natural Resources	2	4.4%	1	2.4%	3	12.0%	3	12.2%	2	7.8%
Natural Resources Board	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	8.7%
Public Safety - Civilian	13	4.6%	12	4.6%	23	9.1%	22	8.7%	31	12.0%
Public Safety - Sworn	31	10.2%	22	7.2%	20	6.6%	29	9.3%	18	5.7%
Public Service	3	7.9%	6	15.6%	7	15.9%	4	8.6%	2	5.4%
Secretary of State	6	14.5%	5	9.3%	15	28.0%	11	20.8%	7	12.6%
Small Departments	3	12.5%	2	8.3%	6	25.0%	10	37.0%	5	10.2%
State Treasurer	1	3.3%	0	0.0%	1	3.3%	5	18.2%	2	7.0%
Taxes	14	8.8%	12	8.1%	15	10.2%	11	7.4%	24	16.2%
Transportation	87	7.1%	90	7.4%	70	5.9%	101	8.5%	121	9.9%
Vermont Health Access	4	4.7%	1	1.3%	19	20.2%	16	13.9%	41	30.9%
Vermont Lottery Commission	2	10.5%	0	0.0%	1	5.3%	0	0.0%	4	22.2%
Vermont Veterans' Home	38	18.4%	34	16.8%	34	17.7%	48	24.3%	33	16.3%
Grand Total	475	6.2%	534	7.3%	677	9.4%	822	11.4%	888	12.1%
% Change from Previous FY			12%	17%	27%	29%	21%	21%	8%	6%

In Fiscal Year 2013 there were 888 hires, for a hire rate of 12.1% of the overall workforce. The number of hires and hiring rate increased from FY '12 to FY '13 by 8% and 6% respectively.

Mental Health (36.0%) and Vermont Health Access (30.9%) had the highest hiring rates.

Children & Families (132), Corrections (128), and Transportation (121) had the greatest number of hires – 43% of all hires in Fiscal Years 2013.

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 Resource Information System (VTHR). "Small Departments" have 15 or fewer employees (See Appendix C). Data include new hires, rehires and transfers to classified for classified positions in the Executive Branch for Fiscal Years 2009 to 2013. Does not include internal promotions or transfers.

TABLE 22 CHARACTERISTICS OF HIRES BY FISCAL YEAR

	Fiscal Year									
	2009		2010		2011		2012		2013	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
New Hires	252	53.1%	250	46.8%	385	56.9%	439	53.4%	526	59.2%
Rehires	97	20.4%	134	25.1%	123	18.2%	132	16.1%	169	19.0%
Transfer to Classified	126	26.5%	150	28.1%	169	25.0%	251	30.5%	193	21.7%
Minority	16	3.4%	15	2.8%	24	3.5%	27	3.3%	33	3.7%
White	459	96.6%	519	97.2%	653	96.5%	795	96.7%	855	96.3%
Female	231	48.6%	277	51.9%	384	56.7%	431	52.4%	497	56.0%
Male	244	51.4%	257	48.1%	293	43.3%	391	47.6%	391	44.0%
Full-Time	462	97.3%	513	96.1%	659	97.3%	807	98.2%	873	98.3%
Part-Time	13	2.7%	21	3.9%	18	2.7%	15	1.8%	15	1.7%
Administrative Support	46	9.7%	56	10.5%	42	6.2%	58	7.1%	60	6.8%
Officials and Administrators	12	2.5%	11	2.1%	19	2.8%	21	2.6%	21	2.4%
Paraprofessionals	46	9.7%	44	8.2%	41	6.1%	47	5.7%	74	8.3%
Professionals	175	36.8%	197	36.9%	350	51.7%	379	46.1%	450	50.7%
Protective Service	104	21.9%	114	21.3%	113	16.7%	183	22.3%	152	17.1%
Service Maintenance	42	8.8%	45	8.4%	46	6.8%	31	3.8%	35	3.9%
Skilled Craft	18	3.8%	30	5.6%	14	2.1%	36	4.4%	31	3.5%
Technicians	32	6.7%	37	6.9%	52	7.7%	67	8.2%	65	7.3%
<25 Years	82	17.3%	73	14.5%	96	14.2%	125	15.1%	116	14.5%
25-34 Years	156	32.8%	146	31.1%	232	34.3%	277	31.5%	315	33.2%
35-44 Years	94	19.8%	134	23.9%	151	22.3%	176	22.7%	181	21.7%
45-54 Years	94	19.8%	117	20.8%	130	19.2%	154	20.2%	174	19.7%
55-65 Years	44	9.3%	59	9.3%	60	8.9%	85	9.8%	98	10.2%
>65 Years	5	1.1%	5	0.5%	8	1.2%	5	0.8%	4	0.8%
Average Age	37.2		39.0		37.4		37.3		37.8	
Average Base Starting Salary	\$37,096		\$37,482		\$38,419		\$38,075		\$40,702	
Grand Total	475		534		677		822		888	

In FY '13, the greatest number and percentage of hires were in the Professional occupational category (450; 50.7%).

While the average age of new hires was 37.8, the largest percentage of hires (33.2%) was in the 25-34 age group.

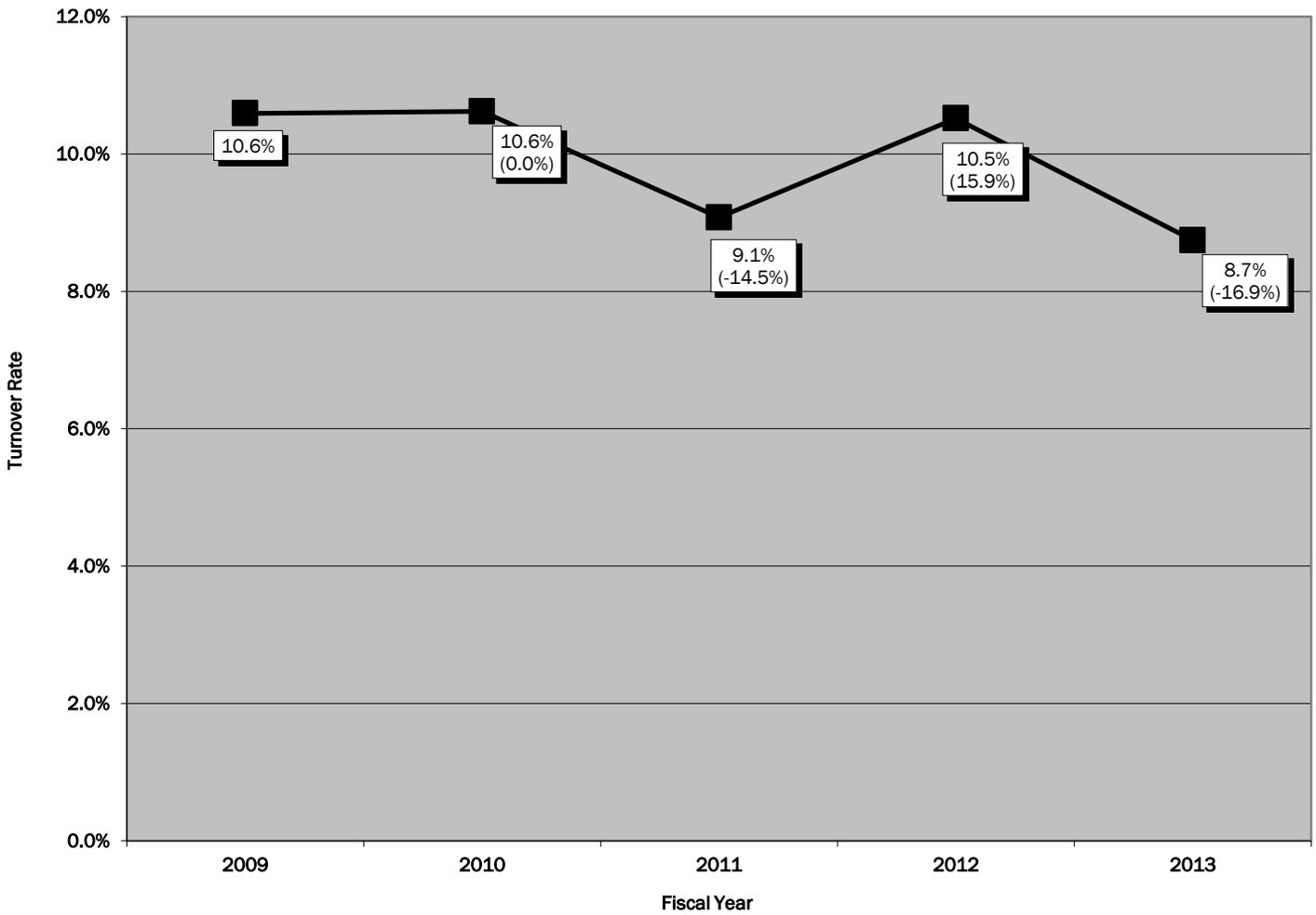
The average base starting salary for full-time new hires was \$40,702.

For FY '13, 3.7% of hires were ethnic minorities and 56.0% were female.

Source: The State's Human Resource Information System (VTHR). Data include new hires, rehires and transfers to classified for classified positions in the Executive Branch for Fiscal Years 2009 to 2013. 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.). "Transfer to Classified" are currently employed in a non-classified status (temporary, exempt, etc.) and are hired into a classified position.

TABLE 23 TURNOVER RATE BY FISCAL YEAR



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. 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 2013 was 8.7%, down 16.9% from Fiscal Year 2012. This is the lowest turnover rate in the five-fiscal-year period shown here. The five-year average for turnover is 9.9%.

Benchmarking New England State Governments – Turnover	
Connecticut	2.8%
Massachusetts	7.7%
Maine	10.7%
New Hampshire	11.0%
Vermont	8.7%

Source: Connecticut Department of Administrative Services (FY '13); Commonwealth of Massachusetts, Human Resources Division (FY '13); New Hampshire, Division of Personnel 2012 Annual Report (FY '12); Maine, Bureau of Human Resources (FY '13).

TABLE 24 TURNOVER BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year					Five Year
	2009	2010	2011	2012	2013	Average
Agriculture, Food & Markets	6.7%	12.1%	4.9%	7.2%	8.0%	7.8%
Attorney General	16.4%	16.9%	10.2%	10.9%	0.0%	10.9%
Buildings & General Services	11.9%	9.9%	3.7%	12.0%	7.1%	9.0%
Children & Families	8.4%	10.9%	9.6%	10.5%	9.2%	9.7%
Commerce & Community Development	9.5%	10.7%	6.2%	16.5%	9.6%	10.4%
Corrections	11.0%	12.4%	9.1%	12.0%	10.8%	11.1%
Disabilities, Aging & Independent Living	14.8%	10.1%	11.6%	13.4%	11.7%	12.3%
Education	12.6%	12.3%	13.6%	8.1%	7.8%	11.0%
Environmental Conservation	8.2%	8.5%	6.0%	4.4%	8.6%	7.2%
Finance & Management	15.0%	5.6%	24.1%	3.2%	9.2%	11.2%
Financial Regulation	4.3%	9.7%	5.4%	5.3%	3.2%	5.6%
Fish & Wildlife	5.6%	4.9%	6.6%	6.5%	5.8%	5.9%
Forests, Parks & Recreation	7.4%	6.9%	3.1%	4.1%	2.0%	4.8%
Health	15.1%	8.9%	8.9%	12.7%	8.8%	11.0%
Human Resources	4.3%	16.9%	10.4%	7.6%	4.1%	8.1%
Human Services	13.5%	7.2%	16.3%	20.0%	11.8%	13.6%
Information & Innovation	10.7%	18.4%	5.8%	8.6%	3.9%	8.8%
Labor	8.0%	18.2%	12.6%	9.6%	10.6%	11.8%
Libraries	14.3%	0.0%	0.0%	4.2%	0.0%	4.0%
Liquor Control	11.5%	15.8%	6.1%	6.1%	6.3%	9.2%
Mental Health	17.9%	11.1%	17.0%	49.4%	12.0%	21.1%
Military	5.7%	7.5%	7.7%	8.4%	7.6%	7.4%
Natural Resources	17.8%	9.4%	12.0%	0.0%	11.8%	11.1%
Natural Resources Board	3.9%	4.1%	0.0%	4.4%	0.0%	2.5%
Public Safety - Civilian	9.2%	10.0%	8.7%	9.5%	8.5%	9.2%
Public Safety - Sworn	6.2%	9.4%	6.6%	4.8%	7.3%	6.9%
Public Service	2.6%	7.8%	6.8%	2.2%	10.8%	5.9%
Secretary of State	21.7%	7.5%	29.9%	17.0%	7.2%	16.3%
Small Departments	12.5%	16.7%	0.0%	22.2%	2.0%	9.5%
State Treasurer	6.6%	3.3%	3.3%	14.5%	3.5%	6.1%
Taxes	22.6%	8.1%	8.9%	5.4%	10.8%	11.3%
Transportation	8.5%	8.8%	7.1%	6.3%	7.3%	7.6%
Vermont Health Access	12.9%	7.5%	7.4%	7.0%	10.6%	9.1%
Vermont Lottery Commission	0.0%	5.1%	5.3%	0.0%	33.3%	8.5%
Vermont Veterans' Home	16.0%	22.2%	20.8%	16.7%	13.8%	17.9%
Grand Total	10.6%	10.6%	9.1%	10.5%	8.7%	9.9%
% Change from Previous FY		0.3%	-14.5%	15.9%	-16.9%	

Over this five-fiscal-year timeframe departments with consistently higher than average yearly turnover include Mental Health (21.1%), Vermont Veterans' Home (17.9%) and Corrections (11.1%).

Departments with consistently lower than average yearly turnover during this five-fiscal-year timeframe include, Natural Resources Board (2.5%), Forests, Parks & Recreation (4.8%), and Fish & Wildlife (5.9%).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. "Small Departments" have 15 or fewer employees (See Appendix C). 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 25 TURNOVER BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	Fiscal Year					Five Year Average
	2009	2010	2011	2012	2013	
Administrative Support	17.2%	14.9%	10.6%	9.1%	7.9%	12.4%
Officials and Administrators	11.0%	12.4%	10.6%	9.9%	9.0%	10.6%
Paraprofessionals	13.7%	10.7%	14.0%	23.2%	11.0%	14.4%
Professionals	9.4%	9.9%	8.7%	9.3%	8.3%	9.1%
Protective Service	11.1%	11.6%	9.1%	11.9%	12.0%	11.1%
Service Maintenance	14.2%	13.5%	11.8%	19.2%	13.4%	14.4%
Skilled Craft	7.6%	9.8%	5.9%	7.0%	6.2%	7.3%
Technicians	9.8%	8.0%	7.5%	10.4%	4.8%	8.1%
Grand Total	10.6%	10.6%	9.1%	10.5%	8.7%	9.9%

Gender	Fiscal Year					Five Year Average
	2009	2010	2011	2012	2013	
Female	11.8%	10.9%	10.2%	11.7%	8.9%	10.7%
Male	9.4%	10.3%	8.0%	9.4%	8.6%	9.2%
Grand Total	10.6%	10.6%	9.1%	10.5%	8.7%	9.9%

Ethnic Status	Fiscal Year					Five Year Average
	2009	2010	2011	2012	2013	
Minority	11.2%	11.2%	9.0%	11.5%	14.4%	11.5%
White	10.6%	10.6%	9.1%	10.5%	8.6%	9.9%
Grand Total	10.6%	10.6%	9.1%	10.5%	8.7%	9.9%

The Service Maintenance and Paraprofessionals occupational groups have the highest five-year average turnover rate (14.4%). They also showed consistently higher than average yearly turnover.

In FY '13 the turnover rate for females was only slightly higher than males (8.9% vs. 8.6%). The five-year average for males was 9.2% compared to 10.7% for females.

Minority turnover is generally higher than white employees. The minority five-year average turnover was 11.5% versus 9.9% for white employees.

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix B 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 26 TURNOVER RATES FOR CLASSIFIED JOB TITLES – FISCAL YEAR 2013

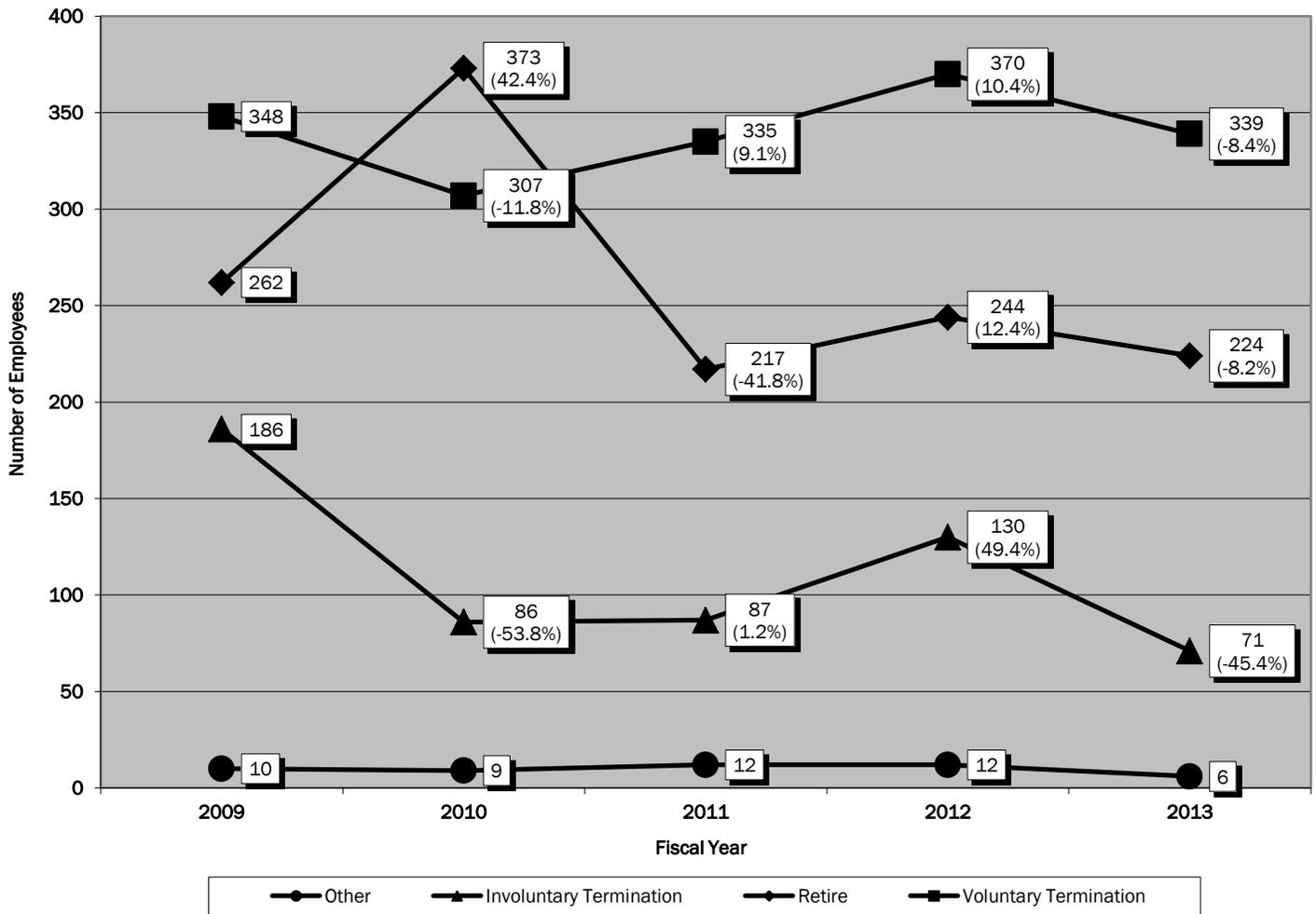
Turnover of Most Populous Job Titles FY '13			Job Titles with the Highest Turnover Rate FY '13		
Job Title	Ave. Num.	Turnover	Job Title	Ave. Num.	Turnover
Correctional Officer I	345	18.6%	Executive Office Manager	13	30.8%
AOT Maintenance Worker IV	165	9.1%	Career Development Facilitator III	25	28.0%
Social Worker	164	11.0%	PSAP Emergency Communications Dispatcher I	19	27.0%
Corrections Services Specialist II	149	4.7%	Nurse Surveyor	15	26.7%
Administrative Assistant B	140	7.9%	Veterans Home Utility Worker	31	25.8%
Benefits Programs Specialist	137	12.4%	Veterans Home LPN	20	25.0%
Trooper	128	5.5%	Public Guardian	18	22.2%
Correctional Officer II	123	10.6%	Financial Manager III	15	20.0%
Sergeant	85	5.9%	Public Health Nutritionist	15	20.0%
Licensed Nursing Assistant	78	14.1%	Correctional Officer I	345	18.6%
Program Services Clerk	78	7.7%	Child Support Specialist I	11	18.2%
MV Customer Service Specialist	71	9.9%	Woodside Youth Counselor	12	17.4%
Administrative Assistant A	67	6.0%	Civil Engineer V	18	17.1%
Custodian I	54	13.1%	Community Service Team Leader	18	17.1%
AOT Senior Maintenance Worker	50	2.0%	PH Programs Administrator - General	12	16.7%
Community Correctional Officer	50	2.0%	AOT Maintenance Worker III	19	16.2%
Reach Up Case Manager II	49	8.2%	Financial Specialist I	19	16.2%
AOT Technician IV	46	4.4%	Information Technology Manager I	19	16.2%
Correctional Facility Shift Supervisor	44	2.3%	VR Counselor I - General	19	16.2%
PSAP Emergency Communications Dispatcher II	43	7.1%	Adult Protect Services Investigator	13	16.0%
Program Technician I	42	4.8%	Environmental Analyst VI	20	15.4%
Public Health Nurse	42	14.5%	Systems Developer III	41	14.8%
AOT Technician VI	42	7.2%	VCCI Nurse Case Manager	14	14.8%
Financial Specialist II	41	7.3%	Health Programs Outreach Specialist II	21	14.6%
Systems Developer III	41	14.8%	Public Health Nurse	42	14.5%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2013. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year. This table shows the turnover rates for classified employees in the 25 most populous job titles, as well as the 25 classified job titles (with greater than 10 employees) with the highest turnover.

Correctional Officer I was the most populous job title and also showed a high rate of turnover (18.6%). Other populous job titles with high turnover include Systems Developer III (14.8%), Public Health Nurse (14.5%), Licensed Nursing Assistant (14.1%).

Job titles among those with the highest rates of turnover in FY '13 include Executive Office Manager (30.8%), Career Develop Facilitator III (28.0), PSAP Emergency Communications Dispatcher I (27.0%).

TABLE 27 TURNOVER BY REASON BY FISCAL YEAR



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year. **Retire** – Includes early, normal, disability and mandatory retirement; **Voluntary Termination** – Includes voluntary resignations and end of limited term or interim appointments; **Involuntary Termination** – Includes Reduction in Force layoffs and dismissals related to misconduct or unsatisfactory work performance; **Other** – Includes death of the employee. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

The largest number of separations in Fiscal Years 2013 were voluntary terminations (339), down slightly from FY '12 (-8.4%). Fiscal Year 2013 retirements down 8.2% to 224, but still in-line historically with the number of retirements per fiscal year (after the spike in FY '10 due to the retirement incentive program).

The number of involuntary terminations (71) was down 45.4% from FY '12, when there was a spike largely due to Reduction-in-Force layoffs with the closure of the Vermont State Hospital.

A total of 640 employees separated during Fiscal Year 2013. Of the turnover in Fiscal Year 2013, 53.0% were voluntary terminations, 35.0% were retirements, 11.1% involuntary terminations, and 0.9% were “other.”

TABLE 28 TYPE OF SEPARATION BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year														
	2009			2010			2011			2012			2013		
	Invol. Term.	Retire	Vol. Term.												
Agriculture, Food & Markets	3	1	2		6	4		3	1		4	2	1	2	4
Attorney General		1	4		3	2			3	1		2			
Buildings & General Services	11	15	21	3	16	16	2	7	4	5	18	16	2	10	12
Children & Families	8	33	35	4	70	25	7	37	42	13	39	43	16	33	37
Commerce & Comm. Dev.	6		1		3	4	2		2	1	3	6		1	5
Corrections	22	19	76	20	39	66	14	19	54	12	25	81	10	25	75
Disabilities, Aging & Ind.Living	22	15	5	4	12	9	2	14	12	6	14	15	4	16	11
Education	8	8	4		11	9		9	11		2	10		6	6
Environmental Conservation	4	10	8	7	9	4	3	6	6		7	4	3	14	5
Finance & Management	4	1	1			2		2	5			1			3
Financial Regulation			4		2	7		1	3		2	2		2	1
Fish & Wildlife		3	4	1	4	1	1	5	2	1	5	1		4	3
Forests, Parks & Recreation		6	2	4	2	1		2	1		3	1			2
Health	25	23	31	2	16	25	2	19	19	7	14	36	5	17	19
Human Resources			2		4	3	2	1	4		4	1	1		2
Human Services	3	3	6		5	1	1	5	7	1	3	12	3	1	7
Information & Innovation		4	2		4	5		1	3		2	4		1	2
Labor	1	8	12	3	24	22	12	6	15	5	6	14	2	14	11
Libraries	1	2	1								1				
Liquor Control		2	4	1	6	1	2		1	1	1	1	1	1	
Mental Health	10	8	24	6	6	14	7	8	26	56	19	21	2	3	13
Military	2	3	2	2	6	1	1	4	4		3	6		7	2
Natural Resources	2	3	3		4		2		1					1	2
Natural Resources Board		1			1						1				
Public Safety - Civilian	4	7	15	8	12	6	2	10	9	2	10	11	1	6	14
Public Safety - Sworn	1	11	7		21	8	4	5	11		6	9	1	10	12
Public Service			1			3	1		2	1			1	2	1
Secretary of State	6	2	1		2	2	1	5	10		4	5		2	2
Small Departments	1	1	1			3				1	2	3			1
State Treasurer	1	1			1		1				1	3			1
Taxes	13	16	7	1	6	5	2	6	5	1	4	3		4	11
Transportation	12	50	39	10	66	30	8	35	39	6	33	35	11	33	43
Vermont Health Access	6		5		3	3	2		5		1	7	2	3	9
Vermont Lottery Commission									1				1	3	2
Vermont Veterans' Home	10	5	18	10	9	25	6	7	27	10	7	15	4	3	21
Percent of Total	23%	33%	44%	11%	49%	40%	14%	34%	52%	17%	33%	50%	11%	35%	53%
Grand Total	186	262	348	86	373	307	87	217	335	130	244	370	71	224	339

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. 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 29 TYPE OF SEPARATION BY GENDER, ETHNIC GROUP AND OCCUPATIONAL CATEGORY FISCAL YEARS 2013 AND FIVE YEAR AVERAGE

Fiscal Year 2013				Five Year Average		
	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.
Gender						
Female	13%	33%	54%	15%	32%	53%
Male	9%	38%	53%	14%	43%	44%
Total	11%	35%	53%	15%	37%	48%
Ethnic Group						
Minority	15%	30%	56%	23%	24%	53%
White	11%	36%	53%	15%	37%	48%
Total	11%	35%	53%	15%	37%	48%
Occupational Category						
Administrative Support	11%	36%	53%	20%	34%	45%
Officials and Administrators	7%	57%	37%	9%	59%	33%
Paraprofessionals	22%	22%	56%	24%	27%	50%
Professionals	10%	43%	47%	13%	42%	45%
Protective Service	9%	18%	73%	14%	18%	68%
Service Maintenance	15%	12%	73%	25%	21%	54%
Skilled Craft	10%	42%	48%	11%	52%	38%
Technicians	23%	32%	45%	20%	36%	44%
Total	11%	35%	53%	15%	37%	48%

Voluntary separations are more likely to occur among females (five-year average 53%) than males (five-year average 44%).

Minority employees are more likely to be involuntarily terminated (five-year average 23%) than white employees (five-year average 15%).

Retirements are the most common reason for separation among Officials and Administrators (five-year average 59%).

Voluntary separations are highest among employees in the Protective Service group (five-year average 68%).

This is largely driven by the high turnover rate of Correctional Officers.

Involuntary terminations are highest among employees in the Service Maintenance group (five-year average 25%).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. NOTE: Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix B gives a full definition of each category. **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 30 TYPE OF SEPARATION BY AGE GROUP AND LENGTH OF SERVICE FISCAL YEARS 2013 AND FIVE YEAR AVERAGE

Age Group	Fiscal Year 2013			Five Year Average		
	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.
<25 Years	19%	0%	81%	30%	0%	70%
25-34 Years	18%	1%	81%	18%	0%	81%
35-44 Years	9%	0%	91%	20%	1%	79%
45-54 Years	19%	24%	57%	21%	24%	55%
55-65 Years	4%	75%	21%	9%	76%	16%
>65 Years	3%	95%	3%	5%	89%	6%
Total	11%	35%	53%	15%	37%	48%

Length of Service	Fiscal Year 2013			Five Year Average		
	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.
<5 Years	26%	3%	71%	26%	3%	72%
5-9 Years	22%	16%	62%	18%	22%	61%
10-14 Years	10%	37%	53%	14%	36%	50%
15-19 Years	14%	57%	29%	15%	53%	32%
20-24 Years	2%	86%	11%	6%	82%	12%
25-30 Years	6%	90%	4%	5%	91%	4%
>30 Years	1%	97%	1%	2%	97%	1%
Total	17%	33%	50%	17%	36%	47%

Voluntary separations are more likely to occur among employees in the 25-34 year age group (five-year average 81%). This is the group with the largest number of hires (See Table 22) and voluntary separations are highest in new hires.

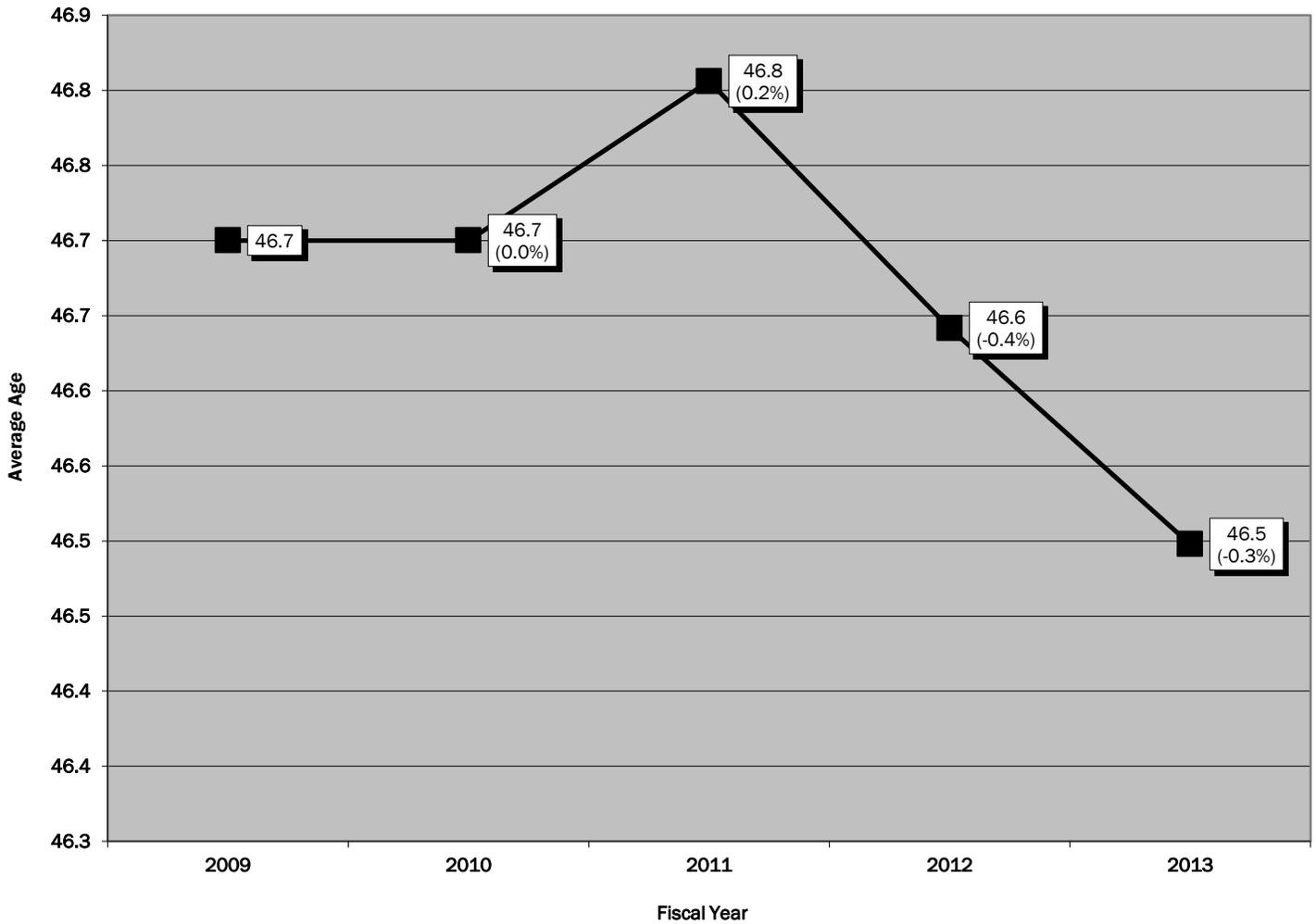
Retirements are the most common reason for separation among employees in the greater than 65 age group (five-year average 89%), as well as employees in the 25-30 and greater than 30 years of service groups (five-year average 91% and 97%, respectively).

Involuntary terminations are highest in the less than 25 year age group (five-year average 30%) and less than 5 years of service group (five-year average 26%).

Voluntary separation and length of service has an inverse relationship – the percent of voluntary separation goes down as length of service increases.

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. **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 31 AVERAGE AGE OF CLASSIFIED EMPLOYEES BY FISCAL YEAR



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. 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 2013 was 46.5, down slightly from Fiscal Year 2012.

TABLE 32 EMPLOYEE AGE GROUPS BY DEPARTMENT – FISCAL YEAR 2013

Department	Age Groups						Average Age
	<25	25-34	35-44	45-54	55-65	>65	
Agriculture, Food & Markets	1	15	21	27	27		46.9
Attorney General			10	14	4	2	48.8
Buildings & General Services	3	32	52	114	123	18	50.5
Children & Families	14	211	233	256	217	20	45.1
Commerce & Community Development		15	13	14	23	4	48.1
Corrections	53	229	277	295	172	18	42.9
Disabilities, Aging & Independent Living	3	19	50	86	110	7	50.6
Education		14	34	37	61	9	50.9
Environmental Conservation	1	29	64	85	75	5	48.4
Finance & Management		4	12	9	5	3	47.4
Financial Regulation	1	11	33	19	31	2	48.3
Fish & Wildlife	5	20	36	37	26		44.1
Forests, Parks & Recreation		10	19	26	42	2	50.2
Health	5	82	90	111	168	19	48.3
Human Resources		13	15	24	27	3	48.8
Human Services		14	17	34	29	3	48.8
Information & Innovation	1	9	19	32	21	2	47.8
Labor	1	23	42	73	105	8	50.9
Libraries		3	2	6	13	1	53.1
Liquor Control		4	16	20	7	1	46.6
Mental Health	1	28	47	39	48	3	46.7
Military	1	19	24	45	25	3	46.7
Natural Resources		3	9	9	4		45.6
Natural Resources Board		1	2	6	12	1	54.4
Public Safety - Civilian	2	47	55	61	58	11	46.4
Public Safety - Sworn	8	104	140	85	9		38.7
Public Service		3	10	12	4	4	48.6
Secretary of State		8	15	17	18		46.8
Small Department	1	6	14	15	14	1	46.9
State Treasurer		2	6	13	11		50.3
Taxes	1	12	24	46	56	5	50.4
Transportation	49	166	275	401	327	28	46.7
Vermont Health Access	2	22	45	39	36	5	46.6
Vermont Lottery Commission			5	9	1	2	49.9
Vermont Veterans' Home	12	35	39	63	51	3	45.0
Grand Total	165	1,213	1,765	2,179	1,960	193	46.5
Percent	2.2%	16.2%	23.6%	29.2%	26.2%	2.6%	

Departments with the highest average age include Natural Resources Board (54.4), Libraries (53.1), Education (50.9) and Labor (50.9).

Public Safety – Sworn (38.7) had employees with the lowest average age.

18.4% of the workforce is less than 35 years old; 58.0% are 45 or older.

The largest percentage (29.2%) of employees were in the 45-54 age group.

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2013. "Small Departments" have 15 or fewer employees (See Appendix C).

TABLE 33 AVERAGE AGE BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	Fiscal Year					Five Year
	2009	2010	2011	2012	2013	Average
Administrative Support	47.9	48.3	48.8	48.8	48.8	48.5
Officials and Administrators	52.4	52.4	52.1	52.1	51.6	52.1
Paraprofessionals	43.8	44.5	44.8	44.9	44.9	44.6
Professionals	47.9	48.0	48.0	47.8	47.6	47.9
Protective Service	39.6	39.4	39.7	39.3	39.4	39.5
Service Maintenance	47.2	46.6	46.3	47.6	48.0	47.1
Skilled Craft	47.3	47.1	47.6	47.3	47.3	47.3
Technicians	46.9	47.2	47.0	46.5	46.3	46.8
Grand Total	46.7	46.7	46.8	46.6	46.5	46.7

Gender	Fiscal Year					Five Year
	2009	2010	2011	2012	2013	Average
Female	46.9	47.1	47.2	46.9	46.9	47.0
Male	46.8	46.4	46.4	46.4	46.4	46.5
Grand Total	46.8	46.7	46.8	46.6	46.7	46.7

Ethnic Status	Fiscal Year					Five Year
	2009	2010	2011	2012	2013	Average
Minority	44.6	44.8	44.6	43.6	43.4	44.2
White	46.7	46.8	46.9	46.7	46.6	46.7
Grand Total	46.7	46.7	46.8	46.6	46.5	46.7

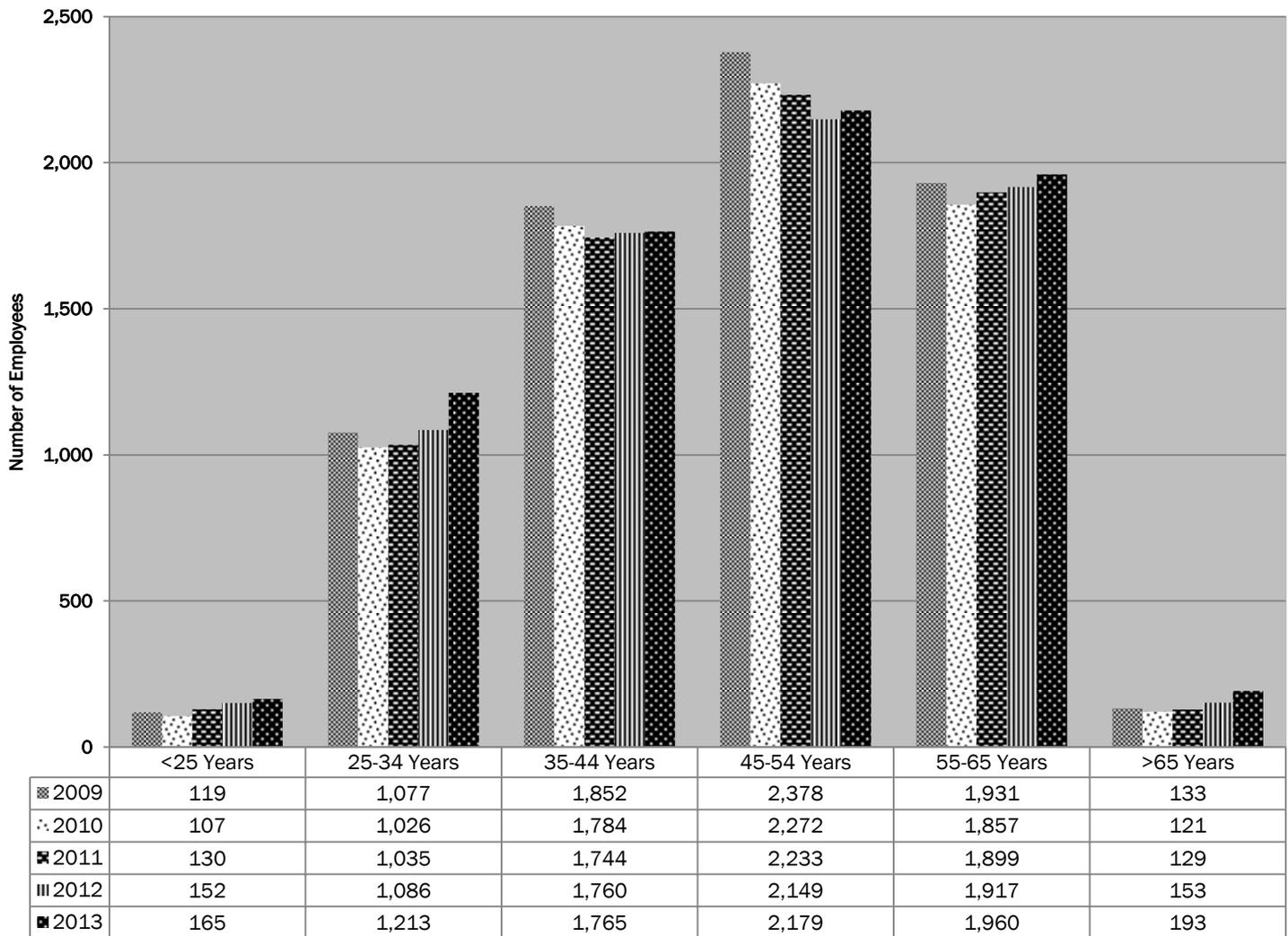
Employees in jobs categorized as Officials and Administrators have the highest average age (five-year average 52.1 years); those employees in the Protective Service group had the lowest average (five-year average 39.5 years).

There is only a slight difference between the average age of female (five-year average 47.0 years) and male (five-year average 46.5 years) classified employees.

White employees have a higher average age (five-year average 46.7 years) than minority employees (five-year average 44.2 years).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix B gives a full definition of each category.

TABLE 34 AGE DISTRIBUTION FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR



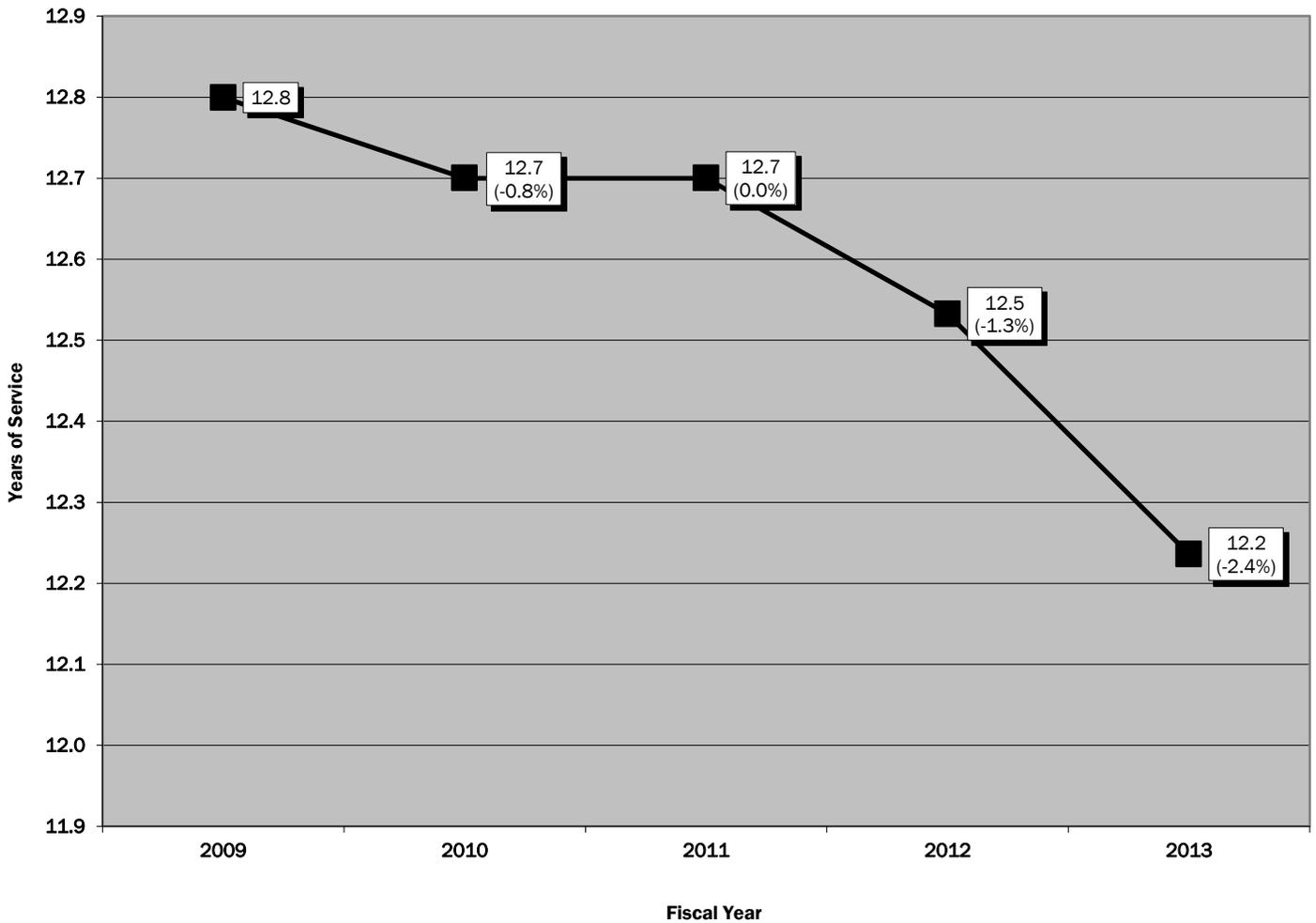
Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013.

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 (-8.4%).

The greatest percentage increase from FY '09 to FY '13 was seen in the number of employees greater than 65 years (+45.1%).

It is noteworthy that from FY '09 to FY '13 the less than 25 age group has increased 38.7% and the 25-34 age group by 12.6%. There appears to be a growing cohort of employees less than 35 years of age.

TABLE 35 AVERAGE YEARS OF SERVICE OF CLASSIFIED EMPLOYEES BY FISCAL YEAR



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. 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 12.2 years in Fiscal Year 2013, a 2.4% drop from previous Fiscal Year 2012. From Fiscal Year 2009 to Fiscal Year 2013 there has been a 4.4% decrease in the average length of service. The five-year average for years of service is 12.6 years.

TABLE 36 AVERAGE YEARS OF SERVICE BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year					Five Year
	2009	2010	2011	2012	2013	Average
Agriculture, Food & Markets	14.8	14.7	14.5	14.2	13.9	14.4
Attorney General	10.1	10.7	11.6	13.4	13.5	11.9
Buildings & General Services	12.2	12.5	13.0	13.0	13.0	12.7
Children & Families	14.0	13.4	12.9	12.7	12.2	13.0
Commerce & Community Development	14.0	13.5	14.3	14.4	13.0	13.8
Corrections	11.2	10.9	11.1	10.9	10.9	11.0
Disabilities, Aging & Independent Living	12.8	13.5	13.2	11.7	11.5	12.5
Education	11.2	11.2	11.2	11.2	11.3	11.2
Environmental Conservation	15.4	16.3	16.8	16.1	15.2	16.0
Finance & Management	14.9	13.7	11.9	12.4	12.1	13.0
Financial Regulation	11.5	12.1	11.7	10.5	10.4	11.2
Fish & Wildlife	15.5	16.0	15.9	14.4	14.2	15.2
Forests, Parks & Recreation	18.0	19.0	18.9	18.9	19.1	18.8
Health	12.0	12.6	12.6	12.2	12.0	12.3
Human Resources	13.7	13.8	13.8	13.3	12.0	13.3
Human Services	13.2	13.6	12.4	12.2	12.0	12.7
Information & Innovation	10.1	10.8	11.9	11.4	10.8	11.0
Labor	15.5	13.7	14.6	14.7	14.3	14.5
Libraries	15.3	15.8	16.8	17.3	16.8	16.4
Liquor Control	14.8	12.8	13.7	14.0	14.5	14.0
Mental Health	8.8	9.1	9.6	10.2	8.6	9.3
Military	13.6	13.8	13.6	13.5	13.3	13.6
Natural Resources	14.8	12.6	14.3	13.6	12.7	13.6
Natural Resources Board	18.8	19.3	20.3	20.8	21.3	20.1
Public Safety - Civilian	10.5	10.7	10.7	10.6	10.5	10.6
Public Safety - Sworn	11.2	10.8	11.1	11.0	11.2	11.1
Public Service	9.8	9.2	9.3	7.1	8.4	8.8
Secretary of State	12.3	12.1	10.8	9.4	8.9	10.7
Small Departments	8.0	8.5	7.4	9.7	10.4	8.8
State Treasurer	10.7	11.3	11.8	11.1	11.1	11.2
Taxes	14.0	14.5	13.7	14.0	13.6	14.0
Transportation	14.3	13.7	13.9	13.8	13.7	13.9
Vermont Health Access	8.4	9.1	9.1	8.7	7.2	8.5
Vermont Lottery Commission	15.4	16.0	16.8	17.8	15.3	16.3
Vermont Veterans' Home	9.8	9.7	10.1	9.8	9.8	9.8
Grand Total	12.8	12.7	12.7	12.5	12.2	12.6
% Change from Previous FY		-0.8%	0.0%	-1.3%	-2.4%	

Departments with the highest average years of service (five-year average) include Natural Resources Board (20.1), Forests, Parks & Recreation (18.8), and Lottery (16.4).

Departments with the lowest average years of service (five-year average) include Vermont Health Access (8.5), Public Service (8.8), and Mental Health (9.3).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. 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. "Small Departments" have 15 or fewer employees (See Appendix C).

TABLE 37 AVERAGE YEARS OF SERVICE BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	Fiscal Year					Five Year
	2009	2010	2011	2012	2013	Average
Administrative Support	13.0	13.1	13.1	13.2	12.8	13.0
Officials and Administrators	17.8	17.4	16.9	16.7	16.4	17.0
Paraprofessionals	10.7	11.1	11.8	11.8	11.3	11.3
Professionals	13.6	13.5	13.5	13.3	12.9	13.4
Protective Service	8.7	8.7	9.0	8.7	8.7	8.7
Service Maintenance	9.0	8.4	8.8	8.8	9.3	8.8
Skilled Craft	14.0	12.9	13.3	12.9	12.9	13.2
Technicians	13.3	13.3	13.0	12.3	11.9	12.8
Grand Total	12.8	12.7	12.7	12.5	12.2	12.6

Gender	Fiscal Year					Five Year
	2009	2010	2011	2012	2013	Average
Female	12.1	12.4	12.4	12.3	11.9	12.2
Male	13.1	12.9	13.0	12.8	12.6	12.9
Grand Total	12.8	12.7	12.7	12.5	12.2	12.6

Ethnic Status	Fiscal Year					Five Year
	2009	2010	2011	2012	2013	Average
Minority	9.6	9.5	9.4	8.9	8.5	9.2
White	12.9	12.7	12.8	12.6	12.4	12.7
Grand Total	12.8	12.7	12.7	12.5	12.2	12.6

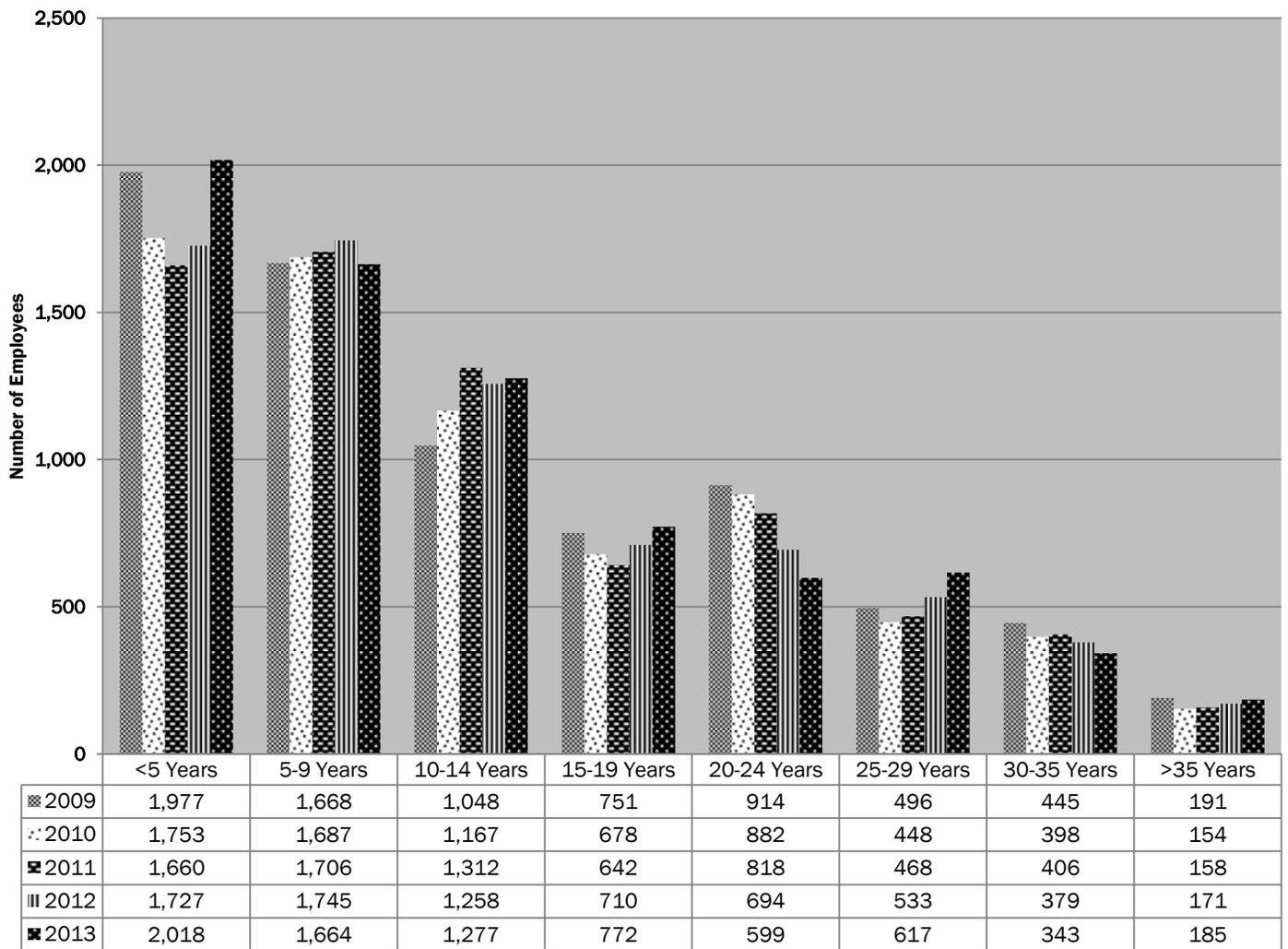
The Official and Administrators occupational group had the highest average years of service at 17.0 years (five-year average). Employees in the Protective Service and Service Maintenance groups had the lowest (five-year average 8.7 and 8.8 years, respectively).

Male employees on average had greater years of service (five-year average 12.9 years) than females (five-year average 12.2 years).

Minority employees on average had less years of service (five-year average 9.2 years) than white employees (five-year average 12.7 years).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. 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 38 YEARS OF SERVICE DISTRIBUTION FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR

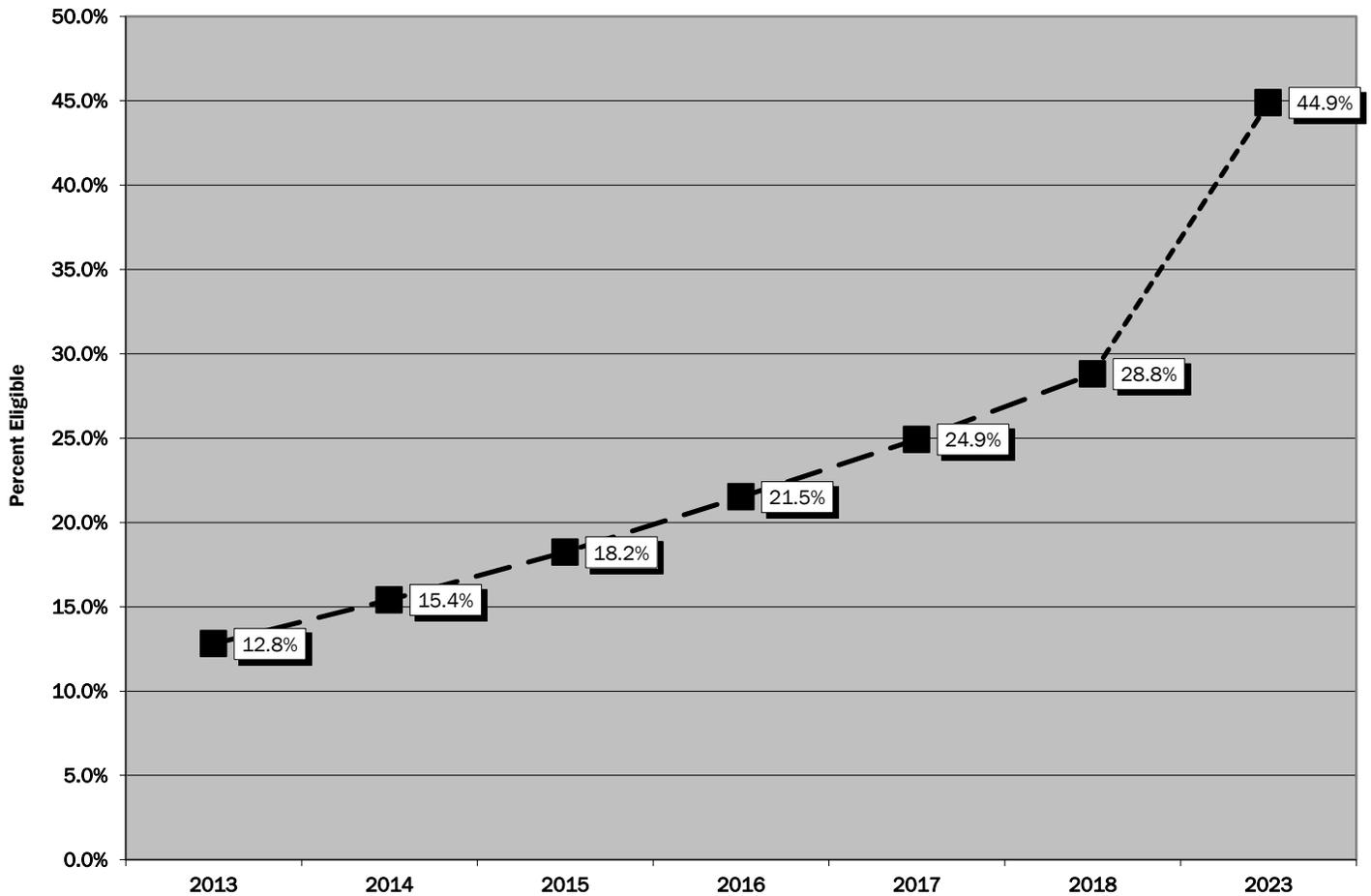


Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. Years of (continuous) Service is the time of uninterrupted service by an employee. Authorized leaves of absence are not counted as an interruption of service.

Historically, the largest group of classified employees has had less than five years of service and in FY '13 this was the case, reversing the trend seen in FY '11 and FY '12 where the largest group of employees had 5-9 years of service. This was 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 21). In FY '13 hiring activity increased (See Table 21) and turnover was low (See Table 23), both factors that would tend to increase the less than five years of service group.

Notably, the 20-24 years of service group had a 34.5% decline from FY '09 to FY '13 as a cohort of State employees moves to the 25-29 years of service group (+24.4%), which was also the most rapidly growing group.

TABLE 39 PROJECTED RETIREMENT ELIGIBILITY BY FISCAL YEAR



Male	502	604	702	825	953	1,097	1,688
Female	455	548	661	783	910	1,056	1,667
Total	957	1,152	1,363	1,608	1,863	2,153	3,355
% Change from Previous FY		20.4%	18.3%	18.0%	15.9%	15.6%	55.8%
Additional Number Eligible		195	211	245	255	290	1,202

Source: The State's Human Resource Information System (VTHR) 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 2013 year-end. See Appendix D for a description of the method used to produce the retirement projections.

At the end of Fiscal Year 2013, 957 employees (12.8% of the classified workforce) were eligible for retirement. An additional 195 employees are projected to be eligible by the end of FY '14. The additional number eligible increases each fiscal year to FY '18. Other indicators point to an acceleration in this trend and a "new" retirement "bubble" developing (See Table 38).

In five years (FY '18) 28.8% or 2,153 current employees are projected to be eligible for retirement. The ten-year projection (to FY '23) estimates that 44.9% (3,355) of current employees will be retirement eligible. Note: The projections of percent eligible are cumulative and do not account for retirements that will occur each fiscal year.

TABLE 40 PROJECTED RETIREMENT ELIGIBILITY BY DEPARTMENT

Department	Eligible FY '13		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '14	FY '15	FY '16	FY '17	FY '18	Num.	Percent	Num.	Percent
Agriculture, Food & Markets	7	7.7%	3.3%	5.5%	7.7%	4.4%	2.2%	28	30.8%	42	46.2%
Attorney General	5	16.7%	3.3%	0.0%	3.3%	3.3%	0.0%	8	26.7%	15	50.0%
Buildings & General Services	60	17.5%	3.8%	4.1%	2.6%	5.3%	5.6%	133	38.9%	195	57.0%
Children & Families	124	13.0%	2.1%	2.3%	2.4%	2.2%	2.8%	237	24.9%	371	39.0%
Commerce & Community Development	10	14.5%	5.8%	4.3%	2.9%	4.3%	5.8%	26	37.7%	33	47.8%
Corrections	72	6.9%	1.9%	1.8%	2.5%	1.6%	2.8%	183	17.5%	329	31.5%
Disabilities, Aging & Independent Living	34	12.4%	4.4%	2.9%	3.3%	5.5%	5.5%	93	33.8%	149	54.2%
Education	32	20.6%	3.2%	5.8%	5.8%	5.8%	4.5%	71	45.8%	90	58.1%
Environmental Conservation	34	13.1%	3.5%	2.3%	4.2%	4.2%	2.7%	78	30.1%	133	51.4%
Finance & Management	5	15.2%	3.0%	3.0%	0.0%	6.1%	9.1%	12	36.4%	17	51.5%
Financial Regulation	19	19.6%	4.1%	1.0%	1.0%	3.1%	2.1%	30	30.9%	45	46.4%
Fish & Wildlife	15	12.1%	2.4%	4.0%	3.2%	4.8%	4.0%	38	30.6%	60	48.4%
Forests, Parks & Recreation	24	24.2%	5.1%	2.0%	3.0%	6.1%	6.1%	46	46.5%	59	59.6%
Health	81	17.1%	1.9%	2.7%	5.5%	4.8%	3.6%	169	35.6%	234	49.3%
Human Resources	10	12.2%	1.2%	4.9%	4.9%	3.7%	7.3%	28	34.1%	42	51.2%
Human Services	12	12.4%	4.1%	7.2%	3.1%	3.1%	3.1%	32	33.0%	46	47.4%
Information & Innovation	9	10.7%	2.4%	3.6%	1.2%	4.8%	2.4%	21	25.0%	38	45.2%
Labor	53	21.0%	5.6%	2.8%	3.2%	4.4%	3.6%	102	40.5%	148	58.7%
Libraries	10	40.0%	0.0%	0.0%	4.0%	4.0%	4.0%	13	52.0%	18	72.0%
Liquor Control	7	14.6%	0.0%	2.1%	0.0%	2.1%	4.2%	11	22.9%	28	58.3%
Mental Health	17	10.2%	1.2%	4.2%	4.2%	2.4%	3.6%	43	25.9%	62	37.3%
Military	15	12.8%	2.6%	3.4%	3.4%	5.1%	3.4%	36	30.8%	62	53.0%
Natural Resources	2	8.0%	4.0%	4.0%	4.0%	0.0%	0.0%	5	20.0%	10	40.0%
Natural Resources Board	7	31.8%	13.6%	13.6%	13.6%	4.5%	0.0%	17	77.3%	18	81.8%
Public Safety - Civilian	30	12.8%	1.7%	2.1%	2.6%	2.1%	3.0%	57	24.4%	88	37.6%
Public Safety - Sworn	11	3.2%	3.2%	2.0%	3.5%	4.0%	4.3%	70	20.2%	138	39.9%
Public Service	4	12.1%	3.0%	6.1%	0.0%	3.0%	3.0%	9	27.3%	12	36.4%
Secretary of State	5	8.6%	3.4%	0.0%	1.7%	0.0%	8.6%	13	22.4%	26	44.8%
Small Departments	6	11.8%	0.0%	2.0%	2.0%	2.0%	5.9%	12	23.5%	20	39.2%
State Treasurer	1	3.1%	3.1%	3.1%	0.0%	6.3%	6.3%	7	21.9%	18	56.3%
Taxes	31	21.5%	2.1%	2.8%	6.9%	2.8%	4.2%	58	40.3%	77	53.5%
Transportation	175	14.0%	2.5%	3.0%	3.0%	3.5%	5.1%	388	31.1%	587	47.1%
Vermont Health Access	9	6.0%	0.7%	2.0%	6.0%	3.4%	4.0%	33	22.1%	54	36.2%
Vermont Lottery Commission	4	23.5%	0.0%	0.0%	5.9%	0.0%	0.0%	5	29.4%	7	41.2%
Vermont Veterans' Home	17	8.4%	1.0%	2.5%	2.5%	3.0%	3.0%	41	20.2%	84	41.4%
Grand Total	957	12.8%	2.6%	2.8%	3.3%	3.4%	3.9%	2,153	28.8%	3,355	44.9%

Source: The State's Human Resource Information System (VTHR) 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 2013 year-end. Please see Appendix E for a description of the method used to produce the retirement projections. "Small Departments" have 15 or fewer employees (See Appendix C).

In terms of actual numbers, four departments account for 45% of the employees who will be eligible for retirement in five years (FY '18) – Transportation (388), Children & Families (237), Corrections (183), and Health (169).

TABLE 41 PROJECTED RETIREMENT ELIGIBILITY BY OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	Eligible FY '13		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '14	FY '15	FY '16	FY '17	FY '18	Num.	Percent	Num.	Percent
Administrative Support	74	16.4%	3.1%	2.0%	2.2%	3.5%	4.7%	144	31.9%	230	51.0%
Officials and Administrators	79	22.7%	3.4%	2.6%	4.3%	3.7%	3.4%	140	40.2%	210	60.3%
Paraprofessionals	46	11.2%	2.2%	3.2%	2.4%	3.4%	2.4%	102	24.9%	161	39.4%
Professionals	577	14.1%	2.9%	3.3%	3.7%	3.6%	4.2%	1,298	31.7%	1,945	47.6%
Protective Service	36	3.5%	1.3%	1.8%	1.7%	1.9%	2.3%	129	12.5%	286	27.8%
Service Maintenance	18	9.8%	2.7%	1.6%	3.3%	3.3%	7.7%	52	28.4%	89	48.6%
Skilled Craft	67	12.5%	2.1%	3.2%	4.5%	4.1%	5.0%	168	31.3%	247	46.1%
Technicians	60	14.0%	2.6%	1.9%	3.0%	3.7%	2.8%	120	28.0%	187	43.6%
Total	957	12.8%	2.6%	2.8%	3.3%	3.4%	3.9%	2,153	28.8%	3,355	44.9%

Gender	Eligible FY '13		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '14	FY '15	FY '16	FY '17	FY '18	Num.	Percent	Num.	Percent
Female	455	12.3%	2.5%	3.0%	3.3%	3.4%	3.9%	1,056	28.5%	1,667	45.0%
Male	502	13.3%	2.7%	2.6%	3.3%	3.4%	3.8%	1,097	29.1%	1,688	44.8%
Total	957	12.8%	2.6%	2.8%	3.3%	3.4%	3.9%	2,153	28.8%	3,355	44.9%

Ethnic Status	Eligible FY '13		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '14	FY '15	FY '16	FY '17	FY '18	Num.	Percent	Num.	Percent
Minority	13	5.7%	2.6%	1.3%	1.8%	1.8%	4.8%	41	18.0%	80	35.1%
White	944	13.0%	2.6%	2.9%	3.3%	3.5%	3.8%	2,112	29.1%	3,275	45.2%
Total	957	12.8%	2.6%	2.8%	3.3%	3.4%	3.9%	2,153	28.8%	3,355	44.9%

Source: The State's Human Resource Information System (VTHR) and Office of the State Treasurer, Retirement Division. Projections are based on employee's age and length of creditable service at Fiscal 2013 year-end. Please see Appendix D for a description of the method used to produce the retirement projections.

While the percentage of employees eligible for retirement in five years in the Officials and Administrators occupational group is the highest (40.2%), in terms of actual numbers, 60% of all employees eligible for retirement in five years are in the Professional occupational group (1,298).

The percentage of male and female employees eligible for retirement both at the end of FY '13 (13.3% vs. 12.3% respectively) and in five years (29.1%, vs. 28.5% respectively) is roughly equivalent.

White employees have a higher percentage eligible for retirement than minority employees at the end of Fiscal Year 2013 (13.0% vs. 5.7%, respectively). In five years the gap in percentage eligible increases (29.1% vs. 18.0%, respectively). However, this should be interpreted carefully because of the small number of minority employees.

TABLE 42 PROJECTED RETIREMENT ELIGIBILITY FOR CLASSIFIED JOB TITLES – FISCAL YEAR 2013

Projected Retirement Eligibility of Most Populous Job Titles			
Job Title	Num.	Eligible FY '13	Five Year Percent Projected Eligible
Correctional Officer I	344	1.7%	5.8%
Trooper	170	0.6%	5.3%
Social Worker	161	8.1%	17.4%
Corrections Services Specialist II	157	9.6%	28.7%
AOT Maintenance Worker IV	148	9.5%	29.7%
Benefits Programs Specialist	141	13.5%	25.5%
Administrative Assistant B	130	20.0%	38.5%
Correctional Officer II	128	4.7%	14.8%
Sergeant	90	2.2%	26.7%
Licensed Nursing Assistant	79	3.8%	12.7%
Motor Vehicle Customer Services Spec.	75	8.0%	29.3%
Program Services Clerk	73	12.3%	26.0%
Administrative Assistant A	60	21.7%	30.0%
AOT Senior Maintenance Worker	51	15.7%	27.5%
Custodian I	50	14.0%	34.0%
Reach Up Case Manager II	49	18.4%	36.7%
AOT Technician VI	49	22.4%	34.7%
Community Correctional Officer	49	8.2%	14.3%
Correctional Facility Shift Supervisor	47	10.6%	12.8%
Program Technician I	43	14.0%	37.2%
Program Technician II	42	19.0%	42.9%
Systems Developer III	42	14.3%	40.5%
AOT Technician IV	41	29.3%	36.6%
Psychiatric Technician	41	2.4%	7.3%
AOT Maintenance Equipment Specialist	40	27.5%	47.5%

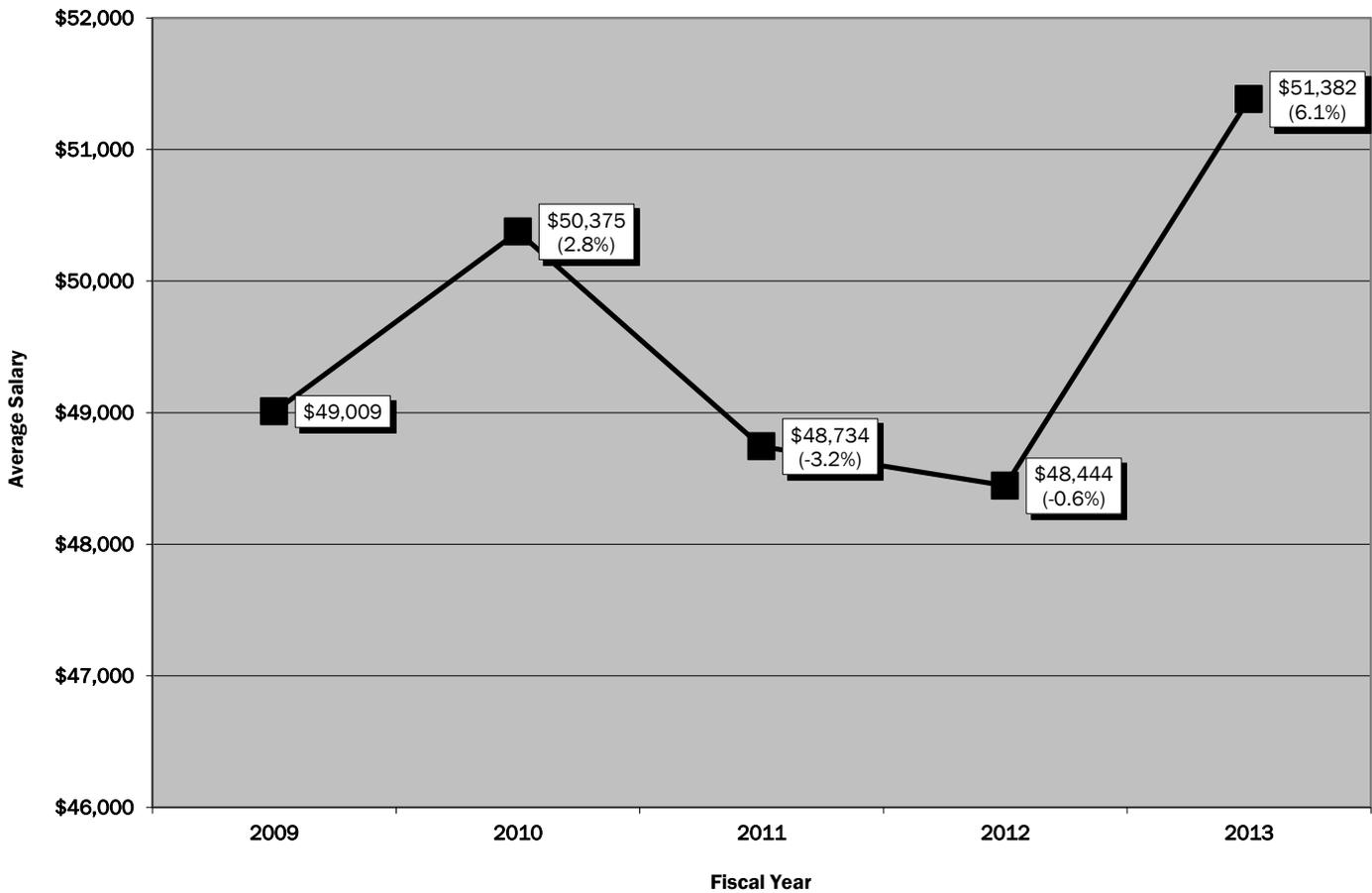
Job Titles with the Highest Projected Retirement Eligibility			
Job Title	Num.	Eligible FY '13	Five Year Percent Projected Eligible
Public Guardian	17	23.5%	70.6%
Information Center Representative II	19	31.6%	68.4%
Lieutenant	27	7.4%	63.0%
AOT Manager IV	16	31.3%	56.3%
Nurse Surveyor	16	18.8%	56.3%
Environmental Analyst VI	23	30.4%	52.2%
Benefit Programs Assistant Admin.	18	16.7%	50.0%
AOT Area Maintenance Supervisor	39	20.5%	48.7%
Career Development Facilitator III	21	28.6%	47.6%
AOT Maintenance Equipment Specialist	40	27.5%	47.5%
Public Health Nurse	40	15.0%	47.5%
Executive Staff Assistant	17	35.3%	47.1%
Project Manager	15	6.7%	46.7%
Economic Services Supervisor	26	23.1%	46.2%
Information Technology Specialist II	33	12.1%	45.5%
Education Programs Coordinator I	31	19.4%	45.2%
Nurse Case Manager - Long Term Care	16	12.5%	43.8%
Custodian II	30	16.7%	43.3%
Program Technician II	42	19.0%	42.9%
Forester II	26	26.9%	42.3%
Fish & Wildlife Scientist III	22	22.7%	40.9%
AOT Technician V	22	18.2%	40.9%
Systems Developer III	42	14.3%	40.5%
Health Programs Outreach Specialist II	20	15.0%	40.0%
Administrative Assistant B	130	20.0%	38.5%

Source: The State's Human Resource Information System (VTHR).and Office of the State Treasurer, Retirement Division. Projections are based on employee's age and length of creditable service at Fiscal 2013 year-end. Please see Appendix D for a description of the method used to produce the retirement projections. This table shows projected retirement eligibility for classified employees in the 25 most populous job titles, as well as the 25 classified job titles (with 15 or more employees) with the highest projected retirement eligibility rates.

The most populous job titles with a high percentage of employees projected to be eligible for retirement in five years include AOT Maintenance Equipment Specialist (47.5%), Program Technician II (42.9%), Systems Developer III (40.5%), and Administrative Assistant B (38.5%).

The top five job titles with the highest percentage of employees projected to be eligible for retirement in five years are Public Guardian (70.6%), Information Center Representative II (68.4%), Lieutenant (63.0%), AOT Manager IV (56.3%), and Nurse Surveyor (56.3%).

TABLE 43 AVERAGE SALARY FOR FULL-TIME CLASSIFIED EMPLOYEES BY FISCAL YEAR



Source: The State’s Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2009 to 2013. 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 2013 the average base rate salary for full-time classified employees was \$51,382, a 6.1% increase from FY '12. This is primarily a result of the salary adjustments negotiated as part of the current collective bargaining agreements (see box), including a 2.0% across-the-board salary increase, resumption of step increases and the 3.09% increase due to the restoration of the FY '11 3% pay decrease.

Several other factors contribute to change in average annual salary – 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 Adjustments	
Fiscal Year	Total Average Salary Adjustments
2009	3.50% (includes 1.7% for steps and 1.8% across the board increase) NOTE: Classified managerial and confidential employees earning =/> \$60,000 a year did NOT receive the 1.8% across the board increase. (See Section 2(b) of Act 206 of the 2008 Legislative Session).
2010	3.50% (includes 1.7% for steps and 1.8% across the board increase) NOTE: Classified managerial and confidential employees earning =/> \$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).
2011	-3.0% across the board decrease. (All step increases "frozen" for two years once original probation completed).
2012	No across the board or step increases.
2013	5.94% (includes .85% for steps, 2.0% across the board increase, and 3.09% due to restoration of 3% pay decrease).

TABLE 44 AVERAGE SALARY FOR FULL-TIME EMPLOYEES BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year					% Change FY '09 to FY '13
	2009	2010	2011	2012	2013	
Agriculture, Food & Markets	\$52,966	\$54,399	\$52,319	\$51,647	\$55,038	3.9%
Attorney General	\$50,654	\$51,860	\$50,733	\$52,129	\$55,345	9.3%
Buildings & General Services	\$39,217	\$40,046	\$38,900	\$39,089	\$41,116	4.8%
Children & Families	\$50,649	\$51,879	\$49,466	\$48,966	\$51,041	0.8%
Commerce & Community Development	\$54,711	\$56,153	\$54,767	\$54,415	\$56,816	3.8%
Corrections	\$44,675	\$45,470	\$43,695	\$43,197	\$45,884	2.7%
Disabilities, Aging & Independent Living	\$53,342	\$55,582	\$53,572	\$52,146	\$54,505	2.2%
Education	\$54,778	\$56,780	\$54,301	\$54,269	\$57,253	4.5%
Environmental Conservation	\$55,825	\$57,933	\$56,270	\$55,119	\$57,517	3.0%
Finance & Management	\$60,880	\$63,000	\$62,126	\$60,505	\$63,591	4.5%
Financial Regulation	\$61,748	\$64,994	\$62,954	\$61,982	\$64,972	5.2%
Fish & Wildlife	\$56,587	\$57,972	\$56,171	\$54,183	\$57,507	1.6%
Forests, Parks & Recreation	\$52,421	\$54,301	\$52,702	\$52,115	\$55,212	5.3%
Health	\$51,624	\$53,499	\$51,841	\$51,081	\$54,138	4.9%
Human Resources	\$58,842	\$61,408	\$55,683	\$55,359	\$57,325	-2.6%
Human Services	\$58,711	\$62,535	\$60,334	\$60,450	\$63,187	7.6%
Information & Innovation	\$56,465	\$61,298	\$59,770	\$59,579	\$63,594	12.6%
Labor	\$46,722	\$46,243	\$45,356	\$45,556	\$48,300	3.4%
Libraries	\$44,798	\$47,393	\$45,969	\$45,602	\$48,739	8.8%
Liquor Control	\$47,730	\$47,678	\$46,974	\$46,905	\$50,103	5.0%
Mental Health	\$48,467	\$51,292	\$49,790	\$52,458	\$52,555	8.4%
Military	\$44,290	\$46,001	\$45,076	\$44,545	\$46,426	4.8%
Natural Resources	\$57,569	\$56,841	\$54,243	\$54,607	\$57,537	-0.1%
Natural Resources Board	\$55,221	\$55,680	\$55,647	\$54,861	\$57,659	4.4%
Public Safety - Civilian	\$47,222	\$49,326	\$47,227	\$46,636	\$49,516	4.9%
Public Safety - Sworn	\$62,417	\$63,341	\$62,329	\$61,615	\$67,688	8.4%
Public Service	\$56,674	\$57,289	\$56,179	\$57,901	\$61,185	8.0%
Secretary of State	\$46,844	\$48,384	\$46,325	\$46,275	\$48,105	2.7%
Small Departments	\$61,382	\$68,013	\$63,747	\$60,274	\$65,015	5.9%
State Treasurer	\$52,150	\$54,965	\$51,950	\$51,894	\$54,150	3.8%
Taxes	\$45,165	\$47,020	\$44,141	\$44,686	\$48,697	7.8%
Transportation	\$45,375	\$46,573	\$45,226	\$44,975	\$47,771	5.3%
Vermont Health Access	\$52,158	\$54,272	\$54,431	\$54,751	\$59,584	14.2%
Vermont Lottery Commission	\$44,870	\$47,034	\$44,928	\$45,059	\$46,408	3.4%
Vermont Veterans' Home	\$38,376	\$39,611	\$37,789	\$37,387	\$39,368	2.6%
Grand Total	\$49,009	\$50,375	\$48,743	\$48,444	\$51,382	4.8%
% Change from Previous FY		2.8%	-3.2%	-0.6%	6.1%	

Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2009 to 2013. Annual salary is base rate and does not include benefits or overtime. "Small Departments" have 15 or fewer employees (See Appendix C).

At the end of Fiscal Year 2013, the highest average salaries were found at Public Safety – Sworn (\$67,688), Financial Regulation (\$64,972), and Information & Innovation (\$63,594). The lowest average salaries were found at the Vermont Veterans' Home (\$39,368), Buildings & General Services (\$41,116), and Corrections (\$45,884).

TABLE 45 AVERAGE SALARY FOR FULL-TIME EMPLOYEES BY OCCUPATIONAL GROUP, GENDER AND ETHNIC GROUP BY FISCAL YEAR

Occupational Group	Fiscal Year					% Change FY '09 to FY '13
	2009	2010	2011	2012	2013	
Administrative Support	\$35,531	\$36,512	\$35,272	\$34,891	\$36,689	3.3%
Officials and Administrators	\$76,691	\$79,798	\$76,834	\$75,717	\$79,475	3.6%
Paraprofessionals	\$39,564	\$40,582	\$39,253	\$38,932	\$41,067	3.8%
Professionals	\$53,941	\$55,460	\$53,315	\$52,891	\$55,860	3.6%
Protective Service	\$45,977	\$47,005	\$45,784	\$44,726	\$48,561	5.6%
Service Maintenance	\$28,099	\$28,672	\$27,630	\$27,599	\$29,032	3.3%
Skilled Craft	\$38,279	\$39,109	\$38,117	\$37,704	\$39,974	4.4%
Technicians	\$42,358	\$43,359	\$41,372	\$40,753	\$42,234	-0.3%
Grand Total	\$49,009	\$50,375	\$48,743	\$48,444	\$51,382	4.8%
% Change from Previous FY		2.8%	-3.2%	-0.6%	6.1%	

Gender	Fiscal Year					% Change FY '09 to FY '13
	2009	2010	2011	2012	2013	
Female	\$47,565	\$49,229	\$47,679	\$47,391	\$50,270	5.7%
Male	\$50,339	\$51,429	\$49,733	\$49,419	\$52,447	4.2%
Grand Total	\$49,009	\$50,375	\$48,743	\$48,444	\$51,382	4.8%
% Change from Previous FY		2.8%	-3.2%	-0.6%	6.1%	

Ethnic Status	Fiscal Year					% Change FY '09 to FY '13
	2009	2010	2011	2012	2013	
Minority	\$45,287	\$45,982	\$44,452	\$44,094	\$46,767	3.3%
White	\$49,102	\$50,488	\$48,861	\$48,567	\$51,529	4.9%
Grand Total	\$49,009	\$50,375	\$48,743	\$48,444	\$51,382	4.8%
% Change from Previous FY		2.8%	-3.2%	-0.6%	6.1%	

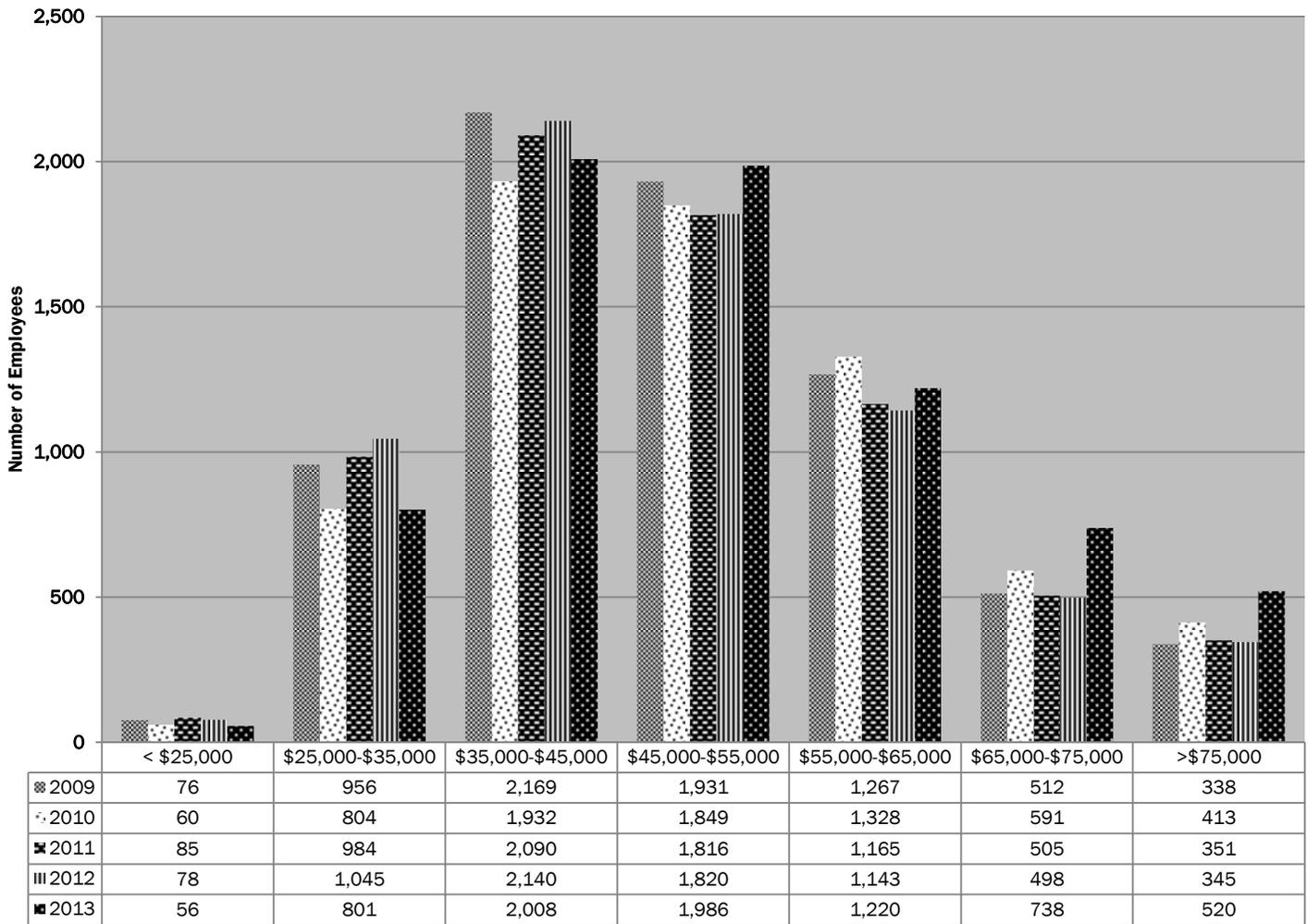
At the end of FY '13 the Officials and Administrators occupational group had the highest average salary (\$79,475) and Service Maintenance the lowest (\$29,032). The largest occupational group – Professionals – averaged \$55,860.

Male employees had a higher average salary (\$52,447) than females (\$50,270) at the end of FY '13.

Minority employees had a lower average salary (\$46,767) than white employees (\$51,529) at the end of FY '13.

Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2009 to 2013. 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 B gives a full definition of each category. Note: "Excluded from Bargaining Unit" are employees who are excluded from participation in a bargaining unit: classified confidential and managerial employees.

TABLE 46 ANNUAL SALARY DISTRIBUTION FOR FULL-TIME CLASSIFIED EMPLOYEES BY FISCAL YEAR

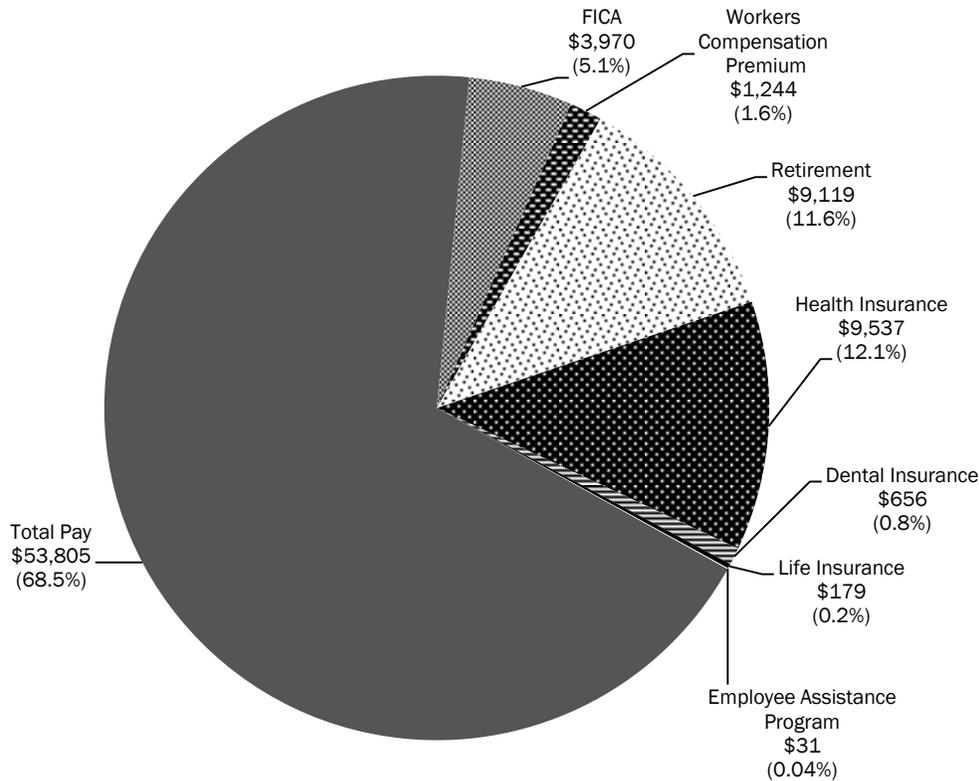


Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2009 to 2013. Annual salary is base rate and does not include benefits or overtime.

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 in FY '13 the number of employees in the \$45,000-\$55,000 range increased to be virtually the same (2,008 vs. 1,986) as the \$35,000 and \$45,000 range.

Primarily as a result of the across-the-board salary adjustment at the beginning of FY '13 (See Table 43) the entire salary distribution “shifted” – from FY '12 to FY '13 the number of employees decreased in the lower pay ranges and increased in the higher pay ranges. The largest decreases were in the less than \$25,000 range (-28.2%) and \$25,000-\$35,000 range (-23.3%). The largest increases were in the \$65,000-\$75,000 range (+48.2%) and greater than \$75,000 range (+50.7%).

TABLE 47 TOTAL COMPENSATION FOR CLASSIFIED EXECUTIVE BRANCH EMPLOYEES – FISCAL YEAR 2013



Average total compensation for classified Executive Branch employees for Fiscal Year 2013 was \$78,542.

On average, employer-paid benefits represent 31.5% of total compensation.

Detail of Total Compensation - Executive Branch Classified ¹ Employees Fiscal Year 2013			
Pay	Total	Cost per Employee ³	% of Total Compensation
Total Pay ²	\$394,178,269	\$53,805	68.5%
Subtotal	\$394,178,269	\$53,805	68.5%
Employer Paid Benefits			
FICA (Social Security and Medicare Deductions)	\$29,087,958	\$3,970	5.1%
Workers Compensation Premium ⁴	\$9,112,554	\$1,244	1.6%
Retirement (State share of retirement contribution)	\$66,809,952	\$9,119	11.6%
Health Insurance (State 80% share)	\$69,867,506	\$9,537	12.1%
Dental Insurance (State 100% share)	\$4,807,226	\$656	0.8%
Life Insurance (State 75% share)	\$1,310,165	\$179	0.2%
Employee Assistance Program	\$229,689	\$31	0.04%
Subtotal	\$181,225,049	\$24,737	31.5%
Total Compensation (Pay + Benefits)	\$575,403,319	\$78,542	100.0%

¹ Includes bargaining unit and non-bargaining unit employees.

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

³ Based on the average number of classified employees during FY '13 (7,326).

⁴ Premium allocation estimated based on data from the Department of Finance & Management, the Risk Management division of the Department of Buildings & General Services, and the State's Human Resource Information System (VTHR).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2013.

TABLE 48 DETAIL OF TOTAL COMPENSATION FOR EXECUTIVE BRANCH EMPLOYEES BY FISCAL YEAR

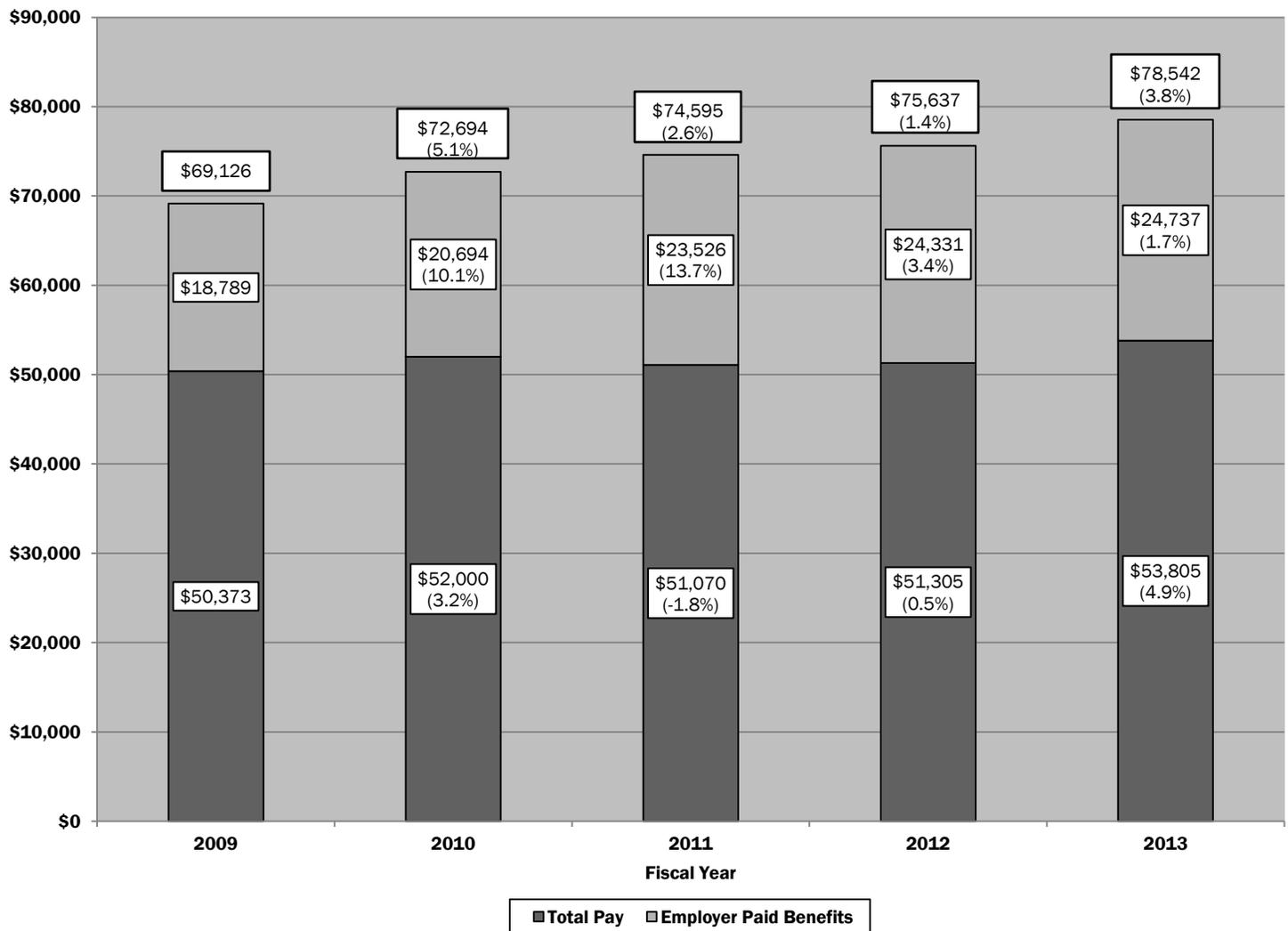
	2009		2010		Fiscal Year 2011		2012		2013		% Change FY '09 to FY '13
	Cost per Empl.	% of Total Comp.	Cost per Empl.	% of Total Comp.	Cost per Empl.	% of Total Comp.	Cost per Empl.	% of Total Comp.	Cost per Empl.	% of Total Comp.	
Total Pay	\$50,373	72.8%	\$52,000	71.5%	\$51,070	68.5%	\$51,305	67.8%	\$53,805	68.5%	6.8%
FICA	\$3,719	5.4%	\$3,854	5.3%	\$3,766	5.0%	\$3,763	5.0%	\$3,970	5.1%	6.8%
Workers Comp	\$981	1.4%	\$1,066	1.5%	\$1,130	1.5%	\$1,262	1.7%	\$1,244	1.6%	26.8%
Retirement	\$5,037	7.3%	\$6,251	8.6%	\$7,740	10.4%	\$8,199	10.8%	\$9,119	11.6%	81.0%
Health Insurance	\$8,210	11.9%	\$8,640	11.9%	\$10,142	13.6%	\$10,248	13.5%	\$9,537	12.1%	16.2%
Dental Insurance	\$651	0.9%	\$679	0.9%	\$544	0.7%	\$657	0.9%	\$656	0.8%	0.8%
Life Insurance	\$163	0.2%	\$176	0.2%	\$175	0.2%	\$172	0.2%	\$179	0.2%	9.7%
EAP	\$28	0.0%	\$28	0.0%	\$29	0.0%	\$30	0.0%	\$31	0.0%	12.0%
Employer Paid Benefits	\$18,789	27.2%	\$20,694	28.5%	\$23,526	31.5%	\$24,331	32.2%	\$24,737	31.5%	31.7%
Total Compensation	\$69,162		\$72,694		\$74,595		\$75,637		\$78,542		13.6%

Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2009 to 2013. Includes all categories in which employees were paid: salary, leave, overtime, shift differential, etc. Does not include expense reimbursements, such as for mileage. NOTE: There are usually 26 pay dates in a fiscal year. In FY '11 there were 27 pay dates. FY '11 data was adjusted to reflect 26 pay dates for comparability. Cost per employee is based on the average number of all classified employees during that FY. See Table 53 for more detail on employer paid benefits.

From FY '09 to FY '13 total pay increased just 6.8%, while total benefits costs increased 31.7%. The primary drivers of the benefits cost increases were the State's average per employee retirement contribution (+81.0%) and the State's average per employee health insurance premium contribution (+16.2%).

Total compensation has increased 13.6% from FY '09 (\$69,162) to FY '13 (\$78,542).

TABLE 49 TOTAL PAY, EMPLOYER PAID BENEFITS AND TOTAL COMPENSATION BY FISCAL YEAR



Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2009 to 2013. Total Pay includes all categories in which employees were paid: salary, leave, overtime, shift differential, etc. Does not include expense reimbursements, such as for mileage. NOTE: There are usually 26 pay dates in a fiscal year. In FY '11 there were 27 pay dates. FY '11 data was adjusted to reflect 26 pay dates for comparability. See Table 53 for a listing of employer paid benefits included in "Employer Paid Benefits". Total compensation is Total Pay plus Employer Paid Benefits. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

Total Pay was \$53,805 at the end of Fiscal Year 2013, up 4.9% from Fiscal Year 2012.

Employer Paid Benefits increased 1.7% from Fiscal Year 2012 to \$24,737 at the end of Fiscal Year 2013.

Total compensation at the end of Fiscal Year 2013 was \$78,542 up 3.8% from Fiscal Year 2012.

TABLE 50 BENEFIT PLAN ENROLLMENT FOR ACTIVE CLASSIFIED EMPLOYEES BY FISCAL YEAR

Plan Type	Fiscal Year				
	2009	2010	2011	2012	2013
Medical					
SelectCare	5,798	5,544	5,558	5,618	5,812
TotalChoice	853	713	628	565	503
HealthGuard	28	25	22	19	20
SafetyNet	8	9	10	12	14
TOTAL All Plans	6,687	6,291	6,219	6,215	6,348
% Change from Previous FY		-5.9%	-1.1%	-0.1%	2.1%
SelectCare (Percent of Total)	86.7%	88.1%	89.4%	90.4%	91.6%
TotalChoice (Percent of Total)	12.8%	11.3%	10.1%	9.1%	7.9%
HealthGuard (Percent of Total)	0.4%	0.4%	0.4%	0.3%	0.3%
SafetyNet (Percent of Total)	0.1%	0.2%	0.2%	0.2%	0.2%

Dental					
Dental Enrollment	7,372	6,982	6,840	6,783	6,882
% Change from Previous FY		-5.3%	-2.0%	-0.8%	1.5%

Life Insurance					
Life Enrollment	6,242	5,898	5,807	5,751	5,814
% Change from Previous FY		-5.5%	-1.5%	-1.0%	1.1%

Flexible Spending Accounts					
Health Care	781	809	882	857	829
% Change from Previous FY		3.6%	9.0%	-2.8%	-3.3%
Dependent Care	119	119	127	133	126
% Change from Previous FY		0.0%	6.7%	4.7%	-5.3%

In FY '13 the SelectCare medical plan had the highest enrollment of active classified employees (5,812) while SafetyNet had the lowest (14). The SelectCare plan had 91.6% of total medical plan enrollment in FY '13.

Increases in medical, dental and life insurance enrollment seen in FY '13 were likely due to the increase in the State workforce, see Table 2.

Health Care and Dependent Care flexible spending accounts were both down from FY '12 to FY '13 (-3.3% and -5.3% respectively).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. "SelectCare" is a "Point of Service" (POS) Plan in which enrollees decide whether or not to use a network doctor or hospital at the "point of service" each time they use a medical service. "TotalChoice" is an "indemnity" plan in which enrollees can see any provider nationwide for medical services. HealthGuard is a "Preferred Provider Organization" (PPO) Plan where deductibles and the amount paid is based on whether enrollees use network providers or non-network providers. SafetyNet designed for enrollees who pay for small medical expenses and have "safety net" coverage for higher cost catastrophic medical events.

TABLE 51 CLASSIFIED EMPLOYEES BY PAY GRADE AND STEP – FISCAL YEAR 2013

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																0	0.0%
08																0	0.0%
09	6	10		2	4	7	3	9	2	1			2		5	51	0.7%
10	5	16	7	1	3	3	1	2		1	1	1	2	1	3	47	0.6%
11	1	4	2	3		4	6	4	1	3		2		5	5	40	0.5%
12	1	3	1		1	4	1	4	2	2	1	1			2	23	0.3%
13	3	23	1	1	3	3	6	2	5	1	4	4	2	5	8	71	0.9%
14			1	3	1	3	1	4	1	3	2	1	5	1	2	28	0.4%
15	24	94	21	18	10	30	37	34	22	18	15	15	37	17	15	407	5.4%
16	13	36	7	8	7	19	9	16	8	13	14	9	8	4	15	186	2.5%
17	6	34	5	7	12	14	19	15	21	15	15	14	11	7	13	208	2.8%
18	56	228	23	33	41	81	37	29	20	25	17	20	19	8	15	652	8.7%
19	23	85	8	12	15	34	28	22	27	26	10	13	24	14	12	353	4.7%
20	44	155	44	32	57	82	83	53	52	27	32	32	31	23	21	768	10.3%
21	25	130	20	31	30	48	50	49	32	30	16	25	21	18	18	543	7.3%
22	32	118	24	34	36	67	61	50	41	35	32	35	33	22	32	652	8.7%
23	29	281	66	75	82	113	122	100	71	62	60	59	74	36	51	1281	17.1%
24	22	83	26	39	36	50	49	56	48	40	33	38	54	32	43	649	8.7%
25	6	43	26	23	32	35	52	37	34	31	25	25	27	37	34	467	6.2%
26	10	54	19	20	31	25	34	32	23	22	14	16	15	12	17	344	4.6%
27	4	36	17	22	16	26	25	22	17	18	14	14	24	16	11	282	3.8%
28	8	25	9	13	7	19	18	15	7	11	20	13	7	5	7	184	2.5%
29		10	2	8	9	2	3	9	6	7	7	10	7	2	6	88	1.2%
30	1	18	6	2	6	10	6	6	6	3	2	9	4	1	2	82	1.1%
31		5	3	2	1	8	3	4	4	1	2	1	2		1	37	0.5%
32		5	3	1	1		3	6	2	4	2	1	1	1	2	32	0.4%
Total	319	1496	341	390	441	687	657	580	452	399	338	358	410	267	340	7,475	
%	4.3%	20.0%	4.6%	5.2%	5.9%	9.2%	8.8%	7.8%	6.0%	5.3%	4.5%	4.8%	5.5%	3.6%	4.5%		

Source: The State's Human Resource Information System (VTHR). Data include all classified Executive Branch employees for Fiscal Years 2013. 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. NOTE: In FY '11 all step increases were "frozen" for two years once original probation completed as part of the negotiated collective bargaining agreements.

Table 51 shows the number of classified employees by their pay grade and the step at the end of FY '13. The median ¹pay grade was 22. The largest number of employees were assigned to pay grade 23 (1,281 or 17.1%). Almost 60% of employees are in job classes assigned to pay grades 18 to 23. The median step was step 7. The largest percentage of employees (20.0%) were on step 2. This is significant because historically the largest percentage of employees were found in the middle of the range (step 6 or 7) This “salary compression” (when employees are grouped at the bottom of the salary range) is a result of the two year “step freeze” instituted in FY '11.

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

TABLE 52 NUMBER OF CLASSIFIED JOB CLASSES BY PAY GRADE BY FISCAL YEAR

Pay Grade	Fiscal Year										% Change FY '09 to FY '13
	2009		2010		2011		2012		2013		
	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%	0	0.0%	0	0.0%	0	0.0%	n/a
8	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	n/a
9	4	0.2%	3	0.2%	4	0.3%	1	0.1%	2	0.1%	-50.0%
10	5	0.3%	5	0.3%	4	0.3%	4	0.3%	4	0.2%	-20.0%
11	4	0.2%	4	0.3%	4	0.3%	5	0.3%	5	0.3%	25.0%
12	12	0.7%	12	0.8%	12	0.8%	11	0.7%	10	0.6%	-16.7%
13	15	0.9%	15	1.0%	14	0.9%	16	1.0%	14	0.9%	-6.7%
14	8	0.5%	7	0.5%	8	0.5%	8	0.5%	8	0.5%	0.0%
15	29	1.8%	28	1.8%	29	1.9%	25	1.6%	26	1.6%	-10.3%
16	21	1.3%	20	1.3%	18	1.2%	21	1.4%	25	1.5%	19.0%
17	43	2.7%	38	2.5%	38	2.5%	32	2.1%	27	1.6%	-37.2%
18	57	3.6%	63	4.2%	60	3.9%	54	3.5%	50	3.0%	-12.3%
19	58	3.6%	56	3.7%	51	3.3%	51	3.3%	50	3.0%	-13.8%
20	78	4.9%	73	4.8%	78	5.1%	79	5.1%	79	4.8%	1.3%
21	143	8.9%	125	8.2%	125	8.2%	120	7.8%	118	7.2%	-17.5%
22	186	11.6%	172	11.3%	163	10.7%	159	10.3%	151	9.2%	-18.8%
23	185	11.5%	184	12.1%	180	11.8%	185	12.0%	194	11.8%	4.9%
24	182	11.3%	168	11.1%	182	11.9%	182	11.8%	188	11.4%	3.3%
25	138	8.6%	131	8.6%	134	8.8%	143	9.3%	172	10.5%	24.6%
26	134	8.4%	122	8.0%	126	8.2%	132	8.6%	157	9.5%	17.2%
27	81	5.0%	79	5.2%	89	5.8%	90	5.8%	107	6.5%	32.1%
28	89	5.5%	84	5.5%	76	5.0%	87	5.6%	98	6.0%	10.1%
29	46	2.9%	47	3.1%	50	3.3%	50	3.2%	57	3.5%	23.9%
30	47	2.9%	43	2.8%	46	3.0%	46	3.0%	55	3.3%	17.0%
31	23	1.4%	25	1.6%	23	1.5%	25	1.6%	29	1.8%	26.1%
32	15	0.9%	12	0.8%	16	1.0%	15	1.0%	18	1.1%	20.0%
Total	1,604	100.0%	1,517	100.0%	1,530	100.0%	1,541	100.0%	1,644	100.0%	
Median	23		23		23		23		24		

Source: The State's Human Resource Information System (VTHR). Data include only active classified job classes (having at least one incumbent) in the Executive Branch for Fiscal Years 2009 to 2013. Job classes (titles) are assigned to a pay grade in the salary plan using the Willis Job Evaluation System.

In Fiscal Year 2013 the largest number of job classes were assigned to pay grade 23 (11.8%) however the median² pay grade was up to 24 for the first time.

From FY '09 to FY '13 the number of job classes assigned to pay grade 24 and lower declined by 10.1% while those at pay grade 25 and higher increased 16.7%.

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

TABLE 53 CASH OVERTIME COSTS BY DEPARTMENT AND FISCAL YEAR

Department	Fiscal Year					% Change FY '12 to FY '13
	2009	2010	2011	2012	2013	
Agriculture, Food & Markets	\$20,103	\$44,770	\$73,097	\$69,874	\$51,611	-26.1%
Attorney General	\$1,282	\$1,506	\$6,348	\$8,970	\$7,301	-18.6%
Buildings & General Services	\$660,278	\$515,439	\$568,176	\$594,629	\$589,813	-0.8%
Children & Families	\$968,300	\$887,995	\$1,330,248	\$1,165,560	\$1,301,414	11.7%
Commerce & Community Development	\$18,671	\$15,488	\$16,956	\$23,620	\$23,594	-0.1%
Corrections	\$4,136,408	\$4,576,457	\$4,649,495	\$4,076,909	\$4,983,512	22.2%
Disabilities, Aging & Independent Living	\$43,313	\$61,664	\$100,539	\$100,014	\$85,409	-14.6%
Education	\$7,292	\$12,825	\$2,477	\$5,538	\$1,775	-68.0%
Environmental Conservation	\$72,774	\$214,507	\$208,187	\$207,767	\$185,892	-10.5%
Finance & Management	\$6,710	\$6,156	\$14,190	\$10,672	\$33,744	216.2%
Financial Regulation	\$1,966	\$993	\$7,834	\$4,378	\$426	-90.3%
Fish & Wildlife	\$393,788	\$408,526	\$439,648	\$359,236	\$376,524	4.8%
Forests, Parks & Recreation	\$235,571	\$244,617	\$268,282	\$256,141	\$239,241	-6.6%
Health	\$150,213	\$213,154	\$148,027	\$157,134	\$157,487	0.2%
Human Resources	\$8,846	\$3,246	\$7,119	\$33,831	\$62,230	83.9%
Human Services	\$41,398	\$13,514	\$9,567	\$28,264	\$33,511	18.6%
Information & Innovation	\$65,944	\$54,474	\$61,439	\$83,338	\$108,184	29.8%
Labor	\$166,884	\$162,239	\$113,228	\$137,891	\$116,521	-15.5%
Libraries	\$0	\$0	\$0	\$1,882	\$0	-100.0%
Liquor Control	\$151,183	\$275,153	\$181,118	\$200,443	\$206,544	3.0%
Mental Health	\$764,736	\$601,389	\$758,608	\$2,076,776	\$904,630	-56.4%
Military	\$177,302	\$148,175	\$152,180	\$179,035	\$197,693	10.4%
Natural Resources	\$91,069	\$1,391	\$3,266	\$13,335	\$4,410	-66.9%
Natural Resources Board	\$0	\$0	\$0	\$359	\$36	-89.8%
Public Safety - Civilian	\$1,120,544	\$1,114,721	\$1,093,797	\$1,224,941	\$1,156,956	-5.6%
Public Safety - Sworn	\$2,994,756	\$3,137,706	\$2,818,489	\$3,182,770	\$3,749,462	17.8%
Public Service	\$26,306	\$37,096	\$53,809	\$31,970	\$13,456	-57.9%
Secretary of State	\$76,073	\$53,281	\$56,183	\$51,978	\$18,055	-65.3%
Small Departments	\$83,181	\$71,818	\$62,332	\$79,865	\$102,676	28.6%
State Treasurer	\$43,979	\$83,057	\$80,164	\$104,247	\$75,729	-27.4%
State's Attorney's & Sheriffs	\$71,675	\$78,042	\$76,675	\$75,240	\$79,962	6.3%
Taxes	\$15,245	\$12,579	\$15,343	\$17,909	\$24,363	36.0%
Transportation	\$2,993,551	\$2,570,525	\$3,554,850	\$4,896,556	\$3,964,641	-19.0%
Vermont Health Access	\$17,139	\$4,942	\$22,781	\$15,087	\$35,976	138.5%
Vermont Lottery Commission	\$14,200	\$23,957	\$59,136	\$38,364	\$44,801	16.8%
Vermont Veterans' Home	\$655,575	\$648,599	\$939,478	\$876,734	\$770,495	-12.1%
Grand Total	\$16,296,255	\$16,300,001	\$17,953,061	\$20,391,258	\$19,708,074	-3.4%
% Change from Previous FY		0.02%	10.1%	13.6%	-3.4%	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified, exempt and temporary) for Fiscal Years 2009 to 2013. "Small Departments" have 15 or fewer employees (See Appendix C). Overtime compensation in the form of cash reported in this Table primarily consists of: (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, (4) overtime pay on holidays. NOTE: There are usually 26 pay dates in a fiscal year. In FY '11 there were 27 pay dates.

Overtime costs decreased 3.4% from FY '12 to FY '13. Three departments accounted for 70% of the total cash overtime costs – Corrections, Public Safety and Transportation.

TABLE 54 COMPENSATORY HOURS EARNED FOR OVERTIME BY DEPARTMENT AND FISCAL YEAR

Department	Fiscal Year					% Change FY '12 to FY '13
	2009	2010	2011	2012	2013	
Agriculture, Food & Markets	4,734	3,632	3,883	4,668	5,154	10.4%
Attorney General	399	151	138	168	146	-12.7%
Buildings & General Services	10,977	8,374	8,841	7,888	8,127	3.0%
Children & Families	24,901	24,191	25,779	21,561	22,774	5.6%
Commerce & Community Development	4,008	3,249	2,787	2,672	2,556	-4.3%
Corrections	17,961	18,058	20,030	18,186	20,803	14.4%
Disabilities, Aging & Independent Living	4,127	4,495	4,696	3,447	4,968	44.1%
Education	2,814	2,677	3,237	3,957	3,929	-0.7%
Environmental Conservation	7,212	5,165	5,407	5,867	5,051	-13.9%
Finance & Management	1,537	1,297	1,324	1,007	2,290	127.5%
Financial Regulation	981	881	1,598	1,133	1,002	-11.6%
Fish & Wildlife	5,311	3,970	4,239	3,791	3,683	-2.8%
Forests, Parks & Recreation	3,037	2,890	3,059	3,273	3,464	5.9%
Health	10,059	8,866	9,285	9,810	9,752	-0.6%
Human Resources	1,306	766	801	1,026	1,627	58.6%
Human Services	973	861	733	635	865	36.2%
Information & Innovation	1,687	2,579	2,866	2,176	2,208	1.5%
Labor	3,215	3,707	2,650	2,435	1,557	-36.0%
Libraries	109	96	449	497	294	-40.9%
Liquor Control	1,321	1,457	858	1,066	896	-15.9%
Mental Health	5,887	5,024	6,180	7,627	4,259	-44.2%
Military	7,738	6,585	8,014	6,991	6,703	-4.1%
Natural Resources	1,011	755	536	721	969	34.4%
Natural Resources Board	696	546	447	403	336	-16.7%
Public Safety - Civilian	11,746	9,797	8,915	9,116	8,311	-8.8%
Public Safety - Sworn	6,269	6,575	7,964	8,496	8,067	-5.1%
Public Service	1,493	1,765	2,384	1,766	1,500	-15.1%
Secretary of State	2,136	1,423	1,798	994	1,399	40.8%
Small Department	544	795	653	906	1,031	13.8%
State Treasurer	401	193	225	326	212	-34.9%
Taxes	499	1,056	984	1,074	1,379	28.4%
Transportation	27,578	27,979	32,015	39,068	34,507	-11.7%
Vermont Health Access	1,034	1,152	1,526	834	3,948	373.4%
Vermont Lottery Commission	364	414	431	310	232	-25.2%
Vermont Veterans' Home	2,631	2,362	2,782	3,827	3,658	-4.4%
Grand Total	176,693	163,783	177,513	177,718	177,659	-0.03%
% Change from Previous FY		-7.3%	8.4%	0.1%	-0.03%	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2009 to 2013. "Small Departments" have 15 or fewer employees (See Appendix C). Overtime reported in this Table includes compensatory time off earned for hours worked in excess of defined workday and/or workweek at either straight-time or time and time and one-half rates.

Compensatory time off earned for overtime was 177,659 hours in Fiscal Year 2013, a slight 0.03% decrease from Fiscal Year 2012.

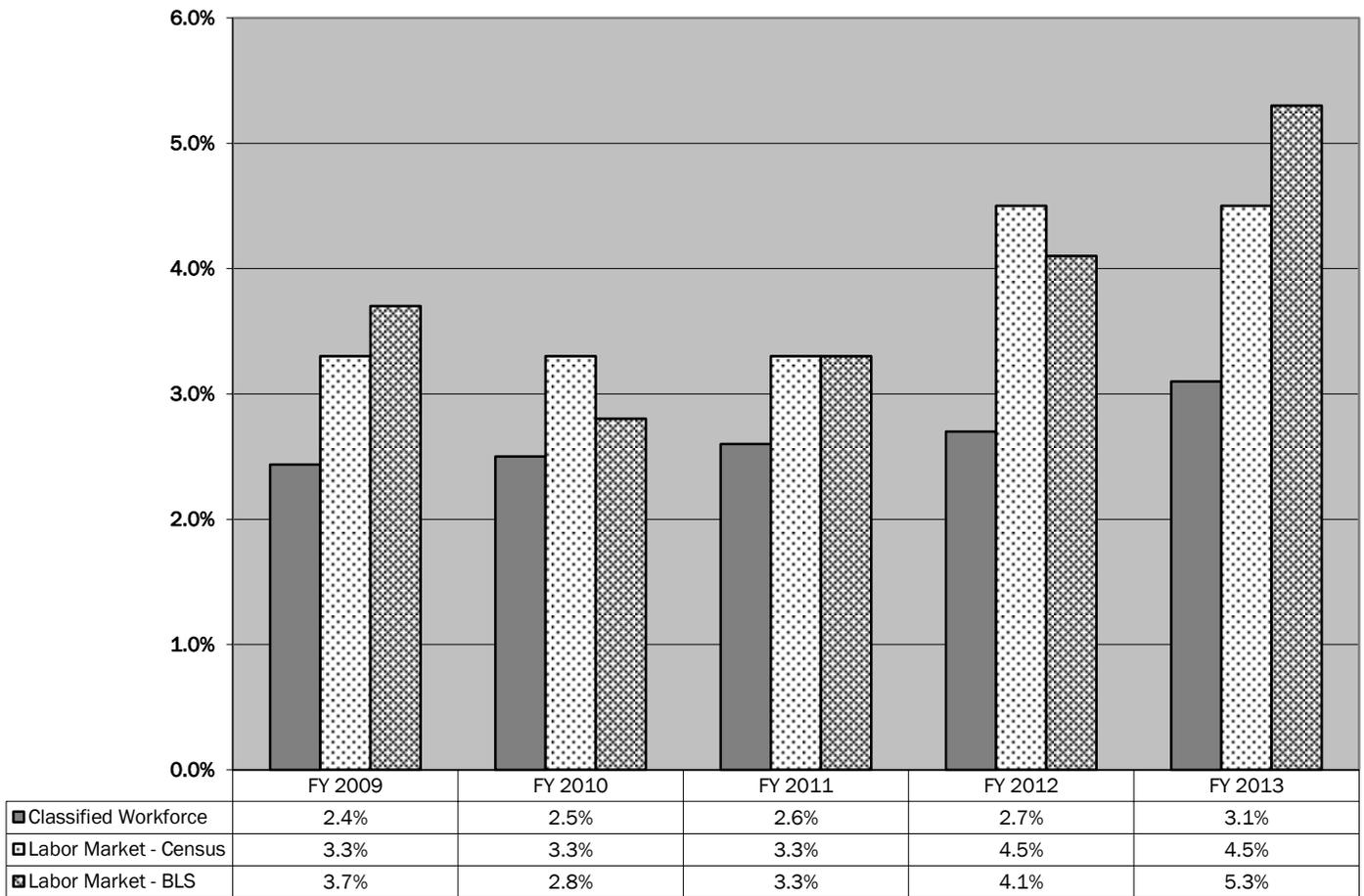
TABLE 55 COMPENSATORY TIME COSTS BY DEPARTMENT AND FISCAL YEAR

Department	Fiscal Year					% Change FY '12 to FY '13
	2009	2010	2011	2012	2013	
Agriculture, Food & Markets	\$129,612	\$136,752	\$124,409	\$124,133	\$154,935	24.8%
Attorney General	\$42,657	\$33,535	\$33,876	\$34,368	\$27,750	-19.3%
Buildings & General Services	\$412,872	\$318,003	\$293,069	\$267,026	\$280,794	5.2%
Children & Families	\$836,151	\$865,170	\$929,780	\$741,021	\$776,511	4.8%
Commerce & Community Development	\$125,513	\$111,350	\$97,135	\$91,327	\$86,873	-4.9%
Corrections	\$947,336	\$969,945	\$991,424	\$945,250	\$986,235	4.3%
Disabilities, Aging & Independent Living	\$188,120	\$176,647	\$194,441	\$170,949	\$163,123	-4.6%
Education	\$118,830	\$123,406	\$131,076	\$148,408	\$154,290	4.0%
Environmental Conservation	\$299,197	\$260,147	\$225,553	\$201,556	\$243,261	20.7%
Finance & Management	\$74,864	\$54,427	\$47,347	\$51,415	\$64,356	25.2%
Financial Regulation	\$62,073	\$61,461	\$79,044	\$71,993	\$59,326	-17.6%
Fish & Wildlife	\$210,233	\$195,027	\$185,851	\$189,068	\$160,666	-15.0%
Forests, Parks & Recreation	\$113,657	\$107,702	\$108,170	\$109,556	\$121,364	10.8%
Health	\$413,111	\$381,235	\$381,700	\$375,684	\$412,778	9.9%
Human Resources	\$58,580	\$29,701	\$45,465	\$37,947	\$44,026	16.0%
Human Services	\$49,705	\$51,612	\$50,177	\$43,105	\$48,588	12.7%
Information & Innovation	\$51,374	\$118,497	\$96,088	\$83,005	\$92,565	11.5%
Labor	\$105,539	\$137,964	\$106,488	\$127,479	\$93,251	-26.9%
Libraries	\$6,698	\$6,458	\$11,037	\$14,307	\$15,376	7.5%
Liquor Control	\$41,411	\$38,181	\$35,588	\$35,411	\$30,388	-14.2%
Mental Health	\$331,113	\$365,671	\$324,738	\$357,831	\$246,320	-31.2%
Military	\$267,820	\$232,278	\$225,265	\$237,590	\$227,693	-4.2%
Natural Resources	\$50,610	\$38,439	\$30,219	\$26,647	\$37,951	42.4%
Natural Resources Board	\$27,114	\$22,888	\$20,797	\$20,622	\$15,613	-24.3%
Public Safety - Civilian	\$466,933	\$405,139	\$363,941	\$336,125	\$318,514	-5.2%
Public Safety - Sworn	\$509,761	\$472,950	\$502,420	\$499,277	\$647,123	29.6%
Public Service	\$52,686	\$73,627	\$64,159	\$84,713	\$58,983	-30.4%
Secretary of State	\$63,146	\$55,083	\$58,462	\$45,592	\$53,339	17.0%
Small Departments	\$60,899	\$56,696	\$53,147	\$78,439	\$70,691	-9.9%
State Treasurer	\$17,385	\$17,029	\$9,503	\$15,372	\$13,799	-10.2%
State's Attorney's & Sheriffs	\$6,877	\$7,399	\$8,483	\$8,244	\$9,284	12.6%
Taxes	\$45,858	\$43,424	\$53,411	\$54,091	\$67,243	24.3%
Transportation	\$1,196,645	\$1,100,302	\$1,153,472	\$1,283,175	\$1,287,745	0.4%
Vermont Health Access	\$62,901	\$55,699	\$68,087	\$56,242	\$149,896	166.5%
Vermont Lottery Commission	\$13,843	\$16,196	\$16,838	\$15,876	\$14,935	-5.9%
Vermont Veterans' Home	\$166,484	\$186,425	\$180,016	\$191,422	\$201,974	5.5%
Grand Total	\$7,627,606	\$7,326,465	\$7,300,676	\$7,174,263	\$7,437,558	3.7%
% Change from Previous FY		-3.9%	-0.4%	-1.7%	3.7%	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2009 to 2013. "Small Departments" have 15 or fewer employees (See Appendix C). Payment for compensatory time off as reported in this Table includes: (1) compensatory time actually used; and (2) payment of unused accrued compensatory time upon separation or as specified in the Labor Agreements.

Compensatory time costs increased 3.7% from Fiscal Year 2012 to Fiscal Year 2013.

TABLE 56 MINORITY REPRESENTATION BY FISCAL YEAR AND COMPARISON TO VERMONT CIVILIAN LABOR FORCE



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013.

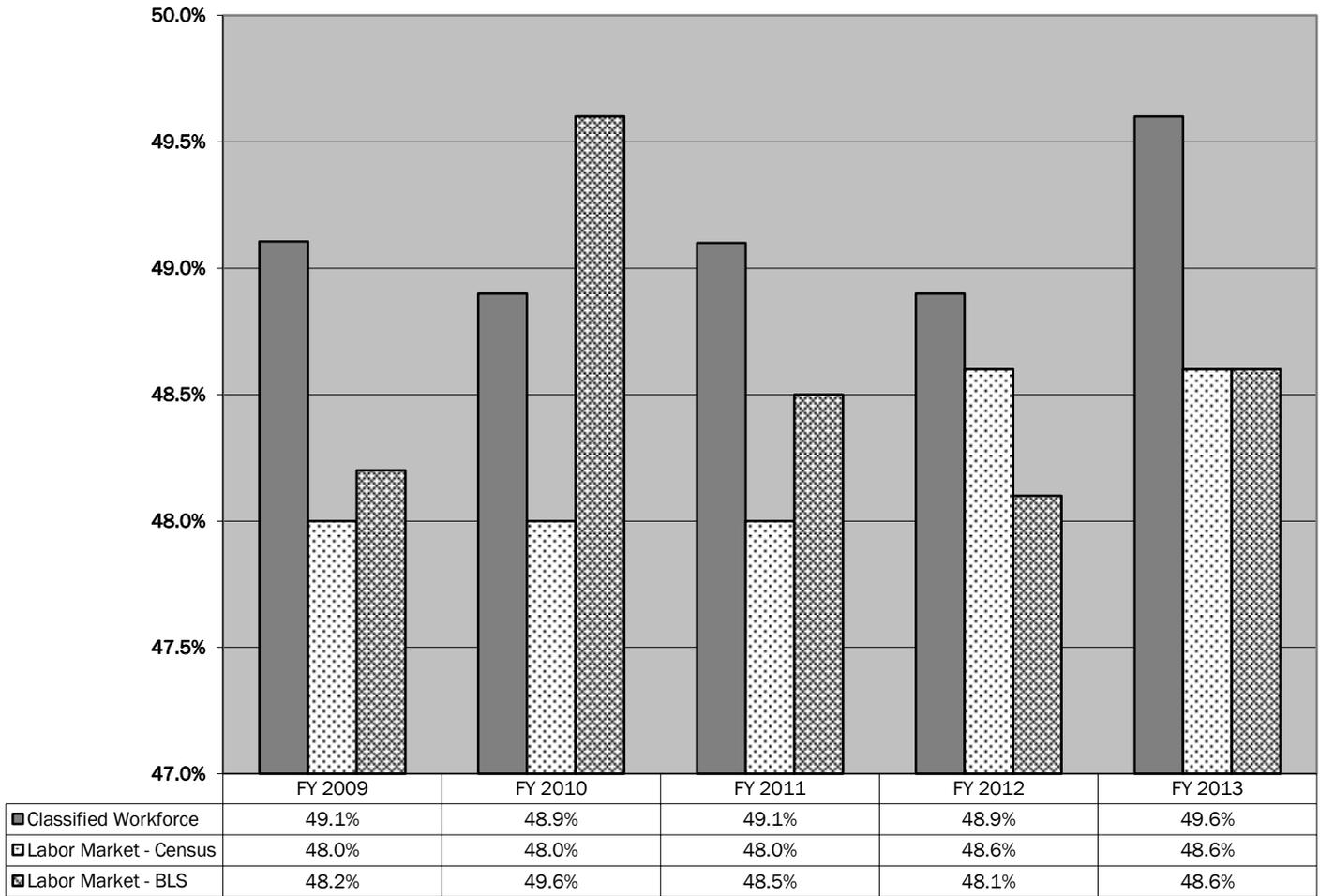
Labor Market – U.S. Department of Labor, Bureau of Labor Statistics (BLS) Local Unemployment Statistics (LAUS) program (<http://www.bls.gov/lau/>). **NOTE:** Civilian Labor Force estimates presented here are obtained from the annual averages published in the table "Employment status of the civilian noninstitutional population in states by sex, race, Hispanic or Latino ethnicity, marital status, and detailed age" (2008 to 2012). 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, American Fact Finder, Equal Employment Opportunity (EEO) Tabulation 2006-2010, Table EEO1r. Detailed Census Occupation by Sex and Race/Ethnicity for Resident Geography Universe: Civilian labor force 16 years and over. <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>

For Fiscal Years 2013, minority representation in the classified workforce was 3.1%.

Two sources of comparative Vermont civilian workforce population estimates for minority representation are the U.S. Census and the Bureau of Labor Statistics. For 2013, Census data estimates a 4.5% minority representation in the civilian workforce and the Bureau of Labor Statistics estimates 5.3%.

TABLE 57 FEMALE REPRESENTATION BY FISCAL YEAR AND COMPARISON TO VERMONT CIVILIAN LABOR FORCE



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013.

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" (2008 to 2012). 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, American Fact Finder, Equal Employment Opportunity (EEO) Tabulation 2006-2010, Table EE01r. Detailed Census Occupation by Sex and Race/Ethnicity for Resident Geography Universe: Civilian labor force 16 years and over. <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>

For Fiscal Years 2013, female representation in the classified workforce was 49.6%

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 2013, Census data estimates a 48.6% female representation in the civilian workforce and the Bureau of Labor Statistics estimates 48.6%.

TABLE 58 ETHNIC REPRESENTATION BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year											
	2009		2010		2011		2012		2013		Five Year Average	
	Minority	White	Minority	White								
Agriculture, Food & Markets	1.2%	98.8%	1.3%	98.8%	1.2%	98.8%	1.1%	98.9%	1.1%	98.9%	1.2%	98.8%
Attorney General	6.5%	93.5%	3.4%	96.6%	3.6%	96.4%	3.6%	96.4%	3.3%	96.7%	4.5%	95.9%
Buildings & General Services	5.1%	94.9%	5.7%	94.3%	5.4%	94.6%	5.4%	94.6%	4.7%	95.3%	5.3%	94.7%
Children & Families	2.4%	97.6%	2.3%	97.7%	2.6%	97.4%	2.4%	97.6%	2.9%	97.1%	2.6%	97.5%
Commerce & Community Dev.	1.5%	98.5%	1.5%	98.5%	1.6%	98.4%	1.7%	98.3%	4.3%	95.7%	2.8%	97.8%
Corrections	4.0%	96.0%	4.2%	95.8%	4.0%	96.0%	4.8%	95.2%	5.4%	94.6%	4.6%	95.5%
Disabilities, Aging & Ind. Living	0.7%	99.3%	0.8%	99.2%	2.0%	98.0%	2.6%	97.4%	4.0%	96.0%	2.8%	98.0%
Education	1.1%	98.9%	1.3%	98.7%	1.4%	98.6%	1.3%	98.7%	1.3%	98.7%	1.3%	98.7%
Environmental Conservation	2.3%	97.7%	2.0%	98.0%	2.5%	97.5%	2.4%	97.6%	2.3%	97.7%	2.3%	97.7%
Finance & Management	2.7%	97.3%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	2.7%	99.4%
Financial Regulation	1.1%	98.9%	1.1%	98.9%	1.1%	98.9%	1.1%	98.9%	1.0%	99.0%	1.1%	98.9%
Fish & Wildlife	0.8%	99.2%	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%	n/a	100.0%
Health	2.0%	98.0%	1.5%	98.5%	1.6%	98.4%	2.2%	97.8%	2.9%	97.1%	2.2%	98.0%
Human Resources	0.0%	100.0%	0.0%	100.0%	3.0%	97.0%	2.9%	97.1%	3.7%	96.3%	3.3%	97.6%
Human Services	2.3%	97.7%	2.1%	97.9%	4.9%	95.1%	3.3%	96.7%	2.1%	97.9%	3.3%	97.1%
Information & Innovation	2.0%	98.0%	2.9%	97.1%	2.9%	97.1%	2.7%	97.3%	2.4%	97.6%	2.6%	97.4%
Labor	2.3%	97.7%	2.2%	97.8%	1.9%	98.1%	2.3%	97.7%	2.0%	98.0%	2.2%	97.9%
Libraries	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	n/a	100.0%
Liquor Control	0.0%	100.0%	2.0%	98.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	2.0%	99.6%
Mental Health	4.7%	95.3%	4.5%	95.5%	5.6%	94.4%	6.0%	94.0%	6.6%	93.4%	5.5%	94.6%
Military	2.4%	97.6%	2.6%	97.4%	2.5%	97.5%	2.5%	97.5%	2.6%	97.4%	2.5%	97.5%
Natural Resources	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	n/a	100.0%
Natural Resources Board	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	n/a	100.0%
Public Safety - Civilian	1.5%	98.5%	1.2%	98.8%	1.2%	98.8%	2.0%	98.0%	2.6%	97.4%	1.8%	98.3%
Public Safety - Sworn	1.0%	99.0%	1.3%	98.7%	1.6%	98.4%	1.9%	98.1%	1.7%	98.3%	1.6%	98.5%
Public Service	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	n/a	100.0%
Secretary of State	1.9%	98.1%	1.9%	98.1%	1.9%	98.1%	3.7%	96.3%	3.4%	96.6%	2.9%	97.4%
Small Departments	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	n/a	100.0%
State Treasurer	6.5%	93.5%	6.7%	93.3%	7.4%	92.6%	7.1%	92.9%	6.3%	93.8%	6.8%	93.2%
Taxes	2.5%	97.5%	2.8%	97.2%	2.7%	97.3%	3.4%	96.6%	4.9%	95.1%	3.5%	96.8%
Transportation	1.6%	98.4%	1.7%	98.3%	1.9%	98.1%	1.8%	98.2%	2.2%	97.8%	1.9%	98.1%
Vermont Health Access	5.9%	94.1%	7.1%	92.9%	6.3%	93.7%	5.9%	94.1%	4.0%	96.0%	5.9%	94.4%
Vermont Lottery Commission	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	n/a	100.0%
Vermont Veterans' Home	3.8%	96.2%	3.6%	96.4%	4.7%	95.3%	3.0%	97.0%	2.5%	97.5%	3.7%	96.5%
Grand Total	2.4%	97.6%	2.5%	97.5%	2.6%	97.4%	2.7%	97.3%	3.1%	96.9%	2.7%	97.3%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. "Small Departments" have 15 or fewer employees (See Appendix C).

In Fiscal Year 2013, four departments – Corrections, Buildings & General Services, Children & Families, and Transportation – accounted for 56% of the minority representation among classified State of Vermont employees.

TABLE 59 GENDER REPRESENTATION BY DEPARTMENT BY FISCAL YEAR

Department	Fiscal Year												Five Year Average	
	2009		2010		2011		2012		2013		Female	Male		
	Female	Male												
Agriculture, Food & Markets	37.2%	62.8%	38.8%	61.3%	41.5%	58.5%	43.7%	56.3%	44.0%	56.0%	41.0%	59.0%		
Attorney General	64.5%	35.5%	69.0%	31.0%	67.9%	32.1%	64.3%	35.7%	63.3%	36.7%	65.8%	34.2%		
Buildings & General Services	31.6%	68.4%	32.2%	67.8%	31.7%	68.3%	30.7%	69.3%	30.1%	69.9%	31.3%	68.7%		
Children & Families	76.9%	23.1%	77.8%	22.2%	78.5%	21.5%	77.9%	22.1%	79.2%	20.8%	78.1%	21.9%		
Commerce & Community Dev.	60.3%	39.7%	63.1%	36.9%	58.1%	41.9%	59.3%	40.7%	56.5%	43.5%	59.5%	40.5%		
Corrections	30.3%	69.7%	29.7%	70.3%	29.3%	70.7%	29.1%	70.9%	29.6%	70.4%	29.6%	70.4%		
Disabilities, Aging & Ind. Living	73.0%	27.0%	73.8%	26.2%	76.5%	23.5%	73.6%	26.4%	73.1%	26.9%	74.0%	26.0%		
Education	71.8%	28.2%	71.3%	28.7%	73.1%	26.9%	71.5%	28.5%	72.3%	27.7%	72.0%	28.0%		
Environmental Conservation	41.1%	58.9%	40.0%	60.0%	39.8%	60.2%	40.9%	59.1%	41.3%	58.7%	40.6%	59.4%		
Finance & Management	67.6%	32.4%	72.4%	27.6%	64.5%	35.5%	68.8%	31.3%	66.7%	33.3%	68.0%	32.0%		
Financial Regulation	58.5%	41.5%	56.0%	44.0%	59.1%	40.9%	19.8%	80.2%	17.7%	82.3%	42.3%	57.7%		
Fish & Wildlife	17.7%	82.3%	17.5%	82.5%	18.9%	81.1%	24.7%	75.3%	25.3%	74.7%	20.8%	79.2%		
Forests, Parks & Recreation	31.1%	68.9%	27.8%	72.2%	27.1%	72.9%	79.4%	20.6%	79.2%	20.8%	48.9%	51.1%		
Health	79.9%	20.1%	79.4%	20.6%	79.1%	20.9%	75.0%	25.0%	79.3%	20.7%	78.5%	21.5%		
Human Resources	75.6%	24.4%	72.7%	27.3%	74.6%	25.4%	47.8%	52.2%	52.6%	47.4%	64.7%	35.3%		
Human Services	44.2%	55.8%	47.9%	52.1%	47.6%	52.4%	28.8%	71.2%	31.0%	69.0%	39.9%	60.1%		
Information & Innovation	29.4%	70.6%	34.3%	65.7%	31.9%	68.1%	68.1%	31.9%	69.8%	30.2%	46.7%	53.3%		
Labor	64.9%	35.1%	67.6%	32.4%	66.5%	33.5%	65.2%	34.8%	64.0%	36.0%	65.7%	34.3%		
Libraries	63.0%	37.0%	70.8%	29.2%	70.8%	29.2%	31.3%	68.8%	29.2%	70.8%	53.0%	47.0%		
Liquor Control	28.8%	71.2%	30.6%	69.4%	32.0%	68.0%	60.2%	39.8%	61.4%	38.6%	42.6%	57.4%		
Mental Health	58.6%	41.4%	60.1%	39.9%	60.3%	39.7%	16.8%	83.2%	17.9%	82.1%	42.8%	57.2%		
Military	16.3%	83.7%	17.9%	82.1%	16.8%	83.2%	42.3%	57.7%	40.0%	60.0%	26.7%	73.3%		
Natural Resources	40.9%	59.1%	52.9%	47.1%	47.8%	52.2%	72.7%	27.3%	72.7%	27.3%	57.4%	42.6%		
Natural Resources Board	68.0%	32.0%	69.6%	30.4%	69.6%	30.4%	50.4%	49.6%	49.1%	50.9%	61.3%	38.7%		
Public Safety - Civilian	51.1%	48.9%	51.8%	48.2%	50.8%	49.2%	11.4%	88.6%	17.3%	82.7%	36.5%	63.5%		
Public Safety - Sworn	9.6%	90.4%	8.6%	91.4%	9.5%	90.5%	50.0%	50.0%	42.4%	57.6%	24.0%	76.0%		
Public Service	56.8%	43.2%	57.1%	42.9%	53.3%	46.7%	66.7%	33.3%	65.5%	34.5%	59.9%	40.1%		
Secretary of State	69.8%	30.2%	68.5%	31.5%	67.3%	32.7%	68.1%	31.9%	72.5%	27.5%	69.3%	30.7%		
Small Departments	61.5%	38.5%	66.7%	33.3%	68.0%	32.0%	71.4%	28.6%	71.9%	28.1%	67.9%	32.1%		
State Treasurer	74.2%	25.8%	76.7%	23.3%	74.1%	25.9%	69.0%	31.0%	72.2%	27.8%	73.2%	26.8%		
Taxes	69.6%	30.4%	67.4%	32.6%	69.4%	30.6%	28.2%	71.8%	28.7%	71.3%	52.6%	47.4%		
Transportation	28.5%	71.5%	28.7%	71.3%	28.2%	71.8%	72.3%	27.7%	70.5%	29.5%	45.6%	54.4%		
Vermont Health Access	81.2%	18.8%	68.4%	31.6%	73.9%	26.1%	73.7%	26.3%	58.8%	41.2%	71.2%	28.8%		
Vermont Lottery Commission	65.0%	35.0%	74.6%	25.4%	73.7%	26.3%	77.0%	23.0%	76.4%	23.6%	73.3%	26.7%		
Vermont Veterans' Home	76.9%	23.1%	77.4%	22.6%	74.2%	25.8%	61.5%	38.5%	63.9%	36.1%	70.8%	29.2%		
Grand Total	49.1%	50.9%	48.9%	51.1%	49.1%	50.9%	48.8%	51.2%	49.6%	50.4%	49.1%	50.9%		

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. "Small Departments" have 15 or fewer employees (See Appendix C).

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

TABLE 60 MINORITY AND GENDER REPRESENTATION BY OCCUPATIONAL GROUP BY FISCAL YEAR

Occupational Group	2009		2010		Fiscal Year 2011		2012		2013		Five Year Average	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
	Administrative Support	82.7%	17.3%	82.0%	18.0%	81.5%	18.5%	80.0%	20.0%	80.7%	19.3%	81.4%
Officials and Administrators	41.3%	58.8%	42.1%	57.9%	43.9%	56.1%	46.5%	53.5%	47.7%	52.3%	44.3%	55.7%
Paraprofessionals	67.0%	33.0%	69.1%	30.9%	71.1%	28.9%	77.4%	22.6%	77.0%	23.0%	72.3%	27.7%
Professionals	57.2%	42.8%	57.4%	42.6%	57.8%	42.2%	57.3%	42.7%	58.1%	41.9%	57.5%	42.5%
Protective Service	16.5%	83.5%	15.9%	84.1%	15.8%	84.2%	16.4%	83.6%	16.7%	83.3%	16.3%	83.7%
Service Maintenance	31.4%	68.6%	32.0%	68.0%	33.3%	66.7%	33.2%	66.8%	32.8%	67.2%	32.5%	67.5%
Skilled Craft	3.3%	96.7%	2.7%	97.3%	2.1%	97.9%	1.9%	98.1%	2.2%	97.8%	2.5%	97.5%
Technicians	56.8%	43.2%	58.0%	42.0%	57.7%	42.3%	55.9%	44.1%	56.2%	43.8%	56.9%	43.1%
Grand Total	49.1%	50.9%	48.9%	51.1%	49.1%	50.9%	48.8%	51.2%	49.6%	50.4%	49.1%	50.9%

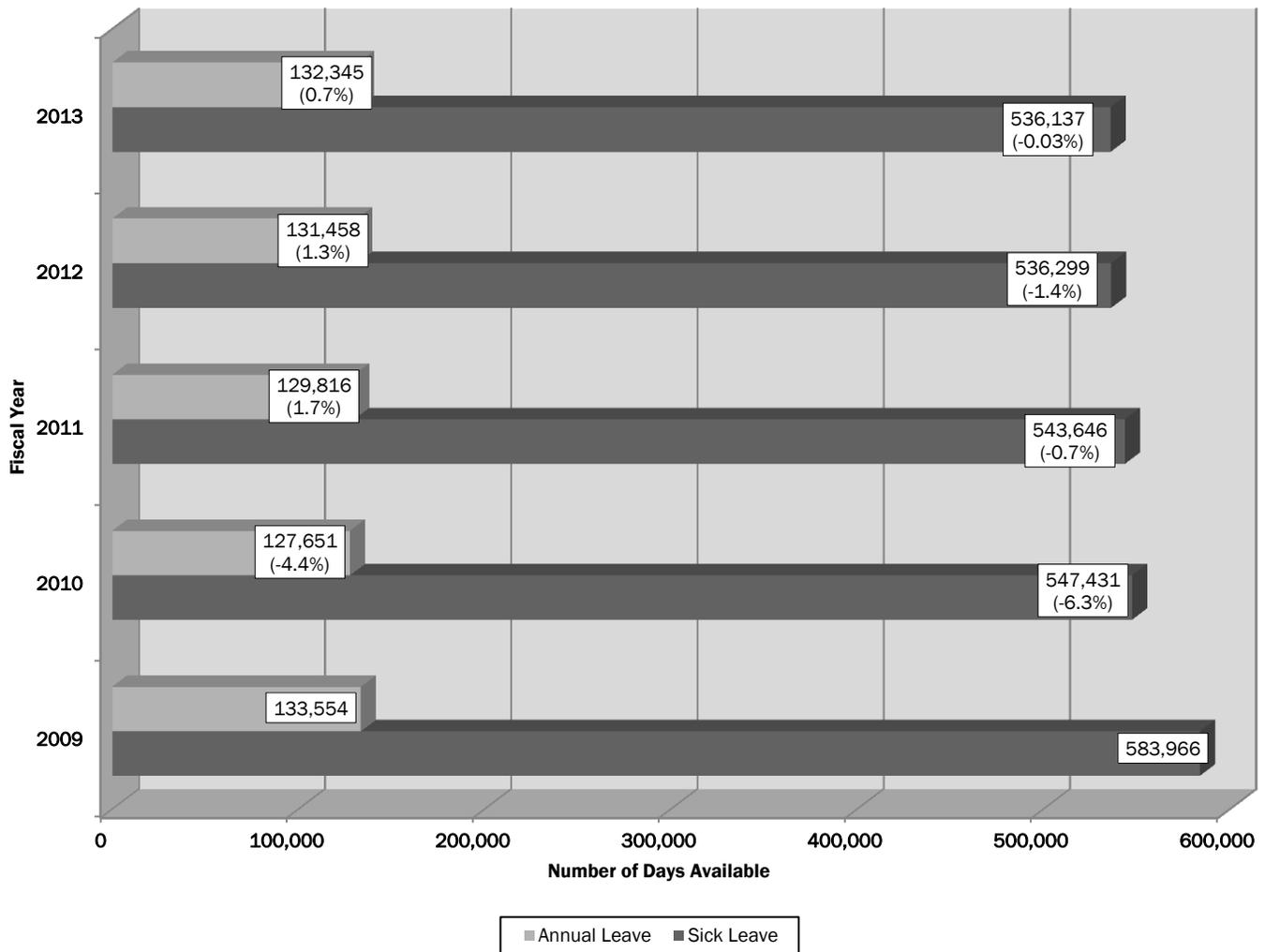
Occupational Group	2009		2010		Fiscal Year 2011		2012		2013		Five Year Average	
	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White
	Administrative Support	2.0%	98.0%	2.1%	97.9%	1.9%	98.1%	2.0%	98.0%	1.8%	98.2%	2.0%
Officials and Administrators	3.1%	96.9%	3.6%	96.4%	3.5%	96.5%	2.4%	97.6%	3.2%	96.8%	3.2%	96.8%
Paraprofessionals	5.2%	94.8%	3.8%	96.2%	4.4%	95.6%	4.7%	95.3%	4.9%	95.1%	4.6%	95.4%
Professionals	1.9%	98.1%	1.9%	98.1%	2.2%	97.8%	2.4%	97.6%	2.7%	97.3%	2.2%	97.8%
Protective Service	3.1%	96.9%	3.3%	96.7%	3.3%	96.7%	4.1%	95.9%	4.7%	95.3%	3.7%	96.3%
Service Maintenance	6.7%	93.3%	7.3%	92.7%	6.8%	93.2%	7.9%	92.1%	8.2%	91.8%	7.4%	92.6%
Skilled Craft	1.5%	98.5%	1.6%	98.4%	1.6%	98.4%	0.8%	99.2%	1.9%	98.1%	1.5%	98.5%
Technicians	1.8%	98.2%	2.6%	97.4%	3.1%	96.9%	2.2%	97.8%	1.6%	98.4%	2.3%	97.7%
Grand Total	2.4%	97.6%	2.5%	97.5%	2.6%	97.4%	2.7%	97.3%	3.1%	96.9%	2.7%	97.3%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. Occupational categories are based on the Equal Employment Opportunity Commission's occupational categories for state and local government (EEO-4). Appendix B gives a full definition of each category.

Based on the five-year averages, there are clear gender representation differences by occupational group. Occupational groups that have relatively equivalent gender representation include Professionals (Female, 57.5%; Male, 42.5%) and Technicians (Female, 56.9%; Male, 43.1%). However, female representation was higher in the Administrative Support (Female, 81.4%; Male, 18.6%) and Paraprofessional (Female, 72.3%; Male, 27.7%) occupational groups. On the other hand, male representation was higher in the Protective Service (Female, 16.3%; Male, 83.7%) and Skilled Craft (Female, 2.5%; Male, 97.5%) occupational groups.

Based on the five-year averages, minority representation was highest in Service Maintenance (7.4%) and Paraprofessional (4.6%) occupational groups, and lowest in Skilled Craft (1.5%), Administrative Support (2.0%), and Professional (2.2%) groups.

TABLE 61 TOTAL SICK AND ANNUAL LEAVE BALANCES FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. 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 increased slightly (0.7%) in FY ‘13. Accumulated annual leave is paid off, in whole or in part, upon separation from employment. The five-year average was nearly 18.0 days of accumulated annual leave per employee.

Total sick leave balances dropped slightly (-0.03%) from FY ‘12 to FY ‘13. The five-year average is nearly 75.5 days of accumulated sick leave per employee.

TABLE 62 AVERAGE ANNUAL AND SICK LEAVE BALANCES PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR

Department	Average Annual Leave Balances (Days)					Average Sick Leave Balances (Days)				
	Fiscal Years					Fiscal Year				
	2009	2010	2011	2012	2013	2009	2010	2011	2012	2013
Agriculture, Food & Markets	22.4	22.5	22.4	22.1	22.9	132.0	123.5	124.8	122.3	116.9
Attorney General	12.2	14.3	14.5	18.0	16.6	56.5	56.1	60.4	72.4	73.5
Buildings & General Services	18.0	17.5	17.9	15.6	18.4	75.7	76.6	76.8	58.2	75.5
Children & Families	17.9	17.8	17.0	17.9	16.4	73.5	68.8	65.2	76.6	58.1
Commerce & Community Dev.	20.6	19.4	21.3	17.2	18.9	91.0	84.2	95.0	63.4	81.6
Corrections	16.4	15.7	16.1	20.8	16.3	54.9	52.6	52.4	95.0	51.6
Disabilities, Aging & Ind. Living	17.6	18.0	18.7	16.0	17.6	73.9	77.5	76.6	51.4	71.1
Education	16.1	16.6	17.0	17.3	16.4	62.4	58.1	52.6	67.9	50.6
Environmental Conservation	18.1	18.8	19.1	16.3	18.0	118.0	123.1	125.7	53.2	108.6
Finance & Management	24.8	25.7	23.7	19.2	21.8	83.6	88.1	68.5	116.7	70.3
Financial Regulation	15.1	15.7	15.6	23.1	15.3	63.0	65.7	62.6	72.8	56.2
Fish & Wildlife	28.0	27.5	27.8	25.7	25.6	169.1	172.3	169.1	154.4	150.5
Forests, Parks & Recreation	20.1	21.1	21.1	22.3	22.6	159.0	167.2	165.0	170.7	172.7
Health	16.7	17.3	17.4	17.0	16.6	67.4	71.6	72.5	70.9	69.7
Human Resources	19.5	22.1	20.1	22.0	20.2	89.3	93.7	76.8	74.9	66.9
Human Services	19.1	18.4	17.9	20.0	18.3	81.8	91.6	80.4	74.1	70.3
Information & Innovation	16.6	16.8	18.1	17.8	18.7	65.9	69.0	79.9	74.1	75.0
Labor	18.4	17.2	18.7	18.4	17.2	83.4	72.2	78.1	77.1	73.0
Libraries	19.5	18.6	20.3	20.0	17.7	133.7	136.3	144.8	150.8	148.9
Liquor Control	22.9	21.7	21.9	22.9	23.3	136.2	108.4	114.9	119.7	124.1
Mental Health	13.5	12.4	12.7	15.7	12.3	37.3	38.2	37.7	40.6	28.7
Military	17.7	18.3	17.9	17.7	18.7	79.4	80.4	72.9	67.8	70.9
Natural Resources	20.3	17.8	15.7	17.5	18.1	112.3	72.8	77.9	73.7	68.0
Natural Resources Board	18.4	17.7	18.7	20.3	21.2	128.0	127.5	133.5	130.3	135.9
Public Safety - Civilian	18.1	18.3	18.5	18.5	17.9	72.9	77.1	73.1	73.7	73.1
Public Safety - Sworn	25.3	24.9	26.9	26.9	25.3	125.0	116.8	121.3	118.3	114.8
Public Service	17.1	17.6	18.3	16.3	17.9	55.6	51.4	51.0	38.4	46.2
Secretary of State	17.8	16.0	14.2	13.7	14.1	52.4	50.8	42.3	32.6	30.0
Small Departments	18.0	16.0	17.1	16.6	16.6	49.2	47.6	42.0	52.4	59.8
State Treasurer	20.5	23.1	20.8	20.2	20.9	65.6	63.0	60.8	54.3	55.8
Taxes	16.1	17.3	18.1	18.5	17.9	70.2	70.7	64.5	65.6	65.9
Transportation	18.4	18.1	18.9	19.2	18.8	86.9	81.7	82.9	82.3	81.0
Vermont Health Access	13.5	12.6	11.9	11.8	10.7	41.1	40.7	38.2	37.6	30.4
Vermont Lottery Commission	21.8	22.7	22.5	23.4	21.6	133.5	138.0	144.6	150.9	114.6
Vermont Veterans' Home	14.6	15.0	14.7	14.5	14.0	38.9	36.3	37.8	35.7	35.7
Overall Average	18.0	17.8	18.1	18.3	17.8	78.7	76.4	75.9	74.5	72.1
% Change from Previous FY		-1.0%	1.7%	0.8%	-2.5%		-2.9%	-0.6%	-1.9%	-3.2%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. "Small Departments" have 15 or fewer employees (See Appendix C). See Table 61 for an explanation of the accrual of annual and sick leave, as well as other source information.

The five-year average was 18.0 days of accumulated annual leave and 75.5 days of accumulated sick leave, although there are clear departmental differences.

TABLE 63 AVERAGE ANNUAL LEAVE USE AND AVERAGE COSTS PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR

Department	Average Annual Leave Days Used					Average Annual Leave Costs				
	Fiscal Year					Fiscal Year				
	2009	2010	2011	2012	2013	2009	2010	2011	2012	2013
Agriculture, Food & Markets	15.1	14.5	15.4	14.3	14.6	\$3,093	\$3,032	\$3,133	\$2,931	\$3,112
Attorney General	15.0	14.8	14.4	15.2	16.8	\$3,025	\$3,147	\$2,936	\$3,110	\$3,670
Buildings & General Services	15.0	15.3	16.4	15.5	15.3	\$2,305	\$2,444	\$2,547	\$2,415	\$2,562
Children & Families	15.6	14.6	15.6	14.1	14.5	\$3,112	\$2,974	\$3,079	\$2,752	\$2,949
Commerce & Community Dev.	14.8	14.5	15.3	14.6	14.7	\$3,112	\$3,165	\$3,329	\$3,141	\$3,328
Corrections	14.8	14.5	14.6	14.0	14.3	\$2,623	\$2,639	\$2,588	\$2,466	\$2,636
Disabilities, Aging & Ind. Living	15.4	15.2	14.9	13.2	14.5	\$3,165	\$3,271	\$3,153	\$2,771	\$3,206
Education	15.7	14.1	14.3	14.7	14.2	\$3,331	\$3,113	\$3,066	\$3,067	\$3,162
Environmental Conservation	16.5	17.5	17.2	15.4	16.3	\$3,595	\$3,934	\$3,807	\$3,372	\$3,722
Finance & Management	15.6	11.9	14.0	14.2	13.3	\$3,554	\$2,878	\$3,405	\$3,371	\$3,333
Financial Regulation	15.1	14.7	14.4	13.6	15.0	\$3,593	\$3,636	\$3,503	\$3,318	\$3,808
Fish & Wildlife	15.5	16.7	15.6	15.3	15.5	\$3,184	\$3,579	\$3,240	\$3,160	\$3,301
Forests, Parks & Recreation	17.0	16.4	17.7	15.9	17.1	\$3,492	\$3,512	\$3,719	\$3,348	\$3,742
Health	14.5	13.8	14.9	14.5	14.8	\$2,929	\$2,864	\$3,052	\$2,924	\$3,184
Human Resources	14.5	12.0	14.8	13.4	14.1	\$3,321	\$2,783	\$3,294	\$2,943	\$3,230
Human Services	16.0	18.4	15.5	15.0	14.7	\$3,636	\$4,399	\$3,702	\$3,663	\$3,679
Information & Innovation	14.5	18.7	15.7	14.6	13.5	\$3,082	\$4,421	\$3,657	\$3,349	\$3,319
Labor	16.7	14.8	15.6	15.6	16.0	\$3,104	\$2,793	\$2,840	\$2,822	\$3,035
Libraries	17.3	15.5	16.6	16.7	18.4	\$3,008	\$2,792	\$2,898	\$3,005	\$3,481
Liquor Control	16.4	13.9	16.7	15.8	15.4	\$2,956	\$2,572	\$2,973	\$2,696	\$2,873
Mental Health	12.2	15.1	13.6	13.1	13.1	\$2,402	\$2,981	\$2,680	\$2,671	\$2,877
Military	15.8	16.3	16.7	15.4	14.7	\$2,718	\$2,826	\$2,833	\$2,632	\$2,662
Natural Resources	17.2	14.1	17.9	13.0	14.3	\$3,836	\$3,089	\$3,829	\$2,719	\$3,189
Natural Resources Board	17.2	17.7	18.5	17.8	16.4	\$3,687	\$3,840	\$3,942	\$3,836	\$3,646
Public Safety - Civilian	13.3	14.0	14.1	13.8	12.6	\$2,487	\$2,729	\$2,672	\$2,575	\$2,510
Public Safety - Sworn	16.4	15.7	15.1	15.1	18.4	\$3,522	\$3,390	\$3,272	\$3,273	\$4,112
Public Service	13.1	12.3	12.7	10.3	11.5	\$2,805	\$2,769	\$2,799	\$2,219	\$2,648
Secretary of State	20.0	16.3	12.5	13.4	12.8	\$3,458	\$3,137	\$2,312	\$2,414	\$2,359
Small Departments	12.6	15.0	9.1	17.6	12.5	\$2,675	\$3,546	\$2,159	\$4,062	\$3,065
State Treasurer	16.4	13.0	14.9	14.0	14.8	\$3,223	\$2,760	\$2,952	\$2,733	\$2,996
Taxes	16.4	14.7	14.8	14.4	15.1	\$2,933	\$2,666	\$2,647	\$2,513	\$2,860
Transportation	16.2	15.3	15.9	15.1	15.9	\$2,953	\$2,845	\$2,924	\$2,758	\$3,053
Vermont Health Access	14.6	14.8	14.4	12.7	12.1	\$2,886	\$3,075	\$3,010	\$2,652	\$2,739
Vermont Lottery Commission	16.6	17.2	17.2	16.5	16.0	\$2,819	\$3,062	\$3,140	\$2,919	\$2,924
Vermont Veterans' Home	13.6	12.6	14.8	12.7	13.5	\$2,090	\$2,001	\$2,304	\$1,945	\$2,199
Overall Average	15.4	14.9	15.3	14.5	14.9	\$2,942	\$2,941	\$2,950	\$2,775	\$3,018
% Change from Previous FY		-2.8%	2.2%	-5.3%	3.2%		0.0%	0.3%	-5.9%	8.8%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. "Small Departments" have 15 or fewer employees (See Appendix C). See Table 61 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 '13, an increase of 3.2% from FY '12. For FY '13, average annual leave costs were \$3,018 per employee.

TABLE 64 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				
	2009	2010	2011	2012	2013	2009	2010	2011	2012	2013
Agriculture, Food & Markets	9.1	9.2	9.8	8.1	8.4	\$1,845	\$1,907	\$1,985	\$1,612	\$1,713
Attorney General	12.0	10.6	12.4	12.3	13.1	\$2,238	\$2,105	\$2,284	\$2,300	\$2,617
Buildings & General Services	12.1	13.0	12.9	13.4	12.8	\$1,830	\$1,987	\$1,925	\$1,998	\$2,024
Children & Families	12.1	12.3	12.8	11.9	12.6	\$2,375	\$2,449	\$2,479	\$2,261	\$2,525
Commerce & Community Dev.	9.6	10.4	9.2	11.8	10.2	\$1,976	\$2,187	\$1,862	\$2,547	\$2,244
Corrections	12.8	13.0	13.4	12.7	12.7	\$2,266	\$2,380	\$2,389	\$2,217	\$2,310
Disabilities, Aging & Ind. Living	12.4	10.6	11.5	11.0	10.1	\$2,510	\$2,236	\$2,373	\$2,301	\$2,178
Education	12.2	11.6	12.8	12.2	13.2	\$2,595	\$2,512	\$2,662	\$2,477	\$2,928
Environmental Conservation	10.7	11.7	11.7	9.8	9.3	\$2,229	\$2,597	\$2,488	\$2,049	\$2,065
Finance & Management	10.3	8.7	11.4	10.3	10.4	\$2,309	\$1,999	\$2,562	\$2,400	\$2,540
Financial Regulation	10.9	11.5	11.4	10.0	9.6	\$2,566	\$2,778	\$2,722	\$2,370	\$2,365
Fish & Wildlife	6.7	8.8	11.2	8.8	8.6	\$1,322	\$1,852	\$2,338	\$1,712	\$1,758
Forests, Parks & Recreation	10.6	9.5	10.9	9.3	8.7	\$2,232	\$1,999	\$2,215	\$1,838	\$1,838
Health	10.5	10.4	11.4	10.8	11.3	\$2,074	\$2,089	\$2,257	\$2,123	\$2,321
Human Resources	12.9	11.8	12.9	11.5	10.7	\$2,882	\$2,735	\$2,788	\$2,601	\$2,428
Human Services	13.8	13.0	11.3	9.5	10.7	\$3,163	\$3,076	\$2,636	\$2,199	\$2,553
Information & Innovation	11.8	13.1	9.7	9.5	9.0	\$2,393	\$2,969	\$2,194	\$2,066	\$2,151
Labor	13.7	12.3	12.9	13.1	12.4	\$2,450	\$2,307	\$2,307	\$2,284	\$2,343
Libraries	14.1	6.7	9.4	7.6	7.0	\$2,124	\$1,215	\$1,719	\$1,517	\$1,360
Liquor Control	9.5	7.1	9.1	10.4	10.1	\$1,637	\$1,221	\$1,436	\$1,779	\$1,788
Mental Health	12.9	13.0	14.1	12.3	13.1	\$2,420	\$2,519	\$2,724	\$2,529	\$2,930
Military	13.1	13.1	17.1	13.1	12.3	\$2,265	\$2,294	\$2,879	\$2,162	\$2,189
Natural Resources	12.0	9.9	11.4	10.8	8.8	\$2,653	\$2,187	\$2,322	\$2,075	\$1,948
Natural Resources Board	13.2	13.1	13.3	9.3	11.3	\$2,704	\$2,737	\$2,719	\$1,900	\$2,342
Public Safety - Civilian	11.3	9.5	11.3	9.0	7.7	\$2,101	\$1,803	\$2,110	\$1,637	\$1,489
Public Safety - Sworn	8.7	9.2	8.6	8.9	8.6	\$1,904	\$2,050	\$1,826	\$1,968	\$1,898
Public Service	7.6	8.5	13.0	9.2	7.8	\$1,590	\$1,827	\$2,732	\$1,861	\$1,924
Secretary of State	22.2	14.8	12.8	13.1	11.8	\$3,807	\$2,823	\$2,440	\$2,544	\$2,340
Small Departments	8.8	8.9	7.8	12.1	7.0	\$1,732	\$1,805	\$1,553	\$2,483	\$1,517
State Treasurer	10.4	10.1	10.8	9.8	8.7	\$2,174	\$2,174	\$2,208	\$1,914	\$1,788
Taxes	13.4	11.4	13.3	12.7	11.4	\$2,331	\$2,107	\$2,357	\$2,143	\$2,156
Transportation	13.2	12.6	13.4	12.4	11.9	\$2,346	\$2,297	\$2,404	\$2,225	\$2,234
Vermont Health Access	12.1	10.7	12.5	10.9	11.1	\$2,348	\$2,163	\$2,552	\$2,223	\$2,435
Vermont Lottery Commission	12.6	14.5	10.9	10.8	11.7	\$2,126	\$2,459	\$1,952	\$1,916	\$2,145
Vermont Veterans' Home	12.1	13.9	14.4	13.2	12.9	\$1,842	\$2,206	\$2,284	\$2,018	\$2,073
Overall Average	12.0	11.8	12.5	11.6	11.4	\$2,249	\$2,275	\$2,348	\$2,161	\$2,235
% Change from Previous FY		-1.7%	5.8%	-7.3%	-1.6%		1.1%	3.2%	-7.9%	3.4%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2009 to 2013. "Small Departments" have 15 or fewer employees (See Appendix C). See Table 61 for an explanation of the accrual of annual and sick leave, as well as other source information

Employees used an average 11.4 sick leave days in FY '13, a 1.6% decrease from FY '12. For FY '13, average sick leave costs were \$2,235 per employee.

REPORTS REQUIRED BY THE GENERAL ASSEMBLY

- ❖ Section Three of this Workforce Report provides information required by statute, such as limited service positions created, use of temporary employees, contracts for services created, and contractors on payroll.

TABLE 65 LIMITED SERVICE POSITIONS AUTHORIZED IN FISCAL YEAR 2013

Joint Fiscal Committee Limited Service Positions Authorized Fiscal Year 2013	
Department	Number
Agriculture, Food & Markets	1
Children & Families	21
Disabilities, Aging, and Independent Living	2
Economic, Housing and Community Development	1
Environmental Conservation	3
Financial Regulation	2
Forests, Parks, & Recreation	1
Green Mountain Care Board	3
Health	11
Human Services	12
Innovation & Information	3
Labor	4
Public Safety - Civilian	1
State's Attorneys and Sheriffs	1
Vermont Health Access	34
Total	100

Limited Service Positions Authorized 2013 Session		
Department	Number	Reference
Environmental Conservation	2	Act 1, E.711
Agency of Commerce & Community Development	1	Act 50, C.106
Total	3	

During Fiscal Year 2013, 103 new limited service positions were authorized.

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 66a USE OF TEMPORARY EMPLOYEES IN FISCAL YEAR 2013

Department	Temporary Categories							Total for Department		
	Bona Fide Emergency	Fill Ins	Intermittent	Part-Time On- Going	Seasonal	Sporadic	Other	Num.	Hours	Gross Wages
Administration		1						1	80	\$2,400
Agriculture				1	1	3	2	7	3,341	\$59,391
Attorney General				1		1	1	3	764	\$12,279
Buildings & General Services	1	63	2	1	4	31	12	109	80,578	\$792,424
Children & Families	1	60	27	1	12	2	19	120	122,573	\$1,702,401
Commerce & Community Dev.		4	1			52	3	59	17,971	\$200,364
Corrections		109	3	53	5	3	8	175	137,342	\$1,692,149
Criminal Justice Training Council			2				1	3	2,955	\$43,130
Defender General		1						1	684	\$8,919
Disabilities, Aging & Ind. Living		3	1		2		7	13	5,239	\$93,674
Education		5	1			1	2	9	4,740	\$76,754
Enhanced 911			2					2	1,404	\$19,896
Environmental Conservation						48		48	35,166	\$600,054
Finance & Management		1	2					3	3,847	\$87,977
Financial Regulation						3		3	1,256	\$19,385
Fish & Wildlife						62		62	46,378	\$712,086
Forest, Parks & Recreation				1		439	2	441	244,546	\$2,766,840
Governor's Office		1	1					2	1,626	\$23,568
Health		6	3		62	6	11	88	23,758	\$335,848
Human Resources		3	1					3	1,255	\$22,796
Human Services							3	3	1,658	\$22,662
Information & Innovation						1		1	116	\$1,161
Labor		7	14			5	2	28	20,383	\$326,722
Lieutenant Governor		10			1	2		13	202	\$1,731
Liquor Control				1	1			2	7,437	\$95,869
Mental Health		18	11	2		1		32	20,733	\$291,355
Military		14				4	4	22	22,982	\$301,339
Natural Resources		1	2					3	3,011	\$50,965
Public Safety - Civilian	5	9	26	53	12	9	62	166	89,886	\$1,291,767
Public Safety - Sworn		4	5	25	3	3		40	9,215	\$141,997
Public Service			1				1	2	645	\$13,782
Secretary of State		5	1					6	6,605	\$107,241
State Treasurer					2	1	3	6	5,267	\$120,519
State's Attorneys & Sheriffs					2			2	2,161	\$42,406
Taxes			1			36	8	40	20,818	\$276,413
Transportation	4	7	16		4	313	18	351	155,068	\$2,281,592
Vermont Health Access						2	1	3	511	\$6,571
Vermont Human Rights Comm.					1			1	257	\$3,486
Vermont Lottery Commission		1						1	196	\$3,107
Vermont Veterans' Home	1		42		3	3	3	49	52,237	\$515,269
Grand Total	12	333	165	139	115	1031	173	1923	1,154,888	\$15,168,287

Source: The State's Human Resource Information System (VTHR). Data include only temporary employees of the Executive Branch for Fiscal Years 2013. "Other" was used when the type of temporary employment was not available. Please see Special Note on Table 66b. See Comment on Table 66b for the definition of temporary categories.

TABLE 66b SUMMARY OF USE OF TEMPORARY EMPLOYEES BY FISCAL YEAR

Summary of Temporary Usage FY 2009 to FY 2013					
State Totals	2009	2010	2011	2012	2013
Number	1,757	1,664	1,838	2,000	1,900
% Change from Previous FY	-10.9%	-5.3%	10.5%	8.8%	-5.0%
Hours	1,112,768	1,162,486	1,205,075	1,232,451	1,154,888
% Change from Previous FY	-5.4%	4.5%	3.7%	2.3%	-6.3%
Wages	\$12,987,104	\$13,798,749	\$14,794,591	\$15,661,967	\$15,168,287
% Change from Previous FY	-6.6%	6.2%	7.2%	5.9%	-3.2%

Source: The State's Human Resource Information System (VTHR). Data include only temporary employees of the Executive Branch for Fiscal Years 2009 to 2013.

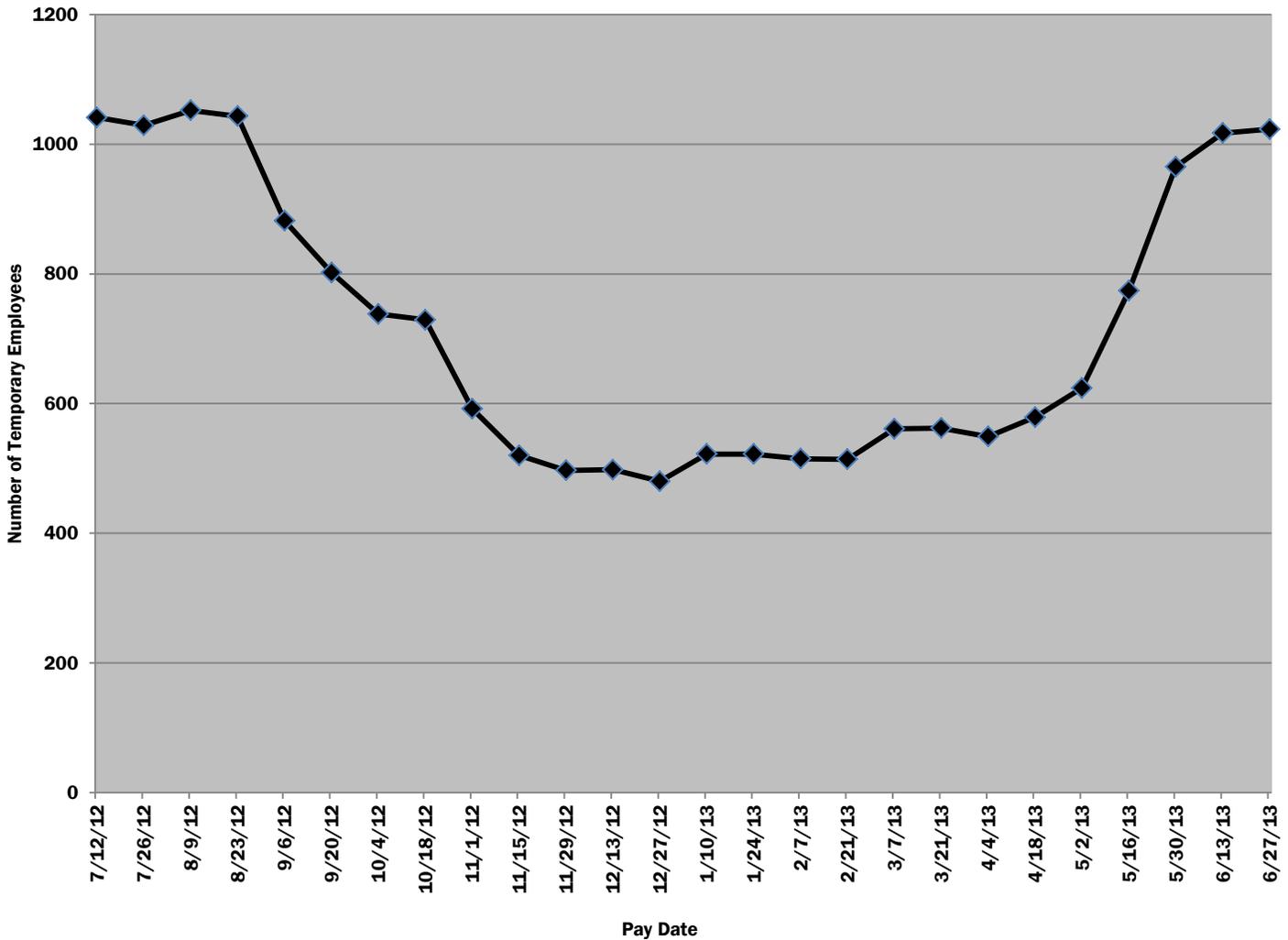
SPECIAL NOTE: Providing an exact count of temporary employees is troublesome. Temporary employees can work more than one time period, in more than one category, and for more than one department in a fiscal year. In the Table 66a under "Total for Department" the number for each individual department is 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 66a 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 (1,923) but the actual total of unique temporary employees (shown in Table 66b) was 1,900 because 23 individuals worked in more than one department.

In Fiscal Year 2013, 1,900 individuals worked as temporary employees for 1,154,888 hours and were paid a total of \$15,168,287 in gross wages.

The Table above compares the use of temporary employees for Fiscal Years 2009 to 2013. Fiscal Year 2013 saw a decrease from Fiscal Year 2012 in the number of unique temporary employees (-5.0%), in total hours (-6.3%) and total gross wages (-3.2%).

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 67 NUMBER OF TEMPORARY EMPLOYEES ON PAYROLL BY PAY DATE FOR FISCAL YEAR 2013



Source: The State's Human Resource Information System (VTHR). Data include only temporary employees of the Executive Branch for Fiscal Year 2013.

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 over 1,000 employees per pay date, the median³ number per pay date was 608 for FY '13. From early November (11/1/12) to mid-April (4/18/13) the number of temporary employees drops to under 600.

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

TABLE 68 EXECUTIVE BRANCH CONTRACTS FOR SERVICES CREATED IN FISCAL YEAR 2013

Agency/Department	Number of Contracts	Amount Expended	Maximum Amount
Administration	13	\$777,302	\$1,363,405
Agriculture, Food & Markets	27	\$86,616	\$349,703
Attorney General	24	\$271,539	\$839,843
Auditor of Accounts	3	\$148,942	\$6,408,087
Buildings & General Services	224	\$22,650,169	\$113,088,622
Children and Families	84	\$3,916,801	\$17,215,757
Commerce & Community Development	60	\$1,581,800	\$4,976,414
Corrections	61	\$299,905	\$2,438,041
Criminal Justice Training Council	11	\$101,625	\$208,994
Defender General	91	\$3,216,496	\$3,441,122
Disabilities, Aging, and Independent Living	87	\$759,167	\$9,061,712
Education	60	\$593,666	\$1,637,878
Enhanced 911 Board	49	\$620,234	\$4,415,988
Environmental Conservation	1	\$27,044	\$200,000
Finance & Management	17	\$1,434,128	\$1,920,140
Financial Regulation	68	\$706,965	\$1,610,149
Fish & Wildlife	152	\$1,230,566	\$2,937,372
Forest, Parks & Recreation	13	\$618,776	\$1,293,464
Governor's Office	71	\$2,469,745	\$6,989,445
Health	14	\$1,460,771	\$5,241,635
Human Resources	18	\$164,189	\$429,032
Human Services	50	\$1,927,279	\$31,513,870
Information & Innovation	3	\$153,672	\$275,000
Labor	3	\$52,275	\$93,000
Libraries	2	\$2,616	\$101,446
Liquor Control	39	\$2,813,350	\$8,612,545
Mental Health	200	\$4,496,733	\$10,940,891
Military	1	\$77,073	\$124,465
Natural Resources	76	\$1,129,434	\$2,958,867
Public Safety	21	\$333,093	\$2,133,803
Public Service	5	\$96,415	\$1,002,723
Public Service Board	17	\$329,450	\$2,793,476
Secretary of State	4	\$257,315	\$15,085,000
State Treasurer	11	\$131,577	\$489,035
State's Attorneys & Sheriffs	4	\$77,913	\$174,000
Taxes	86	\$7,978,347	\$41,436,802
Transportation	13	\$5,398,834	\$103,451,851
Vermont Health Access	1	\$14,999	\$14,999
Vermont Lottery Commission	1	\$49,054	\$155,400
Vermont Veterans' Home	19	\$628,550	\$2,941,149
Grand Total	1,704	\$69,084,426	\$410,365,123

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 2013. "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 duration of multiple years. Maximum amount may reflect a multiple year contract.

This Table contains information on contracts newly issued during Fiscal Year 2013 (7/1/12 - 6/30/13).

NOTE: Included in this Table for Fiscal Year 2013 there were a total of 17 service contracts (Buildings & General Services – 16 and Transportation - 1) that had a total maximum amount of \$20,154,515 that were directly related to Tropical Storm Irene.

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

TABLE 69 EXECUTIVE BRANCH PRIVATIZATION CONTRACTS – FISCAL YEAR 2013

Contractor	Summary of Work	Cost of Contract	Duration of Contract
n/a	n/a	n/a	n/a

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

No privatization contracts were executed in Fiscal Year 2013.

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 70 CONTRACTORS ON PAYROLL AS OF 6/27/13 PAY DATE

Pos. Num.	Department	Title	Average Hourly Rate
758021	Children & Families	Contractual	\$25.00
758025	Children & Families	Contractual	\$25.00
758028	Children & Families	Contractual	\$15.00
758017	Children & Families	Contractual	\$25.00
758013	Children & Families	Contractual	\$14.00
758023	Children & Families	Contractual	\$25.00
758020	Children & Families	Contractual	\$25.00
758026	Children & Families	Contractual	\$14.00
758016	Children & Families	Contractual	\$25.00
758031	Children & Families	Contractual	\$13.50
758032	Children & Families	Contractual	\$15.00
758018	Children & Families	Contractual	\$15.00
758027	Children & Families	Contractual	\$25.00
758011	Children & Families	Contractual	\$15.00
758004	Children & Families	Disability Determination Medical Consultant	\$71.20
758009	Children & Families	Disability Determination Medical Consultant	\$61.20
758005	Children & Families	Disability Determination Medical Consultant	\$61.20
758012	Children & Families	Disability Determination Medical Consultant	\$56.10
758003	Children & Families	Disability Determination Medical Consultant	\$51.00
758002	Children & Families	Disability Determination Medical Consultant	\$71.20
758010	Children & Families	Disability Determination Medical Consultant	\$61.20
758015	Children & Families	Disability Determination Medical Consultant	\$61.20
758006	Children & Families	Disability Determination Medical Consultant	\$56.10
758029	Children & Families	Disability Determination Medical Consultant	\$61.20
758030	Children & Families	Disability Determination Medical Consultant	\$56.10
758001	Children & Families	Disability Determination Medical Consultant	\$61.20
758008	Children & Families	Disability Determination Medical Consultant	\$61.20
758014	Children & Families	Disability Determination Medical Consultant	\$56.10
758007	Children & Families	Disability Determination Medical Consultant	\$56.10
	Children & Families	Total	29
768018	Disabilities, Aging & Independent Living	Contractual	\$15.00
768012	Disabilities, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$18.00
768001	Disabilities, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$17.00
768014	Disabilities, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$17.00
	Disabilities, Aging & Independent Living	Total	4

Table 70 continued on next page.

TABLE 70 CONTRACTORS ON PAYROLL AS OF 6/27/13 PAY DATE (CONTINUED)

Pos. Num.	Department	Title	Average Hourly Rate
848013	Mental Health	Psychiatrist	\$70.00
848012	Mental Health	Psychiatrist	\$70.00
848006	Mental Health	Psychiatrist	\$70.00
848007	Mental Health	Psychiatrist	\$70.00
848011	Mental Health	Psychiatrist	\$70.00
848004	Mental Health	Psychiatrist	\$70.00
848008	Mental Health	Psychiatrist	\$70.00
	Mental Health	Total	7
		Grand Total	40

Source: The State's Human Resource Information System (VTHR).

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.

SPECIAL SECTION – EMPLOYEE ENGAGEMENT SURVEY RESULTS– 2013

In calendar year 2013, as part of our ongoing efforts to address the goal of developing workforce excellence using meaningful performance targets and measures, DHR developed and implemented a statewide survey to obtain a baseline assessment of employee engagement. We wanted to know how state employees feel about their daily work and how they feel about working for the State of Vermont as an employer.

While there are a number of ways to define employee engagement, simply stated it is the degree to which an individual is committed to an organization and the extent to which he/she works to fulfill and advance a stated mission.

This survey assessed engagement by examining the following areas:

- The relationship between job duties and the organization's mission/goals;
- Communication and input;
- Relationships and morale within the organization;
- The employee's relationship with supervisor;
- The impact of workload, staffing and resources; and
- Compensation and benefits.

The information gained from the survey will be used as a baseline to begin dialogues with and within Agencies and Departments that we hope will result in improving staff relations, service to customers, organizational communication processes, and supervisory practices. This will include focus groups in key areas to define more deeply both the need and potential ways to address those needs.

The survey was conducted between March 19 and April 5, 2013, and included a web-based survey and a hard copy version with identical content. You will note that a total of 3,389 employees responded. That is 43% of the total 7,879 employees, a substantial response. DHR is in the process of correlating the response in the survey with demographic information, including the Agency/Department of the respondents, employment type, length of service, age, gender, race/ethnicity, and annual salary.

The survey will be refined and repeated at regular intervals to provide updated data on our collective progress, and to stay current on the status of employee engagement in Vermont State Government.

TABLE 71 JOB DUTIES AND THEIR RELATIONSHIP TO THE MISSION AND GOALS OF YOUR AGENCY OR DEPARTMENT – ALL RESPONDENTS

Survey Items: Job Duties and their Relationship to the Mission and Goals of your Agency or Department Question	All Respondents		
	% Agree	% Neutral	% Disagree
Q12. I understand my job duties and responsibilities.	93.8%	3.7%	2.5%
Q13. I understand the work, goals, and mission of my department or agency.	89.2%	6.5%	4.2%
Q14. The work I perform is linked to my department or agency's work.	94.3%	4.5%	1.2%
Q15. The work I perform has an impact on my department or agency meeting its goals and mission.	90.3%	7.7%	2.1%
Q16. The work I perform is meaningful and rewarding.	77.8%	13.9%	8.3%
Q17. The work I perform is varied and interesting.	78.4%	14.6%	7.0%
Q18. I am confident that I can accomplish my work goals.	82.6%	10.2%	7.2%
Q19. I feel proud when I tell people I work for the State of Vermont.	64.4%	24.9%	10.8%
Q20. I would recommend the State of Vermont to others as a great place to work.	59.8%	25.8%	14.4%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from March 19 through April 5, 2013. Of the 7,879 employees employed during the survey period, 3,389 responded to the survey for an overall response rate of 43.0%. Since survey participation was voluntary it should be noted that this survey was based on a "convenience" sample of employees who chose to respond. Therefore, one should be cautious in interpretation of results.

Table 71 displays percent agreement for all respondents to survey statements for "Job Duties and their Relationship to the Mission and Goals of your Agency or Department." Approximately 90% or more agreed that they understand their job duties and responsibilities (93.8%), the work, goals, and mission of their department or agency (89.2%), that the work they perform is linked to their department or agency's work (94.3%), and that the work they perform has an impact on their department or agency meeting its goals and mission (90.3%).

To a lesser extent, all respondents agreed that the work they perform is meaningful and rewarding (77.8%) and that the work they perform is varied and interesting (78.4%).

Approximately four out of five of all respondents agreed that they were confident that they can accomplish their work goals (82.6%).

The lowest agreement was found among all respondents when asked if they were proud when they tell people they work for the State of Vermont (64.4%) and whether they would recommend the State of Vermont to others as a great place to work (59.8%). The relatively high level of "neutral" as a response shows the ambivalence respondents felt about these statements (24.9% and 25.8% respectively).

TABLE 72 COMMUNICATION AND INPUT WITHIN YOUR ORGANIZATION – ALL RESPONDENTS

Survey Items: Communication and Input within Your Organization	All Respondents		
Question	% Agree	% Neutral	% Disagree
Q21. Management and senior leadership communicate important information to staff in a timely and effective manner.	47.0%	21.6%	31.4%
Q22. I have an opportunity to communicate with and provide feedback to management and senior leadership.	57.8%	18.7%	23.6%
Q23. I am encouraged to share ideas on improving either service delivery or business process efficiency.	53.0%	21.1%	25.9%
Q24. My department or agency works well with other departments and agencies.	55.5%	31.0%	13.4%
Q25. My department or agency works well with business partners outside of State Government.	56.2%	34.4%	9.4%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from March 19 through April 5, 2013. Of the 7,879 employees employed during the survey period, 3,389 responded to the survey for an overall response rate of 43.0%. Since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, one should be cautious in interpretation of results.

Table 72 displays percent agreement for all respondents to survey statements for “Communication and Input within your Organization.” Less than half of respondents agreed that management and senior leadership communicate important information to staff in a timely and effective manner (47.0%). More respondents felt they had an opportunity to communicate with and provide feedback to management and senior leadership (57.8%) and were encouraged to share ideas on improving either service delivery or business process efficiency (53.0%).

A majority of respondents agreed that their department or agency works well with other departments and agencies (55.5%) and their department or agency works well with business partners outside of State Government (56.2%), although there was a relatively high level of “neutral” as a response which shows the ambivalence respondents felt about these statements (31.0% and 34.4%).

TABLE 73 RELATIONSHIPS AND MORALE IN YOUR ORGANIZATION – ALL RESPONDENTS

Survey Items: Relationships and Morale in Your Organization	All Respondents		
Question	% Agree	% Neutral	% Disagree
Q26. Morale within my department or agency is good.	35.5%	22.4%	42.1%
Q27. The people I work with treat each other respectfully.	62.4%	19.0%	18.7%
Q28. The people I work with care about me.	61.0%	25.0%	14.0%
Q29. Harassment is not tolerated in my workplace.	71.2%	16.0%	12.8%
Q30. Discrimination is not tolerated in my workplace.	74.5%	15.8%	9.7%
Q31. I am confident that any misconduct that I report will be handled properly.	54.6%	22.0%	23.4%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from March 19 through April 5, 2013. Of the 7,879 employees employed during the survey period, 3,389 responded to the survey for an overall response rate of 43.0%. Since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, one should be cautious in interpretation of results.

Table 73 displays percent agreement for all respondents to survey statements for “Relationships and Morale in your Organization.” The largest percentage of respondents disagreed that morale within their department or agency is good (42.1%).

Over 60% of all respondents agreed that the people they work with treat each other respectfully (62.4%) and the people they work with care about them (61.0%).

Nearly three out of four of all respondents agreed that harassment is not tolerated in their workplace (71.2%) and discrimination is not tolerated in their workplace (74.5%). Fewer respondents agreed that they were confident that any misconduct that they report will be handled properly (54.6%), which had a relatively high percent disagreeing with the statement (23.4%).

TABLE 74 YOUR SUPERVISOR – ALL RESPONDENTS

Survey Items: Your Supervisor	All Respondents		
	Question	% Agree	% Neutral
Q32. My supervisor clearly communicates to me what my job performance standards and expectations are.	66.1%	16.1%	17.7%
Q33. My supervisor regularly provides me with timely and useful feedback.	57.7%	20.1%	22.2%
Q34. My supervisor gives me recognition and praise when I have excelled at performing my duties.	62.0%	17.6%	20.4%
Q35. My supervisor provides me with the autonomy to make decisions when it's appropriate.	75.6%	12.6%	11.8%
Q36. My supervisor treats employees fairly and respectfully.	70.3%	15.3%	14.4%
Q37. My supervisor seems to care about me as a person.	72.6%	15.6%	11.9%
Q38. My supervisor provides me with the guidance and training resources that I need to improve my performance.	59.5%	21.3%	19.3%
Q39. My performance evaluations are completed annually.	55.9%	16.8%	27.3%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from March 19 through April 5, 2013. Of the 7,879 employees employed during the survey period, 3,389 responded to the survey for an overall response rate of 43.0%. Since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, one should be cautious in interpretation of results.

Table 74 displays percent agreement for all respondents to survey statements for “Your Supervisor.” Generally there was a relatively high level of agreement across the range of statements including, that the respondent’s supervisor clearly communicates to them what their job performance standards and expectations are (66.1%), regularly provides them with timely and useful feedback (57.7%), gives them recognition and praise when they have excelled at performing their duties (62.0%), provides them with the autonomy to make decisions when it’s appropriate (75.6%), treats employees fairly and respectfully (70.3%), and seems to care about them as a person (72.6%).

To a lesser extent, all respondents agreed that their supervisor provides them with the guidance and training resources that they need to improve their performance (59.5%).

For all respondents, 55.9% agreed that their performance evaluations are completed annually, with a relatively high percent disagreeing with the statement (27.3%).

TABLE 75 WORKLOAD, STAFFING AND RESOURCES – ALL RESPONDENTS

Survey Items: Workload, Staffing and Resources	All Respondents		
	Question	% Agree	% Neutral
Q40. My department or agency has the staffing and resources necessary to achieve its mission.	32.2%	19.5%	48.3%
Q41. The amount of work I am expected to perform is reasonable.	50.8%	20.3%	28.9%
Q42. My job and work environment allow for a good balance between work and my personal life.	54.0%	21.5%	24.5%
Q43. I have the materials and tools that I need to perform my duties effectively.	60.3%	19.0%	20.7%
Q44. My department or agency provides me with the technology needed to perform my duties effectively.	59.6%	17.4%	23.0%
Q45. My work site is well maintained and meets my needs.	65.3%	18.2%	16.4%
Q46. I feel safe and secure in my work environment.	73.7%	15.2%	11.2%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from March 19 through April 5, 2013. Of the 7,879 employees employed during the survey period, 3,389 responded to the survey for an overall response rate of 43.0%. Since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, one should be cautious in interpretation of results.

Table 75 displays percent agreement for all respondents to survey statements for “Workload, Staffing and Resources.” The highest percentage of respondents disagreed that their department or agency has the staffing and resources necessary to achieve its mission (48.3%).

A majority of all respondents agreed that the amount of work they are expected to perform is reasonable (50.8%) and that their job and work environment allow for a good balance between work and their personal life (54.0%).

A somewhat higher percentage of all respondents agreed that they have the materials and tools that they need to perform their duties effectively (60.3%) and that their department or agency provides them with the technology needed to perform their duties effectively (59.6%).

Approximately two out of three of all respondents agreed that their work site is well maintained and meets their needs (65.3%) and that they feel safe and secure in their work environment (73.7%)

TABLE 76 COMPENSATION AND BENEFITS – ALL RESPONDENTS

Survey Items: Compensation and Benefits	All Respondents		
	Question	% Agree	% Neutral
Q47. I feel that I am compensated fairly for the work I perform.	47.9%	19.0%	33.1%
Q48. I feel that working for the State of Vermont provides me with good job stability.	77.6%	14.6%	7.8%
Q49. I feel that working for the State of Vermont provides me with a solid career path.	56.2%	25.9%	17.9%
Q50. I understand my benefits plan.	78.3%	15.6%	6.1%
Q51. The benefits I receive are as good as or better than those offered by other employers.	65.5%	23.5%	11.0%
Q52. I understand my retirement benefits.	57.0%	27.1%	15.9%
Q53. The retirement package I am eligible for is as good as or better than those offered by other employers.	48.0%	41.3%	10.7%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from March 19 through April 5, 2013. Of the 7,879 employees employed during the survey period, 3,389 responded to the survey for an overall response rate of 43.0%. Since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, one should be cautious in interpretation of results.

Table 76 displays percent agreement for all respondents to survey statements for “Compensation and Benefits.” Nearly half of respondents (47.9%) agreed that they felt that they were compensated fairly for the work they perform, while 33.1% disagreed.

Over three out of four of all respondents agreed that working for the State of Vermont provides them with good job stability (77.6%), while to a lesser extent 56.2% agreed that that working for the State of Vermont provided them with a solid career path.

Nearly four out of five respondents agreed that they understand their benefits plan (78.3%), while a lower percent agreed that the benefits that they receive are as good as or better than those offered by other employers (65.5%). Similarly, 57.0% of all respondents agree that they understand their retirement benefits, while 48.0% agree that the retirement package they are eligible for is as good as or better than those offered by other employers.

TABLE 77 OVERALL JOB SATISFACTION – ALL RESPONDENTS

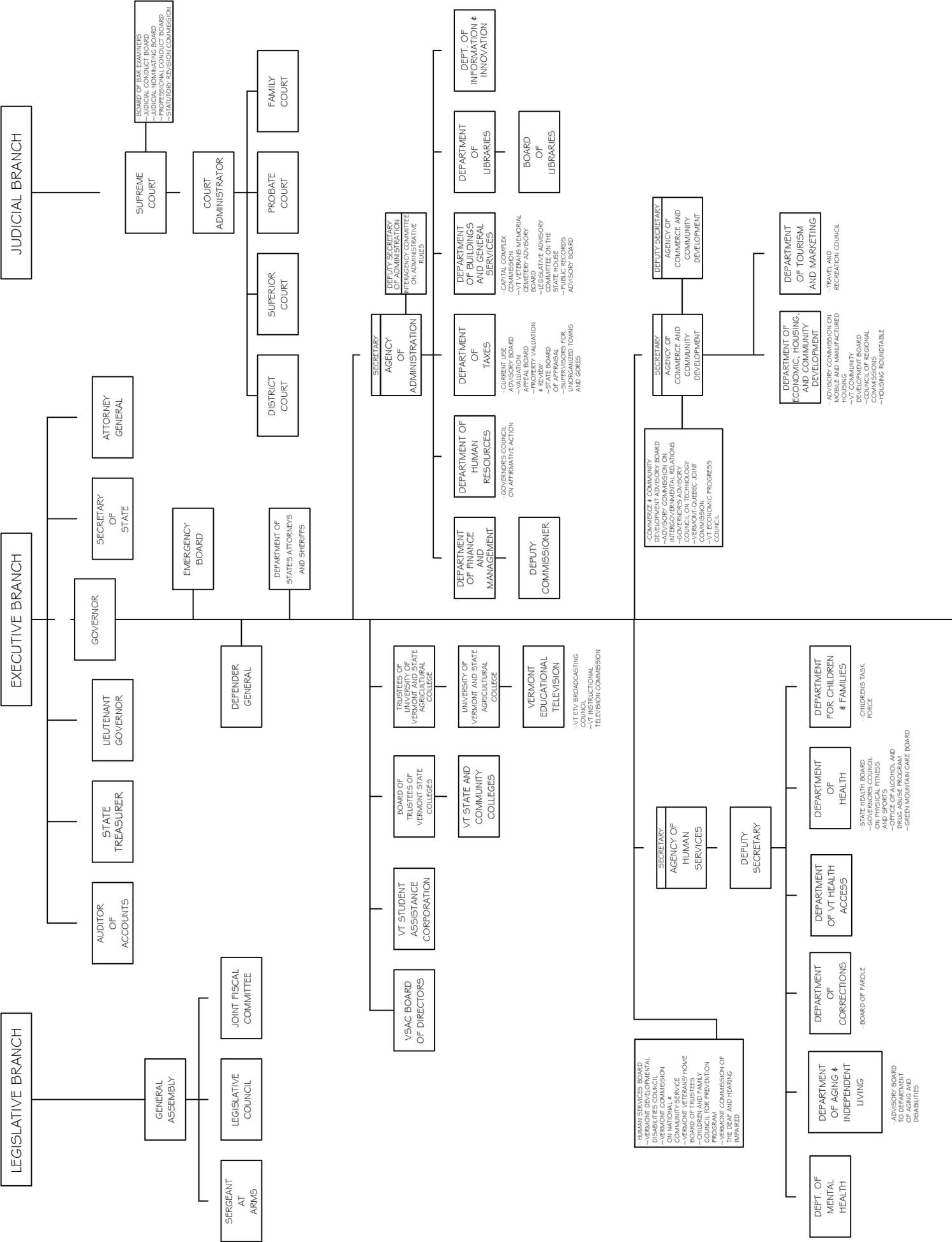
Survey Items: Overall Job Satisfaction	All Respondents		
Question	% Agree	% Neutral	% Disagree
Q57. In general, I am satisfied with my job.	69.7%	16.9%	13.4%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from March 19 through April 5, 2013. Of the 7,879 employees employed during the survey period, 3,389 responded to the survey for an overall response rate of 43.0%. Since survey participation was voluntary it should be noted that this survey was based on a “convenience” sample of employees who chose to respond. Therefore, one should be cautious in interpretation of results.

Table 77 displays percent agreement for all respondents for “Overall Job Satisfaction.” Nearly 70% agreed that in general they were satisfied with their job (69.7%).

APPENDIX A – STATE OF VERMONT ORGANIZATIONAL CHART

Source: Courtesy of the Department of Buildings & General Services



APPENDIX B – 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 C – 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, Food & Markets	
Attorney General, Office of	Attorney General	
Auditor of Accounts	Auditor of Accounts	Yes
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	
Enhanced 911 Board	Enhanced 911 Board	Yes
Education, Agency of	Education	
Environmental Conservation, Department of	Environmental Conservation	
Finance & Management, Department of	Finance & Management	
Financial Regulation, Department of	Financial Regulation	
Fish & Wildlife, Department of	Fish & Wildlife	
Forest, Parks & Recreation, Department of	Forest, Parks & Recreation	
Governor's, Office of the	Governor's Office	
Health, Department	Health	
Human Resources, Department of	Human Resources	
Human Services, Agency of	Human Services	
Information & Innovation, Department of	Information & Innovation	
Labor, Department of	Labor	
Libraries, Department of	Libraries	
Lieutenant Governor	Lieutenant Governor	
Liquor Control, Department of	Liquor Control	
Lottery Commission, Vermont	Vermont Lottery Commission	
Natural Resources Board	Natural Resources Board	
Natural Resources, Agency of	Natural Resources	
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, Department of	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 15 or fewer classified employees.

APPENDIX D – CALCULATION OF RETIREMENT ELIGIBILITY

Retirement eligibility was determined if at the end of Fiscal Years 2013 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 2013 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 Resource Information System (VTHR). 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, military duty and purchased service.