

**State of Vermont**  
**Workforce Report**  
**Fiscal Year 2014**

**And**

**Department of Human Resources**  
**Annual Report 2014**



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# **State of Vermont Workforce Report Fiscal Year 2014**

**And**

**Department of Human Resources  
Annual Report 2014**

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

Prepared by:

Vermont Department of Human Resources

Maribeth Spellman  
Commissioner

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

Web site: [www.humanresources.vermont.gov](http://www.humanresources.vermont.gov)

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**State of Vermont**  
**Department of Human Resources**  
Office of the Commissioner  
110 State Street  
Montpelier, VT 05620-3001  
[www.humanresources.vermont.gov](http://www.humanresources.vermont.gov)

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

*Agency of Administration*

January 15, 2015

Governor Shumlin and Members of the General Assembly:

I am pleased to present the Department of Human Resources' (DHR) Annual Report for calendar year 2014 and the State's Workforce Report for Fiscal Year 2014.

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 Department's continuing refinement of the state's human capital management system, known as VTHR, as well as enhancements in the State employee health plan and workforce development initiatives.

In addition to the annual report, you will find the Workforce Report for Fiscal Year 2014 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 leaders at all levels of state government find the data useful.

Very truly yours,

A handwritten signature in black ink, appearing to read "Maribeth Spellman", followed by a long horizontal line.

Maribeth Spellman  
Commissioner

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# TABLE OF CONTENTS

<b>TABLE OF CONTENTS.....</b>	<b>1</b>
<b>DEPARTMENT OF HUMAN RESOURCES – ANNUAL REPORT 2014.....</b>	<b>3</b>
<b>STATE OF VERMONT WORKFORCE REPORT – FISCAL YEAR 2014.....</b>	<b>9</b>
<b>STATISTICAL HIGHLIGHTS.....</b>	<b>11</b>
<b>WORKFORCE CHARACTERISTICS – FISCAL YEAR 2014.....</b>	<b>13</b>
TABLE 1 NUMBER OF EXECUTIVE BRANCH EMPLOYEES AND FTEs BY DEPARTMENT .....	14
TABLE 2 NUMBER OF EXECUTIVE BRANCH EMPLOYEES BY FISCAL YEAR .....	15
TABLE 3 EXECUTIVE BRANCH POSITIONS BY DEPARTMENT AS OF JUNE 30, 2014.....	16
TABLE 4 EXECUTIVE BRANCH EMPLOYEE DISTRIBUTION BY AGENCY/DEPARTMENT .....	17
TABLE 5 EXECUTIVE BRANCH EMPLOYEES BY COUNTY OF WORK LOCATION .....	18
TABLE 6 AGE DISTRIBUTION FOR EXECUTIVE BRANCH EMPLOYEES.....	19
TABLE 7 ANNUAL SALARY DISTRIBUTION FOR EXECUTIVE BRANCH FULL-TIME EMPLOYEES .....	20
TABLE 8 YEARS OF SERVICE DISTRIBUTION FOR EXECUTIVE BRANCH EMPLOYEES.....	21
TABLE 9 EXECUTIVE BRANCH EMPLOYEES BY ETHNIC AND GENDER REPRESENTATION .....	22
TABLE 10 EXECUTIVE BRANCH EMPLOYEES BY JOB TYPE AND BARGAINING UNIT .....	23
TABLE 11 EXECUTIVE BRANCH EXEMPT EMPLOYEES BY CATEGORY .....	24
TABLE 12 EXECUTIVE BRANCH EMPLOYEES BY EEO-4 OCCUPATIONAL GROUP .....	25
<b>WORKFORCE TRENDS – FISCAL YEARS 2010 - 2014 .....</b>	<b>27</b>
TABLE 13 NUMBER OF CLASSIFIED EMPLOYEES AND FTEs BY FISCAL YEAR .....	28
TABLE 14 NUMBER OF CLASSIFIED EMPLOYEES AND FTEs BY DEPARTMENT BY FISCAL YEAR .....	29
TABLE 15 NUMBER OF CLASSIFIED EMPLOYEES BY EEO-4 OCCUPATIONAL GROUP BY FISCAL YEAR .....	30
TABLE 16 MOST POPULOUS CLASSIFIED JOB TITLES .....	31
TABLE 17 NUMBER OF JOB APPLICATIONS BY FISCAL YEAR .....	32
TABLE 18 CHARACTERISTICS OF JOB APPLICANTS BY FISCAL YEAR .....	33
TABLE 19 JOB APPLICATION ACTIVITY BY FISCAL YEAR .....	34
TABLE 20 JOB APPLICANT ACTIVITY FISCAL YEAR 2014 .....	35
TABLE 21 HIRES BY DEPARTMENT BY FISCAL YEAR .....	36
TABLE 22 CHARACTERISTICS OF HIRES BY FISCAL YEAR .....	37
TABLE 23 TYPE OF EMPLOYEE MOVEMENT BY DEPARTMENT FISCAL YEAR 2014 .....	38
TABLE 24 TURNOVER RATE BY FISCAL YEAR.....	39
TABLE 25 TURNOVER BY DEPARTMENT BY FISCAL YEAR.....	40
TABLE 26 TURNOVER BY EEO-4 OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR .....	41
TABLE 27 TURNOVER RATES FOR CLASSIFIED JOB TITLES – FISCAL YEAR 2014 .....	42
TABLE 28 TURNOVER BY REASON BY FISCAL YEAR .....	43
TABLE 29 TYPE OF SEPARATION BY DEPARTMENT BY FISCAL YEAR .....	44
TABLE 30 TYPE OF SEPARATION BY GENDER, ETHNIC GROUP AND EEO-4 OCCUPATIONAL CATEGORY FISCAL YEAR 2014 AND FIVE YEAR AVERAGE.....	45
TABLE 31 TYPE OF SEPARATION BY AGE GROUP AND LENGTH OF SERVICE FISCAL YEAR 2014 AND FIVE YEAR AVERAGE .....	46
TABLE 32 AVERAGE AGE OF CLASSIFIED EMPLOYEES BY FISCAL YEAR.....	47
TABLE 33 EMPLOYEE AGE GROUPS BY DEPARTMENT – FISCAL YEAR 2014 .....	48
TABLE 34 AVERAGE AGE BY EEO-4 OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR .....	49
TABLE 35 AGE DISTRIBUTION FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR .....	50
TABLE 36 AVERAGE YEARS OF SERVICE OF CLASSIFIED EMPLOYEES BY FISCAL YEAR.....	51
TABLE 37 AVERAGE YEARS OF SERVICE BY DEPARTMENT BY FISCAL YEAR.....	52
TABLE 38 AVERAGE YEARS OF SERVICE BY EEO-4 OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR .....	53
TABLE 39 YEARS OF SERVICE DISTRIBUTION FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR .....	54
TABLE 40 PROJECTED RETIREMENT ELIGIBILITY BY FISCAL YEAR .....	55
TABLE 41 PROJECTED RETIREMENT ELIGIBILITY BY DEPARTMENT .....	56

TABLE 42	PROJECTED RETIREMENT ELIGIBILITY BY EEO-4 OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR.....	57
TABLE 43	PROJECTED RETIREMENT ELIGIBILITY FOR CLASSIFIED JOB TITLES – FISCAL YEAR 2014 .....	58
TABLE 44	PERCENT OF RETIREMENT ELIGIBLE CLASSIFIED EMPLOYEES WHO ACTUALLY RETIRE BY FISCAL YEAR ....	59
TABLE 45	AVERAGE SALARY FOR FULL-TIME CLASSIFIED EMPLOYEES BY FISCAL YEAR.....	60
TABLE 46	STATE OF VERMONT NEGOTIATED SALARY ADJUSTMENTS FOR CLASSIFIED EMPLOYEES .....	61
TABLE 47	AVERAGE SALARY FOR FULL-TIME EMPLOYEES BY DEPARTMENT BY FISCAL YEAR.....	62
TABLE 48	AVERAGE SALARY FOR FULL-TIME EMPLOYEES BY EEO-4 OCCUPATIONAL GROUP, GENDER AND ETHNIC GROUP BY FISCAL YEAR .....	63
TABLE 49	ANNUAL SALARY DISTRIBUTION FOR FULL-TIME CLASSIFIED EMPLOYEES BY FISCAL YEAR.....	64
TABLE 50	TOTAL COMPENSATION FOR CLASSIFIED EXECUTIVE BRANCH EMPLOYEES – FISCAL YEAR 2014 .....	65
TABLE 51	DETAIL OF TOTAL COMPENSATION FOR EXECUTIVE BRANCH EMPLOYEES BY FISCAL YEAR.....	66
TABLE 52	TOTAL PAY, EMPLOYER PAID BENEFITS AND TOTAL COMPENSATION BY FISCAL YEAR .....	67
TABLE 53	BENEFIT PLAN ENROLLMENT FOR ACTIVE CLASSIFIED EMPLOYEES BY FISCAL YEAR.....	68
TABLE 54	CLASSIFIED EMPLOYEES BY PAY GRADE AND STEP FISCAL YEAR 2014 .....	69
TABLE 55	NUMBER OF CLASSIFIED JOB CLASSES BY PAY GRADE BY FISCAL YEAR .....	70
TABLE 56	CASH OVERTIME COSTS BY DEPARTMENT AND FISCAL YEAR .....	71
TABLE 57	COMPENSATORY HOURS EARNED FOR OVERTIME BY DEPARTMENT AND FISCAL YEAR .....	72
TABLE 58	COMPENSATORY TIME COSTS BY DEPARTMENT AND FISCAL YEAR.....	73
TABLE 59	MINORITY REPRESENTATION BY FISCAL YEAR AND COMPARISON TO VERMONT CIVILIAN LABOR FORCE ...	74
TABLE 60	FEMALE REPRESENTATION BY FISCAL YEAR AND COMPARISON TO VERMONT CIVILIAN LABOR FORCE .....	75
TABLE 61	ETHNIC REPRESENTATION BY DEPARTMENT BY FISCAL YEAR .....	76
TABLE 62	GENDER REPRESENTATION BY DEPARTMENT BY FISCAL YEAR .....	77
TABLE 63	MINORITY AND GENDER REPRESENTATION BY EEO-4 OCCUPATIONAL GROUP BY FISCAL YEAR .....	78
TABLE 64	TOTAL SICK AND ANNUAL LEAVE BALANCES FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR.....	79
TABLE 65	AVERAGE ANNUAL AND SICK LEAVE BALANCES PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR .....	80
TABLE 66	AVERAGE ANNUAL LEAVE USE AND AVERAGE COSTS PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR.....	81
TABLE 67	AVERAGE SICK LEAVE USE AND AVERAGE COSTS PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR .....	82

## **REPORTS REQUIRED BY THE GENERAL ASSEMBLY..... 83**

TABLE 68	LIMITED SERVICE POSITIONS AUTHORIZED IN FISCAL YEAR 2014 .....	84
TABLE 69a	USE OF TEMPORARY EMPLOYEES IN FISCAL YEAR 2014.....	85
TABLE 69b	SUMMARY OF USE OF TEMPORARY EMPLOYEES BY FISCAL YEAR.....	86
TABLE 70	NUMBER OF TEMPORARY EMPLOYEES ON PAYROLL BY PAY DATE FOR FISCAL YEAR 2014 .....	87
TABLE 71	EXECUTIVE BRANCH CONTRACTS FOR SERVICES CREATED IN FISCAL YEAR 2014 .....	88
TABLE 72	EXECUTIVE BRANCH PRIVATIZATION CONTRACTS – FISCAL YEAR 2014.....	89
TABLE 73	CONTRACTORS ON PAYROLL AS OF 6/26/14 PAY DATE .....	90

## **SPECIAL SECTION – EMPLOYEE ENGAGEMENT SURVEY RESULTS– 2014 ..... 93**

TABLE 74	JOB DUTIES AND THEIR RELATIONSHIP TO THE MISSION AND GOALS OF YOUR AGENCY OR DEPARTMENT – ALL RESPONDENTS .....	94
TABLE 75	COMMUNICATION AND INPUT WITHIN YOUR ORGANIZATION – ALL RESPONDENTS.....	95
TABLE 76	RELATIONSHIPS AND MORALE IN YOUR ORGANIZATION – ALL RESPONDENTS.....	96
TABLE 77	YOUR SUPERVISOR – ALL RESPONDENTS.....	97
TABLE 78	WORKLOAD, STAFFING AND RESOURCES – ALL RESPONDENTS .....	98
TABLE 79	COMPENSATION AND BENEFITS – ALL RESPONDENTS.....	99
TABLE 80	OVERALL JOB SATISFACTION – ALL RESPONDENTS .....	100

## **APPENDIX A – STATE OF VERMONT ORGANIZATIONAL CHART ..... 101**

## **APPENDIX B – EEO-4 CATEGORIES..... 104**

## **APPENDIX C – DEPARTMENT LISTING..... 106**

## **APPENDIX D – CALCULATION OF RETIREMENT ELIGIBILITY..... 107**

## **APPENDIX E – SPECIAL NOTES ..... 108**



## **DEPARTMENT OF HUMAN RESOURCES – ANNUAL REPORT 2014**



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## **COMMISSIONER'S OFFICE**

New leadership was assigned to the Department in September 2014 and has restructured the organization in an effort to improve integration and interoperability of HR systems with a shift in emphasis from administrative processing and regulatory review to customer service and strategic planning. Commissioner Maribeth Spellman works with Deputy Commissioner Kari Miner, ably assisted by staff assistant Karen Pallas

## **STATEWIDE HR OPERATIONS**

The Statewide HR Operations Division was established in December 2014 to optimize organization opportunities to improve quality and efficiencies. The newly created division, under the leadership of Harold Schwartz, includes the following programs/functions:

### **Benefits and Wellness, under the leadership of Clarke Collins**

Using VTHR, Benefits manages and administers benefit programs for over 24,000 employees, retirees and their eligible dependents, including health plans options, dental insurance, life insurance, an employee assistance program, and a flexible spending account program for qualifying medical expenses and dependent care. The Division also monitors state and federal health care legislation and takes all steps necessary to prepare for future changes. Wellness works to improve employee health outcomes by providing information, education, support and coaching to create behavioral change. Wellness team members also provide prevention services to over one-third of the state's workforce, including the flu immunization effort.

### **Workforce Analysis and Reporting, under the leadership of Harold Schwartz**

Performs information management reporting and analysis, and develops and maintains a wide variety of reports from the VTHR system, serving all agencies and departments of Vermont state government. Conducts sophisticated analysis of workforce data to identify workforce trends. Assesses the fiscal impact of legislative proposals and proposals for collective bargaining. Responds to requests for information, including legislative requests, press inquiries, and requests made under the Public Records Act. Develops and maintains the Department website.

## **Classification and Position Management, under the leadership of Molly Paulger**

Classification assesses job duties for all positions in state government and classifies them using the Willis Point Factor System to assign a pay grade, in accordance with statute. This pay grade determines, in part, the compensation received by an employee. Position Management provides analysis of new position requests; verification of funding and budget status; analysis of position changes; abolishment of positions, as applicable.

## **Compensation, Recruitment, and VTHR, under the leadership of Douglas Pine**

Compensation has responsibility for state-wide compensation administration and analysis, including annual exempt salary adjustments, hire-into-range (HIR) requests, exempt salary requests, management of exempt pay plans, management the market factor adjustment (MFA) program, and oversight of classified and exempt merit programs and policies.

Recruitment administers the state-wide recruiting processes for all state agencies and departments. Assists state managers in the recruitment, screening and hiring process. Works to attract, evaluate and acquire a qualified and diverse applicant pool. Conducts recruitment and outreach activities for state government. Coordinates statewide advertising program and marketing efforts. Administers the Reduction in Force Reemployment (RIF) program.

Two of the more technical VTHR areas were moved out of the department, and are now administered under the Agency of Administration in close coordination with the Statewide HR Operations Division. There remain significant areas of VTHR directly managed by the department. VTHR houses all data related to employees' status, time and benefits to ensure employees are paid appropriately and receive all appropriate benefits. Over the last three years, the department has focused resources on upgrading the system to move to automated processes and greater employee self-service. This process continues, to include a review of all related business processes.

## **WORKFORCE DEVELOPMENT, under the leadership of Rose Gowdey**

Administers on-line learning opportunities, the Supervisory Development Program (SDP), the Vermont Certified Public Managers® Program (VCPM) which has been accredited by the National Certified Public Managers® Consortium, and provides coaching, consulting, succession planning and team development services to agencies, departments and teams throughout state government.

## **FIELD OPERATIONS, under the leadership of Chris McConnell**

Provides human resources support and services to employees, agencies and departments throughout state government. The Division's workforce, which is embedded within agencies and departments, acts as the liaison to between customers and DHR central, and is knowledgeable about and provides services in the full range of human resource disciplines, including: recruitment, workforce planning, position management, classification, and labor relations. The DHR Investigations Unit, led by Earl Fecter, which is part of Field Operations, investigates allegations of employee misconduct. The Unit provides guidance to managers, supervisors and HR Managers throughout investigative processes.

## **LABOR RELATIONS, under the leadership of John Berard**

Negotiates, interprets, and administers the collective bargaining agreements for unionized state employees in four certified bargaining units: Non-Management, Supervisory, Corrections and State Police. The Division is responsible for the administration of statewide personnel policies and procedures and ensures compliance with state and federal employment laws, including the Federal Family Medical Leave Act, Vermont's Parental and Family Leave Act, the Americans with Disabilities Act, the Americans with Disabilities Act Amendments Act, and the Fair Employment Practices Act.

## **LEGAL SERVICES, under the leadership of Michelle Anderson**

Advises and represents agencies and departments on cases relating to the state's workforce and works closely with the Attorney General's Office in litigation before the Vermont Labor Board, the Human Rights Commission and state and federal courts.

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## **STATE OF VERMONT WORKFORCE REPORT – FISCAL YEAR 2014**

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## STATISTICAL HIGHLIGHTS

Profile of the Executive Branch Workforce for Fiscal Year 2014				Page Reference
	Classified	Exempt	Total	
Number	7,564	625	8,189	14
FTEs (Full-Time Equivalents)	7,512.7	607.9	8,120.6	14
Full-Time Employees (FTE = 1) /Part-Time Employees (FTE <1)	7,403 / 161	580 / 45	7,983 / 206	14
Average Age	46.4	48.8	46.6	19 , 48
Average Annual Salary (Full-time, base rate only)	\$52,961	\$72,260	\$54,363	20 , 60
Average Years of Service	12.0	9.6	11.9	23 , 51
Percent Minorities	3.1%	2.1%	3.0%	24 , 74
Percent Females	50.2%	50.9%	50.2%	24 , 75
Percent Represented by a Bargaining Unit	92.3%	4.8%	85.3%	23
<b>Highlights of Workforce Trends for Classified Employees – Fiscal Year 2014</b>				
<b>Employment</b>				
Percent Change in the Number of Classified Employees from Fiscal Year 2013 to Fiscal Year 2014			1.7%	15 , 28
Percent Change in the Number of Classified Employees from Fiscal Year 2010 to Fiscal Year 2014			5.6%	28
Number of Applications Submitted for Classified Jobs			48,903	32
Number of Applicants for Classified Jobs			15,820	32
Percent of Applicants Female/Percent of Applicants Minority			8.2%	33
Percent of Applicants with Bachelor's Level Degree or Higher			51.0%	33
Number of Hires			888	36
Percent of Hires Female/Percent of Hires Minority			53.8% / 6.0%	37
Average Age of Hires			37.3	37
<b>Turnover</b>				
Turnover Rate of Classified Employees			9.9%	39
Number of Employees Separated			743	43
Percent Voluntary Terminations			56.9%	43
Percent Retirements			31.5%	43
Percent Involuntary Terminations			10.6%	43
<b>Age</b>				
Percent of Classified Employees less than 35 Years Old			19.4%	48
Percent of Classified Employees 45 Years or Older			58.5%	48
<b>Retirement Eligibility</b>				
Percent of Classified Employees Eligible for Retirement at the End of Fiscal Year 2014			12.5%	55
Number Eligible for Retirement at the End of Fiscal Year 2014			949	55
Percent of Classified Employees Eligible for Retirement within Five Years (End of Fiscal Year 2019)			29.1%	55
Number Eligible for Retirement within Five Years			2,203	55
<b>Compensation</b>				
Average Annual Salary for Classified Employees (Full-time, base rate only)			\$52,961	60
Total Cash Overtime Costs			\$20,251,303	71
Total Compensatory Hours Earned for Overtime			179,037	72
Average Total Compensation (Total Pay Plus Benefits) per Classified Employee			\$81,476	65
Average Benefits Paid as a Percent of Total Compensation			30.9%	65
<b>Diversity</b>				
Minority Representation in the Classified Workforce			3.1%	74
Vermont Civilian Workforce Minority Population Estimates – U. S. Census/Bureau of Labor Statistics			4.5% / 4.0%	74
Female Representation in the Classified Workforce			50.2%	75
Vermont Civilian Workforce Female Population Estimates – U.S. Census/Bureau of Labor Statistics			48.6% / 48.6%	75

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## **WORKFORCE CHARACTERISTICS – FISCAL YEAR 2014**

- ❖ Section One of this Workforce Report provides general descriptive statistics for the Executive Branch workforce for Fiscal Year 2014. 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	32	32.0	6	6.0	38	38.0
Agriculture, Food & Markets	91	90.8	4	4.0	95	94.8
Attorney General	29	29.0	51	48.1	80	77.1
Auditor of Accounts	11	11.0	4	4.0	15	15.0
Buildings & General Services	304	303.8	6	6.0	310	309.8
Children & Families	962	959.3	31	31.0	993	990.3
Commerce & Community Development	74	73.4	18	18.0	92	91.4
Corrections	1,038	1,036.3	17	17.0	1,055	1,053.3
Criminal Justice Training Council	10	10.0	1	1.0	11	11.0
Defender General			73	69.5	73	69.5
Disabilities, Aging & Independent Living	276	269.1	6	5.0	282	274.1
Education	147	144.5	5	5.0	152	149.5
Enhanced 911	10	9.8	1	1.0	11	10.8
Environmental Conservation	273	270.6	11	11.0	284	281.6
Finance & Management	31	31.0	3	3.0	34	34.0
Financial Regulation	85	84.6	16	16.0	101	100.6
Fish & Wildlife	133	133.0	3	3.0	136	136.0
Forests, Parks & Recreation	100	99.4	3	3.0	103	102.4
Governor's Office			13	12.8	13	12.8
Green Mountain Care Board	17	15.9	9	9.0	26	24.9
Health	480	469.2	7	7.0	487	476.2
Human Resources	80	79.6	5	5.0	85	84.6
Human Services	92	91.8	16	15.8	108	107.6
Information & Innovation	107	107.0	3	3.0	110	110.0
Labor	251	249.5	11	11.0	262	260.5
Libraries	25	24.9	1	1.0	26	25.9
Lieutenant Governor			2	2.0	2	2.0
Liquor Control	48	48.0	2	2.0	50	50.0
Mental Health	218	215.4	10	9.5	228	224.9
Military	112	111.5	4	4.0	116	115.5
Natural Resources	27	27.0	8	7.9	35	34.9
Natural Resources Board	23	22.9	4	4.0	27	26.9
Public Safety - Civilian	233	231.6	10	10.0	243	241.6
Public Safety - Sworn	351	350.0			351	350.0
Public Service	34	33.9	15	14.6	49	48.5
Public Service Board	5	4.6	22	21.4	27	26.0
Secretary of State	57	57.0	9	9.0	66	66.0
State Treasurer	32	32.0	4	4.0	36	36.0
State's Attorneys & Sheriffs			158	152.7	158	152.7
Taxes	144	144.0	13	13.0	157	157.0
Transportation	1,231	1,223.1	15	14.7	1,246	1,237.8
Vermont Commission on Women	2	2.0	1	1.0	3	3.0
Vermont Health Access	173	168.7	11	11.0	184	179.7
Vermont Human Rights Commission			6	5.0	6	5.0
Vermont Labor Relations Board			2	1.5	2	1.5
Vermont Lottery Commission	20	19.6	1	1.0	21	20.6
Vermont Veterans' Home	196	196.0	3	3.0	199	199.0
VOSHA Review Board			1	0.5	1	0.5
<b>Grand Total</b>	<b>7,564</b>	<b>7,512.7</b>	<b>625</b>	<b>607.9</b>	<b>8,189</b>	<b>8,120.6</b>

At the end of Fiscal Year 2014 there were 8,189 Executive Branch employees. A more complete picture of the staffing level is provided by the 8,120.6 FTE\* figure.

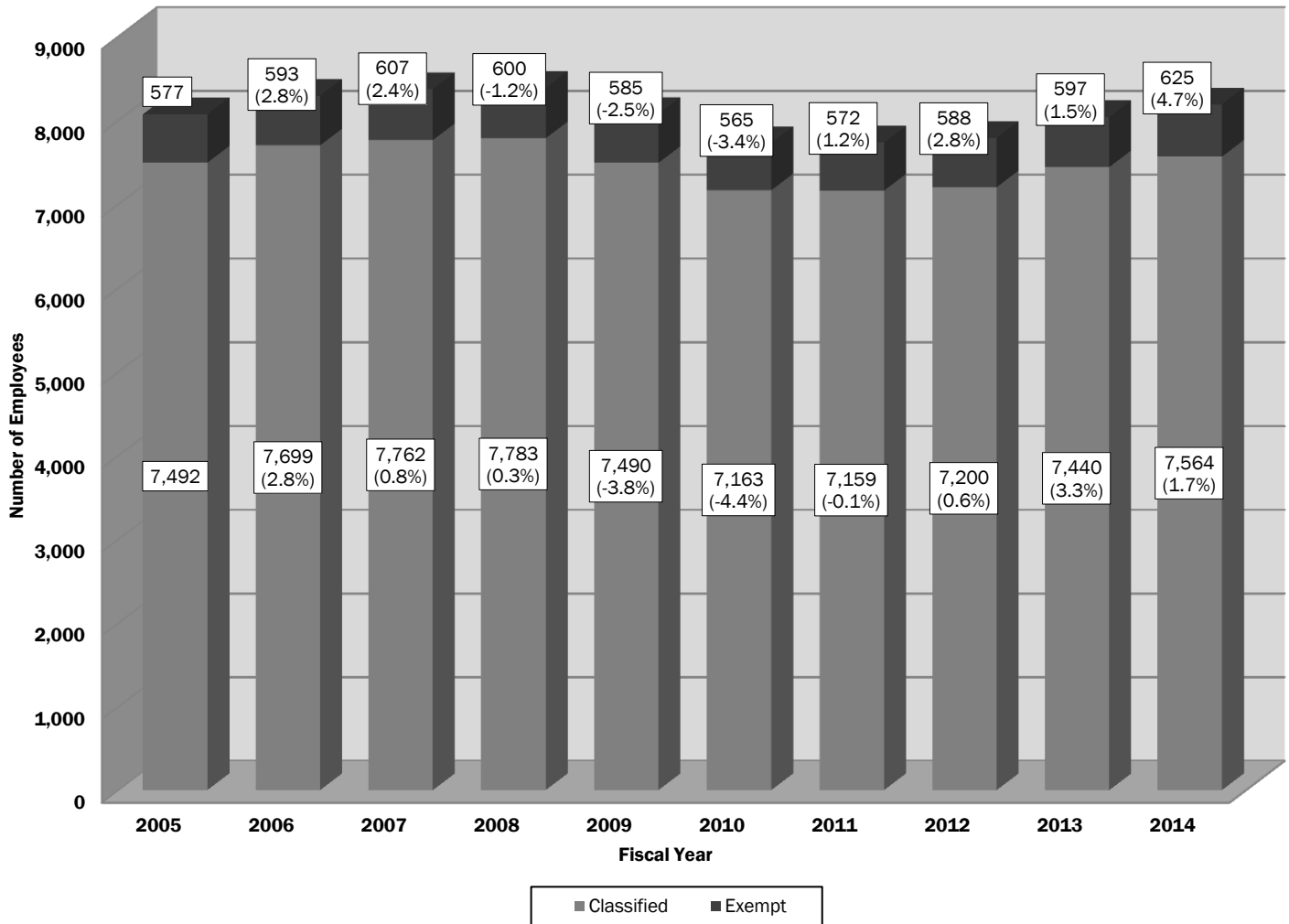
Among classified employees 161 (2.1%) are part-time (FTE<1) and for exempt employees 45 (7.2%) are part-time.

About 92% of the Executive Branch workforce is made up of classified employees while the remaining 8% 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 2014.

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



Total	8,069	8,292	8,369	8,383	8,075	7,728	7,731	7,788	8,037	8,189
% Change Previous FY		2.8%	0.9%	0.2%	-3.7%	-4.3%	0.04%	0.7%	3.2%	1.9%

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2005 to 2014. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

Fiscal Year 2014 total headcount increased from Fiscal Year 2013 by 1.9%. Classified employees increased by 1.7% and exempt employees by 4.7%.

Comparing Fiscal Year 2005 to Fiscal Year 2014, the overall number of Executive Branch employees has grown by 1.5%, with classified employees increasing by 1.0% and exempt employees increasing by 8.3%.

**TABLE 3 EXECUTIVE BRANCH POSITIONS BY DEPARTMENT AS OF JUNE 30, 2014**

Department	Positions			Vacancy		Position Type	
	Filled	Vacant	Total	Rate %	Perm.	Limited	Exempt
Administration	53	6	59	10%	50	2	7
Agriculture, Food & Markets	92	9	101	9%	86	11	4
Attorney General	79	3	82	4%	28	2	52
Auditor of Accounts	15	0	15	0%	11	0	4
Buildings & General Services	314	20	334	6%	324	4	6
Children & Families	986	64	1,050	6%	965	53	32
Commerce & Community Development	93	1	94	1%	71	5	18
Corrections	1,039	27	1,066	3%	1,043	6	17
Criminal Justice Training Council	11	0	11	0%	9	1	1
Defender General	71	0	71	0%	0	0	71
Disabilities, Aging & Independent Living	281	8	289	3%	228	55	6
E911 Board	11	0	11	0%	10	0	1
Education	147	24	171	14%	143	22	6
Environmental Conservation	284	11	295	4%	237	47	11
Finance & Management	27	2	29	7%	26	0	3
Financial Regulation	100	7	107	7%	85	6	16
Fish & Wildlife	135	3	138	2%	129	6	3
Forests, Parks & Recreation	102	4	106	4%	99	4	3
Governor's Office	14	3	17	18%	0	0	17
Green Mountain Care Board	25	2	27	7%	12	6	9
Health	485	37	522	7%	345	170	7
Human Resources	76	4	80	5%	73	1	6
Human Services	111	15	126	12%	84	26	16
Information & Innovation	110	10	120	8%	109	8	3
Labor	262	29	291	10%	248	30	13
Libraries	24	2	26	8%	25	0	1
Lieutenant Governor	2	0	2	0%	0	0	2
Liquor Control	49	2	51	4%	47	2	2
Mental Health	233	44	277	16%	263	3	11
Military	118	5	123	4%	90	29	4
Natural Resources	35	0	35	0%	27	0	8
Natural Resources Board	27	0	27	0%	23	0	4
Public Safety - Civilian	276	12	288	4%	249	29	10
Public Safety - Sworn	300	28	328	9%	327	1	0
Public Service	49	1	50	2%	30	5	15
Public Service Board	27	0	27	0%	5	0	22
Secretary of State	65	4	69	6%	57	2	10
State Treasurer	36	1	37	3%	31	2	4
State's Attorneys & Sheriffs	156	5	161	3%	0	0	161
Taxes	158	9	167	5%	155	0	12
Transportation	1,241	51	1,292	4%	1,236	40	16
Vermont Commission on Women	3	0	3	0%	2	0	1
Vermont Health Access	182	39	221	18%	127	83	11
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	21	0	21	0%	20	0	1
Vermont Veterans' Home	199	15	214	7%	211	0	3
VOSHA Review Board	1	0	1	0%	0	0	1
<b>Grand Total</b>	<b>8,132</b>	<b>527</b>	<b>8,659</b>	<b>6%</b>	<b>7,340</b>	<b>661</b>	<b>638</b>

As of June 30, 2014 there were 8,659 authorized Executive Branch positions – 7,340 permanent classified, 601 limited classified,\* and 638 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.\*\*

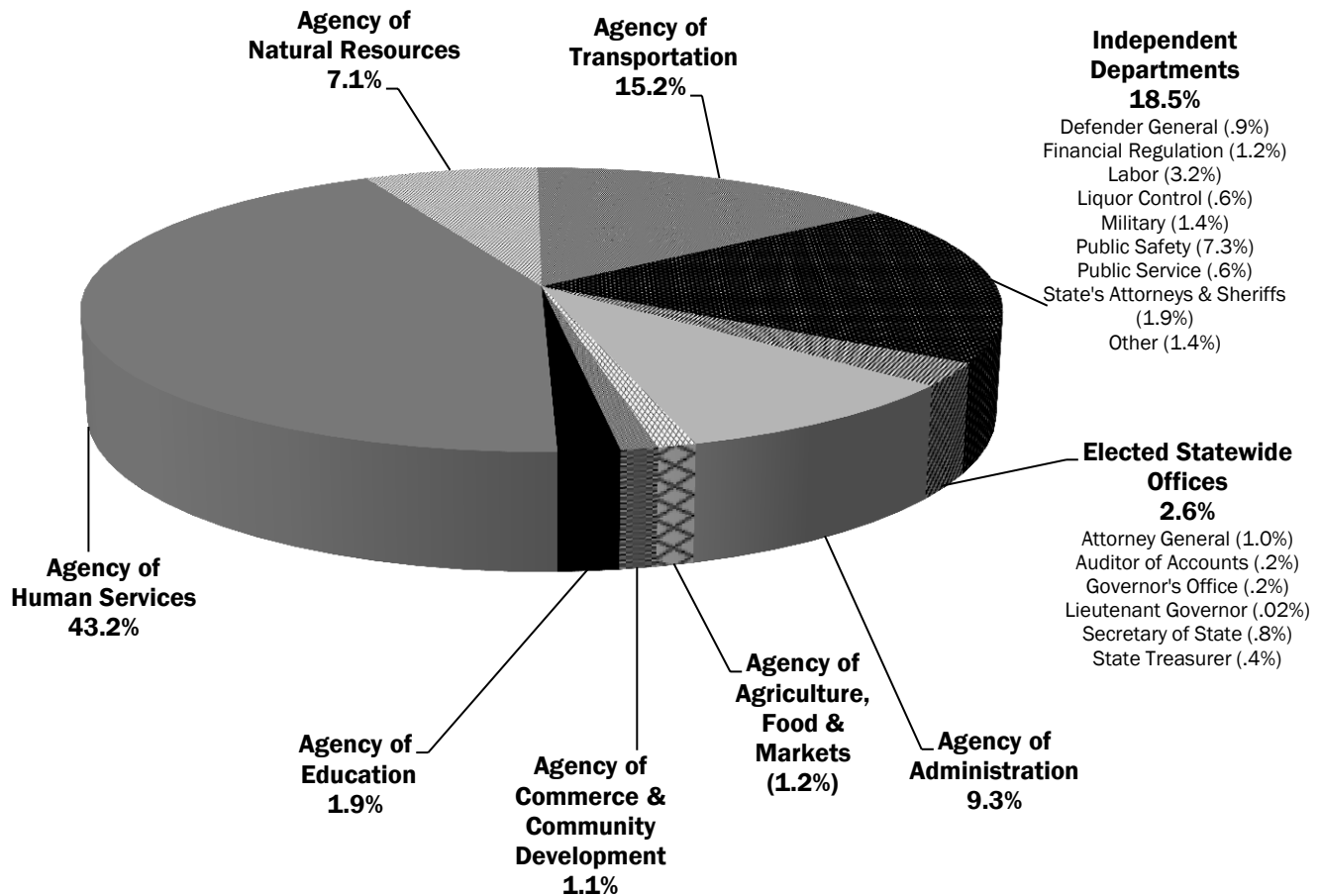
There were 527 vacant positions for an overall vacancy rate of 6%.

\* 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 2014.

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 (43.2%).

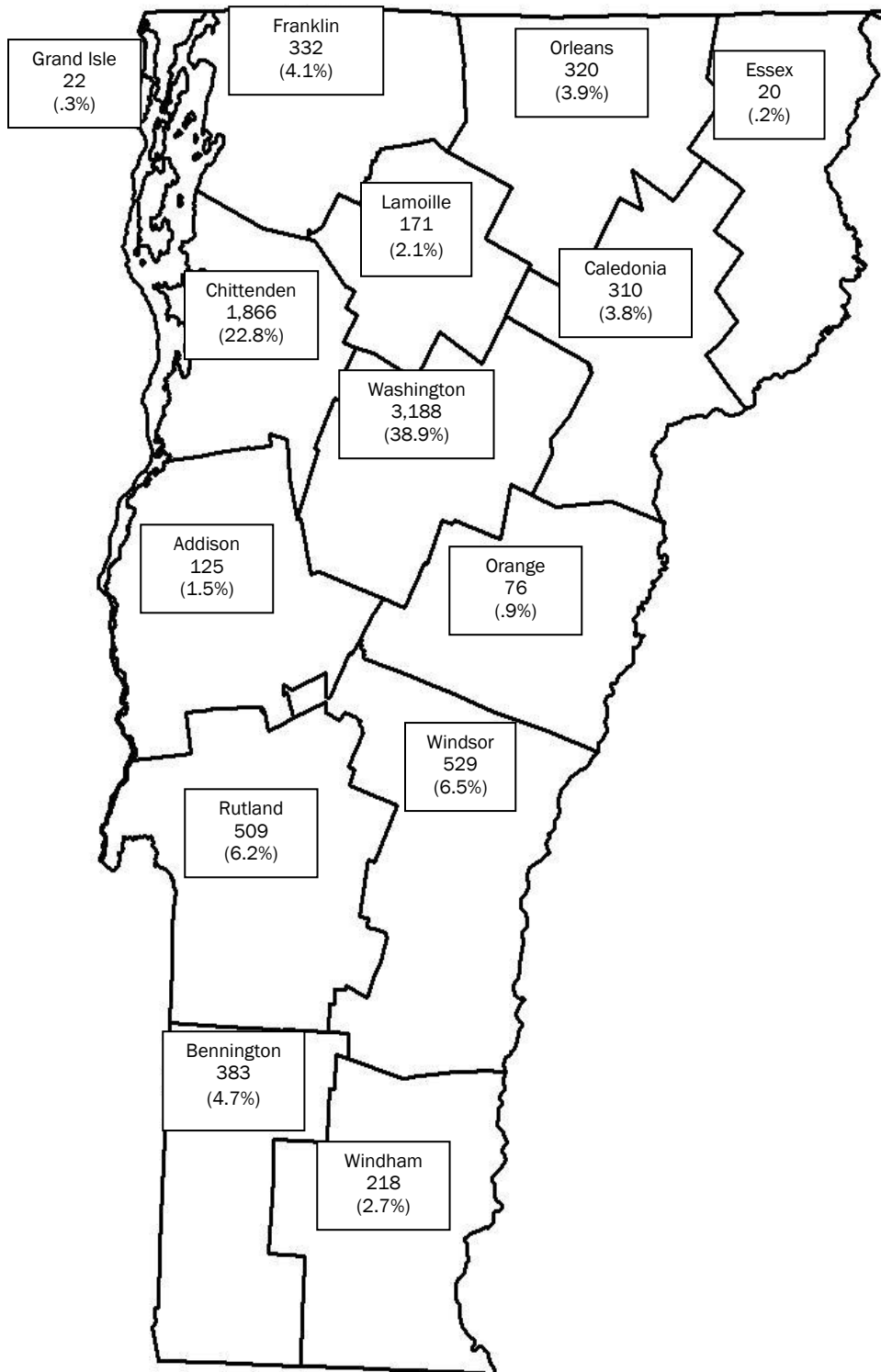
Pursuant to 3 V.S.A. § 2701 the Agency of Education was created on January 1, 2013.

Independent departments (those not under an agency structure) make up 18.5% of employees, with the Department of Public Safety being the largest independent department (7.3%).

Elected Statewide Offices account for 2.6% 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**

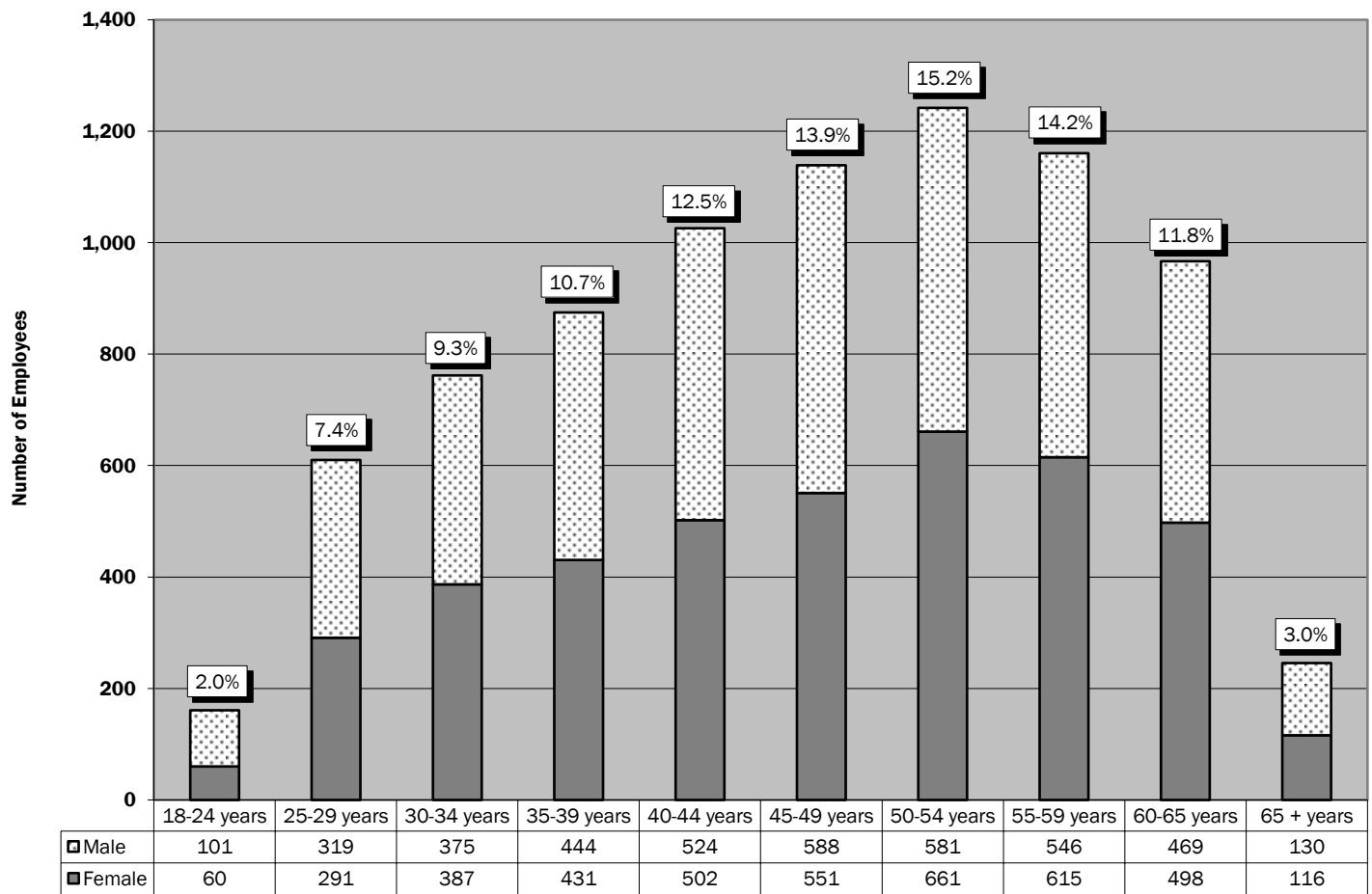


As of the end of Fiscal Year 2014 Executive Branch employees worked in every county in the state.

The majority of Executive Branch employees (62%) 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 2014. 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 2014.

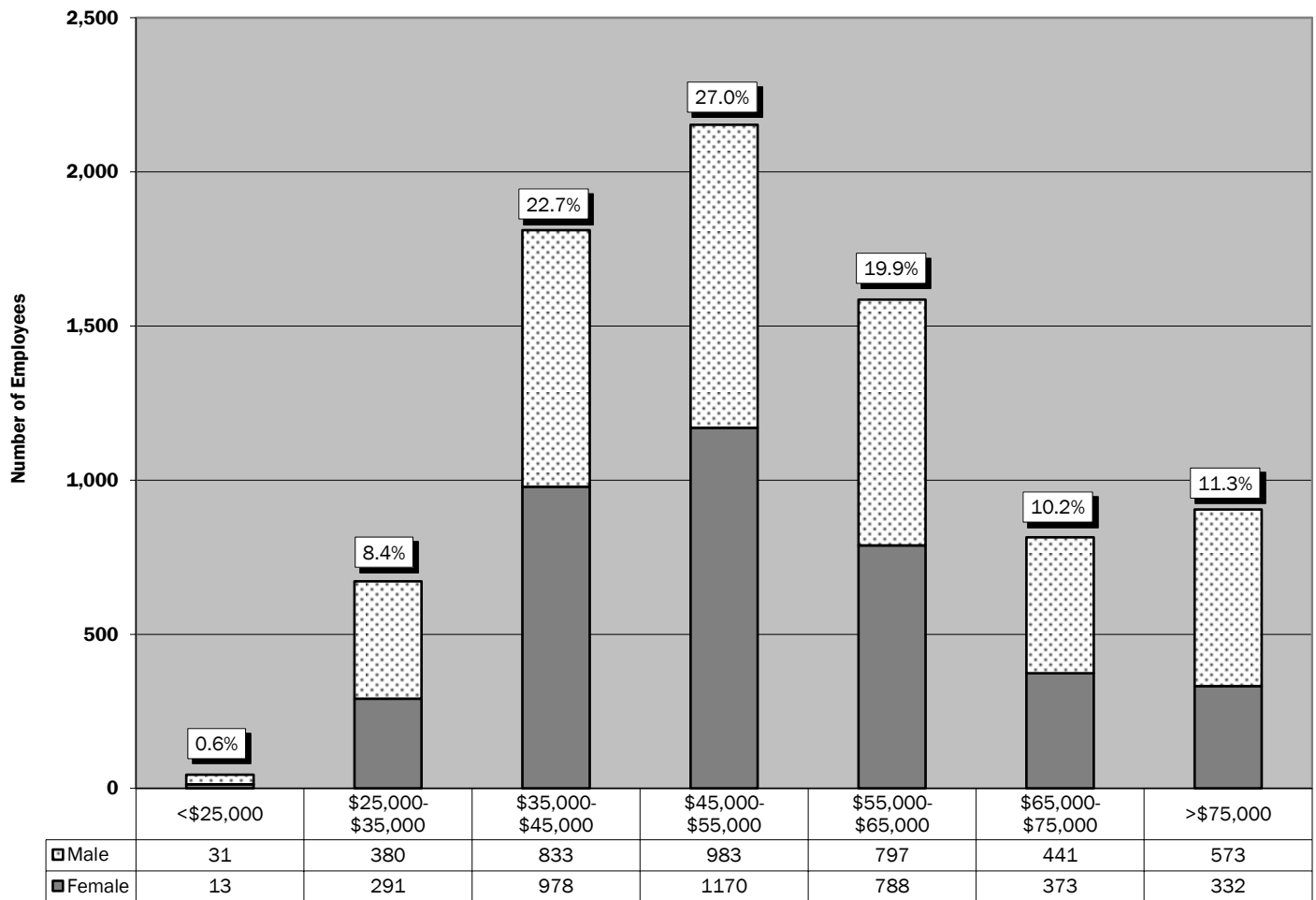
The largest percentage of Executive Branch employees were in the 50-54 age group (15.2%). 18.7% of employees were less than 35 years old. The average employee age was 46.6 years. The average age of exempt employees was higher (48.8) than that of classified employees (46.4). There was little difference between the average age of male (46.0) and female (46.8) employees.

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

Connecticut	46.4
Massachusetts	47.5
Maine	47.0
New Hampshire	47.0
Vermont	46.6

Source: Connecticut Department of Administrative Services (FY '14); Commonwealth of Massachusetts, Human Resources Division (FY '14); New Hampshire, Division of Personnel 2013 Annual Report (FY '13); Maine, Bureau of Human Resources (FY '14).

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

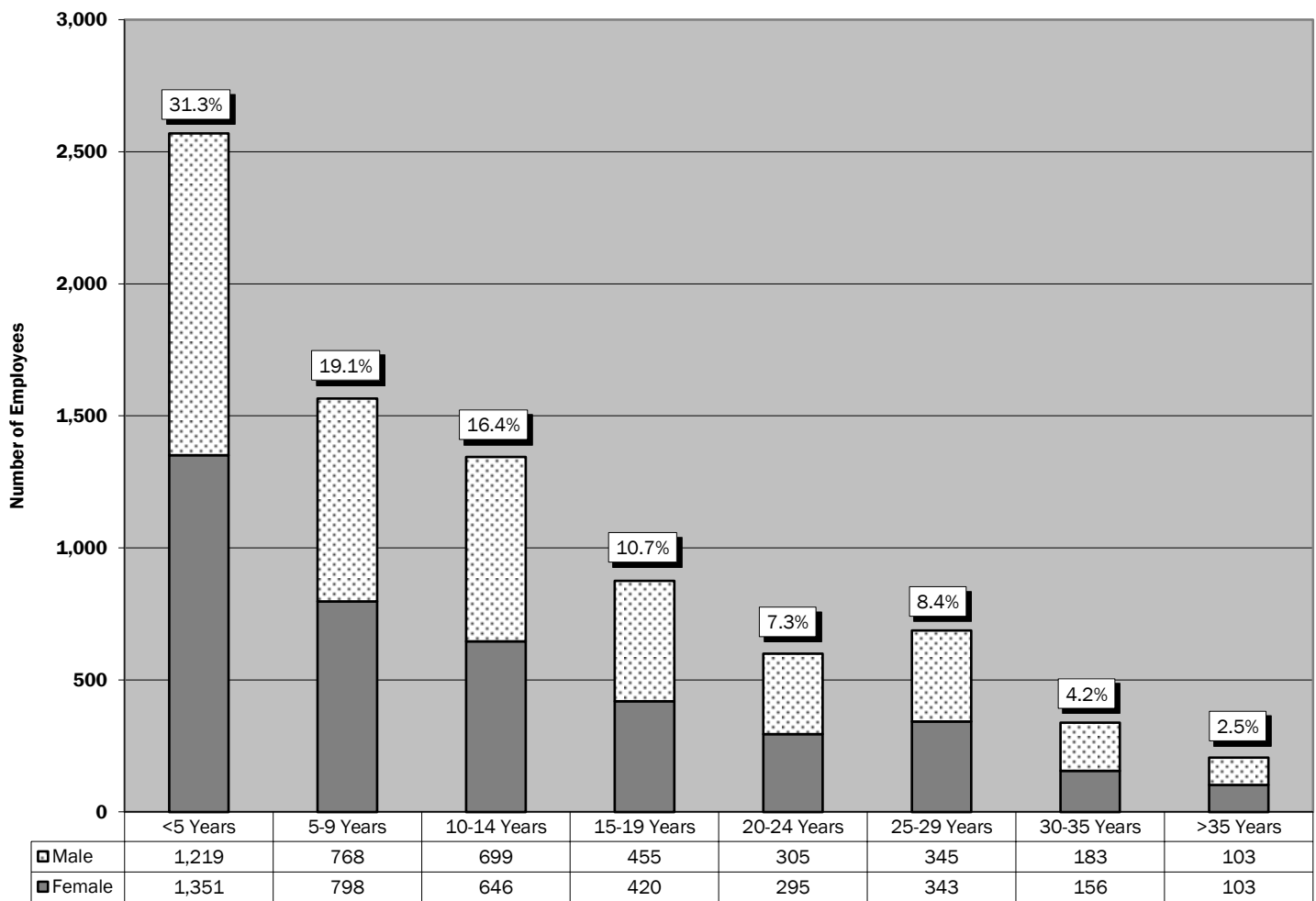


Source: The State's Human Resource Information System (VTHR). Data include all full-time Executive Branch employees (classified and exempt) for Fiscal Year 2014. Annual salary is the base rate and does not include benefits or overtime.

The largest percentage of Executive Branch full-time employees (27.0%) earned between \$45,000 and \$55,000 in base rate annual salary.

The average base rate salary for full-time Executive Branch employees was \$54,363 with males earning an average of \$55,659 and females \$53,036.

The average base rate salary for full-time exempt employees was \$72,260 and \$52,961 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 2014. 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.

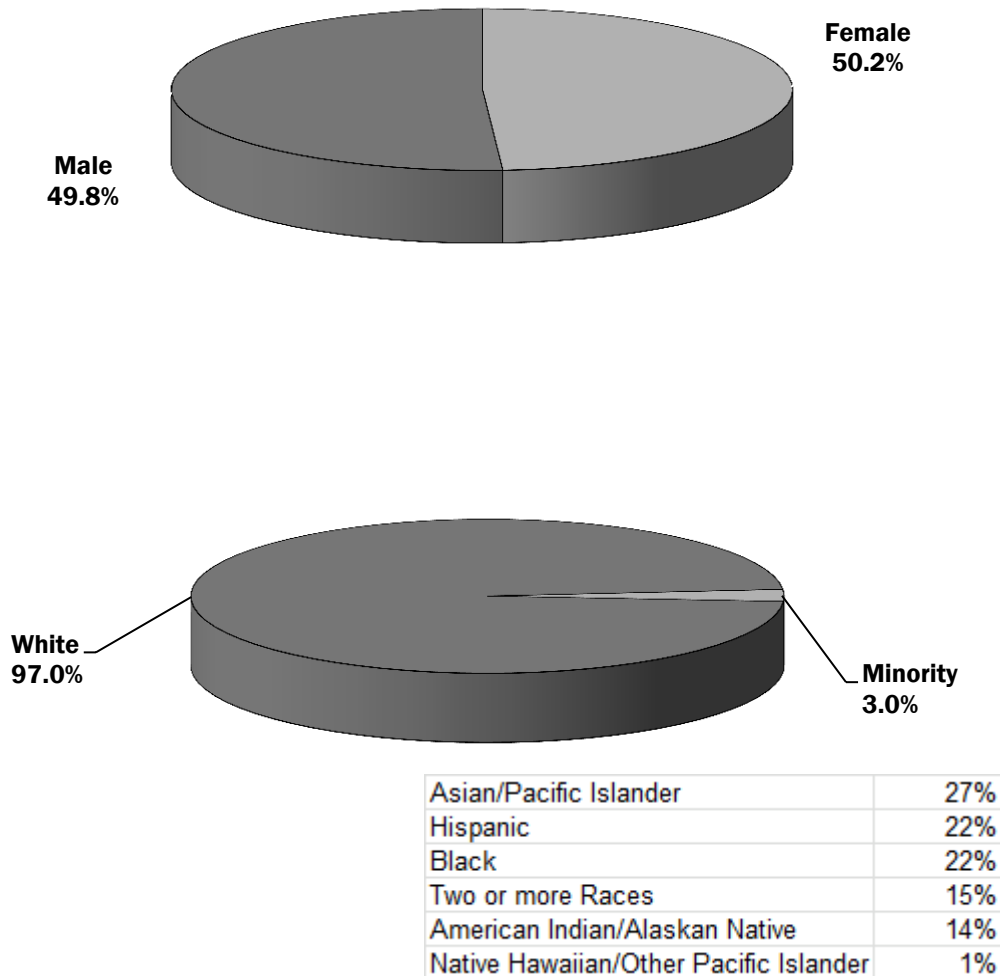
The largest percentage of employees (31.3%) had less than five years of service. The average length of service of Executive Branch employees was 11.9 years. Classified employees had a higher average length of service (12.0) than did exempt employees (9.6). Males averaged 12.4 years of service and females 11.7 years.

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

Connecticut	14.6
Massachusetts	14.8
Maine	13.2
New Hampshire	12.0
Vermont	11.9

Source: Connecticut Department of Administrative Services (FY '14); Commonwealth of Massachusetts, Human Resources Division (FY '14); New Hampshire, Division of Personnel 2013 Annual Report (FY '13); Maine, Bureau of Human Resources (FY '14).

**TABLE 9 EXECUTIVE BRANCH EMPLOYEES BY ETHNIC AND GENDER REPRESENTATION**



Of the population of Executive Branch employees, 4,078 or 49.8% were male and 4,111 or 50.2% were female.

Minority employees made up 3.0% of the workforce.

Of the State of Vermont's 245 minority employees, 27% identified themselves as Asian/Pacific Islander, 22% Hispanic, 22% Black, 15% Two or more races, 14% American Indian/Alaskan Native, and 1% Native Hawaiian/Other Pacific Islander.

Benchmarking New England State Governments – Gender and Ethnic Representation		
	% Male/% Female	% Minority
Connecticut	50.1%/49.9%	31.7%
Massachusetts	48.4%/51.6%	26.0%
Maine	52.0%/48.0%	5.0%
New Hampshire	48.0%/52.0%	3.0%
Vermont	49.8%/50.2%	3.0%

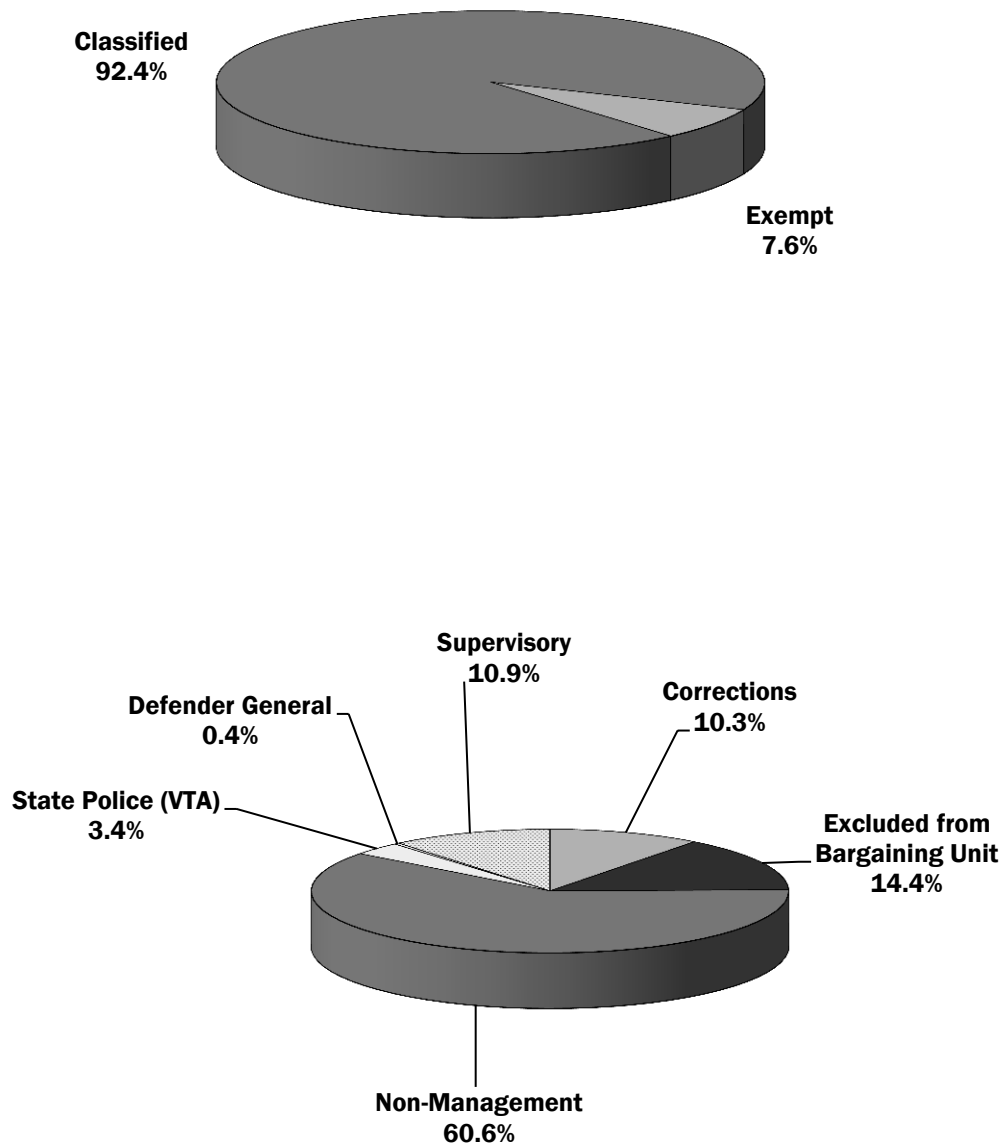
Source: Connecticut Department of Administrative Services (FY '14); Commonwealth of Massachusetts, Human Resources Division (FY '14); New Hampshire, Division of Personnel 2013 Annual Report (FY '13); Maine, Bureau of Human Resources (FY '14).

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2014.

**TABLE 10 EXECUTIVE BRANCH EMPLOYEES BY JOB TYPE AND BARGAINING UNIT**

Exempt employees (625) made up 7.6% of the workforce.

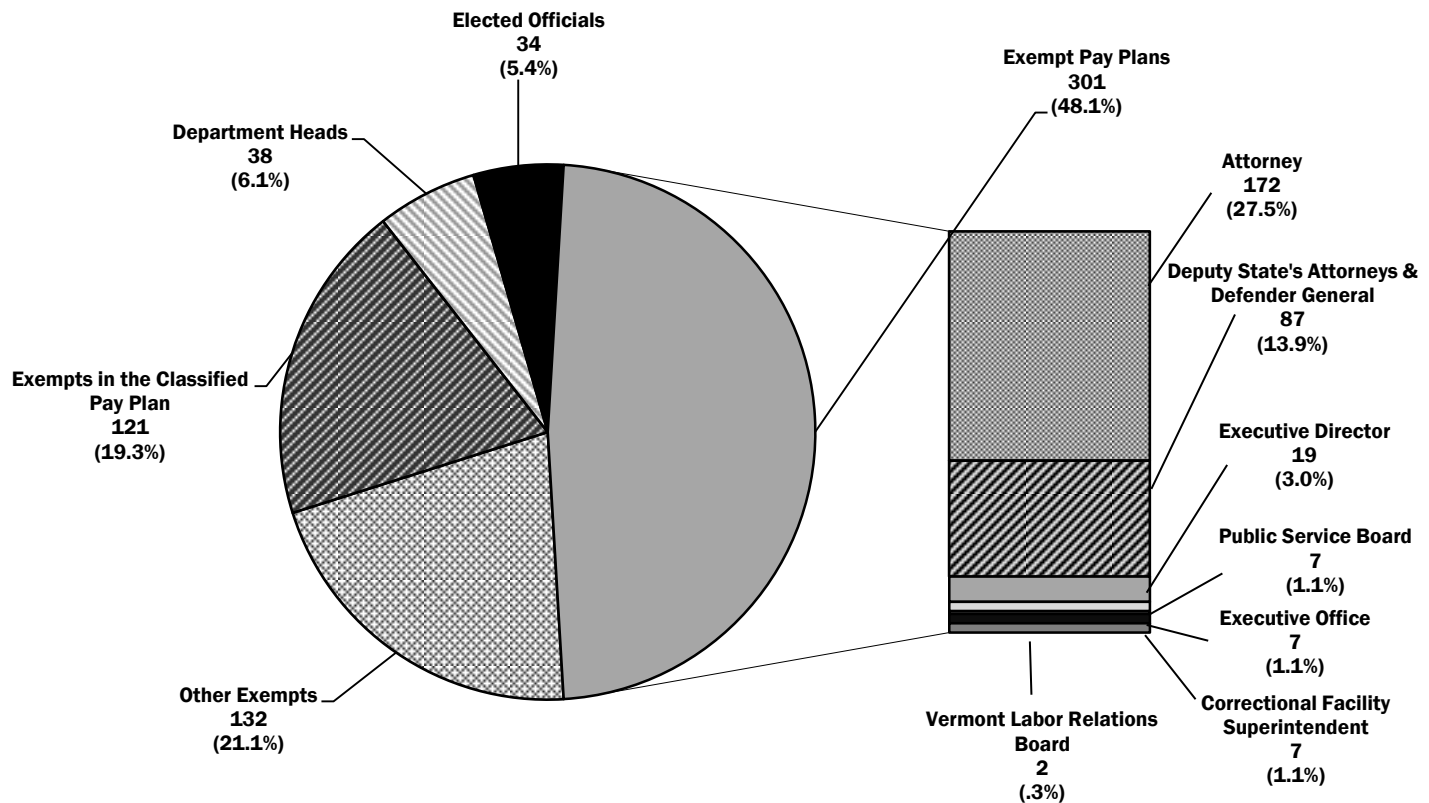
A total of 7,011 or 86%, of Executive Branch employees are covered by one of the five collective bargaining units – State Police (277), Supervisory (895), Corrections (847), Defender General (29), and the largest, Non-Management (4,963).



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 2014.

**TABLE 11 EXECUTIVE BRANCH EXEMPT EMPLOYEES BY CATEGORY**

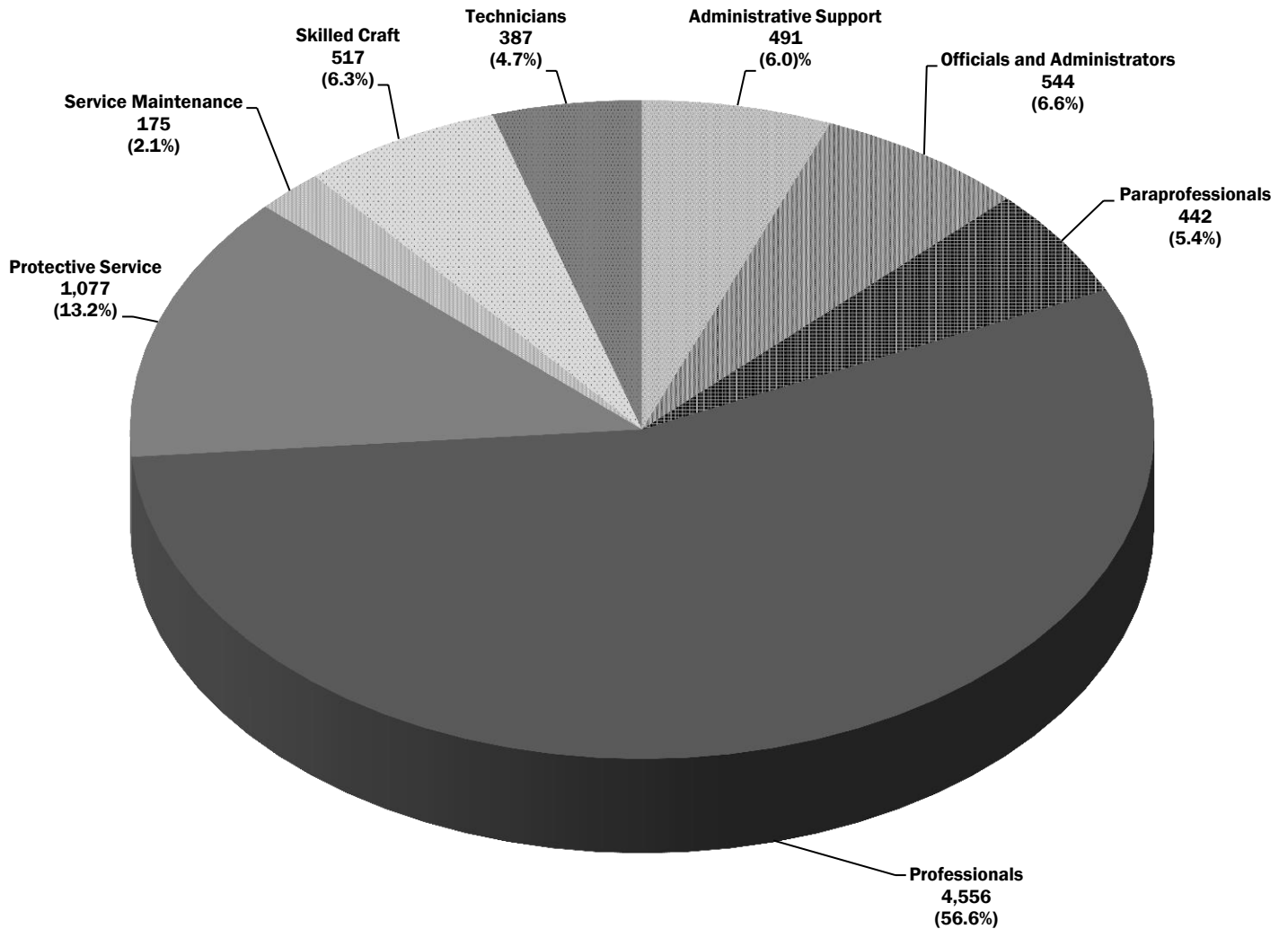


Exempt Category	Definition
<b>Elected Officials</b>	32 V.S.A. § 1003(a). State Officers (Governor, Lieutenant Governor, Secretary of State, State Treasurer, Auditor of Accounts, and Attorney General); 32 V.S.A. § 1183(a). State's Attorneys; 32 V.S.A. § 1182(a) Sheriffs.
<b>Department Heads</b>	32 V.S.A. § 1003(b). (Agency Secretaries, Commissioners and heads of certain other free-standing organizations).
<b>Exempts in the Classified Pay Plan</b>	Certain positions exempted by statute from the classified service but assigned to the classified pay plan for purposes of salary administration. Of the 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 (14.0%).
<b>Other Exempts/Non-Pay Plan</b>	Other positions exempted by statute from classified service. Of the 132 employees in this category the majority were in the following job titles: Deputy Commissioner (20.5%), Private Secretary (15.2%), Principal Assistant (13.6%), and Executive Assistant (9.1%),.
<b>Exempt Pay Plans</b>	As authorized in 32 § V.S.A.1020(c).
Attorney	General Counsel, Staff Attorneys, and other attorneys
State's Attorneys & Defender General	Deputy State's Attorneys and Attorneys in the Office of the Defender General
Correctional Facility Superintendent	Correctional Facility Superintendents
Executive Director	Executive Directors of certain boards, commissions and councils
Executive Office	Certain employees of the Executive Office
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 2014

Exempt employees (625) made up 7.6% of the Executive Branch workforce. Of exempt employees, the largest group is attorneys (41.4%) covered by the Attorney and State's Attorneys and Defender General exempt pay plans.

**TABLE 12 EXECUTIVE BRANCH EMPLOYEES BY EEO-4 OCCUPATIONAL GROUP**



Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2014.

Well over half (56.6%) of Executive Branch employees are in jobs categorized as Professional. Service Maintenance (2.1%) 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.

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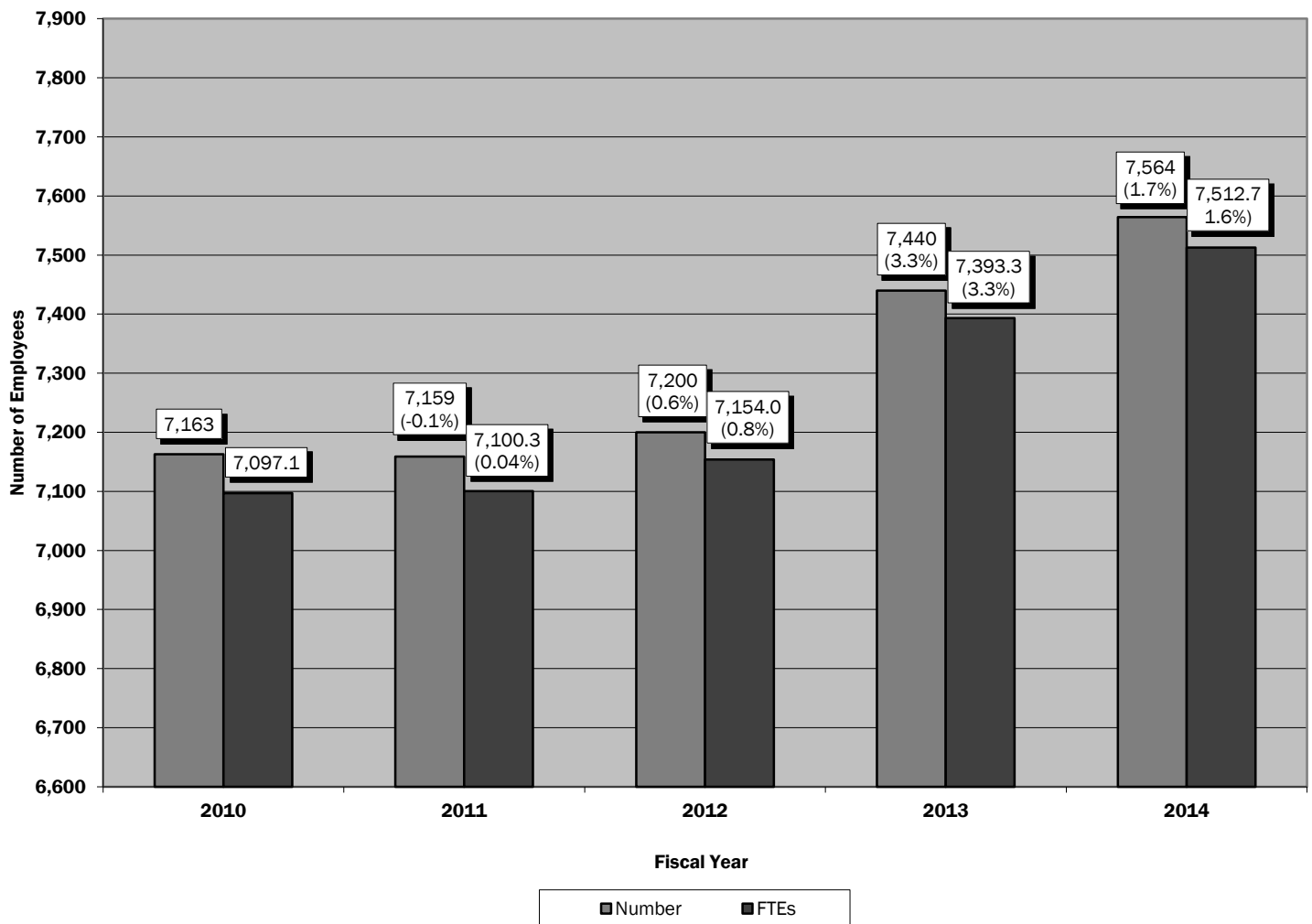


## **WORKFORCE TRENDS – FISCAL YEARS 2010 - 2014**

- ❖ Section Two of this Workforce Report provides graphs and tables showing the workforce trends for Fiscal Years 2010 to 2014. 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 2010 to 2014. FTEs are "Full-Time Equivalents" (see Note on Table 1 for the definition of FTEs). The percentages noted in parentheses reflect the percent change from the previous fiscal year.

At the end of Fiscal Year 2014 there were a total of 7,564 classified employees and 7,512.7 FTEs. Fiscal Year 2014's classified staffing level increased slightly over Fiscal Year 2013 in both number of employees 1.7% (124) and FTEs 1.6% (119.3).

Comparing Fiscal Year 2010 to Fiscal Year 2014, both the number of classified employees and FTEs grew, with the number of employees increasing 5.6% (401) and FTEs increasing 5.9% (415.6).

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

Department	2010		2011		Fiscal Year 2012		2013		2014		% Change FY '10 to FY '14	
	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs
Administration	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	32	32.0	n/a	n/a
Agriculture, Food & Markets	80	79.9	82	81.9	87	86.9	90	89.9	91	90.8	13.8%	13.6%
Attorney General	29	28.6	28	28.0	28	28.0	30	30.0	29	29.0	0.0%	1.4%
Buildings & General Services	348	347.8	350	349.8	334	333.6	340	339.8	304	303.8	-12.6%	-12.7%
Children & Families	893	887.3	916	913.4	909	904.5	947	944.9	962	959.3	7.7%	8.1%
Commerce & Comm. Dev.	65	63.7	62	61.2	59	58.2	69	68.4	74	73.4	13.8%	15.3%
Corrections	994	992.7	988	986.2	1020	1017.3	1034	1030.7	1,038	1036.3	4.4%	4.4%
Disabilities, Aging & Ind. Liv.	252	246.5	253	247.0	265	260.5	268	263.2	276	269.1	9.5%	9.2%
Education	150	148.5	145	143.6	151	150.2	154	151.9	147	144.5	-2.0%	-2.6%
Environmental Conservation	245	241.6	243	239.2	253	250.2	257	254.7	273	270.6	11.4%	12.0%
Finance & Management	29	29.0	31	31.0	32	32.0	33	33.0	31	31.0	6.9%	6.9%
Financial Regulation	91	89.7	93	91.5	91	90.5	97	96.6	85	84.6	-6.6%	-5.6%
Fish & Wildlife	120	119.6	122	121.8	121	121.0	124	124.0	133	133.0	10.8%	11.2%
Forests, Parks & Recreation	97	96.2	96	95.2	97	96.2	99	98.4	100	99.4	3.1%	3.4%
Green Mountain Care Board	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	17	15.9	n/a	n/a
Health	452	431.9	449	433.0	461	448.6	470	459.9	480	469.2	6.2%	8.6%
Human Resources	33	32.9	67	66.6	68	67.6	82	81.5	80	79.6	142.4%	141.9%
Human Services	94	92.8	82	81.0	92	91.8	97	96.7	92	91.8	-2.1%	-1.1%
Information & Innovation	70	70.0	69	69.0	73	73.0	84	84.0	107	107.0	52.9%	52.9%
Labor	275	274.5	260	258.8	257	256.5	252	250.5	251	249.5	-8.7%	-9.1%
Libraries	24	24.0	24	24.0	23	23.0	25	25.0	25	24.9	4.2%	3.7%
Liquor Control	49	49.0	50	50.0	48	48.0	48	48.0	48	48.0	-2.0%	-2.0%
Mental Health	243	237.0	231	226.9	132	131.3	165	163.1	218	215.4	-10.3%	-9.1%
Military	117	116.1	119	118.6	119	118.6	117	116.5	112	111.5	-4.3%	-3.9%
Natural Resources	34	33.8	23	23.0	26	26.0	25	25.0	27	27.0	-20.6%	-20.1%
Natural Resources Board	23	22.6	23	22.9	22	21.9	22	22.0	23	22.9	0.0%	1.2%
Public Safety - Civilian	255	250.8	254	250.1	254	251.4	233	231.1	233	231.6	-8.6%	-7.7%
Public Safety - Sworn	304	303.5	304	304.0	317	317.0	346	345.0	351	350.0	15.5%	15.3%
Public Service	42	41.7	45	44.9	38	37.7	33	32.9	34	33.9	-19.0%	-18.6%
Secretary of State	54	53.5	52	51.3	54	54.0	58	58.0	57	57.0	5.6%	6.5%
Small Departments	21	20.8	25	23.8	47	45.6	51	49.5	38	37.4	81.0%	80.2%
State Treasurer	30	30.0	27	27.0	28	28.0	32	32.0	32	32.0	6.7%	6.7%
Taxes	144	144.0	147	147.0	145	145.0	144	144.0	144	144.0	0.0%	0.0%
Transportation	1206	1199.4	1179	1172.8	1211	1206.0	1245	1238.2	1,231	1223.1	2.1%	2.0%
Vermont Health Access	84	82.1	111	107.0	119	115.0	149	144.9	173	168.7	106.0%	105.4%
Vermont Lottery Commission	19	19.0	19	19.0	19	19.0	17	17.0	20	19.6	5.3%	3.2%
Vermont Veterans' Home	197	196.9	190	190.0	200	200.0	203	203.0	196	196.0	-0.5%	-0.5%
<b>Grand Total</b>	<b>7163</b>	<b>7097.1</b>	<b>7159</b>	<b>7100.3</b>	<b>7200</b>	<b>7154.0</b>	<b>7440</b>	<b>7393.3</b>	<b>7,564</b>	<b>7512.7</b>	<b>5.6%</b>	<b>5.9%</b>
<b>% Change from Prev. FY</b>			-0.1%	0.04%	0.6%	0.8%	3.3%	3.3%	1.7%	1.6%		

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2010 to 2014. "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).

Some departments saw growth as a result of consolidation of staff from other departments, such as Human Resources (+142.4%) and Information & Innovation (+52.9%). Vermont Health Access saw a large percent increase (106.0%).

**TABLE 15      NUMBER OF CLASSIFIED EMPLOYEES BY EEO-4 OCCUPATIONAL GROUP BY FISCAL YEAR**

Occupational Group	Fiscal Year										% Change
	2010		2011		2012		2013		2014		FY '10 to
	Num.	%	Num.	%	Num.	%	Num.	%	Num.	%	FY '14
Administrative Support	516	7%	475	7%	453	6%	449	6%	418	6%	-19.0%
Officials and Administrators	302	4%	310	4%	329	5%	348	5%	370	5%	22.5%
Paraprofessionals	369	5%	363	5%	336	5%	406	5%	442	6%	19.8%
Professionals	3,817	53%	3,873	54%	3,916	54%	4,073	55%	4,227	56%	10.7%
Protective Service	962	13%	955	13%	1,003	14%	1,020	14%	1,031	14%	7.2%
Service Maintenance	219	3%	219	3%	190	3%	183	2%	175	2%	-20.1%
Skilled Craft	514	7%	511	7%	517	7%	534	7%	517	7%	0.6%
Technicians	464	6%	453	6%	456	6%	427	6%	384	5%	-17.2%
Grand Total	7,163	100%	7,159	100%	7,200	100%	7,440	100%	7,564	100%	5.6%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2010 to 2014. 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 56% of the State of Vermont's workforce.

Most occupational groups have held a consistent percent of the workforce from Fiscal Year 2010 to Fiscal Year 2014.

Administrative Support and Service maintenance groups showed a declining number of employees from Fiscal Year 2010 to 2014 (-19.0% and -20.1% respectively), while the Officials and Administrators group increased 22.5%.

**TABLE 16 MOST POPULOUS CLASSIFIED JOB TITLES**

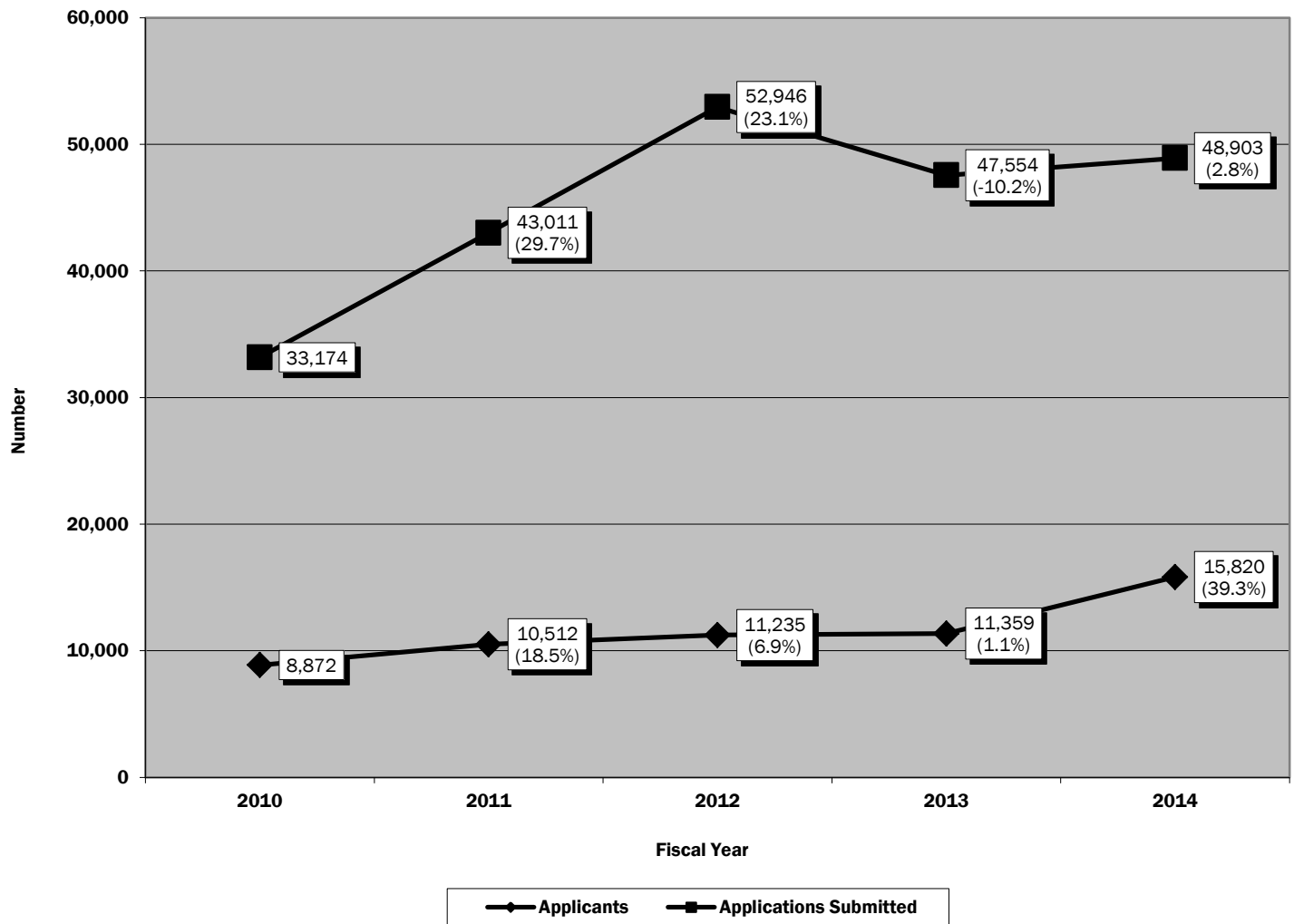
<b>Job Title</b>	<b>Number of Employees</b>
Correctional Officer I	344
Trooper	175
Social Worker	159
Corrections Services Specialist II	150
Benefits Programs Specialist	146
AOT Maintenance Worker IV	127
Correctional Officer II	127
Administrative Assistant B	117
Sergeant	86
Licensed Nursing Assistant	78
Motor Vehicle Customer Service Specialist	77
Mental Health Specialist	76
Administrative Assistant A	69
Custodian I	48
AOT Senior Maintenance Worker	47
AOT Technician VI	47
Program Technician II	47
Reach Up Case Manager II	47
Community Correctional Officer	46
Correctional Educator	44
PSAP Emergency Communication Dispatcher II	43
Systems Developer III	43
Correctional Facility Shift Supervisor	42
Program Technician I	42
AOT Maintenance Equipment Specialist	41
Environmental Analyst V - General	41
Program Services Clerk	41
Financial Specialist III	40
Systems Developer II	39
Administrative Services Coordinator I	37

At the end of Fiscal Years 2014 there were 1,693 active classified job titles on record. The most populous was Correctional Officer I (344 employees).

The majority of classified job titles 993 (58.7%) had a single incumbent. Over 85% (1,434) had five or fewer incumbents.

20% (1,509) 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 2014.

**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 2010 to 2014. 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 2014, 15,820 applicants submitted 48,903 applications for jobs with the State of Vermont.

In FY '14 the number of applicants was up significantly (39.3%) and the number of applications submitted was up modestly by 2.8%. The average number of applications submitted per applicant which was 4.2 in FY '13, dropped 26.2% to 3.1 in FY '14.

This increase in number of applicants is likely the result of the implementation of a new online application system near the beginning of Fiscal Year 2014. There was a higher than average number of external applicants (See Table 18), which could indicate they were establishing accounts in the new system and applying for jobs.

**TABLE 18 CHARACTERISTICS OF JOB APPLICANTS BY FISCAL YEAR**

	Fiscal Year									
	2010		2011		2012		2013		2014	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Internal	1,731	19.5%	1,954	18.6%	2,230	19.8%	2,150	18.9%	2,230	14.1%
External	7,141	80.5%	8,558	81.4%	9,005	80.2%	9,209	81.1%	13,590	85.9%
Minority	489	6.1%	585	6.3%	586	6.0%	588	5.9%	1,180	8.2%
White	7,463	93.9%	8,680	93.7%	9,258	94.0%	9,323	94.1%	13,160	91.8%
Female	1,615	50.8%	4,101	49.1%	5,226	51.1%	5,306	51.3%	7,485	51.4%
Male	1,567	49.2%	4,248	50.9%	5,006	48.9%	5,029	48.7%	7,090	48.6%
No HS Diploma or GED	47	0.5%	52	0.5%	43	0.4%	50	0.4%	95	0.6%
HS Diploma or Equivalent	2,001	22.8%	2,088	20.1%	2,078	18.8%	1,903	17.1%	2,399	15.7%
Some college	1,735	19.8%	1,910	18.4%	1,893	17.1%	1,911	17.2%	2,598	17.0%
Technical school	317	3.6%	303	2.9%	335	3.0%	324	2.9%	381	2.5%
2-year college degree	911	10.4%	1,023	9.9%	1,162	10.5%	1,133	10.2%	1,408	9.2%
Bachelor's level degree	2,183	24.9%	2,821	27.2%	3,122	28.2%	3,299	29.6%	4,516	29.5%
Some graduate school	354	4.0%	471	4.5%	477	4.3%	479	4.3%	625	4.1%
Master's level degree	1,009	11.5%	1,442	13.9%	1,619	14.6%	1,701	15.3%	2,342	15.3%
Doctorate level degree	208	2.4%	254	2.5%	330	3.0%	327	2.9%	341	2.2%
<25 Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2,634	18.7%
25-35 Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	4,621	32.9%
35-45 Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2,756	19.6%
45-55 Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2,493	17.7%
55-65 Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1,475	10.5%
>65 Years	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	87	0.6%
Average Age	n/a		n/a		n/a		n/a		36.8	
<b>Grand Total</b>	8,872		10,512		11,235		11,359		15,820	

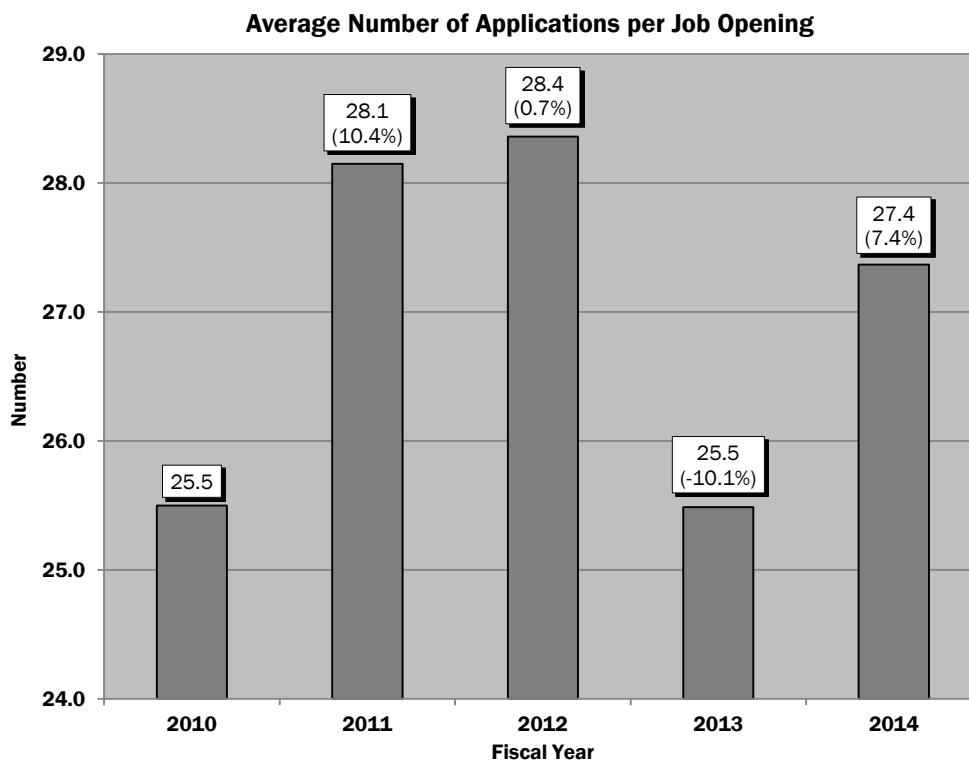
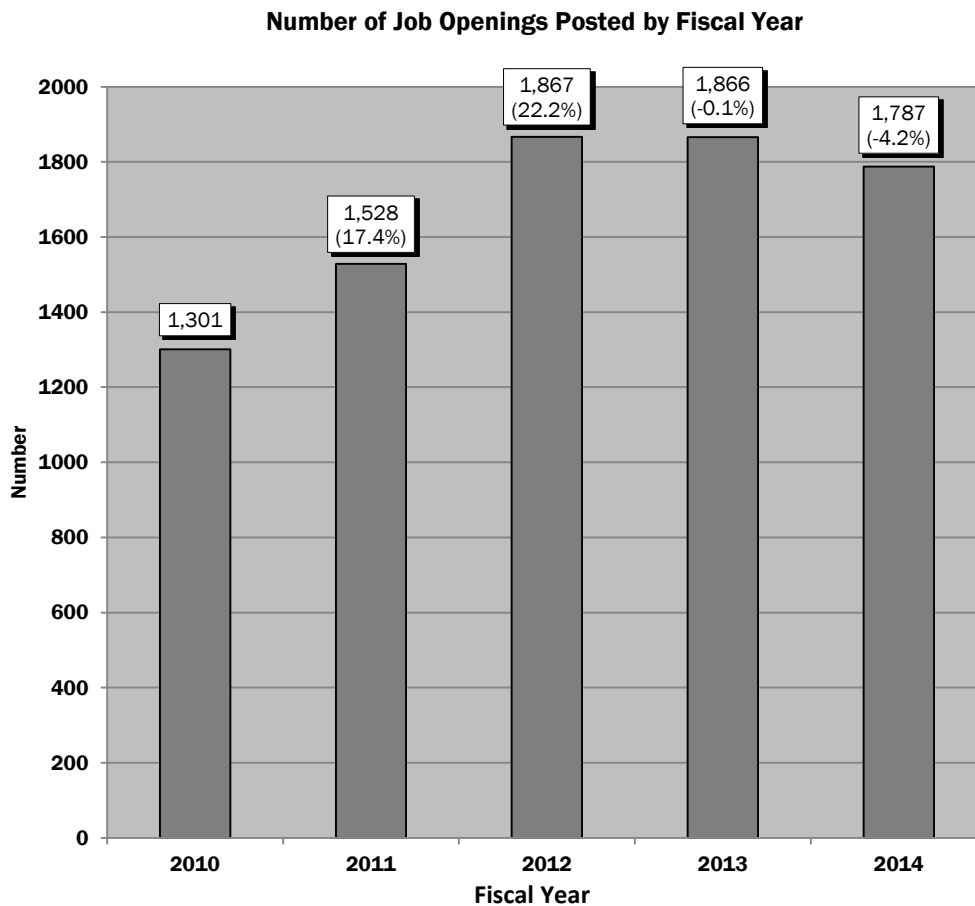
Source: The State's Human Resource Information System (VTHR). Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2010 to 2014 and who completed the optional EEO "self-identification" survey. This includes all classified job postings, and some temporary and exempt job postings. Applicant age data could be collected in FY14 due to enhancements as a result of the implementation of a new online application system.

Internal applicants comprised 14.1% of the applicant pool in FY '14, while external applicants were at a five year high of 85.9%.

In FY '14 there were more female applicants (51.4%) than male (48.6%), which is consistent with the five-year average of 50.7% female and 49.3% male applicants.

Minority applicants made up 8.2% of the applicant pool in FY '14, which was the highest percentage in this five-fiscal-year timeframe. For FY '14 the percent of applicants who had a bachelor's degree or higher was 51%. Average age of applicant was 36.8, while the highest percentage of applicants (32.9%) were 25-35 years.

**TABLE 19      JOB APPLICATION ACTIVITY BY FISCAL YEAR**



In Fiscal Year 2014 the number of job postings (1,787) was down slightly (-4.2) from Fiscal Year 2013 (1,866).

After a 10% drop in Fiscal Year 2013, the average number of applications per job opening increased by 7.4% to 27.4, which is nearly equal to the five-year average of 27.0.

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 2010 to 2014. This includes all classified job postings, and some temporary and exempt job postings.



**TABLE 20 JOB APPLICANT ACTIVITY FISCAL YEAR 2014**

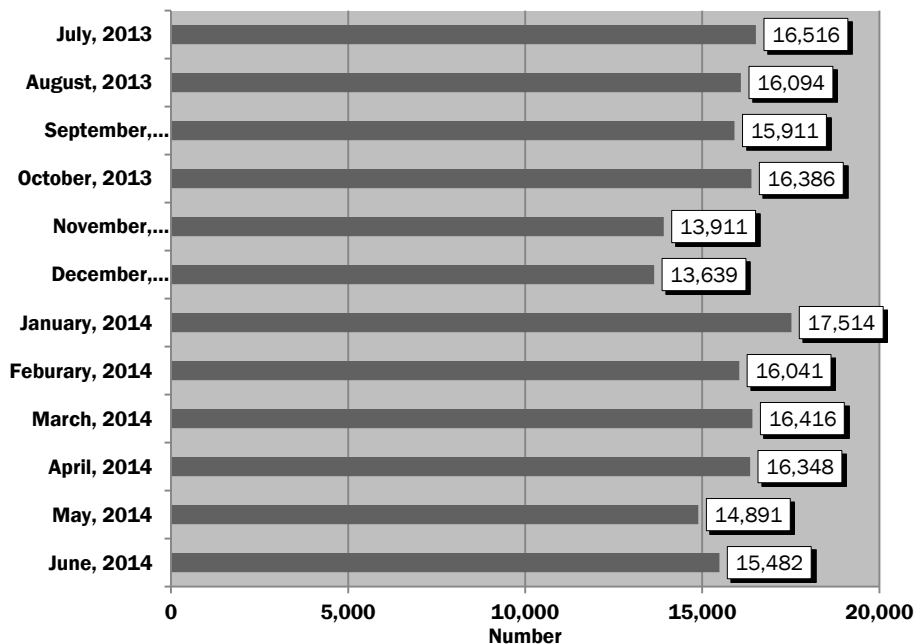
Source first learned of job opportunity	Fiscal Year 2014	
	Num.	Percent
Internet- State's HR Website	17,813	50.0%
Indeed.com	3,381	9.5%
State Employee	3,207	9.0%
VT Job Link	2,935	8.2%
Internet - Other	2,137	6.0%
Friend/Family	1,756	4.9%
Other Source	978	2.7%
Internet-Career Builder	874	2.5%
Dept. of Labor Office	733	2.1%
Newspaper Advertisement	425	1.2%
VT State Police Website	315	0.9%
JobsInVT.com	296	0.8%
Google/Web Search	206	0.6%
College Career Center	179	0.5%
Job Fair	169	0.5%
Monster.Com	48	0.1%
Radio	45	0.1%
LinkedIn	43	0.1%
Facebook	26	0.1%
Television	25	0.1%
Phone Inquiry	16	0.0%
Magazine	10	0.0%

In FY '14, 50% of applications came from applicants who indicated that they first learned of the job they were applying for on the Department of Human Resources' web site, and nearly 80% were from all Internet sources combined.

While a distant second, "word of mouth" referrals from either a current State employee or a friend accounted for nearly 14% of applications.

Source: The State's Human Resource Information System (VTHR). See Table 18 for additional information. Note: For Fiscal Year 2014 approximately 19% of applications did not indicate a source of referral.

**Fiscal Year 2014 Unique Visitors to www.Careers.Vermont.com**



The Department of Human Resources' web site averaged nearly 16,000 unique visitors a month.

Source: Google Analytics. "Unique Visitors" are users who have had at least one session within the selected date range. Includes both new and returning users.

**TABLE 21 HIRES BY DEPARTMENT BY FISCAL YEAR**

Department	Fiscal Year									
	2010		2011		2012		2013		2014	
	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate
Administration	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	5	16.7%
Agriculture, Food & Markets	3	3.6%	6	7.4%	9	10.8%	8	9.1%	7	7.7%
Attorney General	2	6.8%	4	13.6%	2	7.3%	3	10.2%	4	13.6%
Buildings & General Services	19	5.2%	14	4.0%	24	7.0%	28	8.3%	30	9.7%
Children & Families	55	6.0%	108	12.0%	97	10.6%	132	14.2%	126	13.2%
Commerce & Comm. Dev.	6	9.2%	4	6.2%	7	11.6%	13	20.8%	11	15.2%
Corrections	98	9.7%	100	10.0%	159	15.8%	128	12.4%	136	13.1%
Disabilities, Aging & Ind. Liv.	14	5.4%	27	10.8%	50	19.2%	33	12.4%	29	10.7%
Education	7	4.3%	16	10.9%	17	11.5%	16	10.5%	13	8.6%
Environmental Conservation	0	0.0%	11	4.4%	21	8.5%	25	9.8%	29	10.9%
Finance & Management	2	5.6%	7	24.1%	2	6.3%	4	12.3%	1	3.1%
Financial Regulation	7	7.5%	10	10.8%	9	9.5%	9	9.6%	4	4.5%
Fish & Wildlife	2	1.6%	6	5.0%	13	10.5%	8	6.6%	10	7.8%
Forests, Parks & Recreation	1	1.0%	5	5.2%	5	5.2%	5	5.1%	6	6.1%
Green Mountain Care Board	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	3	18.8%
Health	23	4.8%	46	10.2%	60	13.3%	55	11.8%	57	12.0%
Human Resources	0	0.0%	9	13.4%	5	7.6%	15	20.3%	5	6.1%
Human Services	5	6.0%	11	13.8%	12	15.0%	14	15.0%	19	24.1%
Information & Innovation	5	10.2%	1	1.5%	7	10.1%	11	14.3%	6	5.6%
Labor	58	21.5%	27	10.0%	27	10.3%	23	9.0%	33	13.1%
Libraries	1	3.8%	0	0.0%	1	4.2%	2	8.3%	2	8.0%
Liquor Control	5	9.9%	4	8.1%	1	2.0%	3	6.3%	2	4.2%
Mental Health	32	13.6%	37	15.4%	23	11.8%	54	36.0%	69	36.6%
Military	4	3.3%	10	8.6%	11	9.2%	7	5.9%	6	5.2%
Natural Resources	1	2.4%	3	12.0%	3	12.2%	2	7.8%	3	11.8%
Natural Resources Board	0	0.0%	0	0.0%		0.0%	2	8.7%	2	8.9%
Public Safety - Civilian	12	4.6%	23	9.1%	22	8.7%	31	12.0%	26	11.0%
Public Safety - Sworn	22	7.2%	20	6.6%	29	9.3%	18	5.7%	28	8.1%
Public Service	6	15.6%	7	15.9%	4	8.6%	2	5.4%	4	12.3%
Secretary of State	5	9.3%	15	28.0%	11	20.8%	7	12.6%	5	8.5%
Small Departments	2	8.3%	6	25.0%	10	40.0%	5	13.3%	12	33.3%
State Treasurer	0	0.0%	1	3.3%	5	18.2%	2	7.0%	2	6.3%
Taxes	12	8.1%	15	10.2%	11	7.4%	24	16.2%	17	11.7%
Transportation	90	7.4%	70	5.9%	101	8.5%	121	9.9%	88	7.1%
Vermont Health Access	1	1.3%	19	20.2%	16	13.9%	41	30.9%	48	30.2%
Vermont Lottery Commission	0	0.0%	1	5.3%		0.0%	4	22.2%	9	47.4%
Vermont Veterans' Home	34	16.8%	34	17.7%	48	24.3%	33	16.3%	39	19.3%
<b>Grand Total</b>	<b>534</b>	<b>7.3%</b>	<b>677</b>	<b>9.4%</b>	<b>822</b>	<b>11.4%</b>	<b>888</b>	<b>12.1%</b>	<b>888</b>	<b>11.8%</b>
<b>% Change from Previous FY</b>			<b>27%</b>	<b>29%</b>	<b>21%</b>	<b>21%</b>	<b>8%</b>	<b>6%</b>	<b>0%</b>	<b>-2%</b>

In Fiscal Year 2014 there were 888 hires, for a hire rate of 11.8% of the overall workforce. While the number of hires was the same as FY'13 the hiring rate dropped 2%.

Mental Health (36.6%) and Vermont Health Access (30.2%) had among the highest hiring rates.

Children & Families (126), Corrections (136), and Transportation (88) had the greatest number of hires – 40% of all hires in Fiscal Year 2014.

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 2010 to 2014. Does not include internal promotions or transfers.

**TABLE 22 CHARACTERISTICS OF HIRES BY FISCAL YEAR**

	Fiscal Year									
	2010		2011		2012		2013		2014	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
New Hires	250	46.8%	385	56.9%	439	53.4%	526	59.2%	531	59.8%
Rehires	134	25.1%	123	18.2%	132	16.1%	169	19.0%	129	14.5%
Transfer to Classified	150	28.1%	169	25.0%	251	30.5%	193	21.7%	228	25.7%
Minority	15	2.8%	24	3.5%	30	3.6%	40	4.5%	53	6.0%
White	519	97.2%	653	96.5%	792	96.4%	848	95.5%	835	94.0%
Female	277	51.9%	384	56.7%	431	52.4%	497	56.0%	478	53.8%
Male	257	48.1%	293	43.3%	391	47.6%	391	44.0%	410	46.2%
Full-Time	513	96.1%	659	97.3%	807	98.2%	873	98.3%	869	97.9%
Part-Time	21	3.9%	18	2.7%	15	1.8%	15	1.7%	19	2.1%
Administrative Support	56	10.5%	42	6.2%	58	7.1%	60	6.8%	50	5.6%
Officials and Administrators	11	2.1%	19	2.8%	21	2.6%	21	2.4%	24	2.7%
Paraprofessionals	44	8.2%	41	6.1%	47	5.7%	74	8.3%	83	9.3%
Professionals	197	36.9%	350	51.7%	379	46.1%	450	50.7%	466	52.5%
Protective Service	114	21.3%	113	16.7%	183	22.3%	152	17.1%	145	16.3%
Service Maintenance	45	8.4%	46	6.8%	31	3.8%	35	3.9%	38	4.3%
Skilled Craft	30	5.6%	14	2.1%	36	4.4%	31	3.5%	33	3.7%
Technicians	37	6.9%	52	7.7%	67	8.2%	65	7.3%	49	5.5%
<25 Years	73	14.5%	96	14.2%	125	15.1%	116	14.5%	115	13.8%
25-34 Years	146	31.1%	232	34.3%	277	31.5%	315	33.2%	317	33.8%
35-44 Years	134	23.9%	151	22.3%	176	22.7%	181	21.7%	214	22.5%
45-54 Years	117	20.8%	130	19.2%	154	20.2%	174	19.7%	152	19.1%
55-65 Years	59	9.3%	60	8.9%	85	9.8%	98	10.2%	85	10.2%
>65 Years	5	0.5%	8	1.2%	5	0.8%	4	0.8%	5	0.7%
Average Age	39.0		37.4		37.3		37.8		37.3	
Average Base Starting Salary	\$37,482		\$38,419		\$38,075		\$40,702		\$41,206	
<b>Grand Total</b>	<b>534</b>		<b>677</b>		<b>822</b>		<b>888</b>		<b>888</b>	

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 2010 to 2014. Average base starting salary is for full-time new hires only and does not include benefits or overtime.

In FY '14, the greatest number and percentage of hires were in the Professional occupational category (466; 52.5%).

While the average age of new hires was 37.3, the largest percentage of hires (33.8%) was in the 25-34 age group.

The average base starting salary for full-time new hires was \$41,206.

6.0% of hires were ethnic minorities, which was the highest percentage in this five-fiscal-year timeframe, and 53.8% were female.

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.

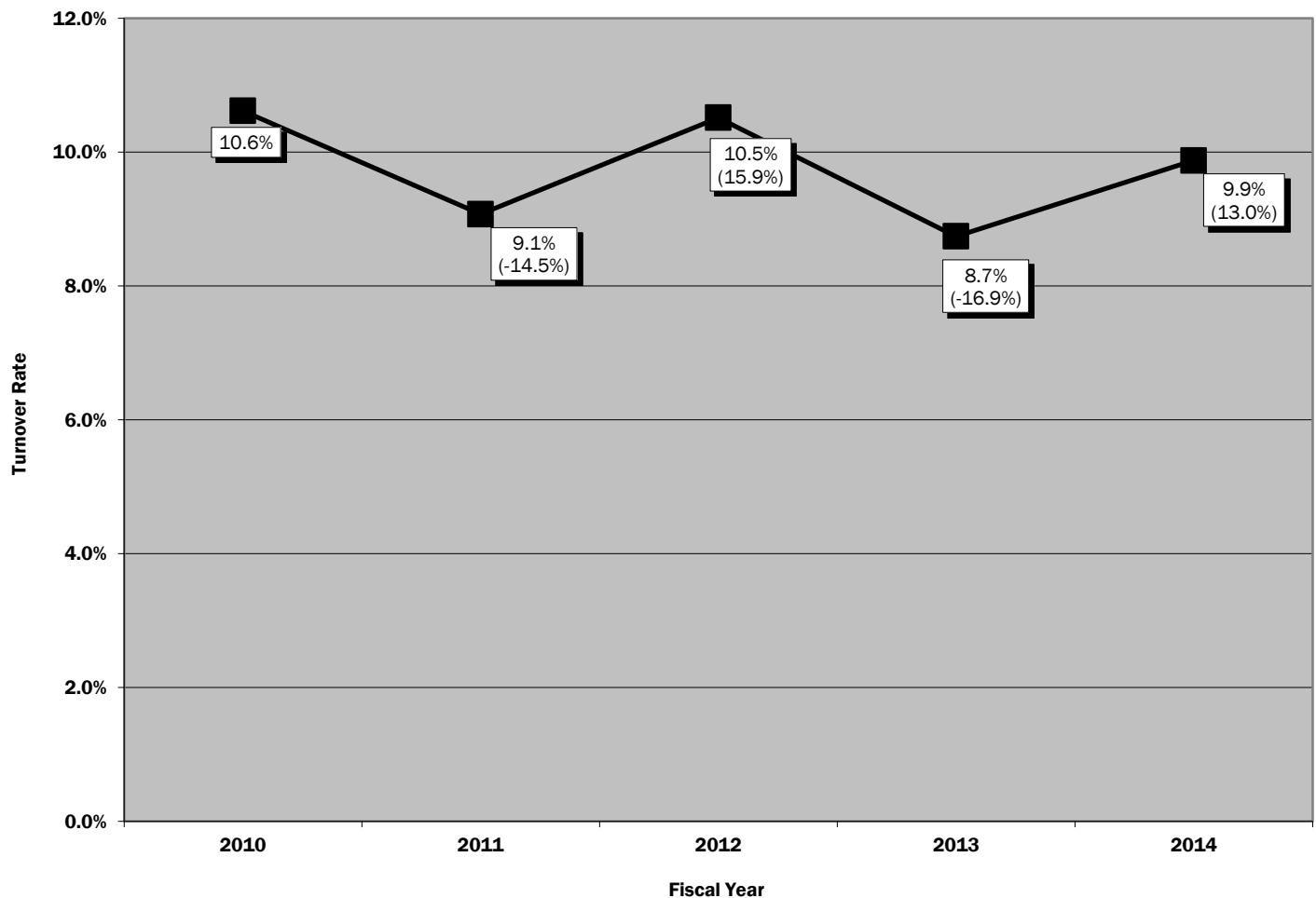
**TABLE 23 TYPE OF EMPLOYEE MOVEMENT BY DEPARTMENT FISCAL YEAR 2014**

Department	Demotion- Between	Demotion- Within	Promotion- Between	Promotion- Within	Transfer- Between	Transfer- Within	Job Reclass. Increase \$	Job Reclass. No Increase \$
Administration				3	1		6	1
Agriculture							10	4
Attorney General			1	4		2		
Buildings & General Services		3		5	1	5	19	3
Children & Families	2	11	11	62	5	19	53	6
Commerce & Community Dev.		2		3			6	1
Corrections	1	11	13	62	5	36	63	5
Disabilities, Aging & Ind. Living	1	2	1	22		4	60	3
Education	1		1	3			9	1
Environmental Conservation		3	2	10	1	5	39	
Finance & Management	2			1		1	1	10
Financial Regulation			2	7		3	7	
Fish & Wildlife			3	8		3	7	
Forests, Parks & Recreation		1	3	13		4	9	
Governor's Office						1		
Green Mountain Care Board				1			1	1
Health		2	1	20		4	45	1
Human Resources				3			4	1
Human Services		1	6	8			6	3
Information & Innovation	1	1		3		2	9	4
Labor	1	4		8		3	18	6
Libraries				1			4	
Liquor Control		1		1			2	
Mental Health		2		9	2	2	13	48
Military			1	8			9	1
Natural Resources						1	3	1
Natural Resources Board							2	
Public Safety - Civilian		1	3	9	1		44	
Public Safety - Sworn	1	4	6	33	6	42	8	
Public Service			1	5			3	
Secretary of State				2			7	1
Small Department		2		3		1	5	
State Treasurer						1		
Taxes	1	1	2	11		1	25	3
Transportation		10	18	131	2	23	210	21
Vermont Health Access		3	2	11	1	5	25	2
Vermont Lottery Commission				1				1
Vermont Veterans' Home			1	3		2	4	
<b>Grand Total</b>	<b>11</b>	<b>66</b>	<b>78</b>	<b>474</b>	<b>25</b>	<b>170</b>	<b>736</b>	<b>128</b>

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2014.

Table 23 shows employee movement between and within departments, including demotions (change of an employee from one pay grade to another pay grade at a lower rate of pay), promotions (change of an employee from a position of one class to a different position of another class at a higher pay grade) and transfers (change of an employee from one position to a different position at the same pay grade). In addition, shown are job reclassifications that result in an increase in pay grade and those with no increase in pay grade.

**TABLE 24      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 2010 to 2014. 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 2014 was 9.9%, up 13.0% from Fiscal Year 2013. This turnover rate is nearly equal to the five-year average, which is 9.8%.

**Benchmarking  
New England State Governments – Turnover**

Connecticut	2.8%
Massachusetts	7.3%
Maine	10.7%
New Hampshire	8.0%
Vermont	9.9%

Source: Connecticut Department of Administrative Services (FY '14); Commonwealth of Massachusetts, Human Resources Division (FY '14); New Hampshire, Division of Personnel 2013 Annual Report (FY '13); Maine, Bureau of Human Resources (FY '14).

**TABLE 25      TURNOVER BY DEPARTMENT BY FISCAL YEAR**

Department	Fiscal Year					Five Year
	2010	2011	2012	2013	2014	Average
Administration	n/a	n/a	n/a	n/a	10.0%	n/a
Agriculture, Food & Markets	12.1%	4.9%	7.2%	8.0%	6.6%	7.8%
Attorney General	16.9%	10.2%	10.9%	0.0%	16.9%	11.0%
Buildings & General Services	9.9%	3.7%	12.0%	7.1%	12.3%	8.9%
Children & Families	10.9%	9.6%	10.5%	9.2%	10.8%	10.2%
Commerce & Community Development	10.7%	6.2%	16.5%	9.6%	8.3%	10.1%
Corrections	12.4%	9.1%	12.0%	10.8%	11.9%	11.3%
Disabilities, Aging & Independent Living	10.1%	11.6%	13.4%	11.7%	8.9%	11.1%
Education	12.3%	13.6%	8.1%	7.8%	13.2%	11.0%
Environmental Conservation	8.5%	6.0%	4.4%	8.6%	5.3%	6.6%
Finance & Management	5.6%	24.1%	3.2%	9.2%	6.2%	9.3%
Financial Regulation	9.7%	5.4%	5.3%	3.2%	14.5%	7.5%
Fish & Wildlife	4.9%	6.6%	6.5%	5.8%	1.6%	5.0%
Forests, Parks & Recreation	6.9%	3.1%	4.1%	2.0%	6.1%	4.5%
Green Mountain Care Board	n/a	n/a	n/a	n/a	6.3%	n/a
Health	8.9%	8.9%	12.7%	8.8%	9.3%	9.7%
Human Resources	16.9%	10.4%	7.6%	4.1%	4.9%	7.9%
Human Services	7.2%	16.3%	20.0%	11.8%	11.4%	13.2%
Information & Innovation	18.4%	5.8%	8.6%	3.9%	6.5%	7.8%
Labor	18.2%	12.6%	9.6%	10.6%	13.1%	12.9%
Libraries	0.0%	0.0%	4.2%	0.0%	8.0%	2.4%
Liquor Control	15.8%	6.1%	6.1%	6.3%	4.2%	7.8%
Mental Health	11.1%	17.0%	49.4%	12.0%	11.7%	20.1%
Military	7.5%	7.7%	8.4%	7.6%	7.8%	7.8%
Natural Resources	9.4%	12.0%	0.0%	11.8%	7.8%	8.4%
Natural Resources Board	4.1%	0.0%	4.4%	0.0%	4.4%	2.6%
Public Safety - Civilian	10.0%	8.7%	9.5%	8.5%	8.1%	9.0%
Public Safety - Sworn	9.4%	6.6%	4.8%	7.3%	7.5%	7.1%
Public Service	7.8%	6.8%	2.2%	10.8%	15.4%	8.1%
Secretary of State	7.5%	29.9%	17.0%	7.2%	5.1%	13.1%
Small Departments	16.7%	0.0%	20.0%	2.0%	16.7%	10.2%
State Treasurer	3.3%	3.3%	14.5%	3.5%	6.3%	6.1%
Taxes	8.1%	8.9%	5.4%	10.8%	9.0%	8.4%
Transportation	8.8%	7.1%	6.3%	7.3%	7.7%	7.4%
Vermont Health Access	7.5%	7.4%	7.0%	10.6%	16.4%	10.5%
Vermont Lottery Commission	5.1%	5.3%	0.0%	33.3%	26.3%	13.8%
Vermont Veterans' Home	22.2%	20.8%	16.7%	13.8%	19.3%	18.6%
<b>Grand Total</b>	10.6%	9.1%	10.5%	8.7%	9.9%	9.8%
<b>% Change from Previous FY</b>		-14.5%	15.9%	-16.9%	13.0%	

Over this five-fiscal-year timeframe departments with consistently higher than average yearly turnover include Mental Health (20.1%), Vermont Veterans' Home (18.6%), Labor (12.9%) and Corrections (11.3%).

Departments with consistently lower than average yearly turnover during this five-fiscal-year timeframe include, Natural Resources Board (2.6%), Libraries (2.4%), Forests, Parks & Recreation (4.5%), and Fish & Wildlife (5.0%).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2010 to 2014. "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 26      TURNOVER BY EEO-4 OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR**

Occupational Group	Fiscal Year					Five Year
	2010	2011	2012	2013	2014	Average
Administrative Support	14.9%	10.6%	9.1%	7.9%	9.6%	10.6%
Officials and Administrators	12.4%	10.6%	9.9%	9.0%	5.4%	9.4%
Paraprofessionals	10.7%	14.0%	23.2%	11.0%	12.6%	14.1%
Professionals	9.9%	8.7%	9.3%	8.3%	9.7%	9.2%
Protective Service	11.6%	9.1%	11.9%	12.0%	10.8%	11.1%
Service Maintenance	13.5%	11.8%	19.2%	13.4%	15.5%	14.6%
Skilled Craft	9.8%	5.9%	7.0%	6.2%	10.5%	7.9%
Technicians	8.0%	7.5%	10.4%	4.8%	6.9%	7.5%
<b>Grand Total</b>	<b>10.6%</b>	<b>9.1%</b>	<b>10.5%</b>	<b>8.7%</b>	<b>9.9%</b>	<b>9.8%</b>

Gender	Fiscal Year					Five Year
	2010	2011	2012	2013	2014	Average
Female	10.9%	10.2%	11.7%	8.9%	9.6%	10.4%
Male	10.3%	8.0%	9.4%	8.6%	10.2%	9.1%
<b>Grand Total</b>	<b>10.6%</b>	<b>9.1%</b>	<b>10.5%</b>	<b>8.7%</b>	<b>9.9%</b>	<b>9.8%</b>

Ethnic Status	Fiscal Year					Five Year
	2010	2011	2012	2013	2014	Average
Minority	11.2%	9.0%	11.5%	14.4%	17.7%	12.7%
White	10.6%	9.1%	10.5%	8.6%	9.6%	9.7%
<b>Grand Total</b>	<b>10.6%</b>	<b>9.1%</b>	<b>10.5%</b>	<b>8.7%</b>	<b>9.9%</b>	<b>9.8%</b>

The Service Maintenance and Paraprofessionals occupational groups have the highest five-year average turnover rate (14.6% and 14.1% respectively). They also showed consistently higher than average yearly turnover.

For the first time in the five-fiscal-year time period shown here, turnover was higher among males (10.2%) than females (9.6%). The five-year average for males was 9.1% compared to 10.4% for females.

Minority turnover is generally higher than white employees. In Fiscal Year 2014 minority turnover (17.7%) was the highest in this five-fiscal-year timeframe. The minority five-year average turnover was 12.7% versus 9.7% for white employees.

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2010 to 2014. 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 27      TURNOVER RATES FOR CLASSIFIED JOB TITLES – FISCAL YEAR 2014**

Turnover of Most Populous Job Titles FY '14			Job Titles with the Highest Turnover Rate FY '14		
Job Title	Ave. Num.	Turnover	Job Title	Ave. Num.	Turnover
Correctional Officer I	350	20.0%	VCCI Nurse Case Manager	10	40.0%
Trooper	170	3.5%	Civil Engineer I	11	36.4%
Social Worker	162	18.5%	Cook C	12	34.8%
Corrections Services Specialist II	152	7.3%	Veterans' Home Registered Nurse	19	32.4%
AOT Maintenance Worker IV	149	12.1%	Career Development Facilitator II	14	28.6%
Benefits Programs Specialist	144	9.7%	Public Health Nutritionist	15	27.6%
Administrative Assistant B	130	6.9%	Veterans Home LPN	20	25.6%
Correctional Officer II	122	8.2%	VR Counselor I - General	20	25.0%
Sergeant	88	5.7%	Resource Coordinator	12	25.0%
Licensed Nursing Assistant	80	20.0%	Trooper - Probationary	21	23.8%
Motor Vehicle Customer Service Specialist	76	7.9%	Maintenance Mechanic II	15	20.7%
Program Services Clerk	73	8.2%	Correctional Officer I	350	20.0%
Administrative Assistant A	61	8.3%	Licensed Nursing Assistant	80	20.0%
Mental Health Specialist	57	14.2%	Social Worker	162	18.5%
Custodian I	50	14.0%	Benefits Program Specialist - HAEU	33	18.2%
AOT Senior Maintenance Worker	49	8.2%	Forester III	11	18.2%
Reach Up Case Manager II	48	6.3%	Career Development Facilitator III	23	17.4%
Community Correctional Officer	47	12.8%	Systems Developer I	12	17.4%
AOT Technician VI	47	8.5%	Education Programs Coordinator II	12	16.7%
Correctional Facility Shift Supervisor	44	11.5%	Public Health Specialist - General	12	16.7%
Environmental Analyst IV - General	42	2.4%	Tax Examiner III	13	15.4%
AOT Technician IV	42	0.0%	Assistant State Fire Marshal	21	14.3%
Program Technician I	41	12.2%	Mental Health Specialist	57	14.2%
Program Technician II	41	12.2%	Custodian I	50	14.0%
Systems Developer III	41	9.8%	AOT Maintenance Worker V	22	14.0%

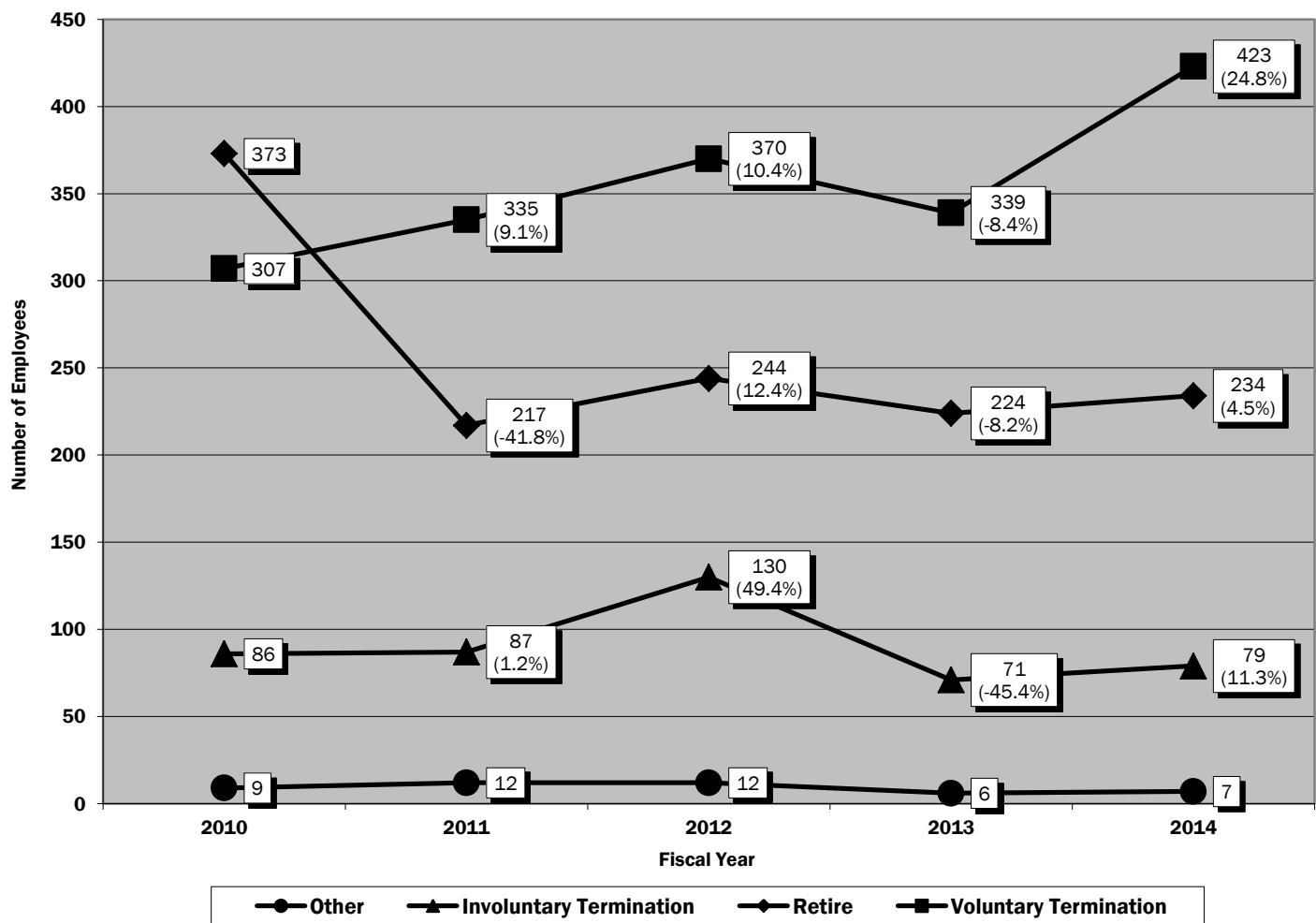
Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2014. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations 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 (20.0%). Other populous job titles with high turnover include Social Worker (18.5%), AOT Maintenance Worker IV (12.1%), and Licensed Nursing Assistant (20.0%).

Job titles among those with the highest rates of turnover in FY '14 include VCCI Nurse Case Manager (40.0%), Civil Engineer I (36.4%), Cook C (34.8%), and Veterans' Home Registered Nurse (32.4%).



**TABLE 28      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 2010 to 2014. 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 Year 2014 were voluntary terminations (423), up significantly from FY '13 (24.8%). Fiscal Year 2014 retirements were up slightly (4.5%) to 234, 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 (79) was up slightly 11.3% from FY '13. FY '13 saw a spike largely due to Reduction-in-Force layoffs with the closure of the Vermont State Hospital.

A total of 743 employees separated during Fiscal Year 2014. Of the turnover in Fiscal Year 2014, 56.9% were voluntary terminations, 31.5% were retirements, 10.6% involuntary terminations, and 0.9% were "other."

**TABLE 29 TYPE OF SEPARATION BY DEPARTMENT BY FISCAL YEAR**

Department	2010			2011			2012			2013			2014		
	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.
Administration															3
Agriculture, Food & Markets		6	4		3	1		4	2	1	2	4	3	2	1
Attorney General		3	2			3	1		2					1	4
Buildings & General Services	3	16	16	2	7	4	5	18	16	2	10	12	7	12	18
Children & Families	4	70	25	7	37	42	13	39	43	16	33	37	10	29	64
Commerce & Comm. Dev.		3	4	2		2	1	3	6		1	5		1	5
Corrections	20	39	66	14	19	54	12	25	81	10	25	75	13	24	87
Disabilities, Aging & Ind.Living	4	12	9	2	14	12	6	14	15	4	16	11	2	6	16
Education		11	9		9	11		2	10		6	6		9	11
Environmental Conservation	7	9	4	3	6	6		7	4	3	14	5	1	7	6
Finance & Management			2		2	5			1			3		1	1
Financial Regulation		2	7		1	3		2	2		2	1	2	3	8
Fish & Wildlife	1	4	1	1	5	2	1	5	1		4	3		2	
Forests, Parks & Recreation	4	2	1		2	1		3	1			2		5	1
Green Mountain Care Board														1	
Health	2	16	25	2	19	19	7	14	36	5	17	19	3	12	28
Human Resources		4	3	2	1	4		4	1	1		2		1	3
Human Services		5	1	1	5	7	1	3	12	3	1	7	1	3	5
Information & Innovation		4	5		1	3		2	4		1	2		3	4
Labor	3	24	22	12	6	15	5	6	14	2	14	11	3	17	13
Libraries								1						1	1
Liquor Control	1	6	1	2		1	1	1	1	1	1			1	1
Mental Health	6	6	14	7	8	26	56	19	21	2	3	13	11	2	8
Military	2	6	1	1	4	4		3	6		7	2	2	4	3
Natural Resources		4		2		1					1	2		1	1
Natural Resources Board		1						1						1	
Public Safety - Civilian	8	12	6	2	10	9	2	10	11	1	6	14	2	9	8
Public Safety - Sworn		21	8	4	5	11		6	9	1	10	12	2	14	11
Public Service			3	1		2	1			1	2	1	1	1	3
Secretary of State		2	2	1	5	10		4	5		2	2		2	1
Small Departments			3				1	2	3			1		2	4
State Treasurer		1		1				1	3			1		1	1
Taxes	1	6	5	2	6	5	1	4	3		4	11	1	7	5
Transportation	10	66	30	8	35	39	6	33	35	11	33	43	6	41	46
Vermont Health Access		3	3	2		5		1	7	2	3	9	2	5	19
Vermont Lottery Commission						1				1	3	2		1	4
Vermont Veterans' Home	10	9	25	6	7	27	10	7	15	4	3	21	7	2	29
<b>Percent of Total</b>	<b>11%</b>	<b>49%</b>	<b>40%</b>	<b>14%</b>	<b>34%</b>	<b>52%</b>	<b>17%</b>	<b>33%</b>	<b>50%</b>	<b>11%</b>	<b>35%</b>	<b>53%</b>	<b>11%</b>	<b>32%</b>	<b>57%</b>
<b>Grand Total</b>	<b>86</b>	<b>373</b>	<b>307</b>	<b>87</b>	<b>217</b>	<b>335</b>	<b>130</b>	<b>244</b>	<b>370</b>	<b>71</b>	<b>224</b>	<b>339</b>	<b>79</b>	<b>234</b>	<b>423</b>

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2010 to 2014. 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 30 TYPE OF SEPARATION BY GENDER, ETHNIC GROUP AND EEO-4 OCCUPATIONAL CATEGORY FISCAL YEAR 2014 AND FIVE YEAR AVERAGE**

Fiscal Year 2014				Five Year Average		
	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.
<b>Gender</b>						
Female	9%	27%	64%	12%	32%	56%
Male	12%	36%	51%	12%	42%	46%
<b>Total</b>	<b>11%</b>	<b>32%</b>	<b>57%</b>	<b>12%</b>	<b>37%</b>	<b>51%</b>
<b>Ethnic Group</b>						
Minority	18%	8%	74%	22%	20%	58%
White	10%	33%	57%	13%	37%	50%
<b>Total</b>	<b>11%</b>	<b>32%</b>	<b>57%</b>	<b>13%</b>	<b>37%</b>	<b>51%</b>
<b>Occupational Category</b>						
Administrative Support	7%	32%	61%	15%	34%	51%
Officials and Administrators	5%	58%	37%	5%	60%	35%
Paraprofessionals	25%	21%	54%	24%	26%	50%
Professionals	8%	36%	56%	10%	42%	48%
Protective Service	15%	13%	72%	14%	18%	68%
Service Maintenance	29%	18%	54%	25%	22%	53%
Skilled Craft	7%	48%	44%	11%	48%	42%
Technicians	3%	34%	62%	14%	36%	49%
<b>Total</b>	<b>11%</b>	<b>32%</b>	<b>57%</b>	<b>13%</b>	<b>37%</b>	<b>51%</b>

Voluntary separations are more likely to occur among females (five-year average 56%) than males (five-year average 46%).

Minority employees are more likely to be involuntarily terminated (five-year average 22%) than white employees (five-year average 13%). Notable in FY '14 is that the minority voluntary turnover (74%) is much higher than the five-year average (58%).

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 2010 to 2014. 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 31 TYPE OF SEPARATION BY AGE GROUP AND LENGTH OF SERVICE FISCAL YEAR 2014 AND FIVE YEAR AVERAGE**

Fiscal Year 2014				Five Year Average		
	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.
Age Group						
<25 Years	9%	0%	91%	25%	0%	75%
25-34 Years	14%	0%	86%	16%	0%	84%
35-44 Years	15%	1%	84%	17%	1%	82%
45-54 Years	12%	21%	67%	17%	24%	59%
55-65 Years	8%	66%	26%	7%	74%	19%
>65 Years	0%	93%	7%	3%	90%	7%
<b>Total</b>	<b>11%</b>	<b>32%</b>	<b>57%</b>	<b>13%</b>	<b>37%</b>	<b>51%</b>

Length of Service						
	Invol. Term.	Retire	Vol. Term.	Invol. Term.	Retire	Vol. Term.
Length of Service						
<5 Years	26%	3%	71%	23%	2%	75%
5-9 Years	22%	16%	62%	13%	23%	64%
10-14 Years	10%	37%	53%	9%	39%	51%
15-19 Years	14%	57%	29%	12%	53%	36%
20-24 Years	2%	86%	11%	2%	85%	13%
25-30 Years	6%	90%	4%	4%	91%	5%
>30 Years	1%	97%	1%	1%	98%	1%
<b>Total</b>	<b>17%</b>	<b>33%</b>	<b>50%</b>	<b>14%</b>	<b>36%</b>	<b>50%</b>

Voluntary separations are more likely to occur among employees in the 25-34 year age group (five-year average 84%). This is the group with the largest number of hires (See Table 22) and voluntary separations are highest in new hires.

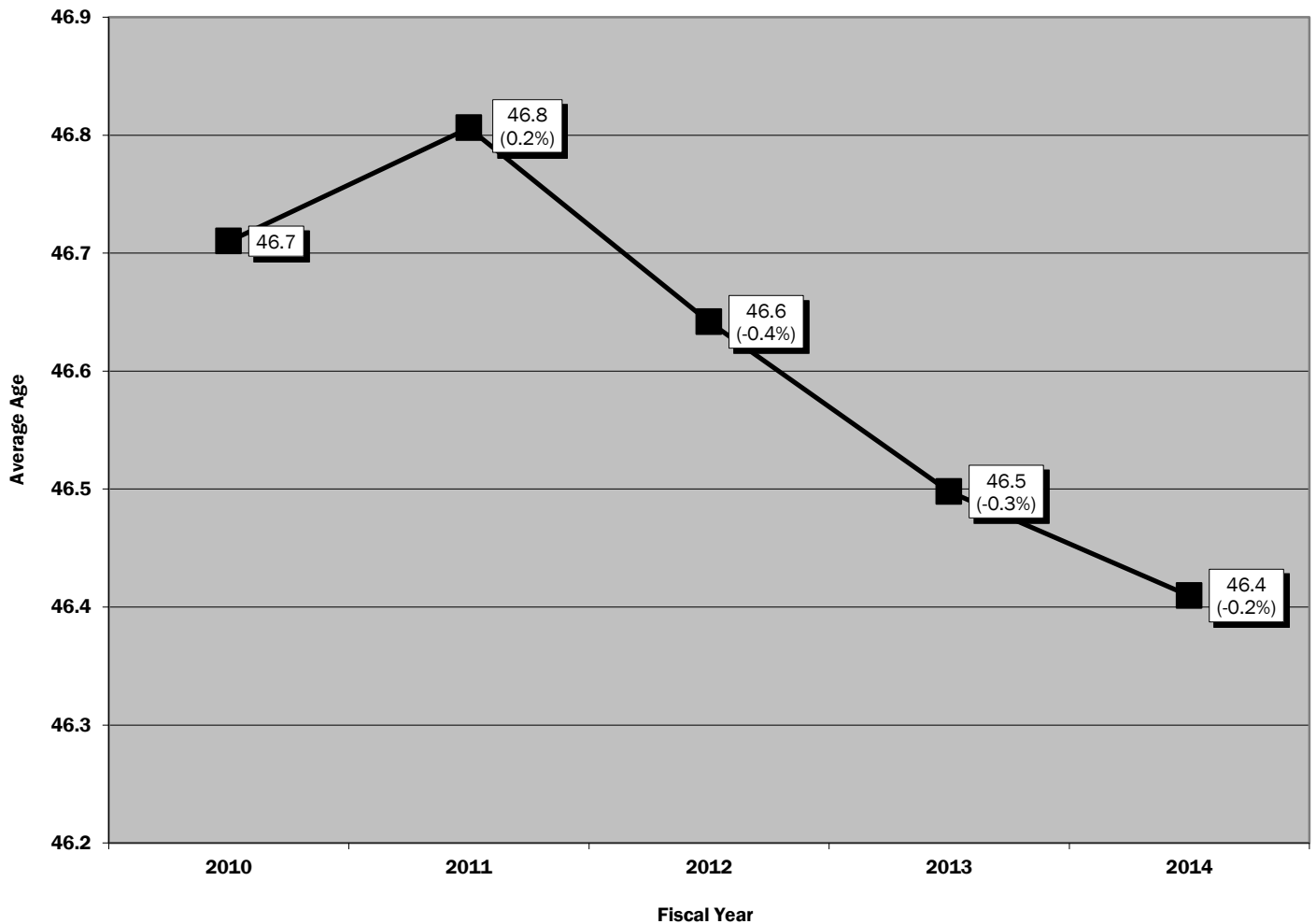
Retirements are the most common reason for separation among employees in the greater than 65 age group (five-year average 90%), as well as employees in the 25-30 and greater than 30 years of service groups (five-year average 91% and 98%, respectively).

Involuntary terminations are highest in the less than 25 year age group (five-year average 25%) and less than 5 years of service group (five-year average 23%).

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 2010 to 2014. **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 32      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 2010 to 2014. 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 2014 was 46.4, down slightly from Fiscal Year 2013. Average age has been gradually decreasing since 2011.

**TABLE 33 EMPLOYEE AGE GROUPS BY DEPARTMENT – FISCAL YEAR 2014**

Department	Age Groups						Average Age
	<25	25-34	35-44	45-54	55-65	>65	
Administration	1	7	5	10	9		47.0
Agriculture, Food & Markets	1	12	24	24	30		47.2
Attorney General		1	8	15	3	2	49.5
Buildings & General Services	6	25	44	90	124	15	51.1
Children & Families	11	205	245	266	213	22	45.1
Commerce & Community Development		13	15	19	23	4	48.6
Corrections	52	234	271	291	176	14	42.9
Disabilities, Aging & Independent Living	1	24	44	84	110	13	50.9
Education		8	37	37	54	11	51.4
Environmental Conservation	1	33	69	79	87	4	48.2
Finance & Management		4	10	8	7	2	47.5
Financial Regulation		9	29	17	29	1	48.5
Fish & Wildlife	2	30	34	39	28		43.8
Forests, Parks & Recreation		11	22	23	42	2	50.0
Green Mountain Care Board		3	4	4	6		48.0
Health	6	85	94	114	158	23	48.2
Human Resources		11	12	25	28	4	49.8
Human Services	2	17	20	25	25	3	46.8
Information & Innovation	1	10	21	43	29	3	48.9
Labor	2	28	40	74	97	10	50.5
Libraries		2	2	8	11	2	54.0
Liquor Control		4	14	19	10	1	47.7
Mental Health	5	42	65	47	52	7	45.1
Military	1	21	19	45	24	2	46.5
Natural Resources		3	9	10	5		46.3
Natural Resources Board		1	4	4	13	1	54.2
Public Safety - Civilian	2	48	55	66	51	11	46.2
Public Safety - Sworn	10	108	134	93	6		38.5
Public Service		2	13	13	2	4	47.8
Secretary of State		6	14	18	19		47.9
Small Department	1	4	13	11	8	1	45.9
State Treasurer		4	3	14	11		48.6
Taxes	1	18	21	46	51	7	50.0
Transportation	36	180	260	408	311	36	46.9
Vermont Health Access	2	40	52	43	31	5	44.1
Vermont Lottery Commission		3	4	10	2	1	46.5
Vermont Veterans' Home	13	33	39	58	45	8	45.5
<b>Grand Total</b>	157	1,289	1,769	2,200	1,930	219	46.4
<b>Percent</b>	2.1%	17.0%	23.4%	29.1%	25.5%	2.9%	

Departments with the highest average age include Natural Resources Board (54.2), Libraries (54.0), Education (51.4) and Buildings & General Services (51.1).

Public Safety – Sworn (38.5) had employees with the lowest average age.

19.4% of the workforce is less than 35 years old; 58.5% are 45 or older.

The largest percentage (29.1%) 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 2014. "Small Departments" have 15 or fewer employees (See Appendix C).

**TABLE 34 AVERAGE AGE BY EEO-4 OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR**

Occupational Group	Fiscal Year					Five Year
	2010	2011	2012	2013	2014	Average
Administrative Support	48.3	48.8	48.8	48.8	49.2	48.8
Officials and Administrators	52.4	52.1	52.1	51.6	51.8	52.0
Paraprofessionals	44.5	44.8	44.9	44.9	44.7	44.8
Professionals	48.0	48.0	47.8	47.6	47.3	47.7
Protective Service	39.4	39.7	39.3	39.4	39.4	39.4
Service Maintenance	46.6	46.3	47.6	48.0	48.3	47.4
Skilled Craft	47.1	47.6	47.3	47.3	47.4	47.3
Technicians	47.2	47.0	46.5	46.3	46.8	46.8
<b>Grand Total</b>	46.7	46.8	46.6	46.5	46.4	46.6

Gender	Fiscal Year					Five Year
	2010	2011	2012	2013	2014	Average
Female	47.1	47.2	46.9	46.9	46.8	47.0
Male	46.4	46.4	46.4	46.4	46.0	46.3
<b>Grand Total</b>	46.7	46.8	46.6	46.7	46.4	46.6

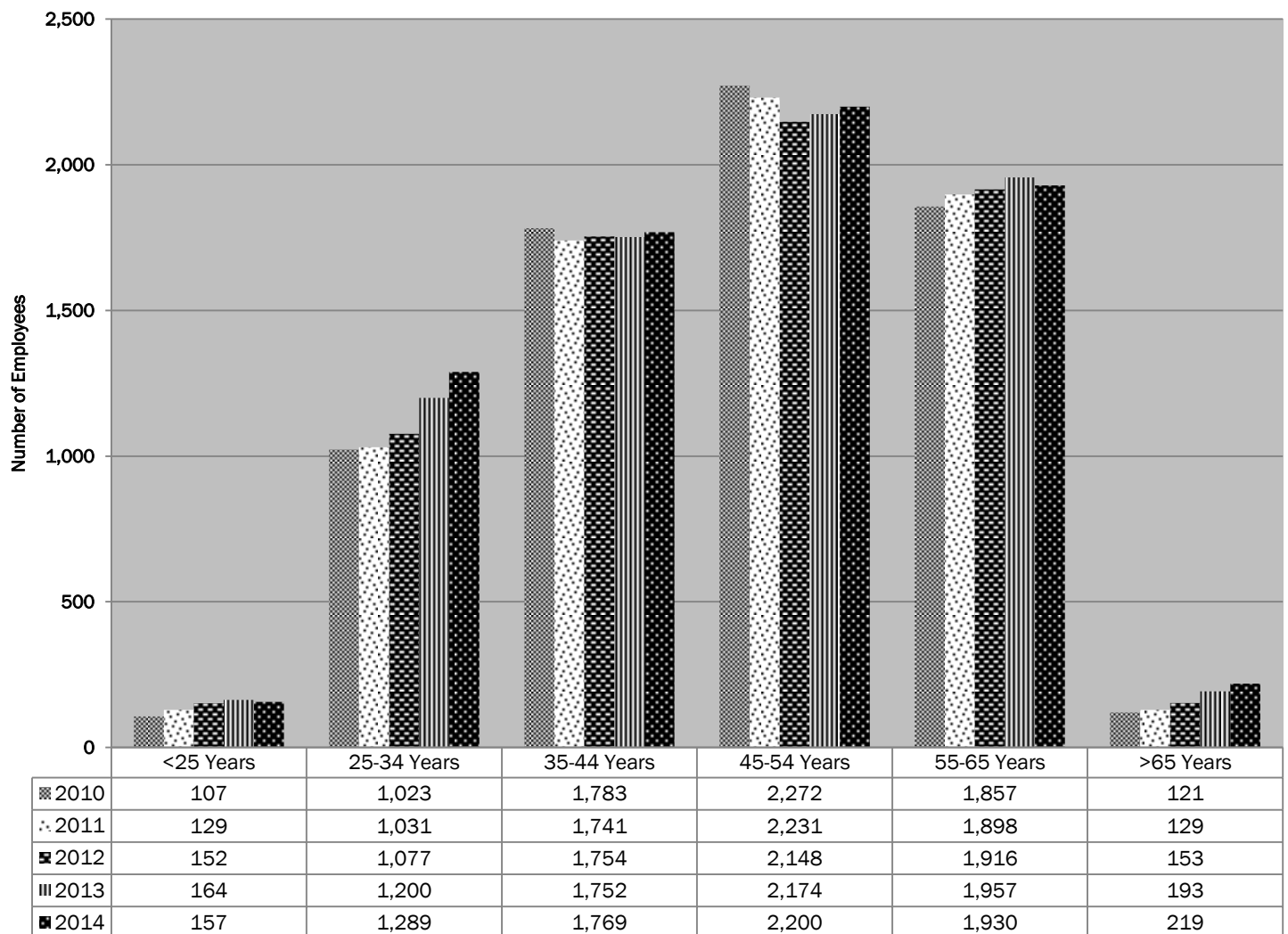
Ethnic Status	Fiscal Year					Five Year
	2010	2011	2012	2013	2014	Average
Minority	44.8	44.6	43.6	43.4	43.7	44.0
White	46.8	46.9	46.7	46.6	46.5	46.7
<b>Grand Total</b>	46.7	46.8	46.6	46.5	46.4	46.6

Employees in jobs categorized as Officials and Administrators have the highest average age (five-year average 52.0 years); those employees in the Protective Service group had the lowest average (five-year average 39.4 years).

There is only a slight difference between the average age of female (five-year average 47.0 years) and male (five-year average 46.3 years) classified employees.

White employees have a higher average age (five-year average 46.7 years) than minority employees (five-year average 44.0 years).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2010 to 2014. 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 35 AGE DISTRIBUTION FOR CLASSIFIED EMPLOYEES BY FISCAL YEAR**

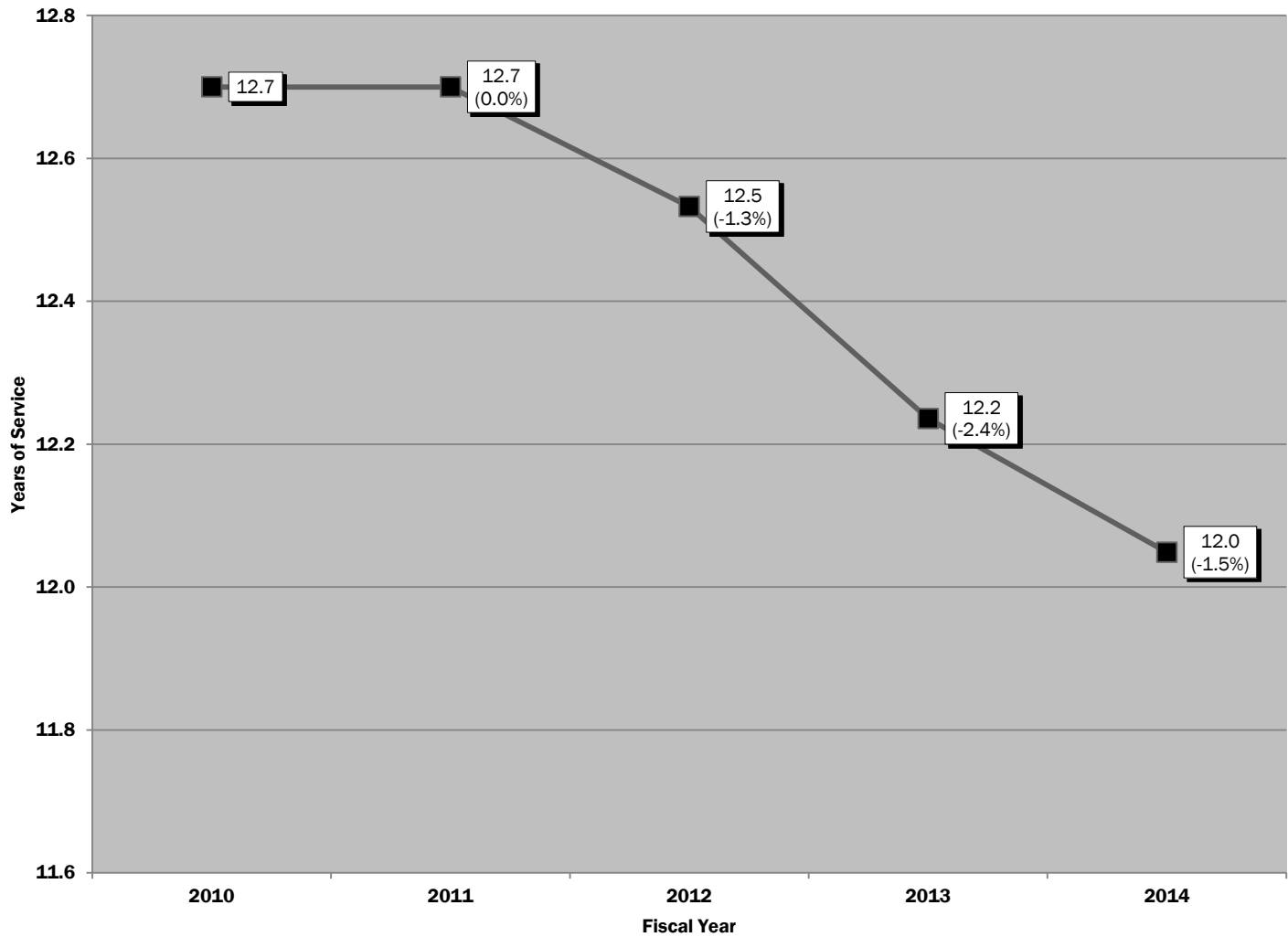
Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2010 to 2014.

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

What is noteworthy is that there has been a slight decline in the 35-44 years age group (-.8) and the 45-54 years age group (-3.2), while there has been significant increases in both the younger and older age groups. From FY '10 to FY '14 the less than 25 age group has increased 46.7% and the 25-34 age group by 26.0%. During the same five-fiscal-year period the 55-65 age group increased 3.9% and the largest increase was seen in the numbers of employees greater than 65 years - an 81.0% increase.



**TABLE 36      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 2010 to 2014. 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 12.0 years in Fiscal Year 2014, a 1.5% drop from Fiscal Year 2013. From Fiscal Year 2010 to Fiscal Year 2014 there has been a 5.1% decrease in the average length of service. The five-year average for years of service is 12.4 years.

**TABLE 37 AVERAGE YEARS OF SERVICE BY DEPARTMENT BY FISCAL YEAR**

Department	Fiscal Year					Five Year
	2010	2011	2012	2013	2014	Average
Administration	n/a	n/a	n/a	n/a	12.4	n/a
Agriculture, Food & Markets	14.7	14.5	14.2	13.9	14.1	14.3
Attorney General	10.7	11.6	13.4	13.5	13.2	12.5
Buildings & General Services	12.5	13.0	13.0	13.0	12.9	12.9
Children & Families	13.4	12.9	12.7	12.2	12.0	12.6
Commerce & Community Development	13.5	14.3	14.4	13.0	12.7	13.6
Corrections	10.9	11.1	10.9	10.9	10.9	11.0
Disabilities, Aging & Independent Living	13.5	13.2	11.7	11.5	12.0	12.3
Education	11.2	11.2	11.2	11.3	10.6	11.1
Environmental Conservation	16.3	16.8	16.1	15.2	14.8	15.8
Finance & Management	13.7	11.9	12.4	12.1	13.4	12.7
Financial Regulation	12.1	11.7	10.5	10.4	10.9	11.1
Fish & Wildlife	16.0	15.9	14.4	14.2	14.0	14.9
Forests, Parks & Recreation	19.0	18.9	18.9	19.1	18.5	18.9
Green Mountain Care Board	n/a	n/a	n/a	n/a	14.3	n/a
Health	12.6	12.6	12.2	12.0	11.9	12.2
Human Resources	13.8	13.8	13.3	12.0	13.0	13.2
Human Services	13.6	12.4	12.2	12.0	9.7	12.0
Information & Innovation	10.8	11.9	11.4	10.8	11.9	11.4
Labor	13.7	14.6	14.7	14.3	13.2	14.1
Libraries	15.8	16.8	17.3	16.8	16.8	16.7
Liquor Control	12.8	13.7	14.0	14.5	14.0	13.8
Mental Health	9.1	9.6	10.2	8.6	7.5	9.0
Military	13.8	13.6	13.5	13.3	13.3	13.5
Natural Resources	12.6	14.3	13.6	12.7	12.5	13.2
Natural Resources Board	19.3	20.3	20.8	21.3	20.0	20.3
Public Safety - Civilian	10.7	10.7	10.6	10.5	10.0	10.5
Public Safety - Sworn	10.8	11.1	11.0	11.2	11.0	11.0
Public Service	9.2	9.3	7.1	8.4	8.2	8.4
Secretary of State	12.1	10.8	9.4	8.9	8.9	10.0
Small Departments	8.5	7.4	9.7	10.4	9.6	9.1
State Treasurer	11.3	11.8	11.1	11.1	11.3	11.3
Taxes	14.5	13.7	14.0	13.6	12.8	13.7
Transportation	13.7	13.9	13.8	13.7	13.8	13.8
Vermont Health Access	9.1	9.1	8.7	7.2	6.8	8.2
Vermont Lottery Commission	16.0	16.8	17.8	15.3	10.6	15.3
Vermont Veterans' Home	9.7	10.1	9.8	9.8	10.3	9.9
<b>Grand Total</b>	12.7	12.7	12.5	12.2	12.0	12.4
<b>% Change from Previous FY</b>		0.0%	-1.3%	-2.4%	-1.5%	

Departments with the highest average years of service (five-year average) include Natural Resources Board (20.3), Forests, Parks & Recreation (18.9), Libraries (16.7), and Environmental Conservation (15.8).

Departments with the lowest average years of service (five-year average) include Vermont Health Access (8.2), Public Service (8.4), Mental Health (9.0), and Vermont Veterans' Home (9.9).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2010 to 2014. 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 38 AVERAGE YEARS OF SERVICE BY EEO-4 OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR**

Occupational Group	Fiscal Year					Five Year Average
	2010	2011	2012	2013	2014	
Administrative Support	13.1	13.1	13.2	12.8	12.7	13.0
Officials and Administrators	17.4	16.9	16.7	16.4	16.1	16.8
Paraprofessionals	11.1	11.8	11.8	11.3	10.5	11.5
Professionals	13.5	13.5	13.3	12.9	12.6	13.3
Protective Service	8.7	9.0	8.7	8.7	8.7	8.7
Service Maintenance	8.4	8.8	8.8	9.3	9.8	8.8
Skilled Craft	12.9	13.3	12.9	12.9	12.7	13.0
Technicians	13.3	13.0	12.3	11.9	12.4	12.6
<b>Grand Total</b>	<b>12.7</b>	<b>12.7</b>	<b>12.5</b>	<b>12.2</b>	<b>12.0</b>	<b>12.5</b>

Gender	Fiscal Year					Five Year Average
	2010	2011	2012	2013	2014	
Female	12.4	12.4	12.3	11.9	11.7	12.2
Male	12.9	13.0	12.8	12.6	12.4	12.8
<b>Grand Total</b>	<b>12.7</b>	<b>12.7</b>	<b>12.5</b>	<b>12.2</b>	<b>12.0</b>	<b>12.5</b>

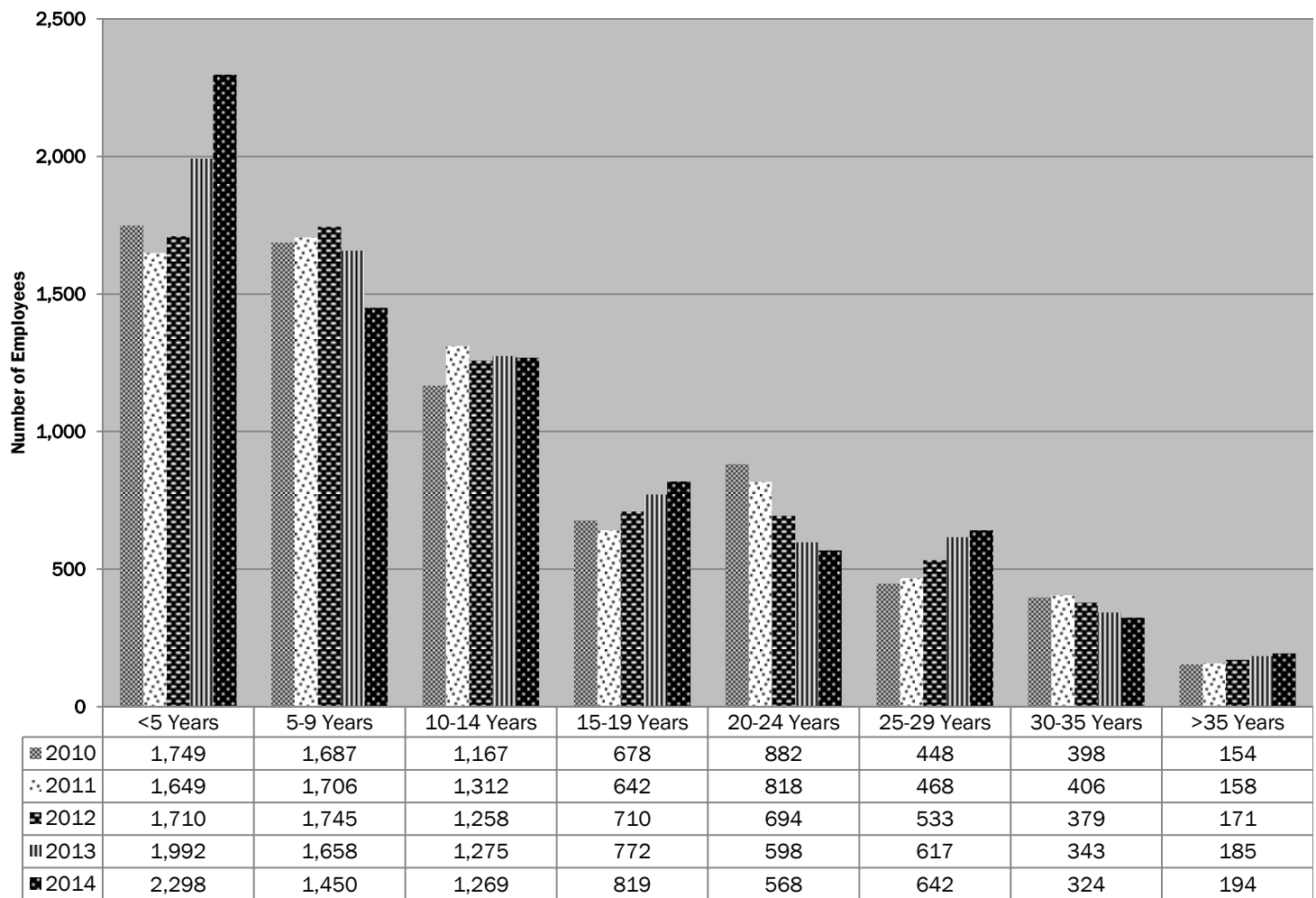
Ethnic Status	Fiscal Year					Five Year Average
	2010	2011	2012	2013	2014	
Minority	9.5	9.4	8.9	8.5	8.3	9.1
White	12.7	12.8	12.6	12.4	12.2	12.6
<b>Grand Total</b>	<b>12.7</b>	<b>12.7</b>	<b>12.5</b>	<b>12.2</b>	<b>12.0</b>	<b>12.5</b>

The Official and Administrators occupational group had the highest average years of service at 16.8 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 12.8 years) than females (five-year average 12.2 years).

Minority employees on average had less years of service (five-year average 9.1 years) than white employees (five-year average 12.6 years).

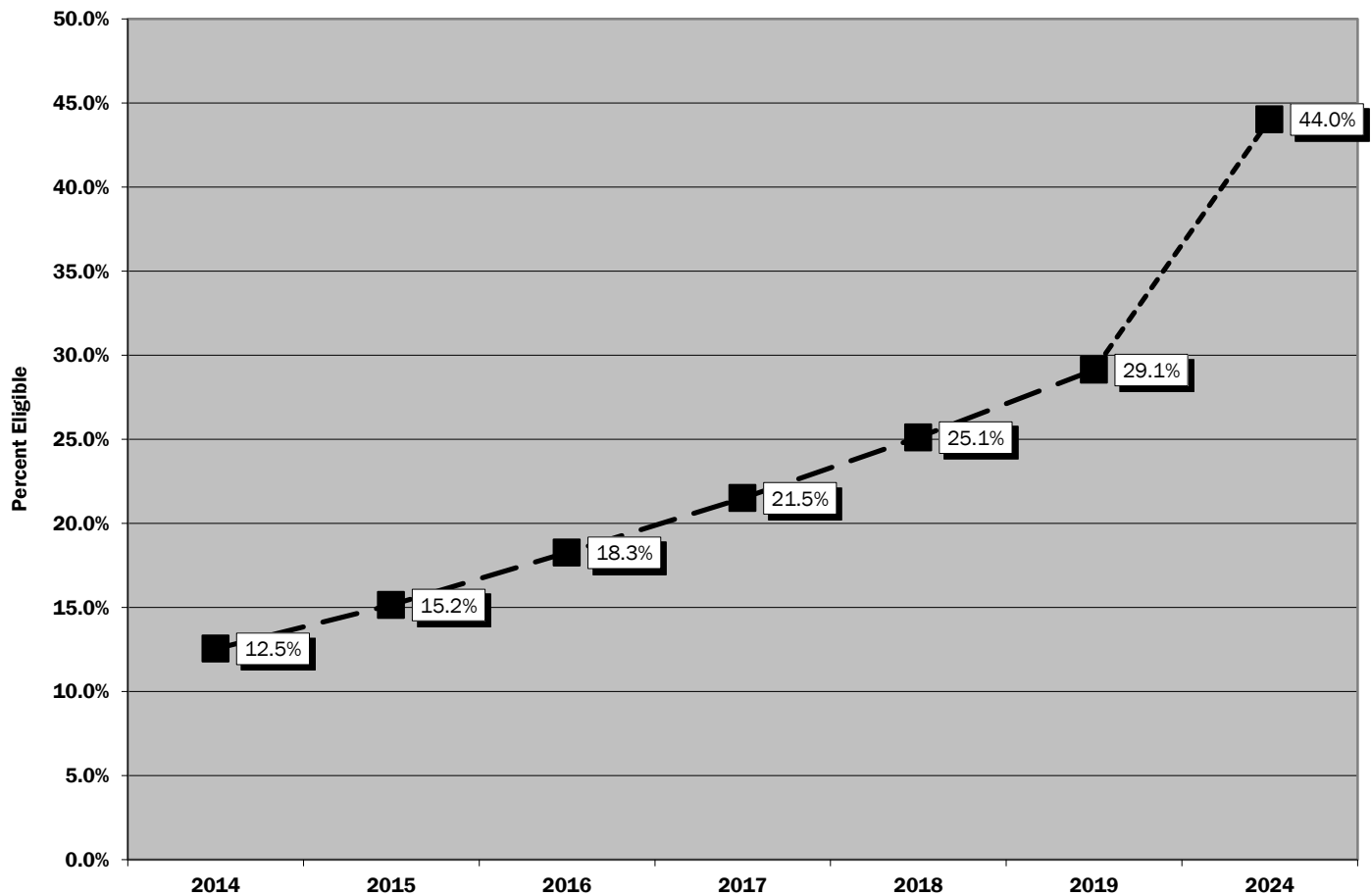
Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2010 to 2014. Years of (continuous) Service is the time of uninterrupted services by an employee. Authorized leaves of absence are not counted as an interruption of service.

**TABLE 39 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 2010 to 2014. 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 '14 this was the case. This group accounts for 30.4% of the classified workforce.

Notably, the 20-24 years of service group had a 34.5% decline from FY '10 to FY '14 as a cohort of State employees moves to the 25-29 years of service group (+43.3%), which was also the most rapidly growing group. This is an indicator of a “new” retirement “bubble” developing.

**TABLE 40 PROJECTED RETIREMENT ELIGIBILITY BY FISCAL YEAR**

Male	478	569	687	807	940	1,093	1,669
Female	471	577	694	819	959	1,110	1,661
<b>Total</b>	<b>949</b>	<b>1,146</b>	<b>1,381</b>	<b>1,626</b>	<b>1,899</b>	<b>2,203</b>	<b>3,330</b>
<b>% Change from Previous FY</b>		20.8%	20.5%	17.7%	16.8%	16.0%	51.2%
<b>Additional Number Eligible</b>		197	235	245	273	304	1,127

Source: The State's Human Resource Information System (VTNR) 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 2014 year-end. See Appendix D for a description of the method used to produce the retirement projections.

At the end of Fiscal Year 2014, 949 employees (12.5% of the classified workforce) were eligible for retirement. An additional 197 employees are projected to be eligible by the end of FY '15. The additional number eligible increases each fiscal year to FY '19. Other indicators point to an acceleration in this trend and a "new" retirement "bubble" developing (See Table 39).

In five years (FY '19) 29.1% or 2,203 current employees are projected to be eligible for retirement. The ten-year projection (to FY '24) estimates that 44.0% (3,330) 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 41 PROJECTED RETIREMENT ELIGIBILITY BY DEPARTMENT**

Department	Eligible FY '14		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '15	FY '16	FY '17	FY '18	FY '19	Num.	Percent	Num.	Percent
Administration	5	15.6%	6.3%	0.0%	0.0%	6.3%	9.4%	12	37.5%	14	43.8%
Agriculture, Food & Markets	8	8.8%	5.5%	7.7%	4.4%	1.1%	5.5%	30	33.0%	43	47.3%
Attorney General	5	17.2%	0.0%	3.4%	3.4%	0.0%	0.0%	7	24.1%	15	51.7%
Buildings & General Services	53	17.4%	4.3%	3.3%	6.3%	5.6%	5.3%	128	42.1%	182	59.9%
Children & Families	118	12.3%	2.0%	2.3%	2.1%	3.0%	3.0%	237	24.6%	359	37.3%
Commerce & Community Development	14	18.9%	4.1%	2.7%	4.1%	5.4%	5.4%	30	40.5%	33	44.6%
Corrections	71	6.8%	1.6%	2.6%	1.7%	2.4%	3.1%	190	18.3%	340	32.8%
Disabilities, Aging & Independent Living	45	16.3%	2.9%	3.3%	5.4%	4.7%	5.1%	104	37.7%	155	56.2%
Education	29	19.7%	5.4%	5.4%	6.1%	4.1%	4.1%	66	44.9%	82	55.8%
Environmental Conservation	38	13.9%	2.2%	3.7%	4.0%	2.6%	5.1%	86	31.5%	138	50.5%
Finance & Management	5	16.1%	3.2%	0.0%	6.5%	9.7%	3.2%	12	38.7%	17	54.8%
Financial Regulation	17	20.0%	1.2%	1.2%	4.7%	1.2%	4.7%	28	32.9%	38	44.7%
Fish & Wildlife	16	12.0%	3.8%	3.0%	4.5%	3.8%	2.3%	39	29.3%	62	46.6%
Forests, Parks & Recreation	26	26.0%	1.0%	3.0%	6.0%	6.0%	4.0%	46	46.0%	58	58.0%
Green Mountain Care Board	3	17.6%	0.0%	0.0%	5.9%	0.0%	0.0%	4	23.5%	10	58.8%
Health	79	16.5%	2.5%	5.2%	4.6%	3.3%	4.2%	174	36.3%	220	45.8%
Human Resources	12	15.0%	3.8%	5.0%	3.8%	8.8%	1.3%	30	37.5%	47	58.8%
Human Services	14	15.2%	5.4%	1.1%	2.2%	1.1%	2.2%	25	27.2%	36	39.1%
Information & Innovation	13	12.1%	3.7%	1.9%	4.7%	0.9%	1.9%	27	25.2%	52	48.6%
Labor	51	20.3%	2.8%	2.8%	4.0%	3.2%	7.6%	102	40.6%	137	54.6%
Libraries	9	36.0%	0.0%	4.0%	4.0%	4.0%	8.0%	14	56.0%	18	72.0%
Liquor Control	6	12.5%	2.1%	0.0%	4.2%	4.2%	10.4%	16	33.3%	29	60.4%
Mental Health	17	7.8%	3.2%	2.8%	1.8%	1.8%	3.7%	46	21.1%	68	31.2%
Military	14	12.5%	2.7%	3.6%	3.6%	3.6%	3.6%	33	29.5%	61	54.5%
Natural Resources	2	7.4%	3.7%	3.7%	0.0%	0.0%	0.0%	4	14.8%	11	40.7%
Natural Resources Board	9	39.1%	13.0%	13.0%	4.3%	0.0%	0.0%	16	69.6%	17	73.9%
Public Safety - Civilian	25	10.7%	2.1%	2.1%	1.3%	3.9%	4.7%	58	24.9%	87	37.3%
Public Safety - Sworn	9	2.6%	1.7%	3.4%	3.7%	4.0%	5.1%	72	20.5%	142	40.5%
Public Service	4	11.8%	2.9%	0.0%	2.9%	2.9%	0.0%	7	20.6%	10	29.4%
Secretary of State	5	8.8%	0.0%	1.8%	0.0%	8.8%	8.8%	16	28.1%	26	45.6%
Small Department	2	5.3%	2.6%	2.6%	0.0%	5.3%	5.3%	8	21.1%	13	34.2%
State Treasurer	2	6.3%	3.1%	0.0%	0.0%	6.3%	6.3%	7	21.9%	16	50.0%
Taxes	26	18.1%	2.8%	6.9%	2.8%	4.2%	2.1%	53	36.8%	74	51.4%
Transportation	170	13.8%	3.0%	2.8%	3.2%	5.0%	3.9%	390	31.7%	575	46.7%
Vermont Health Access	7	4.0%	1.7%	4.0%	2.9%	2.3%	2.3%	30	17.3%	50	28.9%
Vermont Lottery Commission	3	15.0%	0.0%	5.0%	0.0%	0.0%	5.0%	5	25.0%	7	35.0%
Vermont Veterans' Home	17	8.7%	2.0%	3.1%	3.1%	3.1%	6.1%	51	26.0%	88	44.9%
<b>Grand Total</b>	<b>949</b>	<b>12.5%</b>	<b>2.6%</b>	<b>3.1%</b>	<b>3.2%</b>	<b>3.6%</b>	<b>4.0%</b>	<b>2,203</b>	<b>29.1%</b>	<b>3,330</b>	<b>44.0%</b>

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 2014 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 '19) – Transportation (390), Children & Families (237), Corrections (190), and Health (174).

**TABLE 42 PROJECTED RETIREMENT ELIGIBILITY BY EEO-4 OCCUPATIONAL GROUP, GENDER, AND ETHNIC GROUP BY FISCAL YEAR**

Occupational Group	Eligible FY '14		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '15	FY '16	FY '17	FY '18	FY '19	Num.	Percent	Num.	Percent
Administrative Support	69	16.5%	1.9%	2.4%	4.1%	4.1%	4.3%	139	33.3%	201	48.1%
Officials and Administrators	80	21.6%	2.2%	4.6%	3.8%	3.5%	4.6%	149	40.3%	220	59.5%
Paraprofessionals	47	10.6%	3.4%	2.3%	3.4%	1.8%	5.4%	119	26.9%	167	37.8%
Professionals	588	13.9%	2.9%	3.4%	3.4%	3.8%	4.0%	1,326	31.4%	1,944	46.0%
Protective Service	37	3.6%	1.7%	1.6%	1.7%	2.1%	3.0%	142	13.8%	303	29.4%
Service Maintenance	17	9.7%	1.7%	2.9%	2.9%	8.0%	6.3%	55	31.4%	91	52.0%
Skilled Craft	55	10.6%	3.1%	4.3%	4.1%	5.0%	3.5%	158	30.6%	238	46.0%
Technicians	56	14.6%	2.1%	3.4%	2.6%	3.4%	3.9%	115	29.9%	166	43.2%
Total	949	12.5%	2.6%	3.1%	3.2%	3.6%	4.0%	2,203	29.1%	3,330	44.0%

Gender	Eligible FY '14		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '15	FY '16	FY '17	FY '18	FY '19	Num.	Percent	Num.	Percent
Female	471	12.4%	2.8%	3.1%	3.3%	3.7%	4.0%	1,110	29.3%	1,661	43.8%
Male	478	12.7%	2.4%	3.1%	3.2%	3.5%	4.1%	1,093	29.0%	1,669	44.3%
Total	949	12.5%	2.6%	3.1%	3.2%	3.6%	4.0%	2,203	29.1%	3,330	44.0%

Ethnic Status	Eligible FY '14		Projected Additional Percent Eligible					Five Year Cumulative Projected Eligible		Ten Year Cumulative Projected Eligible	
	Num.	Percent	FY '15	FY '16	FY '17	FY '18	FY '19	Num.	Percent	Num.	Percent
Minority	16	6.9%	1.7%	1.7%	1.7%	3.9%	3.4%	45	19.4%	80	34.5%
White	933	12.7%	2.6%	3.2%	3.3%	3.6%	4.0%	2,158	29.4%	3,250	44.3%
Total	949	12.5%	2.6%	3.1%	3.2%	3.6%	4.0%	2,203	29.1%	3,330	44.0%

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 2014 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 (40.3%), in terms of actual numbers, 60% of all employees eligible for retirement in five years are in the Professional occupational group (1,326).

The percentage of male and female employees eligible for retirement both at the end of FY '14 (12.7% vs. 12.4% respectively) and in five years (29.0%, vs. 29.3% respectively) is roughly equivalent.

White employees have a higher percentage eligible for retirement than minority employees at the end of Fiscal Year 2014 (12.7% vs. 6.9%, respectively). In five years the gap in percentage eligible increases (29.4% vs. 19.4%, respectively). However, this should be interpreted carefully because of the small number of minority employees.

**TABLE 43 PROJECTED RETIREMENT ELIGIBILITY FOR CLASSIFIED JOB TITLES – FISCAL YEAR 2014**

Projected Retirement Eligibility of Most Populous Job Titles				Job Titles with the Highest Projected Retirement Eligibility			
Job Title	Num.	Eligible FY '14	Five Year Percent Projected Eligible	Job Title	Num.	Eligible FY '14	Five Year Percent Projected Eligible
Correctional Officer I	345	1.7%	6.1%	Nurse Surveyor	15	33.3%	73.3%
Trooper	175	0.6%	6.3%	Information Center Representative II	18	38.9%	72.2%
Social Worker	159	7.5%	16.4%	Lieutenant	28	7.1%	67.9%
Corrections Services Specialist II	150	8.7%	28.0%	Public Guardian	20	30.0%	60.0%
Benefits Programs Specialist	146	11.0%	24.0%	Executive Staff Assistant	16	37.5%	56.3%
AOT Maintenance Worker IV	127	11.0%	29.1%	Public Health Nurse	37	18.9%	48.6%
Correctional Officer II	127	4.7%	20.5%	Program Technician I	42	21.4%	47.6%
Administrative Assistant B	117	17.9%	40.2%	Financial Administrator III	30	30.0%	46.7%
Sergeant	86	3.5%	27.9%	Nurse Case Manager - Long Term Care	15	13.3%	46.7%
Licensed Nursing Assistant	78	5.1%	15.4%	Economic Services Supervisor	28	21.4%	46.4%
Motor Vehicle Customer Service Spec.	77	9.1%	32.5%	Systems Developer III	43	14.0%	44.2%
Mental Health Specialist	76	0.0%	6.6%	Career Develop Facilitator II	16	18.8%	43.8%
Administrative Assistant A	69	17.4%	29.0%	Fish & Wildlife Scientist III	23	26.1%	43.5%
Custodian I	48	18.8%	41.7%	Information Technology Specialist II	30	20.0%	43.3%
Reach Up Case Manager II	47	23.4%	34.0%	Custodian II	28	10.7%	42.9%
AOT Technician VI	47	19.1%	31.9%	Custodian I	48	18.8%	41.7%
Program Technician II	47	14.9%	36.2%	AOT Area Maintenance Supervisor	36	16.7%	41.7%
AOT Senior Maintenance Worker	47	8.5%	29.8%	AOT Technician V	29	24.1%	41.4%
Community Correctional Officer	46	6.5%	13.0%	Education Programs Coordinator I	29	17.2%	41.4%
Correctional Educator	44	6.8%	29.5%	Executive Office Manager	17	17.6%	41.2%
Systems Developer III	43	14.0%	44.2%	Administrative Assistant B	117	17.9%	40.2%
PSAP Emergency Comm. Dispatcher II	43	0.0%	11.6%	Career Development Facilitator III	25	28.0%	40.0%
Program Technician I	42	21.4%	47.6%	Environmental Analyst VI	20	25.0%	40.0%
Correctional Facility Shift Supervisor	42	7.1%	14.3%	Health Programs Outreach Specialist II	20	15.0%	40.0%
AOT Maintenance Equipment Specialist	41	19.5%	34.1%	Financial Specialist I	15	26.7%	40.0%

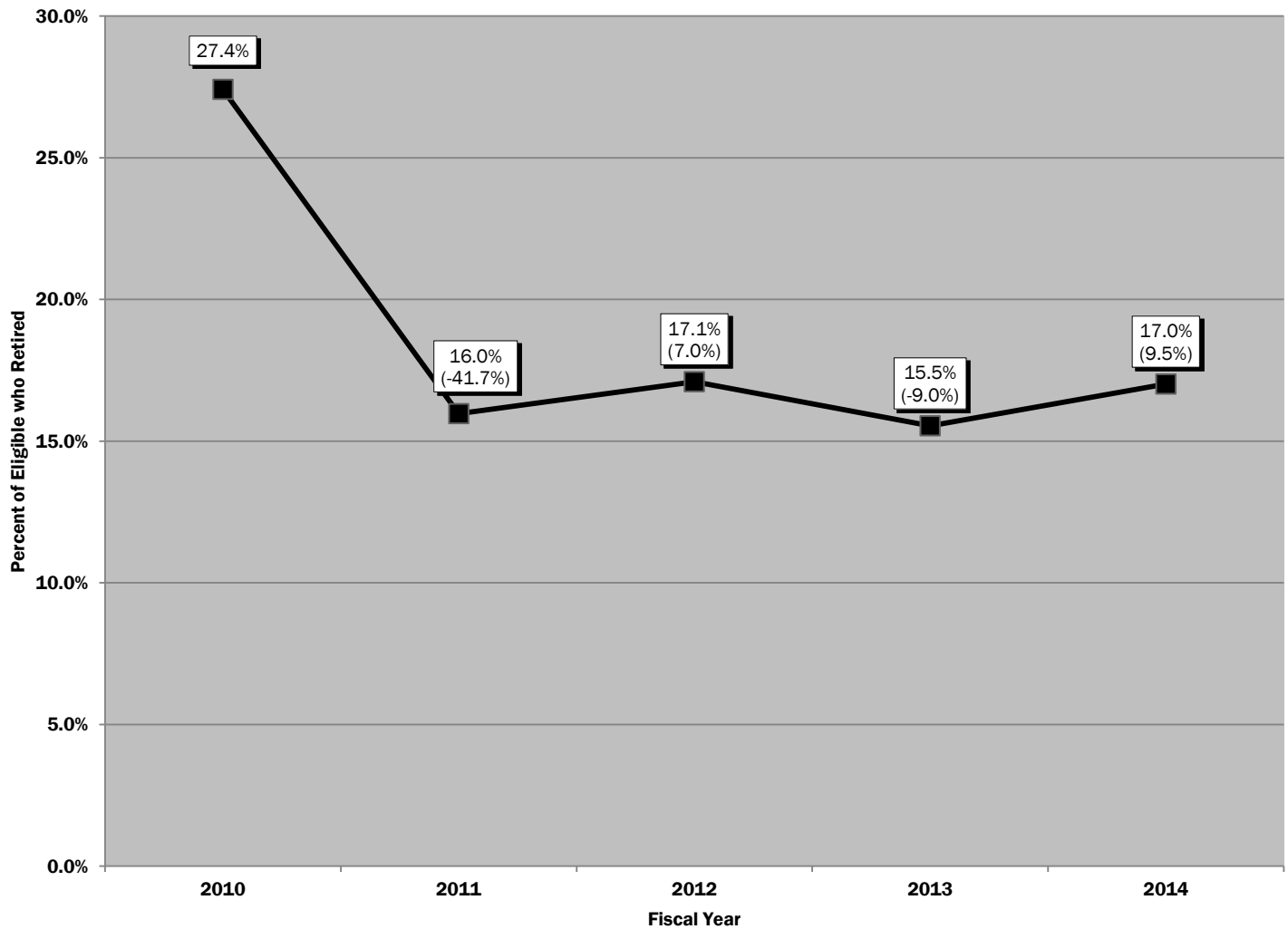
Source: The State's Human Resource Information System (VTHR).and Office of the State Treasurer, Retirement Division. Projections are based on employee's age and length of creditable service at Fiscal 2014 year-end. Please see Appendix D for a description of the method used to produce the retirement projections. 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 Program Technician I (47.6%), Systems Developer III (44.2%), Custodian I (41.7%), and Administrative Assistant B (40.2%).

The top five job titles with the highest percentage of employees projected to be eligible for retirement in five years are Nurse Surveyor (73.3%), Information Center Representative II (72.2%), Lieutenant (67.9%), Public Guardian (60.0%), and Executive Staff Assistant (56.3%).



**TABLE 44      PERCENT OF RETIREMENT ELIGIBLE CLASSIFIED EMPLOYEES WHO ACTUALLY RETIRE BY FISCAL YEAR**



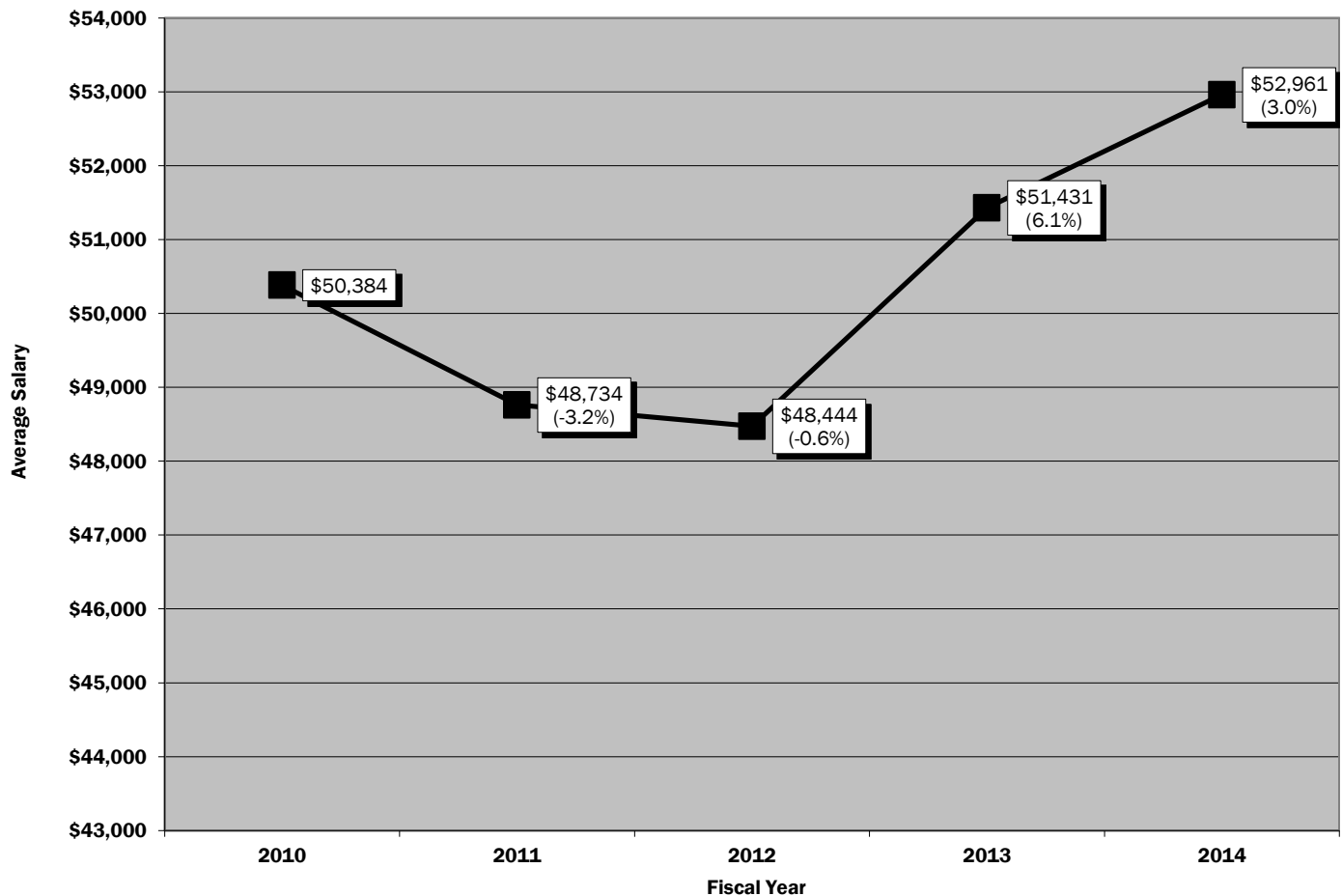
Source: The State's Human Resource Information System (VTHR) and Office of the State Treasurer, Retirement Division. Projections are based on employee's age and length of creditable service. Includes all classified employees eligible for normal retire during each fiscal year. Does not include early retirements or disability retirements. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

In Fiscal Year 2014 17.0% of classified employees eligible for normal retirement actually retired.

The spike observed for Fiscal Year 2010 where 27.4% of retirement eligible retired was due a retirement incentive program offered that fiscal year.

Excluding Fiscal Year 2010, on average 16.0% of employees who were retirement eligible each fiscal year actually retire.

**TABLE 45 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 2010 to 2014. 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 2014 the average base rate salary for full-time classified employees was \$52,961, a 3.0% increase from FY '13. This is primarily a result of the salary adjustment negotiated as part of the current collective bargaining agreements (see Table 46).

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.

**TABLE 46 STATE OF VERMONT NEGOTIATED SALARY ADJUSTMENTS FOR CLASSIFIED EMPLOYEES**

State of Vermont and Vermont State Employees' Association, Inc. (VSEA)				
Fiscal Year	Total Avg. Salary Adjustment	Steps %	Across Board Increase	Notes
1986	4.00%	0.00%	4.00%	
1987	8.00%	5.00%	3.00%	
1988	4.60%	1.60%	3.00%	
1989	6.10%	1.60%	4.50%	
1990	7.90%	2.40%	5.50%	
1991	5.90%	1.90%	4.00%	
1992	6.40%	1.90%	4.50%	
1993	1.90%	1.90%	0.00%	
1994	4.40%	1.90%	2.50%	
1995	3.30%	1.30%	2.00%	Steps delayed 3 months
1996	4.80%	1.80%	3.00%	
1997	3.80%	1.80%	2.00%	
1998	4.05%	1.80%	2.25%	
1999	4.80%	1.80%	3.00%	
2000	4.80%	1.80%	3.00%	
2001	4.80%	1.80%	3.00%	
2002	6.48%	1.98%	4.50%	ABI \$0.50/hr. (7/1/2001) and \$0.25/hr. (1/13/2002) = 4.50%
2003	4.98%	1.98%	3.00%	
2004	3.48%	1.98%	1.50%	
2005	4.48%	1.98%	2.50%	
2006	3.98%	1.98%	2.00%	
2007	3.98%	1.98%	2.00%	
2008	4.23%	1.98%	2.25%	
2009	3.50%	1.70%	1.80%	Classified managerial and confidential employees earning $\geq$ \$60,000 a year did NOT receive the 1.8% across the board increase. (See Section 2(b) of Act 206 of the 2008 Legislative Session).
2010	3.50%	1.70%	1.80%	Classified managerial and confidential employees earning $\geq$ \$60,000 a year also received the 1.8% across the board increase that was withheld during FY 2009. (See Section 2(b) of Act 206 of the 2008 Legislative Session)
2011	-3.00%	0.00%	-3.00%	3% salary decrease, steps frozen for two years.
2012	0.00%	0.00%	0.00%	No change in salary or step.
2013	5.94%	0.85%	2.00%	3.09% increase due to restoration from 3% pay decrease
2014	3.70%	1.70%	2.00%	

State of Vermont and Vermont Troopers' Association, Inc. (VTA)				
Fiscal Year	Total Avg. Salary Adjustment	Steps %	Across Board Increase	Notes
2011	0.00%	0.00%	0.00%	3% decrease through benefit concessions. Steps frozen one year.
2012	0.00%	0.00%	0.00%	Benefit concessions continued. Steps frozen for one year
2013	8.60%	1.30%	0.00%	New pay chart established. Estimated value = +7.3%
2014	2.60%	2.60%	0.00%	

Source: Department of Human Resources

**TABLE 47 AVERAGE SALARY FOR FULL-TIME EMPLOYEES BY DEPARTMENT BY FISCAL YEAR**

Department	Fiscal Year					% Change FY '10 to FY '14
	2010	2011	2012	2013	2014	
Administration	n/a	n/a	n/a	n/a	\$60,985	n/a
Agriculture, Food & Markets	\$54,399	\$52,319	\$51,647	\$55,080	\$57,135	5.0%
Attorney General	\$51,860	\$50,733	\$52,129	\$55,345	\$55,613	7.2%
Buildings & General Services	\$40,046	\$38,900	\$39,130	\$41,165	\$41,224	2.9%
Children & Families	\$51,923	\$49,511	\$48,987	\$51,060	\$52,493	1.1%
Commerce & Community Development	\$56,153	\$54,767	\$54,415	\$56,816	\$57,866	3.1%
Corrections	\$45,470	\$43,708	\$43,220	\$45,968	\$47,494	4.5%
Disabilities, Aging & Independent Living	\$55,582	\$53,699	\$52,367	\$54,828	\$57,906	4.2%
Education	\$56,780	\$54,301	\$54,269	\$57,410	\$58,882	3.7%
Environmental Conservation	\$57,933	\$56,383	\$55,215	\$57,658	\$58,778	1.5%
Finance & Management	\$63,000	\$62,126	\$60,505	\$63,591	\$65,312	3.7%
Financial Regulation	\$64,994	\$62,954	\$61,982	\$64,972	\$68,918	6.0%
Fish & Wildlife	\$57,972	\$56,171	\$54,183	\$57,507	\$58,560	1.0%
Forests, Parks & Recreation	\$54,301	\$52,702	\$52,115	\$55,212	\$56,270	3.6%
Green Mountain Care Board	n/a	n/a	n/a	n/a	\$75,240	n/a
Health	\$53,499	\$51,888	\$51,156	\$54,199	\$55,692	4.1%
Human Resources	\$61,408	\$55,683	\$55,359	\$57,325	\$59,283	-3.5%
Human Services	\$62,535	\$60,334	\$60,450	\$63,187	\$63,818	2.1%
Information & Innovation	\$61,298	\$59,770	\$59,579	\$63,594	\$65,214	6.4%
Labor	\$46,243	\$45,356	\$45,556	\$48,300	\$48,549	5.0%
Libraries	\$47,393	\$45,969	\$45,602	\$48,739	\$52,205	10.2%
Liquor Control	\$47,678	\$46,974	\$46,905	\$50,103	\$51,414	7.8%
Mental Health	\$51,292	\$49,790	\$52,552	\$52,602	\$50,376	-1.8%
Military	\$46,001	\$45,076	\$44,545	\$46,426	\$48,473	5.4%
Natural Resources	\$56,841	\$54,243	\$54,607	\$57,537	\$58,882	3.6%
Natural Resources Board	\$55,680	\$55,647	\$54,861	\$57,659	\$58,394	4.9%
Public Safety - Civilian	\$49,326	\$47,227	\$46,636	\$49,604	\$51,163	3.7%
Public Safety - Sworn	\$63,341	\$62,329	\$61,615	\$67,688	\$68,345	7.9%
Public Service	\$57,289	\$56,179	\$57,901	\$61,185	\$62,772	9.6%
Secretary of State	\$48,384	\$46,325	\$46,275	\$48,105	\$50,608	4.6%
Small Departments	\$68,013	\$63,747	\$60,274	\$65,015	\$63,644	-6.4%
State Treasurer	\$54,965	\$51,950	\$51,894	\$54,150	\$55,098	0.2%
Taxes	\$47,020	\$44,141	\$44,686	\$48,697	\$50,639	7.7%
Transportation	\$46,589	\$45,241	\$45,001	\$47,778	\$49,716	6.7%
Vermont Health Access	\$54,272	\$54,431	\$54,751	\$59,584	\$59,863	10.3%
Vermont Lottery Commission	\$47,034	\$44,928	\$45,059	\$46,408	\$46,723	-0.7%
Vermont Veterans' Home	\$39,611	\$37,789	\$37,387	\$39,368	\$40,454	2.1%
<b>Grand Total</b>	\$50,384	\$48,762	\$48,473	\$51,431	\$52,961	5.1%
<b>% Change from Previous FY</b>		-3.2%	-0.6%	6.1%	3.0%	

Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2010 to 2014. 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 FY 2014, the highest average salaries were found at Green Mountain Care Board (\$75,240), Financial Regulation (\$68,918), and Public Safety – Sworn. The lowest average salaries were found at the Vermont Veterans' Home (\$40,454), Buildings & General Services (\$41,224), and Vermont Lottery Commission (\$46,723).

**TABLE 48 AVERAGE SALARY FOR FULL-TIME EMPLOYEES BY EEO-4 OCCUPATIONAL GROUP, GENDER AND ETHNIC GROUP BY FISCAL YEAR**

Occupational Group	Fiscal Year					% Change FY '10 to FY '14
	2010	2011	2012	2013	2014	
Administrative Support	\$36,512	\$35,272	\$34,906	\$36,694	\$38,652	5.9%
Officials and Administrators	\$79,798	\$76,834	\$75,717	\$79,475	\$81,730	2.4%
Paraprofessionals	\$40,582	\$39,253	\$38,952	\$41,119	\$41,419	2.1%
Professionals	\$55,474	\$53,344	\$52,918	\$55,891	\$57,147	3.0%
Protective Service	\$47,005	\$45,799	\$44,771	\$48,700	\$49,791	5.9%
Service Maintenance	\$28,672	\$27,630	\$27,599	\$29,032	\$29,793	3.9%
Skilled Craft	\$39,132	\$38,137	\$37,717	\$39,975	\$41,339	5.6%
Technicians	\$43,359	\$41,395	\$40,774	\$42,255	\$43,236	-0.3%
<b>Grand Total</b>	<b>\$50,384</b>	<b>\$48,762</b>	<b>\$48,473</b>	<b>\$51,431</b>	<b>\$52,961</b>	<b>5.1%</b>
<b>% Change from Previous FY</b>		-3.2%	-0.6%	6.1%	3.0%	

Gender	Fiscal Year					% Change FY '10 to FY '14
	2010	2011	2012	2013	2014	
Female	\$49,239	\$47,697	\$47,424	\$50,322	\$51,983	5.6%
Male	\$51,435	\$49,751	\$49,443	\$52,490	\$53,919	4.8%
<b>Grand Total</b>	<b>\$50,384</b>	<b>\$48,762</b>	<b>\$48,473</b>	<b>\$51,431</b>	<b>\$52,961</b>	<b>5.1%</b>
<b>% Change from Previous FY</b>		-3.2%	-0.6%	6.1%	3.0%	

Ethnic Status	Fiscal Year					% Change FY '10 to FY '14
	2010	2011	2012	2013	2014	
Minority	\$45,982	\$44,472	\$44,094	\$46,772	\$48,169	4.8%
White	\$50,497	\$48,879	\$48,597	\$51,578	\$53,114	5.2%
<b>Grand Total</b>	<b>\$50,384</b>	<b>\$48,762</b>	<b>\$48,473</b>	<b>\$51,431</b>	<b>\$52,961</b>	<b>5.1%</b>
<b>% Change from Previous FY</b>		-3.2%	-0.6%	6.1%	3.0%	

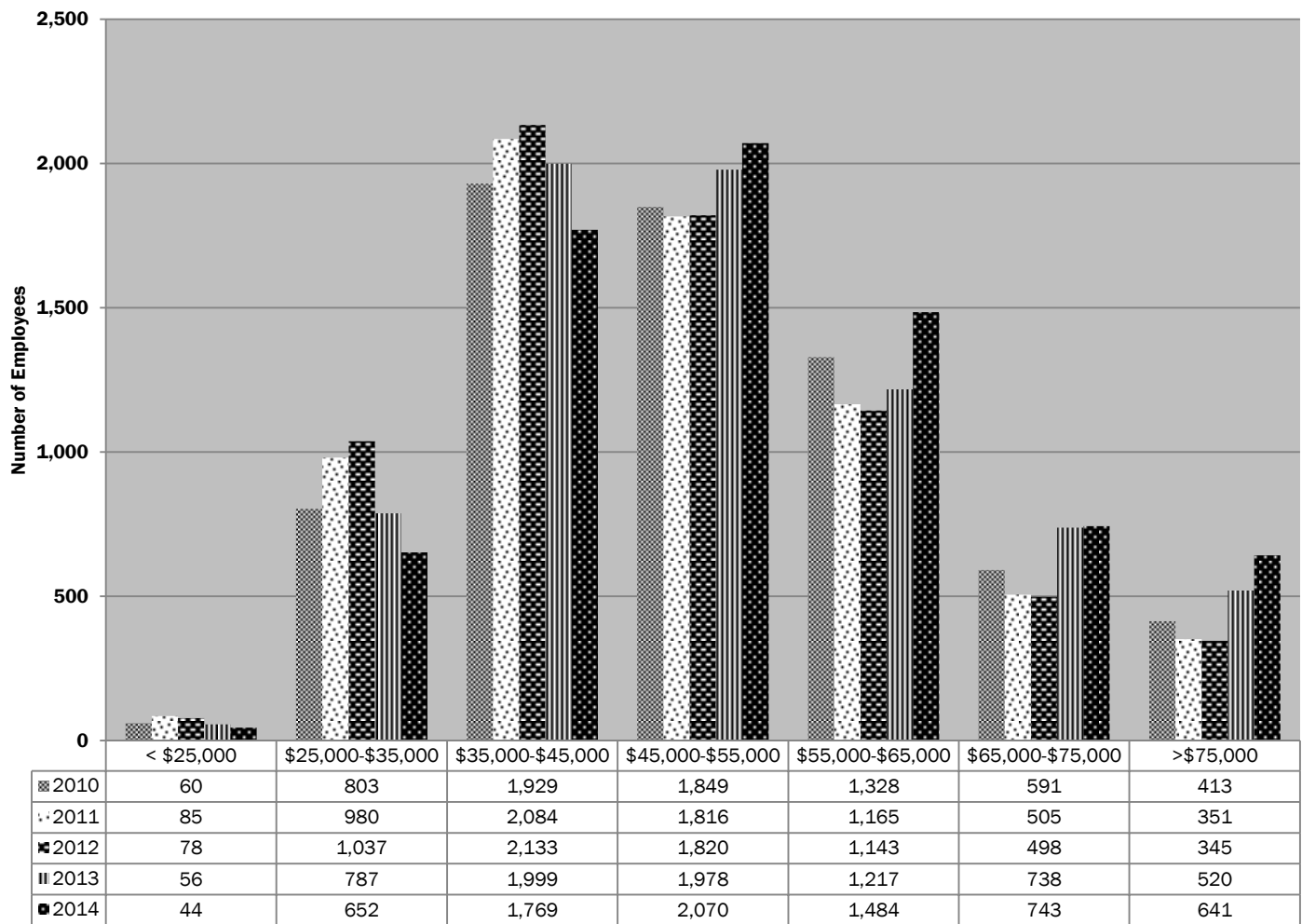
At the end of FY '14 the Officials and Administrators occupational group had the highest average salary (\$81,730) and Service Maintenance the lowest (\$29,793). The largest occupational group – Professionals – averaged \$57,147.

Male employees had a higher average salary (\$53,919) than females (\$51,983) at the end of FY '14.

Minority employees had a lower average salary (\$48,169) than white employees (\$53,114) at the end of FY '14.

Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2010 to 2014. 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.

**TABLE 49 ANNUAL SALARY DISTRIBUTION FOR FULL-TIME CLASSIFIED EMPLOYEES BY FISCAL YEAR**

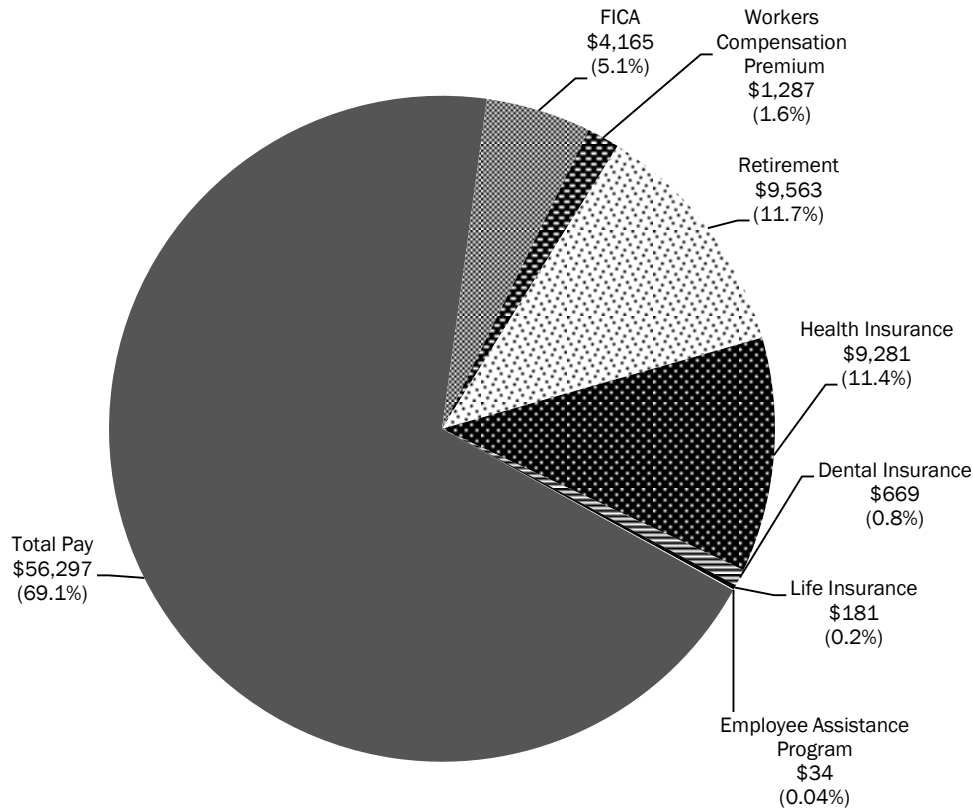


Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2010 to 2014. Annual salary is base rate and does not include benefits or overtime.

In Fiscal Year 2014 for the first time there were more full-time classified employees earning between \$45,000 and \$55,000 in base rate annual salary than any other group.

Primarily as a result of the across-the-board salary adjustment at the beginning of FY '13 and again for FY '14 (See Table 46) the entire salary distribution has "shifted." From FY '13 to FY '14 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 (-21.4%), the \$25,000-\$35,000 range (-17.2%), and the \$35,000-\$45,000 range (-11.5%). The largest increases were in the \$55,000-\$65,000 range (+21.9%) and greater than \$75,000 range (+23.3%).

**TABLE 50 TOTAL COMPENSATION FOR CLASSIFIED EXECUTIVE BRANCH EMPLOYEES – FISCAL YEAR 2014**



Average total compensation for classified Executive Branch employees for Fiscal Year 2014 was \$81,476.

On average, employer-paid benefits represent 30.9% of total compensation.

Detail of Total Compensation - Executive Branch Classified <sup>1</sup> Employees Fiscal Year 2014			
Pay	Total	Cost per Employee <sup>3</sup>	% of Total Compensation
Total Pay <sup>2</sup>	\$416,037,841	\$56,297	69.1%
<b>Subtotal</b>	<b>\$416,037,841</b>	<b>\$56,297</b>	<b>69.1%</b>
<b>Employer Paid Benefits</b>			
FICA (Social Security and Medicare Deductions)	\$30,775,779	\$4,165	5.1%
Workers Compensation Premium <sup>4</sup>	\$9,511,384	\$1,287	1.6%
Retirement (State share of retirement contribution)	\$70,667,714	\$9,563	11.7%
Health Insurance (State 80% share)	\$68,584,580	\$9,281	11.4%
Dental Insurance (State 100% share)	\$4,945,525	\$669	0.8%
Life Insurance (State 75% share)	\$1,335,148	\$181	0.2%
Employee Assistance Program	\$247,722	\$34	0.04%
<b>Subtotal</b>	<b>\$186,067,852</b>	<b>\$25,178</b>	<b>30.9%</b>
<b>Total Compensation (Pay + Benefits)</b>	<b>\$602,105,693</b>	<b>\$81,476</b>	<b>100.0%</b>

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

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

<sup>3</sup> Based on the average number of classified employees during FY '14 (7,390).

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

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2014.

**TABLE 51      DETAIL OF TOTAL COMPENSATION FOR EXECUTIVE BRANCH EMPLOYEES BY FISCAL YEAR**

	2010		2011		Fiscal Year 2012		2013		2014		% Change FY '10 to FY '14
	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.	
<b>Total Pay</b>	\$52,000	71.5%	\$51,070	68.5%	\$51,305	67.8%	\$53,805	68.5%	\$56,297	69.1%	8.3%
FICA	\$3,854	5.3%	\$3,766	5.0%	\$3,763	5.0%	\$3,970	5.1%	\$4,165	5.1%	8.1%
Workers Comp	\$1,066	1.5%	\$1,130	1.5%	\$1,262	1.7%	\$1,244	1.6%	\$1,287	1.6%	20.7%
Retirement	\$6,251	8.6%	\$7,740	10.4%	\$8,199	10.8%	\$9,119	11.6%	\$9,563	11.7%	53.0%
Health Insurance	\$8,640	11.9%	\$10,142	13.6%	\$10,248	13.5%	\$9,537	12.1%	\$9,281	11.4%	7.4%
Dental Insurance	\$679	0.9%	\$544	0.7%	\$657	0.9%	\$656	0.8%	\$669	0.8%	-1.4%
Life Insurance	\$176	0.2%	\$175	0.2%	\$172	0.2%	\$179	0.2%	\$181	0.2%	2.7%
EAP	\$28	0.0%	\$29	0.0%	\$30	0.0%	\$31	0.0%	\$34	0.04%	19.7%
<b>Employer Paid Benefits</b>	\$20,694	28.5%	\$23,526	31.5%	\$24,331	32.2%	\$24,737	31.5%	\$25,178	30.9%	21.7%
<b>Average Total Compensation</b>	\$72,694		\$74,595		\$75,637		\$78,542		\$81,476		12.1%
Ave. Num. Employees	7,262		7,170		7,175		7,326		7,390		

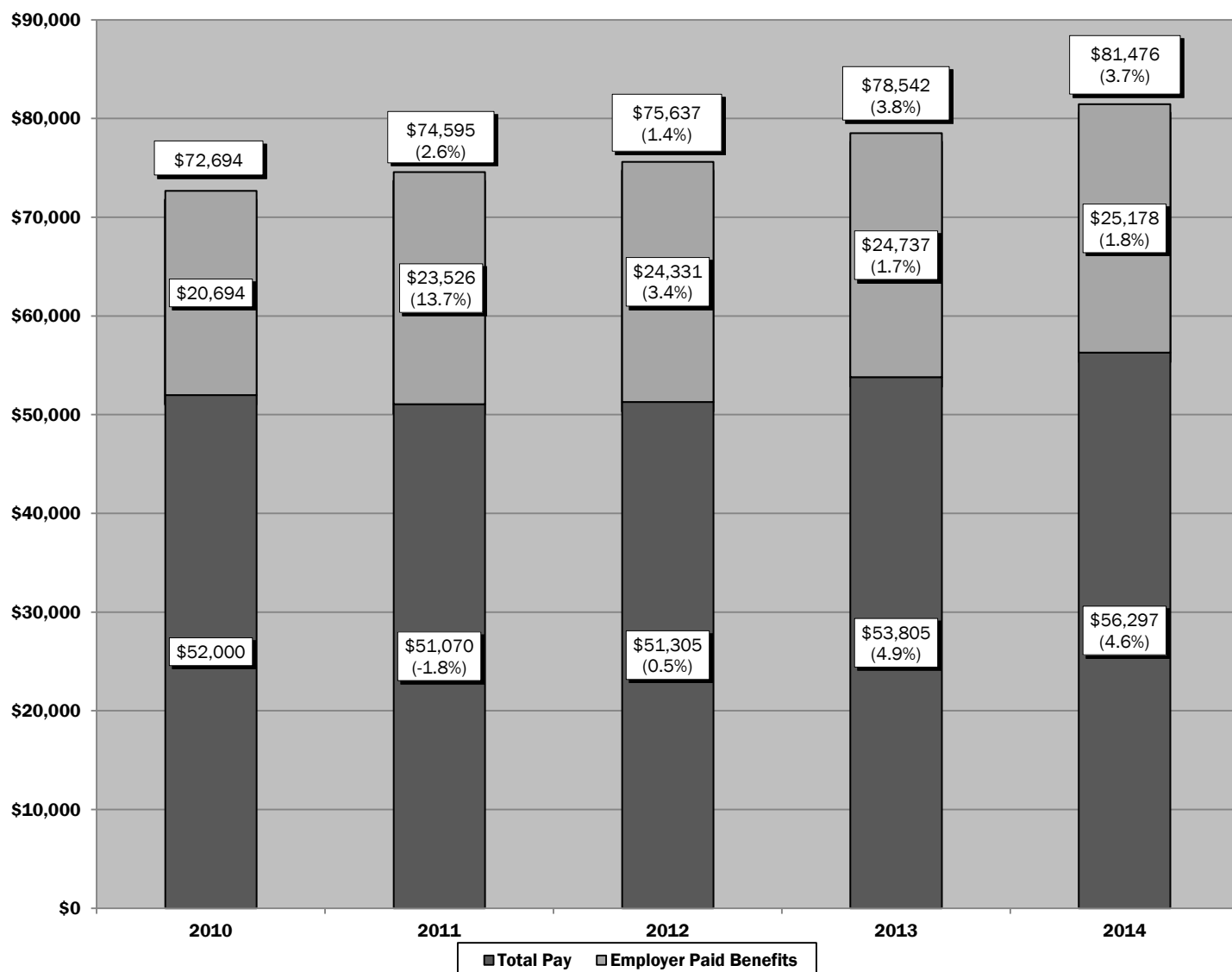
Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2010 to 2014. Includes all categories in which employees were paid: salary, leave, overtime, shift differential, etc. Does not include expense reimbursements, 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 50 for more detail on employer paid benefits.

\* Cost per employee is based on the average number of all classified employees during that fiscal year.

From FY '10 to FY '14 total pay increased 8.3%, while total benefits costs increased 21.7%. The primary drivers of the benefits cost increases were the State's average per employee retirement contribution (+53.0%) and the State's average per employee health insurance premium contribution (+7.4%).

Average total compensation increased 12.1% from FY '10 (\$72,694) to FY '14 (\$81,476).



**TABLE 52 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 2010 to 2014. 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 50 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 \$56,297 for Fiscal Year 2014, up 4.6% from Fiscal Year 2013.

Employer Paid Benefits increased 1.8% from Fiscal Year 2013 to \$25,178 for Fiscal Year 2014.

Average total compensation for Fiscal Year 2014 was \$81,476 up 3.7% from Fiscal Year 2013.

**TABLE 53 BENEFIT PLAN ENROLLMENT FOR ACTIVE CLASSIFIED EMPLOYEES BY FISCAL YEAR**

Plan Type	Fiscal Year				
	2010	2011	2012	2013	2014
<b>Medical</b>					
SelectCare	5,544	5,558	5,618	5,812	6,012
TotalChoice	713	628	565	503	463
HealthGuard	25	22	19	20	24
SafetyNet	9	10	12	14	6
TOTAL All Plans	6,291	6,219	6,215	6,348	6,505
<b>% Change from Previous FY</b>		<b>-1.1%</b>	<b>-0.1%</b>	<b>2.1%</b>	<b>2.5%</b>
SelectCare (Percent of Total)	88.1%	89.4%	90.4%	91.6%	92.4%
TotalChoice (Percent of Total)	11.3%	10.1%	9.1%	7.9%	7.1%
HealthGuard (Percent of Total)	0.4%	0.4%	0.3%	0.3%	0.4%
SafetyNet (Percent of Total)	0.2%	0.2%	0.2%	0.2%	0.1%

<b>Dental</b>					
Dental Enrollment	6,982	6,840	6,783	6,882	7,021
<b>% Change from Previous FY</b>		<b>-2.0%</b>	<b>-0.8%</b>	<b>1.5%</b>	<b>2.0%</b>

<b>Life Insurance</b>					
Life Enrollment	5,898	5,807	5,751	5,814	5,833
<b>% Change from Previous FY</b>		<b>-1.5%</b>	<b>-1.0%</b>	<b>1.1%</b>	<b>0.3%</b>

<b>Flexible Spending Accounts</b>					
Health Care	809	882	857	829	833
<b>% Change from Previous FY</b>		<b>9.0%</b>	<b>-2.8%</b>	<b>-3.3%</b>	<b>0.5%</b>
Dependent Care	119	127	133	126	130
<b>% Change from Previous FY</b>		<b>6.7%</b>	<b>4.7%</b>	<b>-5.3%</b>	<b>3.2%</b>

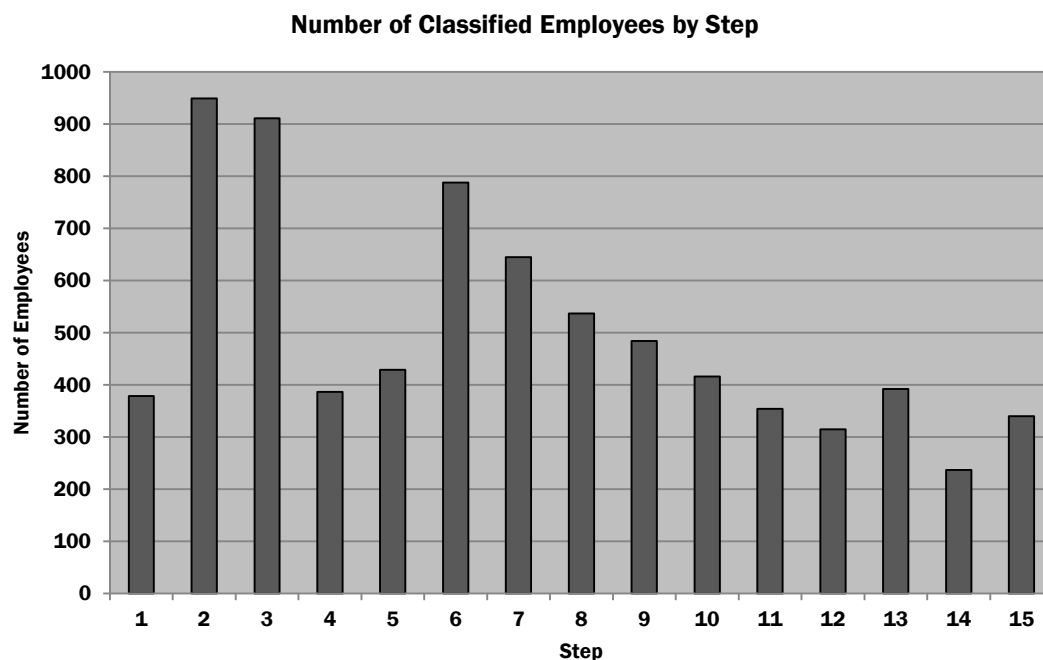
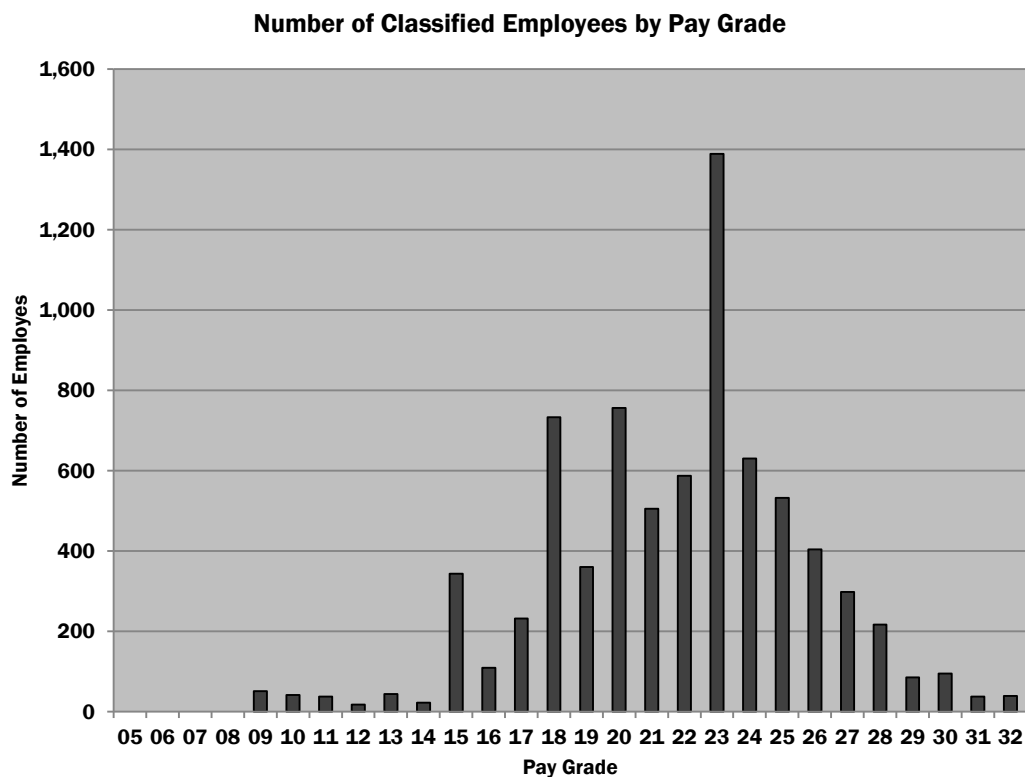
In FY '14 the SelectCare medical plan had the highest enrollment of active classified employees (6,012) while SafetyNet had the lowest (6). The SelectCare plan had 92.4% of total medical plan enrollment in FY '14.

Increases in medical, dental and life insurance enrollment seen in FY '14 were likely due to the increase in the State workforce, see Table 2.

Health Care and Dependent Care flexible spending accounts were both up slightly from FY '13 (.5% and 3.2% respectively).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2010 to 2014. "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 54 CLASSIFIED EMPLOYEES BY PAY GRADE AND STEP FISCAL YEAR 2014**



Source: The State's Human Resource Information System (VTHR). Data include all classified Executive Branch employees for Fiscal Years 2014. 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.

The largest number of employees were assigned to pay grade 23 (1,389 or 18.4%). The median<sup>1</sup> pay grade was 22. 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 (12.5%) were on step 2, with almost the same percentage (12.0%) at step 3. 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.

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

**TABLE 55 NUMBER OF CLASSIFIED JOB CLASSES BY PAY GRADE BY FISCAL YEAR**

Fiscal Year											% Change
	2010		2011		2012		2013		2014		FY '10 to
Pay Grade	Num.	%	Num.	%	Num.	%	Num.	%	Num.	%	FY '14
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%	0	0.0%	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	3	0.2%	4	0.3%	1	0.1%	2	0.1%	3	0.2%	0.0%
10	5	0.3%	4	0.3%	4	0.3%	4	0.2%	3	0.2%	-40.0%
11	4	0.3%	4	0.3%	5	0.3%	5	0.3%	4	0.2%	0.0%
12	12	0.8%	12	0.8%	11	0.7%	10	0.6%	4	0.2%	-66.7%
13	15	1.0%	14	0.9%	16	1.0%	14	0.9%	13	0.8%	-13.3%
14	7	0.5%	8	0.5%	8	0.5%	8	0.5%	6	0.4%	-14.3%
15	28	1.8%	29	1.9%	25	1.6%	26	1.6%	28	1.7%	0.0%
16	20	1.3%	18	1.2%	21	1.4%	25	1.5%	22	1.3%	10.0%
17	38	2.5%	38	2.5%	32	2.1%	27	1.6%	30	1.8%	-21.1%
18	63	4.2%	60	3.9%	54	3.5%	50	3.0%	46	2.7%	-27.0%
19	56	3.7%	51	3.3%	51	3.3%	50	3.0%	48	2.9%	-14.3%
20	73	4.8%	78	5.1%	79	5.1%	79	4.8%	77	4.6%	5.5%
21	125	8.2%	125	8.2%	120	7.8%	118	7.2%	108	6.4%	-13.6%
22	172	11.3%	163	10.7%	159	10.3%	151	9.2%	148	8.8%	-14.0%
23	184	12.1%	180	11.8%	185	12.0%	194	11.8%	199	11.8%	8.2%
24	168	11.1%	182	11.9%	182	11.8%	188	11.4%	196	11.7%	16.7%
25	131	8.6%	134	8.8%	143	9.3%	172	10.5%	186	11.1%	42.0%
26	122	8.0%	126	8.2%	132	8.6%	157	9.5%	162	9.6%	32.8%
27	79	5.2%	89	5.8%	90	5.8%	107	6.5%	110	6.5%	39.2%
28	84	5.5%	76	5.0%	87	5.6%	98	6.0%	114	6.8%	35.7%
29	47	3.1%	50	3.3%	50	3.2%	57	3.5%	62	3.7%	31.9%
30	43	2.8%	46	3.0%	46	3.0%	55	3.3%	64	3.8%	48.8%
31	25	1.6%	23	1.5%	25	1.6%	29	1.8%	26	1.5%	4.0%
32	12	0.8%	16	1.0%	15	1.0%	18	1.1%	22	1.3%	83.3%
Total	1,517	100.0%	1,530	100.0%	1,541	100.0%	1,644	100.0%	1,681	100.0%	
Median	23		23		23		24		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 2010 to 2014. Job classes (titles) are assigned to a pay grade in the salary plan using the Willis Job Evaluation System.

In Fiscal Year 2014 the largest number of job classes were assigned to pay grade 23 (11.8%) however the median <sup>2</sup> pay grade was 24.

From FY '10 to FY '14 the number of job classes assigned to pay grade 24 and lower declined by 4% while those at pay grade 25 and higher increased 37.4%.

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

**TABLE 56 CASH OVERTIME COSTS BY DEPARTMENT AND FISCAL YEAR**

Department	Fiscal Year					% Change FY '12 to FY '13
	2010	2011	2012	2013	2014	
Administration					\$25,996	n/a
Agriculture, Food & Markets	\$44,770	\$73,097	\$69,874	\$51,611	\$25,142	-51.3%
Attorney General	\$1,506	\$6,348	\$8,970	\$7,301	\$10,237	40.2%
Buildings & General Services	\$515,439	\$568,176	\$594,629	\$589,813	\$595,542	1.0%
Children & Families	\$887,995	\$1,330,248	\$1,165,560	\$1,301,414	\$1,857,921	42.8%
Commerce & Community Development	\$15,488	\$16,956	\$23,620	\$23,594	\$12,786	-45.8%
Corrections	\$4,576,457	\$4,649,495	\$4,076,909	\$4,983,512	\$5,368,192	7.7%
Disabilities, Aging & Independent Living	\$61,664	\$100,539	\$100,014	\$85,409	\$93,356	9.3%
Education	\$12,825	\$2,477	\$5,538	\$1,775	\$12,507	604.8%
Environmental Conservation	\$214,507	\$208,187	\$207,767	\$185,892	\$192,325	3.5%
Finance & Management	\$6,156	\$14,190	\$10,672	\$33,744	\$28,679	-15.0%
Financial Regulation	\$993	\$7,834	\$4,378	\$426	\$6,485	1421.3%
Fish & Wildlife	\$408,526	\$439,648	\$359,236	\$353,292	\$368,230	4.2%
Forests, Parks & Recreation	\$244,617	\$268,282	\$256,141	\$239,241	\$97,283	-59.3%
Green Mountain Care Board					\$1,392	n/a
Health	\$213,154	\$148,027	\$157,134	\$157,487	\$239,974	52.4%
Human Resources	\$3,246	\$7,119	\$33,831	\$62,230	\$57,928	-6.9%
Human Services	\$13,514	\$9,567	\$28,264	\$33,511	\$62,401	86.2%
Information & Innovation	\$54,474	\$61,439	\$83,338	\$108,184	\$124,642	15.2%
Labor	\$162,239	\$113,228	\$137,891	\$116,521	\$68,850	-40.9%
Libraries	\$0	\$0	\$1,882	\$0	\$0	n/a
Liquor Control	\$275,153	\$181,118	\$200,443	\$195,356	\$177,464	-9.2%
Mental Health	\$601,389	\$758,608	\$2,076,776	\$904,630	\$456,357	-49.6%
Military	\$148,175	\$152,180	\$179,035	\$197,693	\$244,211	23.5%
Natural Resources	\$1,391	\$3,266	\$13,335	\$4,410	\$2,091	-52.6%
Natural Resources Board	\$0	\$0	\$359	\$36	\$349	855.8%
Public Safety - Civilian	\$1,114,721	\$1,093,797	\$1,224,941	\$1,156,956	\$978,771	-15.4%
Public Safety - Sworn	\$3,137,706	\$2,818,489	\$3,182,770	\$3,387,806	\$3,291,279	-2.8%
Public Service	\$37,096	\$53,809	\$31,970	\$13,456	\$16,525	22.8%
Secretary of State	\$53,281	\$56,183	\$51,978	\$18,055	\$25,511	41.3%
Small Departments	\$71,818	\$62,332	\$79,865	\$102,676	\$119,893	16.8%
State Treasurer	\$83,057	\$80,164	\$104,247	\$75,729	\$53,073	-29.9%
State's Attorney's & Sheriffs	\$78,042	\$76,675	\$75,240	\$79,962	\$55,540	-30.5%
Taxes	\$12,579	\$15,343	\$17,909	\$24,363	\$24,074	-1.2%
Transportation	\$2,570,525	\$3,554,850	\$4,896,556	\$3,964,641	\$4,249,734	7.2%
Vermont Health Access	\$4,942	\$22,781	\$15,087	\$35,976	\$400,508	1013.3%
Vermont Lottery Commission	\$23,957	\$59,136	\$38,364	\$44,801	\$49,876	11.3%
Vermont Veterans' Home	\$648,599	\$939,478	\$876,734	\$770,495	\$856,178	11.1%
Grand Total	\$16,300,001	\$17,953,061	\$20,391,258	\$19,311,998	\$20,251,303	4.9%
% Change from Previous FY		10.1%	13.6%	-5.3%	4.9%	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified, exempt and temporary) for Fiscal Years 2010 to 2014. "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 increased 4.9% from FY '13 to FY '14. Three departments accounted for 60% of the total cash overtime costs – Corrections, Public Safety and Transportation.

**TABLE 57 COMPENSATORY HOURS EARNED FOR OVERTIME BY DEPARTMENT AND FISCAL YEAR**

Department	Fiscal Year					% Change FY '13 to FY '14
	2010	2011	2012	2013	2014	
Administration	n/a	n/a	n/a	n/a	583	n/a
Agriculture, Food & Markets	3,632	3,883	4,668	5,154	6,206	20.4%
Attorney General	151	138	168	146	264	80.0%
Buildings & General Services	8,374	8,841	7,888	8,127	6,647	-18.2%
Children & Families	24,191	25,779	21,561	22,774	25,663	12.7%
Commerce & Community Development	3,249	2,787	2,672	2,556	2,097	-18.0%
Corrections	18,058	20,030	18,186	20,803	21,930	5.4%
Disabilities, Aging & Independent Living	4,495	4,696	3,447	4,968	4,170	-16.1%
Education	2,677	3,237	3,957	3,929	3,456	-12.0%
Environmental Conservation	5,165	5,407	5,867	5,051	5,556	10.0%
Finance & Management	1,297	1,324	1,007	2,290	1,253	-45.3%
Financial Regulation	881	1,598	1,133	1,002	922	-8.0%
Fish & Wildlife	3,970	4,239	3,791	3,683	3,635	-1.3%
Forests, Parks & Recreation	2,890	3,059	3,273	3,464	3,148	-9.1%
Green Mountain Care Board	n/a	n/a	n/a	n/a	23	n/a
Health	8,866	9,285	9,810	9,752	8,386	-14.0%
Human Resources	766	801	1,026	1,627	787	-51.6%
Human Services	861	733	635	865	771	-10.9%
Information & Innovation	2,579	2,866	2,176	2,208	1,917	-13.2%
Labor	3,707	2,650	2,435	1,557	1,101	-29.3%
Libraries	96	449	497	294	317	7.7%
Liquor Control	1,457	858	1,066	896	257	-71.4%
Mental Health	5,024	6,180	7,627	4,259	3,993	-6.2%
Military	6,585	8,014	6,991	6,703	6,022	-10.2%
Natural Resources	755	536	721	969	661	-31.8%
Natural Resources Board	546	447	403	336	383	14.1%
Public Safety - Civilian	9,797	8,915	9,116	8,311	7,108	-14.5%
Public Safety - Sworn	6,575	7,964	8,496	8,067	12,014	48.9%
Public Service	1,765	2,384	1,766	1,500	856	-42.9%
Secretary of State	1,423	1,798	994	1,399	1,186	-15.3%
Small Department	795	653	906	1,031	1,114	8.1%
State Treasurer	193	225	326	212	225	6.0%
Taxes	1,056	984	1,074	1,379	1,574	14.1%
Transportation	27,979	32,015	39,068	34,507	32,462	-5.9%
Vermont Health Access	1,152	1,526	834	3,948	8,799	122.9%
Vermont Lottery Commission	414	431	310	232	323	39.2%
Vermont Veterans' Home	2,362	2,782	3,827	3,658	3,230	-11.7%
<b>Grand Total</b>	<b>163,783</b>	<b>177,513</b>	<b>177,718</b>	<b>177,659</b>	<b>179,037</b>	<b>0.8%</b>
<b>% Change from Previous FY</b>		<b>8.4%</b>	<b>0.1%</b>	<b>-0.03%</b>	<b>0.8%</b>	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2010 to 2014. "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 179,037 hours in Fiscal Year 2014, a slight 0.8% increase from Fiscal Year 2013.

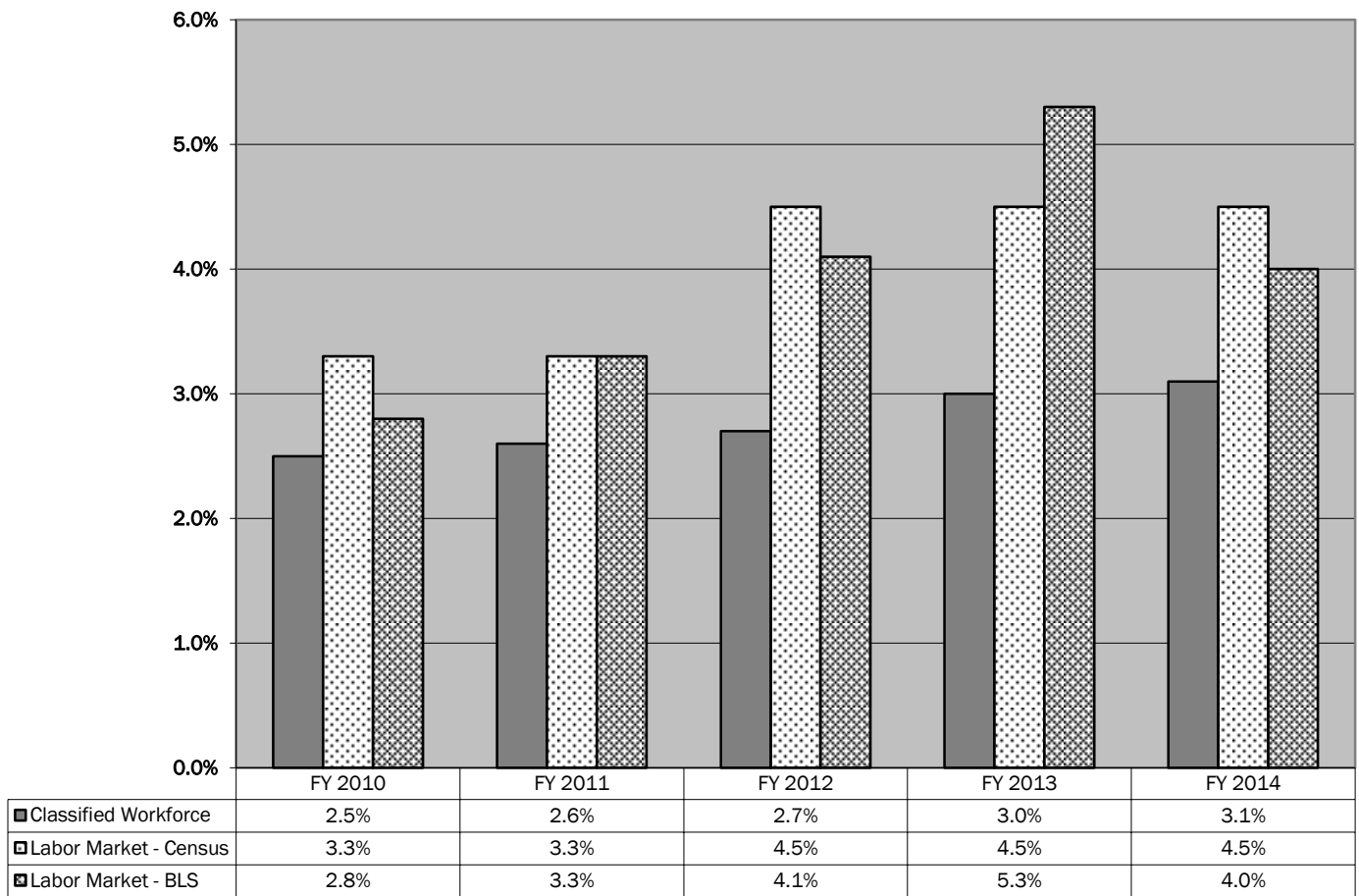
**TABLE 58 COMPENSATORY TIME COSTS BY DEPARTMENT AND FISCAL YEAR**

Department	Fiscal Year					% Change FY '13 to FY '14
	2010	2011	2012	2013	2014	
Administration					\$30,586	n/a
Agriculture, Food & Markets	\$136,752	\$124,409	\$124,133	\$154,935	\$164,909	6.4%
Attorney General	\$33,535	\$33,876	\$34,368	\$27,750	\$22,836	-17.7%
Buildings & General Services	\$318,003	\$293,069	\$267,026	\$280,794	\$238,195	-15.2%
Children & Families	\$865,170	\$929,780	\$741,021	\$776,511	\$712,539	-8.2%
Commerce & Community Development	\$111,350	\$97,135	\$91,327	\$86,873	\$77,632	-10.6%
Corrections	\$969,945	\$991,424	\$945,250	\$986,235	\$880,919	-10.7%
Disabilities, Aging & Independent Living	\$176,647	\$194,441	\$170,949	\$163,123	\$152,901	-6.3%
Education	\$123,406	\$131,076	\$148,408	\$154,290	\$125,736	-18.5%
Environmental Conservation	\$260,147	\$225,553	\$201,556	\$243,261	\$200,195	-17.7%
Finance & Management	\$54,427	\$47,347	\$51,415	\$64,356	\$75,326	17.0%
Financial Regulation	\$61,461	\$79,044	\$71,993	\$59,326	\$49,226	-17.0%
Fish & Wildlife	\$195,027	\$185,851	\$189,068	\$160,666	\$165,175	2.8%
Forests, Parks & Recreation	\$107,702	\$108,170	\$109,556	\$121,364	\$106,779	-12.0%
Green Mountain Care Board					\$2,518	n/a
Health	\$381,235	\$381,700	\$375,684	\$412,778	\$292,646	-29.1%
Human Resources	\$29,701	\$45,465	\$37,947	\$44,026	\$52,044	18.2%
Human Services	\$51,612	\$50,177	\$43,105	\$48,588	\$26,630	-45.2%
Information & Innovation	\$118,497	\$96,088	\$83,005	\$92,565	\$86,820	-6.2%
Labor	\$137,964	\$106,488	\$127,479	\$93,251	\$44,383	-52.4%
Libraries	\$6,458	\$11,037	\$14,307	\$15,376	\$9,706	-36.9%
Liquor Control	\$38,181	\$35,588	\$35,411	\$30,388	\$15,501	-49.0%
Mental Health	\$365,671	\$324,738	\$357,831	\$246,320	\$211,835	-14.0%
Military	\$232,278	\$225,265	\$237,590	\$227,693	\$196,319	-13.8%
Natural Resources	\$38,439	\$30,219	\$26,647	\$37,951	\$23,960	-36.9%
Natural Resources Board	\$22,888	\$20,797	\$20,622	\$15,613	\$9,546	-38.9%
Public Safety - Civilian	\$405,139	\$363,941	\$336,125	\$318,514	\$283,756	-10.9%
Public Safety - Sworn	\$472,950	\$502,420	\$499,277	\$647,123	\$596,764	-7.8%
Public Service	\$73,627	\$64,159	\$84,713	\$58,983	\$38,056	-35.5%
Secretary of State	\$55,083	\$58,462	\$45,592	\$53,339	\$45,515	-14.7%
Small Departments	\$56,696	\$53,147	\$78,439	\$70,691	\$53,815	-23.9%
State Treasurer	\$17,029	\$9,503	\$15,372	\$13,799	\$8,578	-37.8%
State's Attorney's & Sheriffs	\$7,399	\$8,483	\$8,244	\$9,284	\$8,131	-12.4%
Taxes	\$43,424	\$53,411	\$54,091	\$67,243	\$49,566	-26.3%
Transportation	\$1,100,302	\$1,153,472	\$1,283,175	\$1,287,745	\$1,142,094	-11.3%
Vermont Health Access	\$55,699	\$68,087	\$56,242	\$149,896	\$261,102	74.2%
Vermont Lottery Commission	\$16,196	\$16,838	\$15,876	\$14,935	\$8,546	-42.8%
Vermont Veterans' Home	\$186,425	\$180,016	\$191,422	\$201,974	\$192,318	-4.8%
<b>Grand Total</b>	<b>\$7,326,465</b>	<b>\$7,300,676</b>	<b>\$7,174,263</b>	<b>\$7,437,558</b>	<b>\$6,663,102</b>	<b>-10.4%</b>
<b>% Change from Previous FY</b>		<b>-0.4%</b>	<b>-1.7%</b>	<b>3.7%</b>	<b>-10.4%</b>	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2010 to 2014. "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 decreased 10.4% from Fiscal Year 2013 to Fiscal Year 2014.

**TABLE 59 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 2010 to 2014.

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" (2009 to 2013). 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.

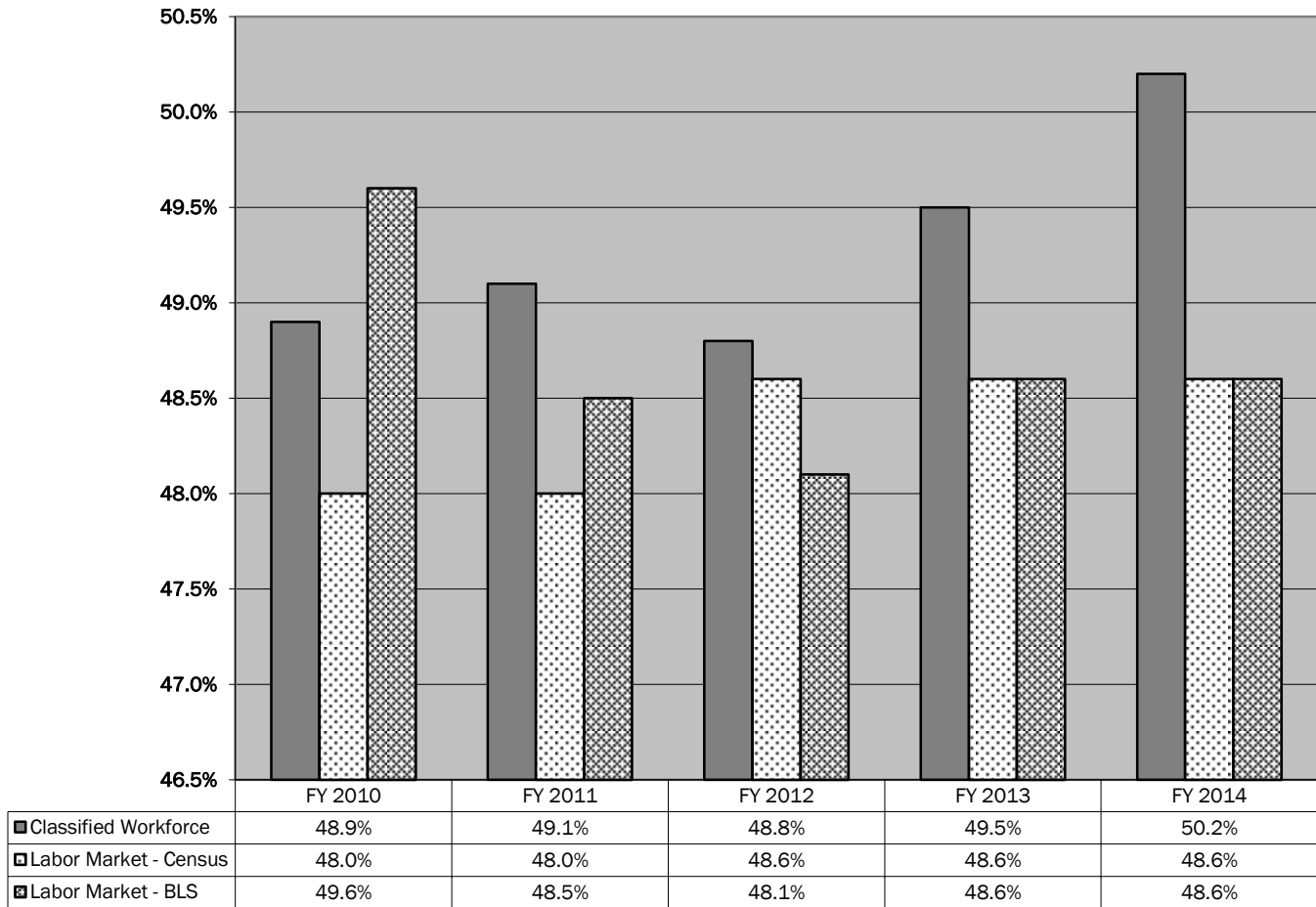
Labor Market – Census data from U.S. Bureau of the Census, American Fact Finder, Equal Employment Opportunity (EEO) Tabulation 2006-2010, Table EE01r. Detailed Census Occupation by Sex and Race/Ethnicity for Resident Geography Universe: Civilian labor force 16 years and over. <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>

For Fiscal Years 2014, 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 2014, Census data estimates a 4.5% minority representation in the civilian workforce and the Bureau of Labor Statistics estimates 4.0%.



**TABLE 60 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 2010 to 2014.

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" (2009 to 2013). 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 Year 2014, female representation in the classified workforce was 50.2%

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 2014, Census data estimates a 48.6% female representation in the civilian workforce and the Bureau of Labor Statistics estimates 48.6%.

**TABLE 61 ETHNIC REPRESENTATION BY DEPARTMENT BY FISCAL YEAR**

Department	2010		2011		Fiscal Year 2012		2013		2014		Five Year Average	
	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White
Administration									0.0%	100.0%	n/a	n/a
Agriculture, Food & Markets	1.3%	98.8%	1.2%	98.8%	1.1%	98.9%	1.1%	98.9%	2.2%	97.8%	1.5%	98.6%
Attorney General	3.4%	96.6%	3.6%	96.4%	3.6%	96.4%	3.3%	96.7%	3.4%	96.6%	3.5%	96.5%
Buildings & General Services	5.7%	94.3%	5.4%	94.6%	5.4%	94.6%	4.7%	95.3%	5.6%	94.4%	5.4%	94.6%
Children & Families	2.3%	97.7%	2.6%	97.4%	2.4%	97.6%	3.0%	97.0%	3.2%	96.8%	2.8%	97.3%
Commerce & Community Dev.	1.5%	98.5%	1.6%	98.4%	1.7%	98.3%	4.3%	95.7%	2.7%	97.3%	2.9%	97.6%
Corrections	4.2%	95.8%	4.0%	96.0%	4.8%	95.2%	5.3%	94.7%	5.1%	94.9%	4.8%	95.3%
Disabilities, Aging & Ind. Living	0.8%	99.2%	2.0%	98.0%	2.6%	97.4%	4.1%	95.9%	3.6%	96.4%	3.2%	97.4%
Education	1.3%	98.7%	1.4%	98.6%	1.3%	98.7%	1.3%	98.7%	0.7%	99.3%	1.3%	98.8%
Environmental Conservation	2.0%	98.0%	2.5%	97.5%	2.4%	97.6%	2.3%	97.7%	2.2%	97.8%	2.3%	97.7%
Finance & Management	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Financial Regulation	1.1%	98.9%	1.1%	98.9%	1.1%	98.9%	1.0%	99.0%	1.2%	98.8%	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%	0.0%	100.0%
Green Mountain Care Board									0.0%	100.0%	n/a	n/a
Health	1.5%	98.5%	1.6%	98.4%	2.2%	97.8%	2.8%	97.2%	3.1%	96.9%	2.4%	97.8%
Human Resources	0.0%	100.0%	3.0%	97.0%	2.9%	97.1%	3.7%	96.3%	2.5%	97.5%	3.1%	97.3%
Human Services	2.1%	97.9%	4.9%	95.1%	3.3%	96.7%	2.1%	97.9%	3.3%	96.7%	3.4%	96.9%
Information & Innovation	2.9%	97.1%	2.9%	97.1%	2.7%	97.3%	2.4%	97.6%	1.9%	98.1%	2.5%	97.5%
Labor	2.2%	97.8%	1.9%	98.1%	2.3%	97.7%	2.0%	98.0%	3.2%	96.8%	2.4%	97.7%
Libraries	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Liquor Control	2.0%	98.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	2.0%	99.6%
Mental Health	4.5%	95.5%	5.6%	94.4%	6.0%	94.0%	6.7%	93.3%	5.0%	95.0%	5.5%	94.6%
Military	2.6%	97.4%	2.5%	97.5%	2.5%	97.5%	2.6%	97.4%	2.7%	97.3%	2.6%	97.4%
Natural Resources	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Natural Resources Board	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Public Safety - Civilian	1.2%	98.8%	1.2%	98.8%	2.0%	98.0%	2.6%	97.4%	2.6%	97.4%	2.1%	98.1%
Public Safety - Sworn	1.3%	98.7%	1.6%	98.4%	1.9%	98.1%	1.7%	98.3%	2.0%	98.0%	1.8%	98.3%
Public Service	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
Secretary of State	1.9%	98.1%	1.9%	98.1%	3.7%	96.3%	3.4%	96.6%	1.8%	98.2%	2.8%	97.5%
Small Departments	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%
State Treasurer	6.7%	93.3%	7.4%	92.6%	7.1%	92.9%	6.3%	93.8%	6.3%	93.8%	6.7%	93.3%
Taxes	2.8%	97.2%	2.7%	97.3%	3.4%	96.6%	4.9%	95.1%	4.9%	95.1%	4.0%	96.3%
Transportation	1.7%	98.3%	1.9%	98.1%	1.8%	98.2%	2.2%	97.8%	2.3%	97.7%	2.0%	98.0%
Vermont Health Access	7.1%	92.9%	6.3%	93.7%	5.9%	94.1%	4.0%	96.0%	3.5%	96.5%	5.4%	95.0%
Vermont Lottery Commission	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	5.0%	95.0%	5.0%	99.0%
Vermont Veterans' Home	3.6%	96.4%	4.7%	95.3%	3.0%	97.0%	2.5%	97.5%	2.6%	97.4%	3.5%	96.8%
<b>Grand Total</b>	<b>2.5%</b>	<b>97.5%</b>	<b>2.6%</b>	<b>97.4%</b>	<b>2.7%</b>	<b>97.3%</b>	<b>3.0%</b>	<b>97.0%</b>	<b>3.1%</b>	<b>96.9%</b>	<b>2.8%</b>	<b>97.2%</b>

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2010 to 2014. "Small Departments" have 15 or fewer employees (See Appendix C).

In Fiscal Year 2014, three departments – Corrections, Children & Families, and Transportation – accounted for nearly 50% of the minority representation among classified State of Vermont employees.

**TABLE 62 GENDER REPRESENTATION BY DEPARTMENT BY FISCAL YEAR**

Department	2010		2011		Fiscal Year 2012		2013		2014		Five Year Average	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Administration									62.5%	37.5%	n/a	n/a
Agriculture, Food & Markets	38.8%	61.3%	41.5%	58.5%	43.7%	56.3%	43.3%	56.7%	44.0%	56.0%	42.2%	57.8%
Attorney General	69.0%	31.0%	67.9%	32.1%	64.3%	35.7%	63.3%	36.7%	62.1%	37.9%	65.3%	34.7%
Buildings & General Services	32.2%	67.8%	31.7%	68.3%	30.8%	69.2%	30.3%	69.7%	29.6%	70.4%	30.9%	69.1%
Children & Families	77.8%	22.2%	78.5%	21.5%	77.9%	22.1%	79.1%	20.9%	79.2%	20.8%	78.5%	21.5%
Commerce & Community Dev.	63.1%	36.9%	58.1%	41.9%	59.3%	40.7%	56.5%	43.5%	58.1%	41.9%	59.0%	41.0%
Corrections	29.7%	70.3%	29.3%	70.7%	29.0%	71.0%	29.5%	70.5%	29.7%	70.3%	29.4%	70.6%
Disabilities, Aging & Ind. Living	73.8%	26.2%	76.5%	23.5%	73.6%	26.4%	72.8%	27.2%	75.0%	25.0%	74.3%	25.7%
Education	71.3%	28.7%	73.1%	26.9%	71.5%	28.5%	72.1%	27.9%	71.4%	28.6%	71.9%	28.1%
Environmental Conservation	40.0%	60.0%	39.8%	60.2%	41.1%	58.9%	41.6%	58.4%	42.1%	57.9%	40.9%	59.1%
Finance & Management	72.4%	27.6%	64.5%	35.5%	68.8%	31.3%	66.7%	33.3%	64.5%	35.5%	67.4%	32.6%
Financial Regulation	56.0%	44.0%	59.1%	40.9%	61.5%	38.5%	63.9%	36.1%	67.1%	32.9%	61.5%	38.5%
Fish & Wildlife	17.5%	82.5%	18.9%	81.1%	19.8%	80.2%	17.7%	82.3%	21.1%	78.9%	19.0%	81.0%
Forests, Parks & Recreation	27.8%	72.2%	27.1%	72.9%	24.7%	75.3%	25.3%	74.7%	26.0%	74.0%	26.2%	73.8%
Green Mountain Care Board									76.5%	23.5%	n/a	n/a
Health	79.4%	20.6%	79.1%	20.9%	79.6%	20.4%	79.4%	20.6%	78.8%	21.3%	79.3%	20.7%
Human Resources	72.7%	27.3%	74.6%	25.4%	75.0%	25.0%	79.3%	20.7%	77.5%	22.5%	75.8%	24.2%
Human Services	47.9%	52.1%	47.6%	52.4%	47.8%	52.2%	52.6%	47.4%	57.6%	42.4%	50.7%	49.3%
Information & Innovation	34.3%	65.7%	31.9%	68.1%	28.8%	71.2%	31.0%	69.0%	29.0%	71.0%	31.0%	69.0%
Labor	67.6%	32.4%	66.5%	33.5%	68.1%	31.9%	69.8%	30.2%	73.3%	26.7%	69.1%	30.9%
Libraries	70.8%	29.2%	70.8%	29.2%	65.2%	34.8%	64.0%	36.0%	60.0%	40.0%	66.2%	33.8%
Liquor Control	30.6%	69.4%	32.0%	68.0%	31.3%	68.8%	29.2%	70.8%	27.1%	72.9%	30.0%	70.0%
Mental Health	60.1%	39.9%	60.3%	39.7%	59.8%	40.2%	61.2%	38.8%	62.8%	37.2%	60.9%	39.1%
Military	17.9%	82.1%	16.8%	83.2%	16.8%	83.2%	17.9%	82.1%	17.9%	82.1%	17.5%	82.5%
Natural Resources	52.9%	47.1%	47.8%	52.2%	42.3%	57.7%	40.0%	60.0%	40.7%	59.3%	44.8%	55.2%
Natural Resources Board	69.6%	30.4%	69.6%	30.4%	72.7%	27.3%	72.7%	27.3%	69.6%	30.4%	70.8%	29.2%
Public Safety - Civilian	51.8%	48.2%	50.8%	49.2%	50.4%	49.6%	48.9%	51.1%	48.9%	51.1%	50.2%	49.8%
Public Safety - Sworn	8.6%	91.4%	9.5%	90.5%	11.4%	88.6%	17.3%	82.7%	17.7%	82.3%	12.9%	87.1%
Public Service	57.1%	42.9%	53.3%	46.7%	50.0%	50.0%	42.4%	57.6%	41.2%	58.8%	48.8%	51.2%
Secretary of State	68.5%	31.5%	67.3%	32.7%	66.7%	33.3%	65.5%	34.5%	61.4%	38.6%	65.9%	34.1%
Small Departments	66.7%	33.3%	68.0%	32.0%	66.7%	33.3%	67.6%	32.4%	68.4%	31.6%	67.5%	32.5%
State Treasurer	76.7%	23.3%	74.1%	25.9%	71.4%	28.6%	71.9%	28.1%	68.8%	31.3%	72.6%	27.4%
Taxes	67.4%	32.6%	69.4%	30.6%	69.0%	31.0%	72.2%	27.8%	71.5%	28.5%	69.9%	30.1%
Transportation	28.7%	71.3%	28.2%	71.8%	28.2%	71.8%	28.7%	71.3%	28.9%	71.1%	28.5%	71.5%
Vermont Health Access	68.4%	31.6%	73.9%	26.1%	72.3%	27.7%	70.5%	29.5%	73.4%	26.6%	71.7%	28.3%
Vermont Lottery Commission	74.6%	25.4%	73.7%	26.3%	73.7%	26.3%	58.8%	41.2%	50.0%	50.0%	66.2%	33.8%
Vermont Veterans' Home	77.4%	22.6%	74.2%	25.8%	77.0%	23.0%	76.4%	23.6%	78.1%	21.9%	76.6%	23.4%
<b>Grand Total</b>	<b>48.9%</b>	<b>51.1%</b>	<b>49.1%</b>	<b>50.9%</b>	<b>48.8%</b>	<b>51.2%</b>	<b>49.5%</b>	<b>50.5%</b>	<b>50.2%</b>	<b>49.8%</b>	<b>49.3%</b>	<b>50.7%</b>

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2010 to 2014. "Small Departments" have 15 or fewer employees (See Appendix C).

While the overall five-fiscal-year average was 49.3% female and 50.7% male, there are clear departmental differences in gender representation.

**TABLE 63 MINORITY AND GENDER REPRESENTATION BY EEO-4 OCCUPATIONAL GROUP BY FISCAL YEAR**

Occupational Group	2010		2011		Fiscal Year 2012		2013		2014		Five Year Average	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Administrative Support	82.0%	18.0%	81.5%	18.5%	79.9%	20.1%	80.6%	19.4%	77.8%	22.2%	80.3%	19.7%
Officials and Administrators	42.1%	57.9%	43.9%	56.1%	46.5%	53.5%	47.7%	52.3%	48.6%	51.4%	45.8%	54.2%
Paraprofessionals	69.1%	30.9%	71.1%	28.9%	77.4%	22.6%	76.8%	23.2%	78.5%	21.5%	74.6%	25.4%
Professionals	57.4%	42.6%	57.7%	42.3%	57.3%	42.7%	58.0%	42.0%	58.5%	41.5%	57.8%	42.2%
Protective Service	15.9%	84.1%	15.8%	84.2%	16.4%	83.6%	16.6%	83.4%	17.1%	82.9%	16.3%	83.7%
Service Maintenance	32.0%	68.0%	33.3%	66.7%	33.2%	66.8%	32.8%	67.2%	35.4%	64.6%	33.3%	66.7%
Skilled Craft	2.7%	97.3%	2.2%	97.8%	1.9%	98.1%	2.2%	97.8%	2.3%	97.7%	2.3%	97.7%
Technicians	58.0%	42.0%	57.8%	42.2%	55.9%	44.1%	56.2%	43.8%	57.6%	42.4%	57.1%	42.9%
<b>Grand Total</b>	<b>48.9%</b>	<b>51.1%</b>	<b>49.1%</b>	<b>50.9%</b>	<b>48.8%</b>	<b>51.2%</b>	<b>49.5%</b>	<b>50.5%</b>	<b>50.2%</b>	<b>49.8%</b>	<b>49.3%</b>	<b>50.7%</b>

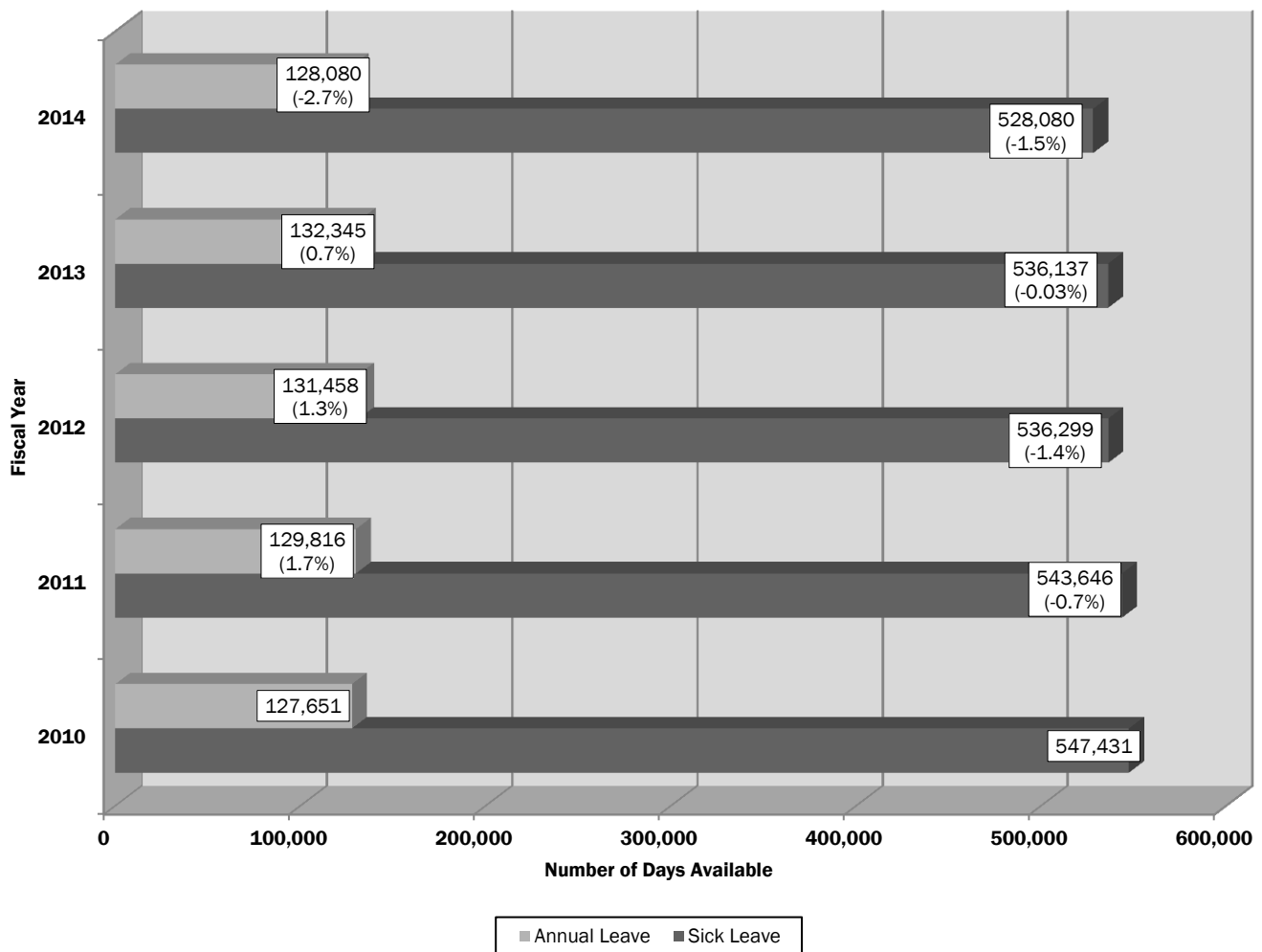
Occupational Group	2010		2011		Fiscal Year 2012		2013		2014		Five Year Average	
	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White	Minority	White
Administrative Support	2.1%	97.9%	1.9%	98.1%	2.0%	98.0%	1.8%	98.2%	2.4%	97.6%	2.0%	98.0%
Officials and Administrators	3.6%	96.4%	3.5%	96.5%	2.4%	97.6%	3.2%	96.8%	2.7%	97.3%	3.1%	96.9%
Paraprofessionals	3.8%	96.2%	4.4%	95.6%	4.8%	95.2%	4.9%	95.1%	4.8%	95.2%	4.5%	95.5%
Professionals	1.9%	98.1%	2.2%	97.8%	2.4%	97.6%	2.7%	97.3%	2.6%	97.4%	2.4%	97.6%
Protective Service	3.3%	96.7%	3.4%	96.6%	4.1%	95.9%	4.6%	95.4%	4.6%	95.4%	4.0%	96.0%
Service Maintenance	7.3%	92.7%	6.8%	93.2%	7.9%	92.1%	8.2%	91.8%	9.1%	90.9%	7.9%	92.1%
Skilled Craft	1.6%	98.4%	1.6%	98.4%	0.8%	99.2%	1.9%	98.1%	1.4%	98.6%	1.4%	98.6%
Technicians	2.6%	97.4%	3.1%	96.9%	2.2%	97.8%	1.6%	98.4%	2.6%	97.4%	2.4%	97.6%
<b>Grand Total</b>	<b>2.5%</b>	<b>97.5%</b>	<b>2.6%</b>	<b>97.4%</b>	<b>2.7%</b>	<b>97.3%</b>	<b>3.0%</b>	<b>97.0%</b>	<b>3.1%</b>	<b>96.9%</b>	<b>2.8%</b>	<b>97.2%</b>

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2010 to 2014. 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 Officials and Administrators (Female, 45.8%; Male, 54.2%) and Technicians (Female, 57.1%; Male, 42.9%). However, female representation was higher in the Administrative Support (Female, 80.3%; Male, 19.7%) and Paraprofessional (Female, 74.6%; Male, 25.4%) occupational groups. On the other hand, male representation was higher in the Protective Service (Female, 16.3%; Male, 83.7%) and Skilled Craft (Female, 2.3%; Male, 97.7%) occupational groups.

Based on the five-year averages, minority representation was highest in Service Maintenance (7.9%) and Paraprofessional (4.5%) occupational groups, and lowest in Skilled Craft (1.4%) and Administrative Support (2.0%).

**TABLE 64 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 2010 to 2014. 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 decreased (-2.7%) in FY '14. 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 (-1.5%) from FY '13 to FY '14. The five-year average is nearly 74 days of accumulated sick leave per employee.

**TABLE 65 AVERAGE ANNUAL AND SICK LEAVE BALANCES PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR**

Average Annual Leave Balances (Days)						Average Sick Leave Balances (Days)				
Department	Fiscal Years					Fiscal Year				
	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
Administration					16.2					61.5
Agriculture, Food & Markets	22.5	22.4	22.1	22.9	22.2	123.5	124.8	122.3	116.9	117.8
Attorney General	14.3	14.5	18.0	16.6	15.2	56.1	60.4	72.4	73.5	77.5
Buildings & General Services	17.5	17.9	15.6	18.4	17.6	76.6	76.8	58.2	75.5	73.7
Children & Families	17.8	17.0	17.9	16.4	15.6	68.8	65.2	76.6	58.1	56.6
Commerce & Community Dev.	19.4	21.3	17.2	18.9	18.3	84.2	95.0	63.4	81.6	79.9
Corrections	15.7	16.1	20.8	16.3	15.8	52.6	52.4	95.0	51.6	51.0
Disabilities, Aging & Ind. Living	18.0	18.7	16.0	17.6	17.5	77.5	76.6	51.4	71.1	72.8
Education	16.6	17.0	17.3	16.4	15.5	58.1	52.6	67.9	50.6	44.0
Environmental Conservation	18.8	19.1	16.3	18.0	17.3	123.1	125.7	53.2	108.6	102.4
Finance & Management	25.7	23.7	19.2	21.8	22.1	88.1	68.5	116.7	70.3	81.3
Financial Regulation	15.7	15.6	23.1	15.3	14.4	65.7	62.6	72.8	56.2	60.9
Fish & Wildlife	27.5	27.8	25.7	25.6	25.1	172.3	169.1	154.4	150.5	145.8
Forests, Parks & Recreation	21.1	21.1	22.3	22.6	21.9	167.2	165.0	170.7	172.7	162.0
Green Mountain Care Board					22.4					67.7
Health	17.3	17.4	17.0	16.6	15.3	71.6	72.5	70.9	69.7	67.8
Human Resources	22.1	20.1	22.0	20.2	19.2	93.7	76.8	74.9	66.9	69.8
Human Services	18.4	17.9	20.0	18.3	17.0	91.6	80.4	74.1	70.3	61.1
Information & Innovation	16.8	18.1	17.8	18.7	18.5	69.0	79.9	74.1	75.0	76.1
Labor	17.2	18.7	18.4	17.2	15.6	72.2	78.1	77.1	73.0	63.4
Libraries	18.6	20.3	20.0	17.7	18.1	136.3	144.8	150.8	148.9	144.6
Liquor Control	21.7	21.9	22.9	23.3	22.7	108.4	114.9	119.7	124.1	123.4
Mental Health	12.4	12.7	15.7	12.3	9.5	38.2	37.7	40.6	28.7	23.4
Military	18.3	17.9	17.7	18.7	19.0	80.4	72.9	67.8	70.9	74.3
Natural Resources	17.8	15.7	17.5	18.1	16.9	72.8	77.9	73.7	68.0	68.8
Natural Resources Board	17.7	18.7	20.3	21.2	18.0	127.5	133.5	130.3	135.9	125.3
Public Safety - Civilian	18.3	18.5	18.5	17.9	16.2	77.1	73.1	73.7	73.1	66.5
Public Safety - Sworn	24.9	26.9	26.9	25.3	24.2	116.8	121.3	118.3	114.8	110.4
Public Service	17.6	18.3	16.3	17.9	15.3	51.4	51.0	38.4	46.2	44.9
Secretary of State	16.0	14.2	13.7	14.1	14.4	50.8	42.3	32.6	30.0	33.0
Small Departments	16.0	17.1	16.6	16.6	15.8	47.6	42.0	52.4	59.8	54.8
State Treasurer	23.1	20.8	20.2	20.9	18.6	63.0	60.8	54.3	55.8	54.7
Taxes	17.3	18.1	18.5	17.9	16.6	70.7	64.5	65.6	65.9	60.8
Transportation	18.1	18.9	19.2	18.8	18.6	81.7	82.9	82.3	81.0	80.2
Vermont Health Access	12.6	11.9	11.8	10.7	10.9	40.7	38.2	37.6	30.4	30.1
Vermont Lottery Commission	22.7	22.5	23.4	21.6	18.1	138.0	144.6	150.9	114.6	79.7
Vermont Veterans' Home	15.0	14.7	14.5	14.0	14.4	36.3	37.8	35.7	35.7	38.7
<b>Overall Average</b>	<b>17.8</b>	<b>18.1</b>	<b>18.3</b>	<b>17.8</b>	<b>17.0</b>	<b>76.4</b>	<b>75.9</b>	<b>74.5</b>	<b>72.1</b>	<b>69.8</b>
<b>% Change from Previous FY</b>		<b>1.7%</b>	<b>0.8%</b>	<b>-2.5%</b>	<b>-4.4%</b>		<b>-0.6%</b>	<b>-1.9%</b>	<b>-3.2%</b>	<b>-3.2%</b>

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2010 to 2014. "Small Departments" have 15 or fewer employees (See Appendix C). See Table 64 for an explanation of the accrual of annual and sick leave, as well as other source information.

The five-year average was 17.8 days of accumulated annual leave and 73.8 days of accumulated sick leave, although there are clear departmental differences.

**TABLE 66 AVERAGE ANNUAL LEAVE USE AND AVERAGE COSTS PER CLASSIFIED EMPLOYEE BY DEPARTMENT BY FISCAL YEAR**

Average Annual Leave Days Used						Average Annual Leave Costs					
Fiscal Year						Fiscal Year					
Department	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014	
Administration					16.2					\$3,663	
Agriculture, Food & Markets	14.5	15.4	14.3	14.6	16.3	\$3,032	\$3,133	\$2,931	\$3,112	\$3,640	
Attorney General	14.8	14.4	15.2	16.8	17.4	\$3,147	\$2,936	\$3,110	\$3,670	\$3,941	
Buildings & General Services	15.3	16.4	15.5	15.3	15.7	\$2,444	\$2,547	\$2,415	\$2,562	\$2,542	
Children & Families	14.6	15.6	14.1	14.5	15.0	\$2,974	\$3,079	\$2,752	\$2,949	\$3,107	
Commerce & Community Dev.	14.5	15.3	14.6	14.7	14.5	\$3,165	\$3,329	\$3,141	\$3,328	\$3,342	
Corrections	14.5	14.6	14.0	14.3	14.6	\$2,639	\$2,588	\$2,466	\$2,636	\$2,817	
Disabilities, Aging & Ind. Living	15.2	14.9	13.2	14.5	14.8	\$3,271	\$3,153	\$2,771	\$3,206	\$3,359	
Education	14.1	14.3	14.7	14.2	15.1	\$3,113	\$3,066	\$3,067	\$3,162	\$3,438	
Environmental Conservation	17.5	17.2	15.4	16.3	15.8	\$3,934	\$3,807	\$3,372	\$3,722	\$3,686	
Finance & Management	11.9	14.0	14.2	13.3	13.2	\$2,878	\$3,405	\$3,371	\$3,333	\$3,446	
Financial Regulation	14.7	14.4	13.6	15.0	16.0	\$3,636	\$3,503	\$3,318	\$3,808	\$4,291	
Fish & Wildlife	16.7	15.6	15.3	15.5	15.1	\$3,579	\$3,240	\$3,160	\$3,301	\$3,302	
Forests, Parks & Recreation	16.4	17.7	15.9	17.1	17.9	\$3,512	\$3,719	\$3,348	\$3,742	\$3,984	
Green Mountain Care Board					14.8					\$4,070	
Health	13.8	14.9	14.5	14.8	15.6	\$2,864	\$3,052	\$2,924	\$3,184	\$3,422	
Human Resources	12.0	14.8	13.4	14.1	15.2	\$2,783	\$3,294	\$2,943	\$3,230	\$3,510	
Human Services	18.4	15.5	15.0	14.7	13.8	\$4,399	\$3,702	\$3,663	\$3,679	\$3,568	
Information & Innovation	18.7	15.7	14.6	13.5	15.9	\$4,421	\$3,657	\$3,349	\$3,319	\$3,980	
Labor	14.8	15.6	15.6	16.0	15.1	\$2,793	\$2,840	\$2,822	\$3,035	\$2,950	
Libraries	15.5	16.6	16.7	18.4	16.4	\$2,792	\$2,898	\$3,005	\$3,481	\$3,171	
Liquor Control	13.9	16.7	15.8	15.4	17.1	\$2,572	\$2,973	\$2,696	\$2,873	\$3,198	
Mental Health	15.1	13.6	13.1	13.1	12.6	\$2,981	\$2,680	\$2,671	\$2,877	\$2,692	
Military	16.3	16.7	15.4	14.7	15.0	\$2,826	\$2,833	\$2,632	\$2,662	\$2,720	
Natural Resources	14.1	17.9	13.0	14.3	16.9	\$3,089	\$3,829	\$2,719	\$3,189	\$3,947	
Natural Resources Board	17.7	18.5	17.8	16.4	19.6	\$3,840	\$3,942	\$3,836	\$3,646	\$4,459	
Public Safety - Civilian	14.0	14.1	13.8	12.6	14.7	\$2,729	\$2,672	\$2,575	\$2,510	\$2,940	
Public Safety - Sworn	15.7	15.1	15.1	18.4	16.1	\$3,390	\$3,272	\$3,273	\$4,112	\$3,793	
Public Service	12.3	12.7	10.3	11.5	15.0	\$2,769	\$2,799	\$2,219	\$2,648	\$3,655	
Secretary of State	16.3	12.5	13.4	12.8	13.4	\$3,137	\$2,312	\$2,414	\$2,359	\$2,506	
Small Departments	15.0	9.1	17.6	12.5	15.4	\$3,546	\$2,159	\$4,062	\$3,065	\$3,541	
State Treasurer	13.0	14.9	14.0	14.8	16.8	\$2,760	\$2,952	\$2,733	\$2,996	\$3,523	
Taxes	14.7	14.8	14.4	15.1	15.4	\$2,666	\$2,647	\$2,513	\$2,860	\$3,048	
Transportation	15.3	15.9	15.1	15.9	15.9	\$2,845	\$2,924	\$2,758	\$3,053	\$3,176	
Vermont Health Access	14.8	14.4	12.7	12.1	12.1	\$3,075	\$3,010	\$2,652	\$2,739	\$2,867	
Vermont Lottery Commission	17.2	17.2	16.5	16.0	11.9	\$3,062	\$3,140	\$2,919	\$2,924	\$2,334	
Vermont Veterans' Home	12.6	14.8	12.7	13.5	12.7	\$2,001	\$2,304	\$1,945	\$2,199	\$2,078	
Overall Average	14.9	15.3	14.5	14.9	15.1	\$2,941	\$2,950	\$2,775	\$3,018	\$3,158	
% Change from Previous FY		2.2%	-5.3%	3.2%	1.5%		0.3%	-5.9%	8.8%	4.6%	

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2010 to 2014. "Small Departments" have 15 or fewer employees (See Appendix C). See Table 64 for an explanation of the accrual of annual and sick leave, as well as other source information.

Employees used an average 15.1 annual leave days in FY '14, an increase of 1.5% from FY '13. For FY '14, average annual leave costs were \$3,158 per employee.

**TABLE 67 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				
	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
Administration					11.9					\$2,617
Agriculture, Food & Markets	9.2	9.8	8.1	8.4	11.6	\$1,907	\$1,985	\$1,612	\$1,713	\$2,528
Attorney General	10.6	12.4	12.3	13.1	13.0	\$2,105	\$2,284	\$2,300	\$2,617	\$2,726
Buildings & General Services	13.0	12.9	13.4	12.8	13.0	\$1,987	\$1,925	\$1,998	\$2,024	\$2,054
Children & Families	12.3	12.8	11.9	12.6	12.6	\$2,449	\$2,479	\$2,261	\$2,525	\$2,558
Commerce & Community Dev.	10.4	9.2	11.8	10.2	11.3	\$2,187	\$1,862	\$2,547	\$2,244	\$2,550
Corrections	13.0	13.4	12.7	12.7	12.4	\$2,380	\$2,389	\$2,217	\$2,310	\$2,354
Disabilities, Aging & Ind. Living	10.6	11.5	11.0	10.1	11.8	\$2,236	\$2,373	\$2,301	\$2,178	\$2,634
Education	11.6	12.8	12.2	13.2	12.9	\$2,512	\$2,662	\$2,477	\$2,928	\$2,947
Environmental Conservation	11.7	11.7	9.8	9.3	9.6	\$2,597	\$2,488	\$2,049	\$2,065	\$2,174
Finance & Management	8.7	11.4	10.3	10.4	10.8	\$1,999	\$2,562	\$2,400	\$2,540	\$2,742
Financial Regulation	11.5	11.4	10.0	9.6	10.5	\$2,778	\$2,722	\$2,370	\$2,365	\$2,703
Fish & Wildlife	8.8	11.2	8.8	8.6	7.5	\$1,852	\$2,338	\$1,712	\$1,758	\$1,591
Forests, Parks & Recreation	9.5	10.9	9.3	8.7	9.6	\$1,999	\$2,215	\$1,838	\$1,838	\$2,087
Green Mountain Care Board					7.3					\$1,958
Health	10.4	11.4	10.8	11.3	11.3	\$2,089	\$2,257	\$2,123	\$2,321	\$2,400
Human Resources	11.8	12.9	11.5	10.7	13.6	\$2,735	\$2,788	\$2,601	\$2,428	\$3,239
Human Services	13.0	11.3	9.5	10.7	11.5	\$3,076	\$2,636	\$2,199	\$2,553	\$3,012
Information & Innovation	13.1	9.7	9.5	9.0	10.2	\$2,969	\$2,194	\$2,066	\$2,151	\$2,524
Labor	12.3	12.9	13.1	12.4	14.3	\$2,307	\$2,307	\$2,284	\$2,343	\$2,847
Libraries	6.7	9.4	7.6	7.0	9.0	\$1,215	\$1,719	\$1,517	\$1,360	\$1,860
Liquor Control	7.1	9.1	10.4	10.1	12.0	\$1,221	\$1,436	\$1,779	\$1,788	\$2,254
Mental Health	13.0	14.1	12.3	13.1	12.3	\$2,519	\$2,724	\$2,529	\$2,930	\$2,622
Military	13.1	17.1	13.1	12.3	12.9	\$2,294	\$2,879	\$2,162	\$2,189	\$2,467
Natural Resources	9.9	11.4	10.8	8.8	10.9	\$2,187	\$2,322	\$2,075	\$1,948	\$2,455
Natural Resources Board	13.1	13.3	9.3	11.3	11.9	\$2,737	\$2,719	\$1,900	\$2,342	\$2,657
Public Safety - Civilian	9.5	11.3	9.0	7.7	9.9	\$1,803	\$2,110	\$1,637	\$1,489	\$1,964
Public Safety - Sworn	9.2	8.6	8.9	8.6	9.0	\$2,050	\$1,826	\$1,968	\$1,898	\$2,136
Public Service	8.5	13.0	9.2	7.8	9.4	\$1,827	\$2,732	\$1,861	\$1,924	\$2,169
Secretary of State	14.8	12.8	13.1	11.8	11.1	\$2,823	\$2,440	\$2,544	\$2,340	\$2,084
Small Departments	8.9	7.8	12.1	7.0	9.5	\$1,805	\$1,553	\$2,483	\$1,517	\$2,080
State Treasurer	10.1	10.8	9.8	8.7	8.9	\$2,174	\$2,208	\$1,914	\$1,788	\$1,811
Taxes	11.4	13.3	12.7	11.4	10.8	\$2,107	\$2,357	\$2,143	\$2,156	\$2,132
Transportation	12.6	13.4	12.4	11.9	12.7	\$2,297	\$2,404	\$2,225	\$2,234	\$2,444
Vermont Health Access	10.7	12.5	10.9	11.1	8.7	\$2,163	\$2,552	\$2,223	\$2,435	\$1,969
Vermont Lottery Commission	14.5	10.9	10.8	11.7	8.3	\$2,459	\$1,952	\$1,916	\$2,145	\$1,526
Vermont Veterans' Home	13.9	14.4	13.2	12.9	11.8	\$2,206	\$2,284	\$2,018	\$2,073	\$1,880
<b>Overall Average</b>	<b>11.8</b>	<b>12.5</b>	<b>11.6</b>	<b>11.4</b>	<b>11.7</b>	<b>\$2,275</b>	<b>\$2,348</b>	<b>\$2,161</b>	<b>\$2,235</b>	<b>\$2,383</b>
<b>% Change from Previous FY</b>		<b>5.8%</b>	<b>-7.3%</b>	<b>-1.6%</b>	<b>2.7%</b>		<b>3.2%</b>	<b>-7.9%</b>	<b>3.4%</b>	<b>6.6%</b>

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2010 to 2014. "Small Departments" have 15 or fewer employees (See Appendix C). See Table 64 for an explanation of the accrual of annual and sick leave, as well as other source information.

Employees used an average 11.7 sick leave days in FY '14, a 2.7% increase from FY '13. For FY '14, average sick leave costs were \$2,383 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 68 LIMITED SERVICE POSITIONS AUTHORIZED IN FISCAL YEAR 2014**

Joint Fiscal Committee Limited Service Positions Authorized Fiscal Year 2014	
Department	Number
Agriculture, Food & Markets	1
Children & Families	23
Disabilities, Aging, and Independent Living	1
Education	2
Environmental Conservation	2
Executive Office	2
Fish & Wildlife	3
Health	12
Housing and Community Development	2
Human Services	9
Labor	8
Mental Health	1
Public Safety - Civilian	3
Public Service Department	1
Vermont Health Access	20
<b>Total</b>	<b>90</b>

Limited Service Positions Authorized 2014 Session	
Department	Number
Education	1
Environmental Conservation	6
Liquor Control	1
<b>Total</b>	<b>8</b>

During Fiscal Year 2014, 98 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 69a USE OF TEMPORARY EMPLOYEES IN FISCAL YEAR 2014**

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		2	1,422	\$41,798
Agriculture, Food & Markets					7	2	2	10	7,496	\$126,579
Attorney General		1			1	1	1	4	1,104	\$17,829
Auditor of Accounts						1		1	4	\$120
Buildings & General Services		47	1	4	27	10	16	101	82,536	\$832,664
Children & Families		64	31	8	2	141	13	255	208,887	\$3,485,362
Commerce & Community Dev.			3		48	1	1	53	17,267	\$182,686
Corrections		117	2	2	4	7	52	182	127,169	\$1,600,064
Criminal Justice Training Council			1			1		2	1,419	\$18,905
Defender General		2					1	3	778	\$11,638
Disabilities, Aging & Ind Living		4	1	1		6	4	16	11,027	\$220,308
Education		2	3			3	1	9	4,849	\$92,684
Enhanced 911			2					2	2,939	\$43,388
Environmental Conservation					49		1	50	32,048	\$559,924
Finance & Management		1	1					2	2,759	\$70,037
Financial Regulation					2			2	480	\$7,609
Fish & Wildlife					76		1	77	45,402	\$736,567
Forests, Parks & Recreation					458	1	8	467	255,350	\$2,993,406
Governor's Office						3		3	2,206	\$28,196
Health		11	6	45	8	20	3	89	33,770	\$510,190
Human Resources			2				3	5	2,388	\$44,041
Human Services						2		2	785	\$10,876
Information & Innovation					1	2	1	4	2,786	\$63,622
Labor		4	11		16	3	1	35	20,931	\$324,169
Libraries		1						1	32	\$490
Liquor Control		9			1	2		11	8,525	\$108,667
Mental Health		14	16		2		4	36	47,070	\$506,435
Military		9			2	2		13	13,291	\$203,956
Natural Resources			1			1		2	459	\$9,338
Public Safety - Civilian	3	7	20	5	5	63	47	140	76,259	\$1,053,495
Public Safety - Sworn		4	5	3	3	2	27	44	18,017	\$279,584
Public Service						1		1	429	\$10,330
Public Service Board						1		1	1,048	\$44,006
Secretary of State		4				1	2	7	2,745	\$46,323
State Treasurer				2	1	3		6	5,193	\$124,830
State's Attorneys & Sheriffs				1				1	1,040	\$19,937
Taxes		3	2		42	3		48	24,581	\$337,096
Transportation	1	11	11	1	328	11	20	372	189,998	\$2,775,657
Vermont Commission on Women						1		1	18	\$509
Vermont Health Access					4	16		20	12,144	\$221,092
Vermont Labor Relations Board		1	1					2	97	\$1,875
Vermont Veterans' Home			55	2	1	1	2	60	59,500	\$647,031
<b>Grand Total</b>	<b>4</b>	<b>316</b>	<b>176</b>	<b>74</b>	<b>1088</b>	<b>313</b>	<b>211</b>	<b>2142</b>	<b>1,326,245</b>	<b>\$18,413,312</b>

Source: The State's Human Resource Information System (VTHR). Please see Table 69b for additional source information and Special Note.

**TABLE 69b SUMMARY OF USE OF TEMPORARY EMPLOYEES BY FISCAL YEAR**

Summary of Temporary Usage FY 2010 to FY 2014					
State Totals	2010	2011	2012	2013	2014
Number	1,664	1,838	2,000	1,900	2,123
% Change from Previous FY	-5.3%	10.5%	8.8%	-5.0%	11.7%
Hours	1,162,486	1,205,075	1,232,451	1,154,888	1,326,245
% Change from Previous FY	4.5%	3.7%	2.3%	-6.3%	14.8%
Wages	\$13,798,749	\$14,794,591	\$15,661,967	\$15,168,287	\$18,413,312
% Change from Previous FY	6.2%	7.2%	5.9%	-3.2%	21.4%

Source: The State's Human Resource Information System (VTHR). Data include only temporary employees of the Executive Branch for Fiscal Years 2010 to 2014.

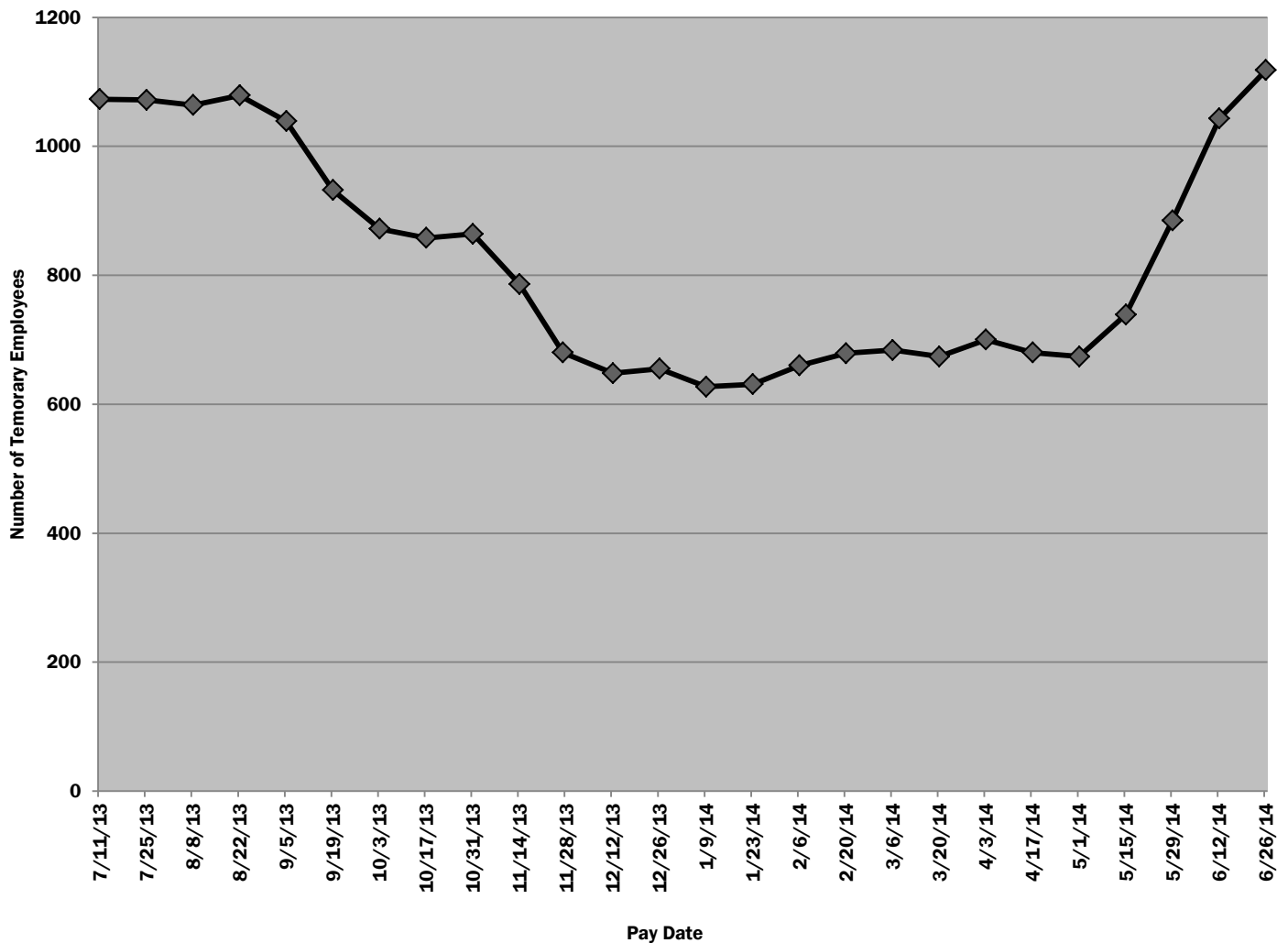
**SPECIAL NOTE:** Providing an exact count of temporary employees is troublesome. Temporary employees can work more than one time period, in more than one category, and for more than one department in a fiscal year. In the Table 69a under "Total for Department" the number for each individual department 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 69a 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 (2,142) but the actual total of unique temporary employees (shown in Table 69b) was 2,123 because 19 individuals worked in more than one department.

In Fiscal Year 2014, 2,123 individuals worked as temporary employees for 1,326,245 hours and were paid a total of \$18,413,312 in gross wages.

The Table above compares the use of temporary employees for Fiscal Years 2010 to 2014. Fiscal Year 2014 saw an increase from Fiscal Year 2013 in the number of unique temporary employees (11.7%), in total hours (14.8%) and total gross wages (21.4%).

**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 70      NUMBER OF TEMPORARY EMPLOYEES ON PAYROLL BY PAY DATE FOR FISCAL YEAR 2014**



Source: The State's Human Resource Information System (VTHR). Data include only temporary employees of the Executive Branch for Fiscal Year 2014.

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, from late November (11/28/13) to early May (5/1/14) the number of temporary employees drops to 700 or fewer.

**TABLE 71 EXECUTIVE BRANCH CONTRACTS FOR SERVICES CREATED IN FISCAL YEAR 2014**

Agency/Department	Number of Contracts	Amount Expended	Maximum Amount
Administration	5	\$958,387	\$2,335,444
Agriculture, Food & Markets	37	\$89,418	\$660,414
Attorney General	31	\$72,694	\$629,884
Auditor of Accounts	2	\$0	\$53,250
Buildings & General Services	207	\$17,581,154	\$115,228,652
Children and Families	252	\$4,364,637	\$53,856,409
Commerce & Community Development	55	\$1,701,389	\$5,628,872
Corrections	51	\$1,448,801	\$11,593,441
Criminal Justice Training Council	6	\$25,158	\$199,500
Defender General	114	\$4,109,614	\$9,083,755
Disabilities, Aging, and Independent Living	70	\$562,283	\$3,081,873
Education	81	\$1,735,736	\$3,581,072
Enhanced 911 Board	3	\$241,259	\$376,559
Environmental Conservation	125	\$5,121,586	\$13,772,851
Finance & Management	3	\$117,815	\$220,650
Financial Regulation	39	\$976,391	\$7,289,235
Fish & Wildlife	86	\$546,861	\$1,014,788
Forests, Parks & Recreation	128	\$1,097,911	\$2,196,804
Green Mountain Care Board	7	\$513,869	\$3,124,318
Health	81	\$3,164,127	\$14,207,178
Human Resources	17	\$14,815,994	\$86,136,625
Human Services	35	\$502,689	\$811,234
Information & Innovation	25	\$300,471	\$4,550,943
Labor	5	\$58,640	\$108,380
Libraries	6	\$242,585	\$576,464
Liquor Control	5	\$292,217	\$681,845
Mental Health	39	\$2,592,996	\$23,813,316
Military	212	\$4,019,008	\$7,331,042
Natural Resources	10	\$100,887	\$1,056,290
Public Safety	74	\$1,692,247	\$4,709,252
Public Service	37	\$1,066,806	\$3,591,736
Public Service Board	3	\$65,044	\$136,000
Secretary of State	28	\$865,100	\$3,625,139
State Treasurer	2	\$145,050	\$4,700,000
State's Attorneys & Sheriffs	13	\$168,596	\$482,310
Taxes	11	\$4,146,684	\$38,685,184
Transportation	70	\$11,643,411	\$41,890,507
Vermont Health Access	31	\$5,231,128	\$41,122,046
Vermont Lottery Commission	1	\$27,329	\$6,300,000
Vermont Veterans' Home	4	\$247,738	\$1,230,000
<b>Grand Total</b>	<b>2,011</b>	<b>\$92,653,708</b>	<b>\$519,673,259</b>

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

Expended amount means the amount of payment released for the contract in Fiscal Year 2014. “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 2014 (7/1/13 - 6/30/14).

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

**TABLE 72 EXECUTIVE BRANCH PRIVATIZATION CONTRACTS – FISCAL YEAR 2014**

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 2014.

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 73 CONTRACTORS ON PAYROLL AS OF 6/26/14 PAY DATE**

Pos. Num.	Department	Title	Average Hourly Rate
198001	Attorney General	Contractual	\$41.00
	<b>Attorney General</b>	<b>Total</b>	<b>1</b>
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
758011	Children & Families	Contractual	\$13.50
758032	Children & Families	Contractual	\$15.00
758018	Children & Families	Contractual	\$15.00
758027	Children & Families	Contractual	\$25.00
758004	Children & Families	Disability Determination Medical Consultant	\$72.42
758009	Children & Families	Disability Determination Medical Consultant	\$62.42
758005	Children & Families	Disability Determination Medical Consultant	\$62.42
758003	Children & Families	Disability Determination Medical Consultant	\$57.22
758002	Children & Families	Disability Determination Medical Consultant	\$72.42
758010	Children & Families	Disability Determination Medical Consultant	\$62.42
758015	Children & Families	Disability Determination Medical Consultant	\$62.42
758029	Children & Families	Disability Determination Medical Consultant	\$62.42
758030	Children & Families	Disability Determination Medical Consultant	\$57.22
758001	Children & Families	Disability Determination Medical Consultant	\$62.42
758008	Children & Families	Disability Determination Medical Consultant	\$62.42
758014	Children & Families	Disability Determination Medical Consultant	\$57.22
758007	Children & Families	Disability Determination Medical Consultant	\$57.22
	<b>Children &amp; Families</b>	<b>Total</b>	<b>26</b>
768010	Disabilities, Aging & Independent Living	Contractual	\$18.00
768018	Disabilities, Aging & Independent Living	Contractual	\$15.00
768012	Disabilities, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$18.00
768014	Disabilities, Aging & Independent Living	Vocational Rehabilitation Tutor/Trainer	\$17.00
	<b>Disabilities, Aging &amp; Independent Living</b>	<b>Total</b>	<b>4</b>

Table 73 continued on next page.



**TABLE 73      CONTRACTORS ON PAYROLL AS OF 6/26/14 PAY DATE (CONTINUED)**

<b>Pos. Num.</b>	<b>Department</b>	<b>Title</b>	<b>Average Hourly Rate</b>
848013	Mental Health	Psychiatrist	\$70.00
848012	Mental Health	Psychiatrist	\$70.00
848006	Mental Health	Psychiatrist	\$70.00
848007	Mental Health	Psychiatrist	\$70.00
848015	Mental Health	Psychiatrist	\$70.00
848011	Mental Health	Psychiatrist	\$70.00
848004	Mental Health	Psychiatrist	\$70.00
848008	Mental Health	Psychiatrist	\$70.00
	<b>Mental Health</b>	<b>Total</b>	<b>8</b>
		<b>Grand Total</b>	<b>39</b>

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.

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## **SPECIAL SECTION – EMPLOYEE ENGAGEMENT SURVEY RESULTS– 2014**

The mission of the Department of Human Resources (DHR) is to provide leadership to and partnership with other departments in State Government, building managerial and workforce excellence while fostering understanding and observance of regulatory requirements. DHR's 2012 – 2015 strategic plan heavily emphasizes training and development in core skills for supervisors and managers, and clear standards in HR best practices for recruiting, hiring, retaining and supporting an effective and engaged workforce.

In 2013, DHR implemented the first statewide survey assessing employee engagement in an effort to address the goal of developing workforce excellence using meaningful performance targets and measures. That survey provided a baseline assessment of employee engagement.

The 2014 DHR State of Vermont Employee Engagement Survey builds on the baseline established in the 2013 Engagement Survey, and provides important information for DHR to stay current on the status of employee engagement in Vermont State Government. This survey process allows us to measure how employees feel about their daily work and about the State of Vermont as an employer, and establish goals for improved engagement.

The core 2014 survey structure remained the same as the 2013 survey. After a review of the 2013 results, several survey items were revised for clarity and others were added to strengthen the measurement in key areas. 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. The 2014 survey addressed the engagement areas of:

- 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 survey was conducted from October 9 through October 24, 2014. The survey sample included all classified and exempt employees of the Executive Branch employed during the survey period.

Of the 7,983 employees surveyed, 4,216 employees responded to the survey for an overall response rate of 52.8%. While this was a robust sample, 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      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		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q1. I understand my job duties and responsibilities.		91.4%	4.6%	4.1%
Q2. I understand the work, goals, and mission of my department or agency.		88.7%	6.9%	4.4%
Q3. The work I perform is linked to my department or agency meeting its goals and mission.		88.2%	8.8%	3.0%
Q4. I enjoy the performing the day to day work of my job.		78.9%	13.8%	7.3%
Q5. The work I perform is meaningful and rewarding.		77.5%	14.5%	8.0%
Q6. I would recommend the State of Vermont to others as a great place to work.		66.2%	22.4%	11.4%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from October 9 through October 24, 2014. Of the 7,983 employees surveyed, 4,216 employees responded to the survey for an overall response rate of 52.8%. 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 “Job Duties and their Relationship to the Mission and Goals of your Agency or Department.”

More than 90% of respondents agreed that they understand their job duties and responsibilities (91.4%). A high level of agreement was also seen when asked if they understood the work, goals, and mission of their department or agency (88.7%) and that the work they perform is linked to their department or agency meeting its goals and mission (88.2%).

To a lesser extent, all respondents agreed that they enjoy performing the day to day work of their job (78.9%) and that the work they perform is meaningful and rewarding (77.5%).

The lowest agreement was found among all respondents when asked if they would recommend the State of Vermont to others as a great place to work (66.2%). The relatively high level of “neutral” as a response shows the ambivalence respondents felt about this statement (22.4%).

**TABLE 75      COMMUNICATION AND INPUT WITHIN YOUR ORGANIZATION – ALL RESPONDENTS**

Survey Items: Communication and Input within Your Organization		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q7. Management and senior leadership communicates important information effectively.		49.3%	20.4%	30.3%
Q8. I have an opportunity to communicate with and provide feedback to management and senior leadership.		58.2%	18.6%	23.2%
Q9. I am encouraged to share ideas on improving either service delivery or business process efficiency.		57.2%	19.4%	23.4%
Q10. My department or agency works well with other departments and agencies.		57.5%	28.6%	14.0%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from October 9 through October 24, 2014. Of the 7,983 employees surveyed, 4,216 employees responded to the survey for an overall response rate of 52.8%. 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 “Communication and Input within your Organization.”

Less than half of respondents agreed that management and senior leadership communicates important information in an effective manner (49.3%). Over 30% disagreed with this statement.

More respondents felt they had an opportunity to communicate with and provide feedback to management and senior leadership (58.2%), were encouraged to share ideas on improving either service delivery or business process efficiency (57.2%), and that their department or agency works well with other departments and agencies (57.5%). However, there was a relatively high level of “neutral” and “disagree” responses (all total over 40%), which shows respondents’ ambivalence about these statements.

**TABLE 76      RELATIONSHIPS AND MORALE IN YOUR ORGANIZATION – ALL RESPONDENTS**

Survey Items: Relationships and Morale in Your Organization		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q11. Morale within my department or agency is good.		40.7%	22.1%	37.2%
Q12. The people I work with treat each other respectfully.		66.2%	17.4%	16.4%
Q13. The people I work with care about me.		64.3%	24.5%	11.2%
Q14. My fellow employees are committed to doing good work.		77.0%	16.3%	6.8%
Q15. The employees in my work group work well together as a team.		71.4%	16.4%	12.2%
Q16. I feel I can communicate honestly and openly in my workplace.		59.7%	18.3%	22.0%
Q17. Harassment is not tolerated in my workplace.		72.4%	14.6%	13.0%
Q18. Discrimination is not tolerated in my workplace.		75.9%	14.5%	9.6%
Q19. I am confident that any misconduct that I report will be handled properly.		55.8%	22.3%	21.9%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from October 9 through October 24, 2014. Of the 7,983 employees surveyed, 4,216 employees responded to the survey for an overall response rate of 52.8%. 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 “Relationships and Morale in your Organization.”

About the same percentage of respondents agreed that morale within their department or agency is good (40.7%) as those that disagreed (37.2%).

Over 60% of all respondents agreed that the people they work with treat each other respectfully (66.2%) and the people they work with care about them (64.3%).

Over 70% agreed that their fellow employees are committed to doing good work (77.0%) and that employees in their work group work well together as a team (71.4%).

Less than 60% of respondents felt they can communicate honestly and openly in their workplace (59.7%), which had a relatively high percent disagreeing with the statement (22.0%).

Nearly three out of four of all respondents agreed that harassment is not tolerated in their workplace (72.4%) and discrimination is not tolerated in their workplace (75.9%). Fewer respondents agreed that they were confident that any misconduct that they report will be handled properly (55.8%), which had a relatively high percent disagreeing with the statement (21.9%).

**TABLE 77 YOUR SUPERVISOR – ALL RESPONDENTS**

Survey Items: Your Supervisor		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q20. My supervisor clearly explains my job performance expectations.		67.0%	18.1%	15.0%
Q21. My supervisor regularly provides me with timely and useful feedback.		59.3%	19.7%	21.0%
Q22. My supervisor gives me an opportunity to do my best work.		73.0%	15.6%	11.4%
Q23. I am satisfied with the recognition I receive from my supervisor for my work.		60.9%	18.8%	20.3%
Q24. My supervisor treats employees fairly and respectfully.		70.5%	14.4%	15.1%
Q25. My supervisor seems to care about me as a person.		73.9%	15.7%	10.4%
Q26. My supervisor provides the help I need to improve my job performance.		62.9%	20.8%	16.2%
Q27. I have an opportunity to learn and grow professionally.		63.1%	19.5%	17.4%
Q28. I receive the training I need to perform my job.		59.6%	22.0%	18.4%
Q29. My supervisor and I discuss and plan my career development.		37.4%	29.8%	32.8%
Q30. My performance evaluations are completed annually.		56.8%	18.0%	25.2%
Q31. The standards used to evaluate my performance are fair.		53.1%	32.3%	14.6%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from October 9 through October 24, 2014. Of the 7,983 employees surveyed, 4,216 employees responded to the survey for an overall response rate of 52.8%. 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 to survey statements for “Your Supervisor.”

Generally there were moderate levels of agreement across the range of statements, but with relatively high levels of “neutral” and “disagree” responses (in the 30% to 40% range) which shows that these supervisory items have variability based on other factors, such as across departments.

The lowest agreement among all respondents was when asked if their supervisor discussed and planned their career development with them (37.4%).

For all respondents, 56.8% agreed that their performance evaluations are completed annually, with a relatively high percent disagreeing with the statement (25.2%). About the same percentage agreed that the standards used to evaluate their performance were fair (53.1%), with a high level of “neutral” (32.3%), which shows respondents’ ambivalence about this statement.

**TABLE 78      WORKLOAD, STAFFING AND RESOURCES – ALL RESPONDENTS**

Survey Items: Workload, Staffing and Resources		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q32. My Agency or Department has the staffing necessary to achieve its mission.		30.1%	17.8%	52.1%
Q33. The amount of work I am expected to perform is reasonable.		49.3%	19.4%	31.3%
Q34. My job allows a good balance between work and my personal life.		56.9%	21.0%	22.1%
Q35. I have the resources to do my job well.		52.8%	21.2%	26.0%
Q36. My Agency or Department has the technology needed to get the work done.		48.8%	20.2%	31.0%
Q37. My physical working environment is reasonable for my type of work.		73.6%	13.5%	12.9%
Q38. I feel safe and secure in my work environment.		76.7%	14.3%	8.9%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from October 9 through October 24, 2014. Of the 7,983 employees surveyed, 4,216 employees responded to the survey for an overall response rate of 52.8%. 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 78 displays percent agreement for all respondents to survey statements for “Workload, Staffing and Resources.”

A majority of respondents disagreed that their department or agency has the staffing and resources necessary to achieve its mission (52.1%).

While 49.3% of all respondents agreed that the amount of work they are expected to perform is reasonable, nearly one-third (31.3%) disagreed. A higher percentage agreed that their job and work environment allow for a good balance between work and their personal life (56.9%).

A majority of all respondents agreed that they have the resources to do their job well (52.8%) while a lower percentage agreed that their department or agency had the technology needed to get the work done (48.8%).

Approximately three out of four of all respondents agreed that their physical working environment is reasonable for their type of work (73.6%) and that they feel safe and secure in their work environment (76.7%).



**TABLE 79      COMPENSATION AND BENEFITS – ALL RESPONDENTS**

Survey Items: Compensation and Benefits		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q39. I am paid fairly for the work I do.		55.9%	17.8%	26.3%
Q40. I feel that working for the State of Vermont provides me with good job security.		77.7%	15.6%	6.7%
Q41. I feel that working for the State of Vermont provides me with a solid career path.		59.0%	26.3%	14.8%
Q42. I understand my benefit plans.		78.1%	15.4%	6.5%
Q43. I understand my retirement benefits.		60.1%	24.6%	15.2%
Q44 Overall, I am satisfied with the benefits I receive.		76.5%	17.0%	6.6%

Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from October 9 through October 24, 2014. Of the 7,983 employees surveyed, 4,216 employees responded to the survey for an overall response rate of 52.8%. 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 79 displays percent agreement for all respondents to survey statements for “Compensation and Benefits.”

Over half of all respondents (55.9%) agreed that they felt that they were paid fairly for the work they perform, while 26.3% disagreed.

Over three out of four of all respondents agreed that working for the State of Vermont provides them with good job stability (77.7%), while to a lesser extent 59.0% 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 (78.1%), and a lower percent agreed that they understand their retirement benefits (60.1%). Overall, 76.5% agreed that they were satisfied with the benefits they received.

**TABLE 80      OVERALL JOB SATISFACTION – ALL RESPONDENTS**

Survey Items: Overall Job Satisfaction		All Respondents		
Question		% Agree	% Neutral	% Disagree
Q45. In general, I am satisfied with my job.		72.2%	16.8%	10.9%

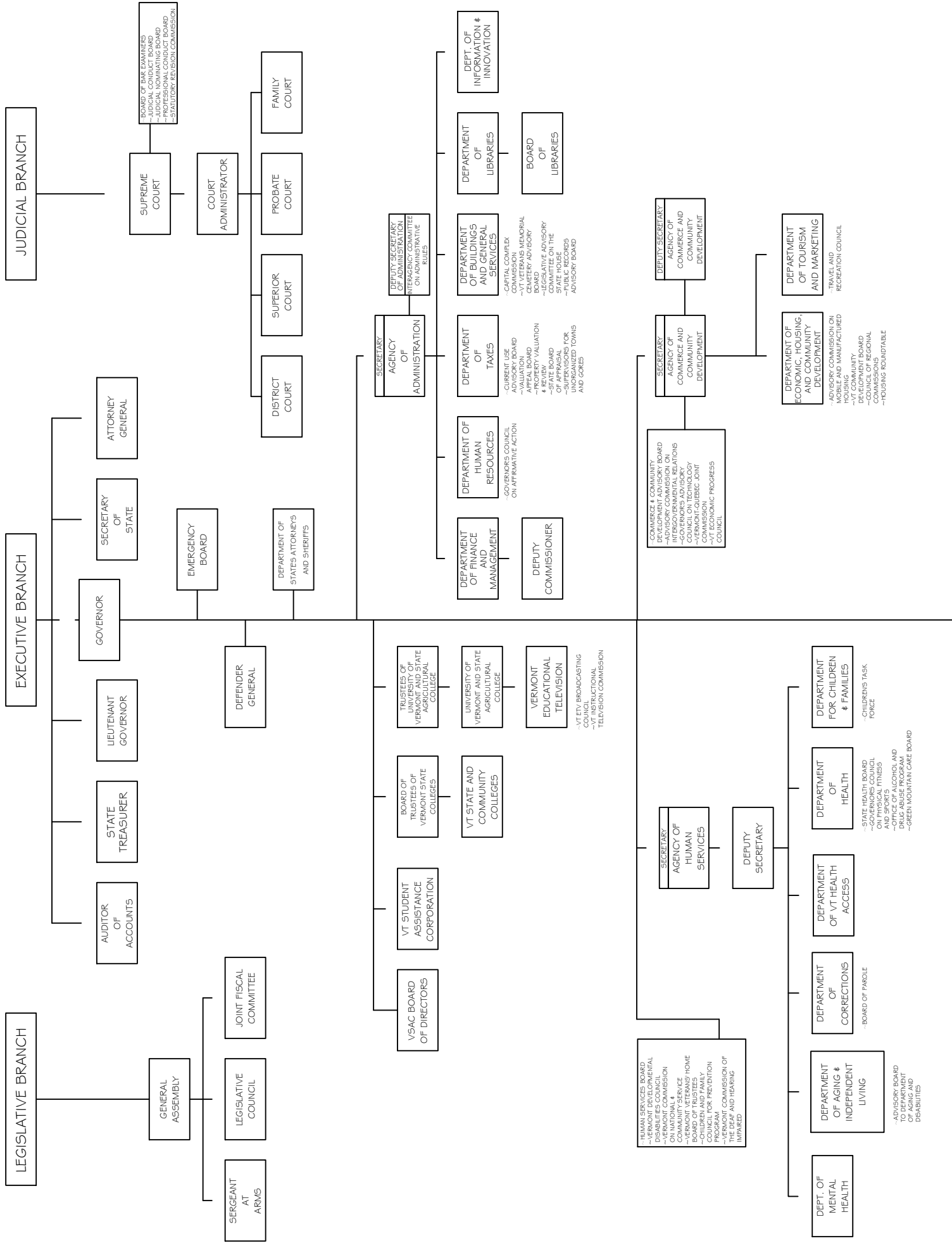
Source: Department of Human Resources. The web-based survey was administered to all classified and exempt employees of the Executive Branch from October 9 through October 24, 2014. Of the 7,983 employees surveyed, 4,216 employees responded to the survey for an overall response rate of 52.8%. Since survey 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.

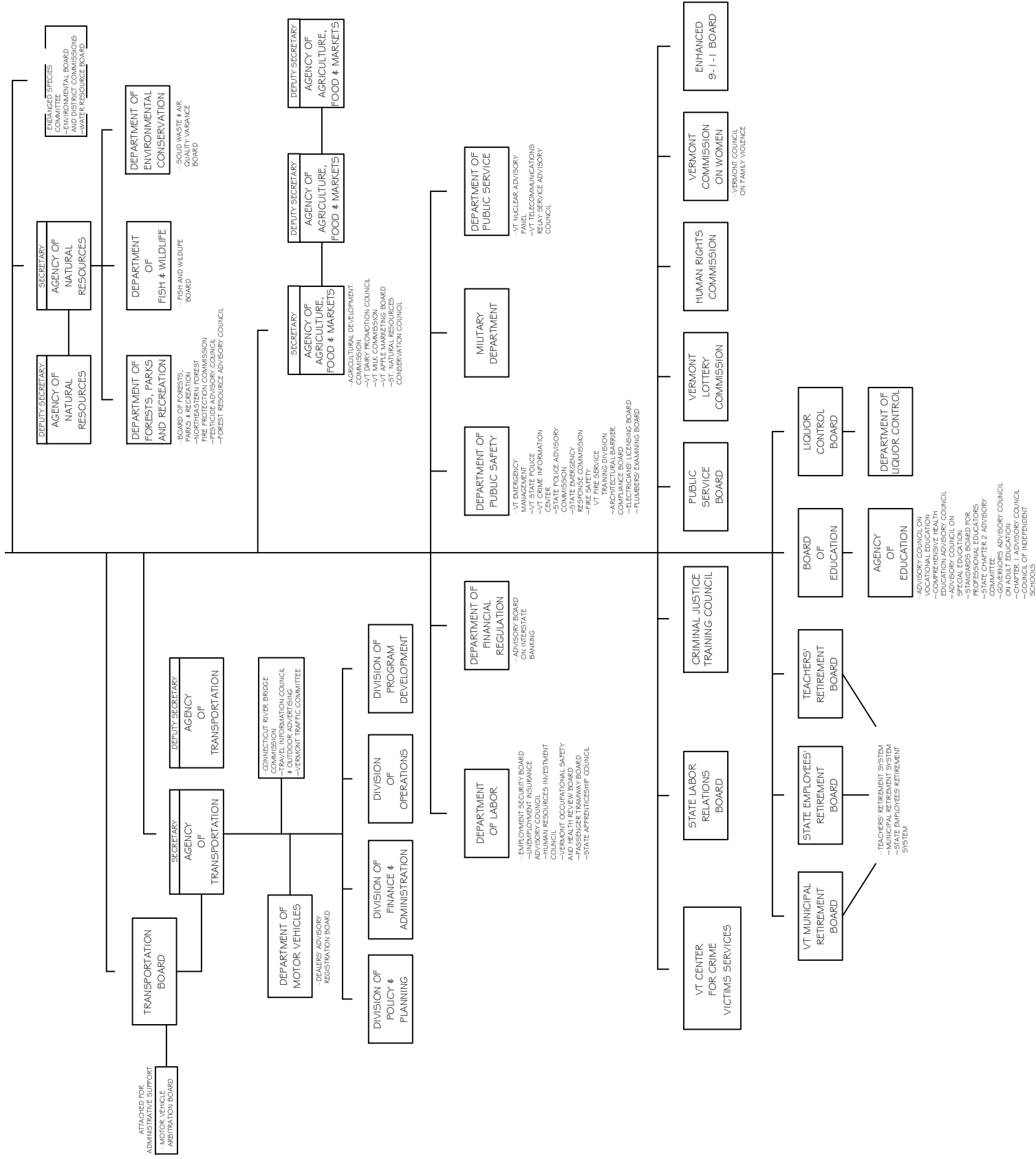
Table 80 displays percent agreement for all respondents for “Overall Job Satisfaction.”

Over 70% of all respondents agreed that in general they were satisfied with their job (72.2%).

## **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, dietitians, 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	
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	
Green Mountain Care Board	Green Mountain Care Board	
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 2014 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 more than 60% of 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 2014 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.

## APPENDIX E – SPECIAL NOTES

**Table 56**

Under the collective bargaining agreements, some law enforcement positions are paid premium pay for certain hours regularly scheduled over 80 in a 2 week period. This has not historically been categorized as overtime. At the introduction of the new VTHR system in May, 2013, these hours began being counted as overtime. The system has now been adjusted so that these hours are reverting to their previous status. There is no change in total pay, just the categorization of overtime. For the periods in which these hours were counted as overtime, an estimate calculation has been performed to revise the reporting of overtime.

### **Appendix C – Department Listing**

In Fiscal Year 2014 two departments – Administration and Green Mountain Care Board – had a number of classified employees that totaled 15 or more for the first time. Therefore, these departments were no longer classified as “small departments” and included in all department tables for Fiscal Year 2014. Previous fiscal years when the number of classified employees for these departments was fewer than 15 employee, the department’s data remains in the small department category.

### **Multiple Tables**

At the end of Fiscal Year 2014 a discrepancy in employee data in VTHR was determined to be a result of the existence of multiple ethnic records for a small number of employees. The result was that number of employees for Fiscal Years 2010, 2011, 2012 and 2013 was slightly overstated because of multiple records (Fiscal Year 2010, +4; Fiscal Year 2011, +11; Fiscal Year 2012, +17; Fiscal Year 2013, +35). Employee count in this Fiscal Year 2014 report has been corrected. In addition, as a result of the multiple employee records ethnic representation in the workforce was also slightly overstated, but only affected Fiscal Year 2013 reported percentages. Again, in this Fiscal Year 2014 report this has been corrected.