



STATE OF VERMONT  
**WORKFORCE REPORT**  
FISCAL YEAR 2019

Philip B. Scott, Governor  
Beth Fastiggi, Commissioner

THIS PAGE IS INTENTIONALLY LEFT BLANK



---

**State of Vermont**  
**Department of Human Resources**  
Office of the Commissioner  
120 State Street  
Montpelier, VT 05620-2505  
[www.humanresources.vermont.gov](http://www.humanresources.vermont.gov)

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

*Agency of Administration*

January 15, 2020

Governor Scott and Members of the General Assembly:

It is my pleasure to present the State's Workforce Report for Fiscal Year 2019. 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.

The Workforce Report, called for by 3 V.S.A. § 309, is an in-depth look at the Executive Branch workforce. It includes information about employee demographics, talent acquisition, turnover, retirement eligibility, benefits, compensation and diversity, as well as reports required by the General Assembly. It is my hope that you and leaders at all levels of state government find the data useful.

Sincerely,

A handwritten signature in black ink that reads "M. Beth Fastiggi".

Beth Fastiggi  
Commissioner

THIS PAGE IS INTENTIONALLY LEFT BLANK

# State of Vermont Workforce Report Fiscal Year 2019

Presented to  
Governor Philip B. Scott  
and  
The Vermont General Assembly

Prepared by:

Vermont Department of Human Resources

Beth Fastiggi  
Commissioner

120 State Street  
Montpelier, VT 05620-2505  
(802) 828-3491

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

THIS PAGE IS INTENTIONALLY LEFT BLANK

# Table of Contents

<b>Introduction .....</b>	<b>3</b>
<b>Executive Branch at a Glance – Fiscal Year 2019 .....</b>	<b>4</b>
<b>1. Executive Branch Workforce Profile.....</b>	<b>5</b>
Table 1    Number of Executive Branch Employees and FTEs by Department.....	6
Table 2    Number of Executive Branch Employees by Fiscal Year .....	7
Table 3    Executive Branch Positions by Department as of June 30, 2019.....	8
Table 4    Executive Branch Employee Distribution by Agency/Department.....	9
Table 5    Executive Branch Employees by County of Work Location.....	10
Table 6    Employee Demographics by County .....	11
Table 7    Executive Branch Employee Profile .....	12
Table 8    Executive Branch Employees by Bargaining Unit .....	13
Table 9    Executive Branch Employees by EEO-4 Occupational Group.....	14
Table 10   Executive Branch Exempt Employees by Category.....	15
<b>2. Classified Service Statistics.....</b>	<b>16</b>
<b>Workforce Characteristics.....</b>	<b>17</b>
Table 11   Number of Classified Employees and FTEs by Fiscal Year .....	17
Table 12   Number of Classified Employees and FTEs by Department by Fiscal Year .....	18
Table 13   Departments with Greatest Increase/Decrease in Headcount – Fiscal Year 2018 vs. Fiscal Year 2019 .....	19
Table 14   Most Populous Classified Job Titles – Fiscal Year 2019.....	20
Table 15   Management Profile – Fiscal Year 2019.....	21
Table 16   Employee Distribution by Generation – Fiscal Year 2015 vs. Fiscal Year 2019 .....	22
Table 17   Age Distribution for Classified Employees – Fiscal Year 2015 vs. Fiscal Year 2019 .....	23
Table 18   Years of Service Distribution for Classified Employees – Fiscal Year 2015 vs. Fiscal Year 2019 .....	24
<b>Talent Acquisition .....</b>	<b>25</b>
Table 19   Number of Job Applications and Applicants by Fiscal Year .....	25
Table 20   Job Application Activity by Fiscal Year .....	26
Table 21   Number of Applicants per Requisition – Fiscal Year 2019 .....	26
Table 22   Unemployment Rate Compared to Average Number of Applications per Job Opening – Fiscal Year 2015 to Fiscal Year 2019.....	27
Table 23   Hiring Funnel – External Applicants.....	28
Table 24   Detail of Hiring Funnel by Source Engine .....	29
Table 25   Time to Fill by Fiscal Year .....	30
Table 26   Time to Fill by Department – Fiscal Year 2019.....	31
Table 27   Profile of Applicants and Hires – Fiscal Year 2019.....	32
Table 28   Hires by Department by Fiscal Year .....	34
Table 29   Total Appointments by Type by Fiscal Year .....	35
<b>Turnover.....</b>	<b>36</b>
Table 30   Turnover Rate by Fiscal Year .....	36
Table 31   Historical View of Turnover – Fiscal Years 1998 to 2019.....	37
Table 32   Turnover by Department by Fiscal Year.....	38
Table 33   Departments with Above and Below Average Turnover – Fiscal Year 2019 .....	39
Table 34   Turnover Rate by Reason by Fiscal Year .....	40
Table 35   Number of Separations by Reason by Fiscal Year.....	41

Table 36	Turnover Rates for Classified Job Titles – Fiscal Year 2019.....	42
Table 37	Type of Separation by Age Group and Gender – Fiscal Year 2019.....	43
Table 38	Type of Separation by Ethnic Group and Length of Service – Fiscal Year 2019.....	44
Table 39	Turnover by Reason, including Employee Movement, by Department – Fiscal Year 2019.....	45
<b>Retirement Eligibility.....</b>		<b>46</b>
Table 40	Projected Retirement Eligibility by Fiscal Year.....	46
Table 41	Projected Retirement Eligibility by Department.....	47
Table 42	Projected Retirement Eligibility for Classified Job Titles – Fiscal Year 2019.....	48
Table 43	Percent of Retirement Eligible Classified Employees Who Actually Retire by Fiscal Year.....	49
<b>Compensation.....</b>		<b>50</b>
Table 44	Average Salary for Full-Time Classified Employees by Fiscal Year.....	50
Table 45	State of Vermont Negotiated Salary Adjustments for Classified Employees.....	51
Table 46	Annual Salary Distribution for Full-Time Classified Employees – Fiscal Year 2015 vs. Fiscal Year 2019.....	52
Table 47	Total Compensation for Classified Executive Branch Employees – Fiscal Year 2019.....	53
Table 48	Total Pay, Employer Paid Benefits and Total Compensation by Fiscal Year.....	54
Table 49	Benefit Plan Enrollment for Active Classified Employees by Fiscal Year.....	55
Table 50	Number of Classified Employees by Pay Grade – Fiscal Year 2015 vs. Fiscal Year 2019.....	56
Table 51	Number of Job Classes by Pay Grade – Fiscal Year 2015 vs. Fiscal Year 2019.....	57
Table 52	Classification Reviews – Fiscal Year 2015 to Fiscal Year 2019.....	57
Table 53	Cash Overtime Costs by Department and Fiscal Year.....	58
Table 54	Departments with the Greatest Dollar Increase/Decrease in Cash Overtime – Fiscal Year 2018 vs. Fiscal Year 2019.....	59
Table 55	Compensatory Hours Earned for Overtime by Department and Fiscal Year.....	60
Table 56	Compensatory Time Costs by Department and Fiscal Year.....	61
Table 57	Total Sick and Annual Leave Balances for Classified Employees by Fiscal Year.....	62
<b>Equal Employment Opportunity.....</b>		<b>63</b>
Table 58	Minority and Gender Composition of Classified Workforce Compared to Vermont Civilian Workforce.....	63
Table 59	Minority and Gender Profile – Fiscal Year 2019.....	64
Table 60	Voluntary Reported Veteran and Disability Status – Fiscal Year 2019.....	64
Table 61	Minority Representation for Classified Job Titles – Fiscal Year 2019.....	65
<b>Department Statistics.....</b>		<b>66</b>
Table 62	Key Metrics by Department – Fiscal Year 2019 (Part 1).....	66
Table 63	Key Metrics by Department – Fiscal Year 2019 (Part 2).....	67
Table 64	Key Metrics by Department – Fiscal Year 2019 (Part 3).....	68
<b>3. Reports Required by The General Assembly.....</b>		<b>69</b>
Table 65	Limited Service Positions Authorized – Fiscal Year 2019.....	70
Table 66a	Use of Temporary Employees – Fiscal Year 2019.....	71
Table 66b	Summary of Use of Temporary Employees by Fiscal Year.....	72
Table 67	Executive Branch Contracts for Services Created in Fiscal Year 2019.....	73
Table 68	Executive Branch Privatization Contracts – Fiscal Year 2019.....	74
Table 69	Contractors Paid Through Payroll – Fiscal Year 2019.....	74
<b>Appendix A – State of Vermont Organizational Chart.....</b>		<b>75</b>
<b>Appendix B – EEO-4 Categories.....</b>		<b>78</b>
<b>Appendix C – Department Listing.....</b>		<b>79</b>
<b>Appendix D – Calculation of Retirement Eligibility.....</b>		<b>80</b>





## Introduction

The Vermont Department of Human Resources publishes the Workforce Report annually, pursuant to 3 V.S.A. § 309 (a)(19), to provide data in order to better understand and therefore more effectively manage the workforce of the State of Vermont. The report contains information about the Executive Branch workforce.

The State of Vermont's ability to meet its vision, mission, and goals depends upon the quality of its workforce. The principal goal of Department of Human Resources (DHR) is to support State Government as it attracts, retains, and rewards a talented and diverse workforce with the skills necessary for Agencies and Departments to meet their organizations' objectives in an efficient and cost-effective manner.

### Workforce Dashboard

Several of the Tables contained in this Workforce Report can be found on the DHR web site's "[Workforce Dashboard](#)" and are updated monthly.

This report is an in-depth look at the Executive Branch workforce. It includes information about employee demographics, talent acquisition, turnover, retirement eligibility, benefits, compensation and diversity, as well as reports required by the General Assembly.

Unless otherwise noted, all statistics are reported as of end of fiscal year.

### Workforce Report Modifications

In this Fiscal Year 2019 Workforce Report the format of the report was reorganized, data visualizations improved, and several new tables added and some discontinued. This means that table numbers from Fiscal Year 2019 will not match most of those from previous reports.

# Executive Branch at a Glance – Fiscal Year 2019

<b>Workforce Characteristics</b>	<b>Classified</b>	<b>Exempt</b>	<b>Total</b>
Number of Employees	7,655	645	8,300
FTEs (Full-Time Equivalents)	7,614.5	633.2	8,247.7
Full-Time Employees (FTE = 1) /Part-Time Employees (FTE <1)	7,524 / 131	611/ 34	8135 / 165
Average Age	45.5	47.3	45.6
Percent Pre-Baby Boom	0.2%	0.3%	0.2%
Percent Baby Boom	26.6%	31.8%	22.0%
Percent Generation X	41.0%	40.0%	41.0%
Percent Millennial	31.3%	27.9%	31.0%
Percent Post Millennial	0.8%	0.0%	0.8%
Average Years of Service	10.9	8.8	9.2
Percent Represented by a Bargaining Unit	92.6%	4.2%	85.4%
<b>Talent Acquisition</b>			
Number of Hires	869	85	954
Percent of Hires Female	50.5%	52.9%	50.7%
Percent of Hires Minority	6.0%	1.2%	5.6%
Average Age of Hires	35.8	39.4	36.1
Percent Pre-Baby Boom	0.0%	0.0%	0.0%
Percent Baby Boom	10.7%	14.1%	11.0%
Percent Generation X	23.8%	30.6%	24.4%
Percent Millennial	56.6%	54.1%	56.4%
Percent Post Millennial	8.9%	1.2%	8.2%
<b>Turnover</b>			
Turnover Rate	12.3%	13.6%	12.4%
Number of Employees Separated	942	87	1,036
Percent Voluntary Terminations	55.7%	71.3%	57.0%
Percent Retirements	35.0%	27.6%	34.4%
Percent Involuntary Terminations	7.6%	1.1%	7.0%
<b>Retirement Eligibility</b>			
Percent Eligible End of Fiscal Year 2019	10.9%	n/a	n/a
Number Eligible End of Fiscal Year 2019	838	n/a	n/a
Percent Eligible within Five Years (End of Fiscal Year 2024)	24.6%	n/a	n/a
Number Eligible within Five Years (End of Fiscal Year 2024)	1,880	n/a	n/a
<b>Compensation</b>			
Average Annual Salary (Full-time, base rate only)	\$62,440	\$85,236	\$64,152
Total Cash Overtime Costs	\$23,256,857	\$88,646	\$23,345,503
Total Compensatory Hours Earned for Overtime	189,531	349	189,881
Average Total Compensation (Total Pay Plus Benefits) per Employee	\$98,845	\$119,536	\$100,433
Average Benefits Paid as a Percent of Total Compensation	33.5%	30.6%	33.3%
<b>Equal Employment Opportunity</b>			
Minority Representation	4.1%	2.6%	4.0%
Female Representation	51.2%	51.9%	51.3%

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2019.



## 1. Executive Branch Workforce Profile

Section One of this Workforce Report provides general descriptive statistics for the Executive Branch workforce for Fiscal Year 2019. The data presented include all Executive Branch employees (exempt and classified), but does not include temporary employees, or Legislative or Judicial Branch employees.

**Table 1 Number of Executive Branch Employees and FTEs by Department**

Department	Classified		Exempt		Total	
	Num.	FTEs	Num.	FTEs	Num.	FTEs
Administration	11	11.0	5	5.0	16	16.0
Agriculture	116	116.0	5	5.0	121	121.0
Attorney General	34	34.0	50	49.0	84	83.0
Auditor of Accounts	10	10.0	4	4.0	14	14.0
Buildings & General Services	310	309.8	6	6.0	316	315.8
Children & Families	945	941.5	29	28.9	974	970.4
Commerce & Community Development	59	58.7	15	15.0	74	73.7
Corrections	960	959.3	18	18.0	978	977.3
Criminal Justice Training Council	10	10.0	1	1.0	11	11.0
Defender General			72	70.1	72	70.1
Digital Services	332	331.8	14	14.0	346	345.8
Disabilities, Aging & Independent Living	270	263.0	6	6.0	276	269.0
Education	133	132.8	5	5.0	138	137.8
Enhanced 911	9	8.8	1	1.0	10	9.8
Environmental Conservation	276	273.6	10	10.0	286	283.6
Finance & Management	24	24.0	3	3.0	27	27.0
Financial Regulation	80	79.6	15	15.0	95	94.6
Fish & Wildlife	136	135.5	3	3.0	139	138.5
Forests, Parks & Recreation	114	113.1	4	4.0	118	117.1
Governor's Office			12	12.0	12	12.0
Green Mountain Care Board	18	17.8	10	10.0	28	27.8
Health	485	475.5	7	7.0	492	482.5
Human Resources	94	93.8	6	6.0	100	99.8
Human Services	42	41.8	14	14.0	56	55.8
Labor	198	198.0	14	14.0	212	212.0
Libraries	14	14.0	2	2.0	16	16.0
Lieutenant Governor			2	2.0	2	2.0
Liquor Control *	47	47.0	3	3.0	50	50.0
Mental Health	236	234.4	8	8.0	244	242.4
Military	137	136.2	4	4.0	141	140.2
Natural Resources	12	11.8	8	8.0	20	19.8
Natural Resources Board	21	20.8	3	3.0	24	23.8
Public Safety - Civilian	208	207.9	6	6.0	214	213.9
Public Safety - Sworn	348	347.8			348	347.8
Public Service	28	28.0	16	15.6	44	43.6
Public Service Board	5	5.0	22	21.4	27	26.4
Secretary of State	63	63.0	11	11.0	74	74.0
State Ethics Commission			1	0.5	1	0.5
State Treasurer	31	31.0	5	5.0	36	36.0
State's Attorneys & Sheriffs			173	167.0	173	167.0
Taxes	128	128.0	10	10.0	138	138.0
Transportation **	1,180	1,175.6	13	12.8	1,193	1,188.4
Vermont Commission on Women	2	2.0	1	1.0	3	3.0
Vermont Health Access	339	335.2	13	13.0	352	348.2
Vermont Human Rights Commission			5	5.0	5	5.0
Vermont Labor Relations Board			2	1.5	2	1.5
Vermont Lottery Commission *	17	16.8			17	16.8
Vermont Veterans' Home	173	171.0	7	7.0	180	178.0
VOSHA Review Board			1	0.5	1	0.5
<b>Total</b>	<b>7,655</b>	<b>7,614.5</b>	<b>645</b>	<b>633.2</b>	<b>8,300</b>	<b>8,247.7</b>

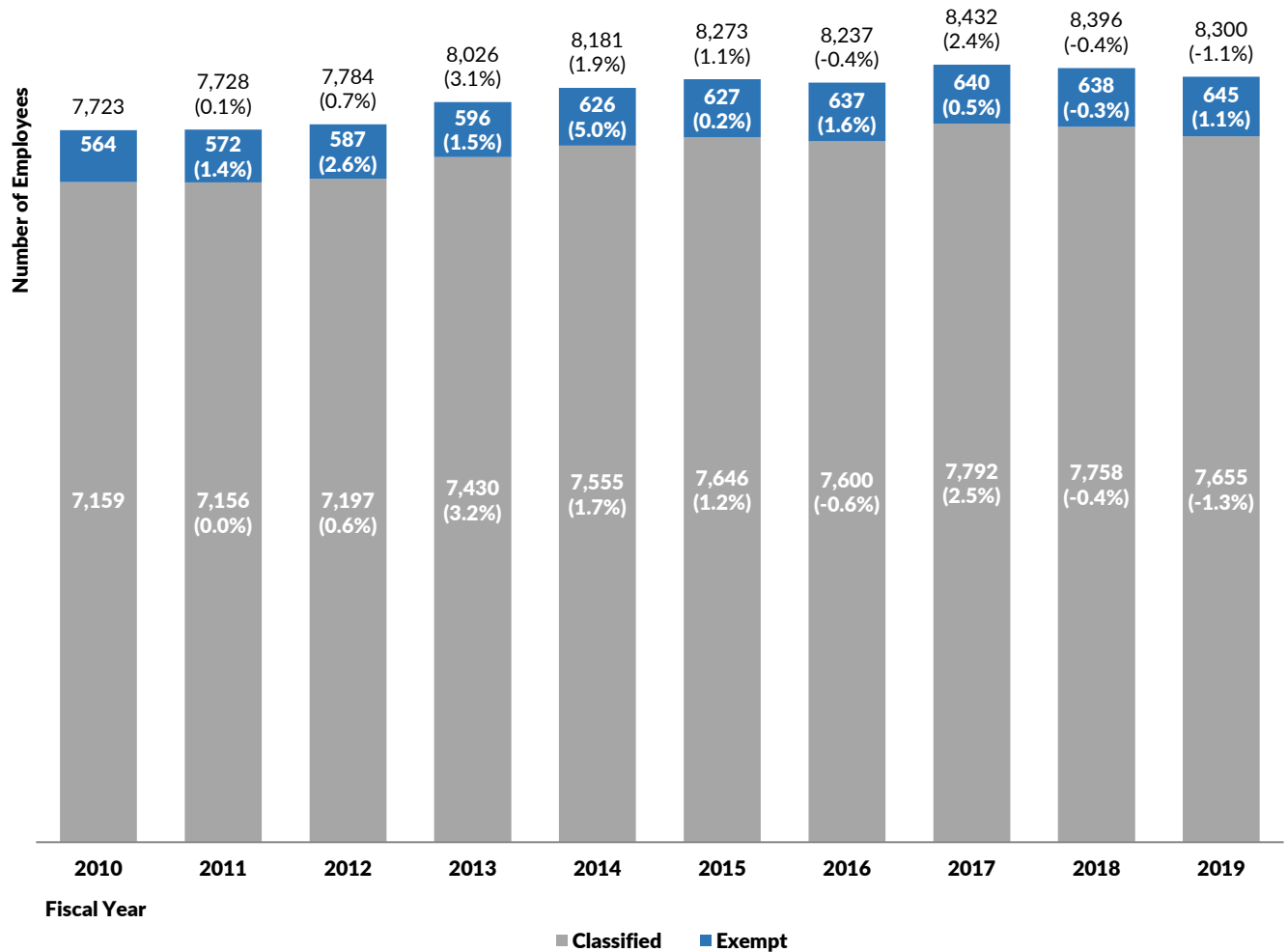
NOTE: FTEs are "Full-Time Equivalents". One FTE is based on a full-time employee's standard hours, which for most employees is 2,080 hours per year (some protective service employees have standard hours greater than 2,080). To calculate the FTE for a part-time employee, total authorized hours are divided by 2,080. Thus, a half-time employee (20 hours per week/1040 hours per year) would equal .5 FTE.

\*NOTE: The merger of Liquor Control and the Vermont Lottery Commission as authorized by Act No. 1. (2018 Special Session) was effective July 1, 2018. This Report will show the combined headcount for the merged departments beginning in FY 2020.

\*\* NOTE: Includes 226 employees of the Department of Motor Vehicles

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for FY 2019.

**Table 2** Number of Executive Branch Employees by Fiscal Year



Source: The State’s Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2010 to 2019. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

Table 1 shows that at the end of Fiscal Year 2019 there were 8,300 Executive Branch employees, or 8,247.7 FTE’s.

Table 2 displays the number of Executive Branch employees from 2010 to 2019. Fiscal Year 2019 total headcount decreased from Fiscal Year 2018 by 1.1%. Classified employees decreased by 1.3% and exempt employees increased 1.1%.

Comparing Fiscal Year 2010 to Fiscal Year 2019, the overall number of Executive Branch employees has increased by 7.5%, with classified employees increasing by 6.9% and exempt employees increasing by 14.4%.

**From Fiscal Year 2017 to Fiscal Year 2019 the number of classified employees dropped by 1.8% or 137 employees.**

**Table 3 Executive Branch Positions by Department as of June 30, 2019**

Department	Positions			Vacancy Rate %	Position Type		
	Filled	Vacant	Total		Perm.	Limited	Exempt
Administration	17	2	19	11%	13	0	6
Agriculture	121	10	131	8%	103	23	5
Attorney General	85	5	90	6%	34	3	53
Auditor of Accounts	14	1	15	7%	11	0	4
Buildings & General Services	316	26	342	8%	333	3	6
Children & Families	964	27	991	3%	933	28	30
Commerce & Community Development	75	4	79	5%	59	1	19
Corrections	961	60	1,021	6%	1,003	0	18
Criminal Justice Training Council	11	0	11	0%	9	1	1
Defender General	71	3	74	4%	0	0	74
Digital Services	342	46	388	12%	318	52	18
Disabilities, Aging & Independent Living	271	7	278	3%	250	22	6
Education	10	0	10	0%	9	0	1
Enhanced 911 Board	139	21	160	13%	151	2	7
Environmental Conservation	287	20	307	7%	245	50	12
Finance & Management	26	3	29	10%	26	0	3
Financial Regulation	94	9	103	9%	87	0	16
Fish & Wildlife	136	9	145	6%	127	15	3
Forests, Parks & Recreation	119	8	127	6%	112	11	4
Governor's Office	12	2	14	14%	0	0	14
Green Mountain Care Board	28	4	32	13%	22	0	10
Health	489	40	529	8%	393	128	8
Human Resources	98	4	102	4%	96	0	6
Human Services	56	5	61	8%	38	9	14
Labor	212	24	236	10%	205	16	15
Libraries	16	2	18	11%	16	0	2
Lieutenant Governor	2	0	2	0%	0	0	2
Liquor and Lottery	67	4	71	6%	66	1	4
Mental Health	239	30	269	11%	258	2	9
Military	141	10	151	7%	87	59	5
Natural Resources	20	0	20	0%	10	2	8
Natural Resources Board	24	2	26	8%	22	0	4
Public Safety - Civilian	246	23	269	9%	230	31	8
Public Safety - Sworn	305	30	335	9%	331	4	0
Public Service	44	5	49	10%	27	5	17
Public Service Board	27	1	28	4%	5	0	23
Secretary of State	72	6	78	8%	66	1	11
State Ethics Commission	1	0	1	0%	0	0	1
State Treasurer	35	1	36	3%	31	0	5
State's Attorneys & Sheriffs	171	5	176	3%	0	0	176
Taxes	141	8	149	5%	137	0	12
Transportation	1,183	86	1,269	7%	1,243	10	16
Vermont Commission on Women	3	0	3	0%	2	0	1
Vermont Health Access	352	24	376	6%	230	130	16
Vermont Human Rights Commission	5	0	5	0%	0	0	5
Vermont Labor Relations Board	2	0	2	0%	0	0	2
Vermont Veterans' Home	180	15	195	8%	182	6	7
VOSHA Review Board	1	0	1	0%	0	0	1
<b>Total</b>	<b>8,231</b>	<b>623</b>	<b>8,854</b>	<b>7.0%</b>	<b>7,520</b>	<b>615</b>	<b>688</b>

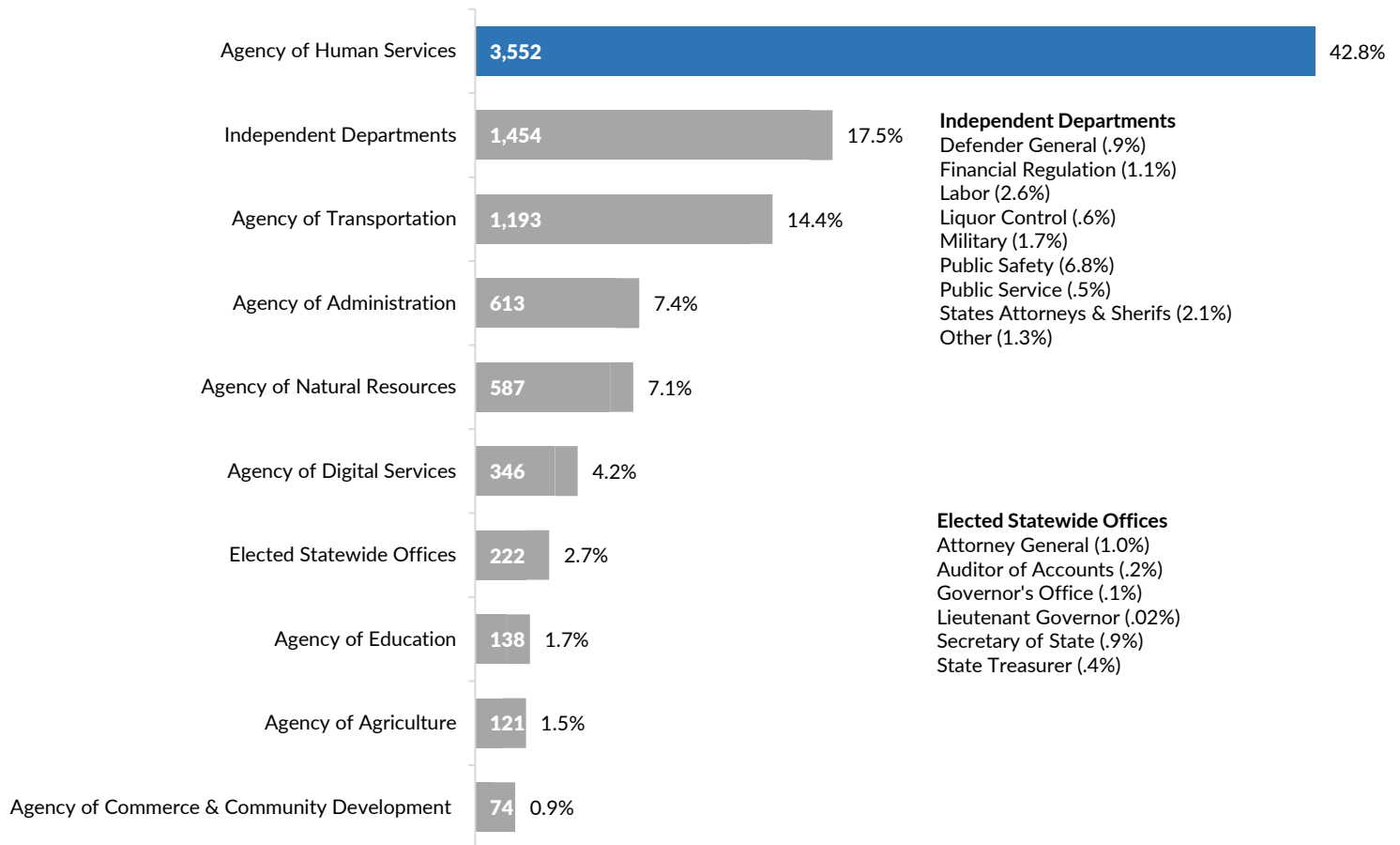
NOTE: A limited service position is a time-limited classified position authorized for a period of three or fewer years, but which may be extended based on continued funding.

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). Data include all Executive Branch employees (classified and exempt) for FY 2019.

**Table 4 Executive Branch Employee Distribution by Agency/Department**

The **Agency of Human Services** has the largest single concentration of employees



Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for FY 2019.

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

**Table 3.** As of June 30, 2019, there were 8,854 authorized Executive Branch positions – 7,520 permanent classified, 615 limited classified, and 688 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 623 vacant positions for an overall vacancy rate of 7%.

**The eight “super” agencies account for over 80% of all Executive Branch employees.**

Table 4 shows the distribution of Executive Branch employees by agency/department.

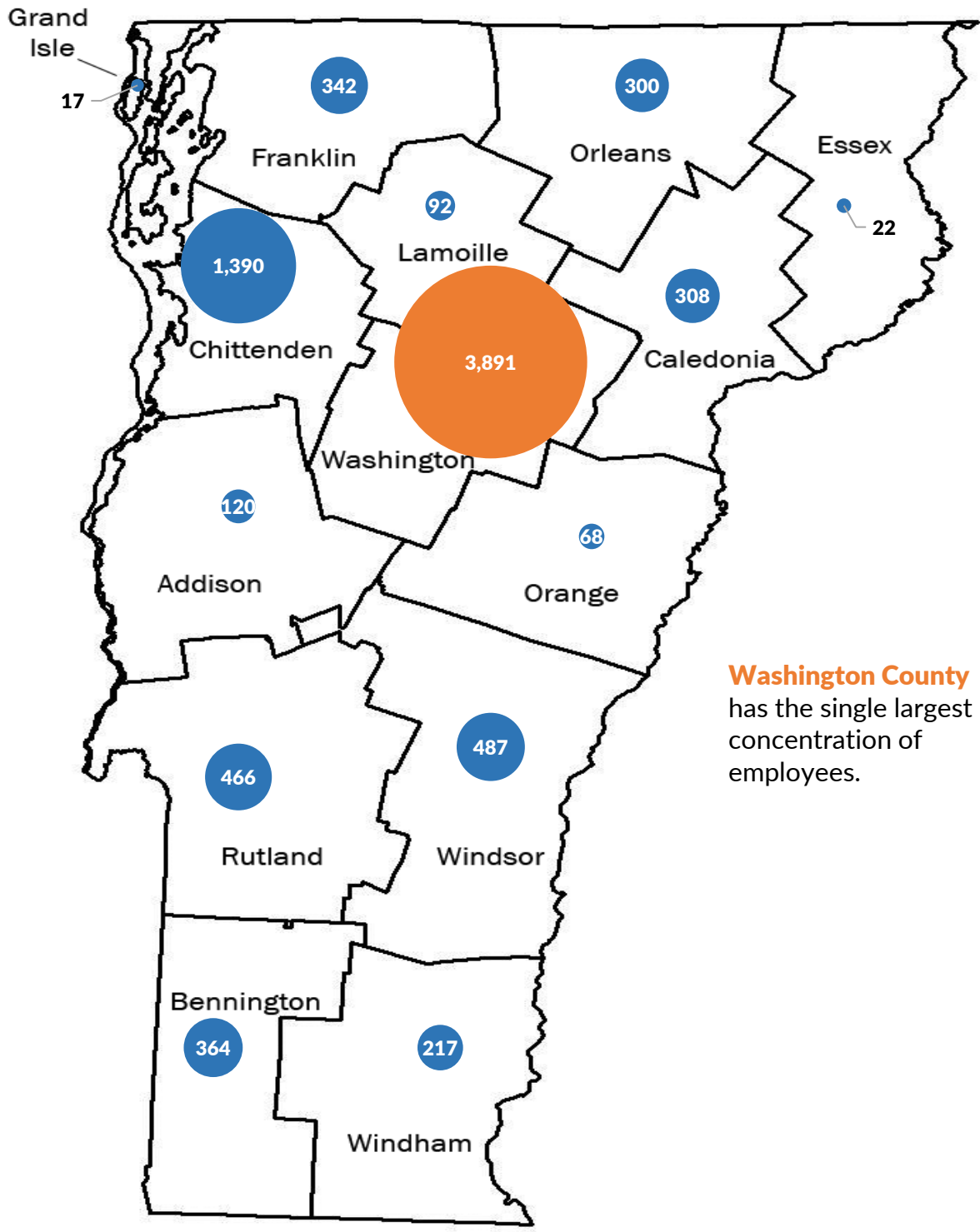
The eight “super” agencies account for over 80% of all Executive Branch employees.

The Agency of Human Services has the largest single concentration of employees (42.8%).

Independent departments (those not under an agency structure) make up 17.5% of employees, with the Department of Public Safety being the largest independent department (6.8%).

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

**Table 5 Executive Branch Employees by County of Work Location**



**Washington County** has the single largest concentration of employees.

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2019. A small number of employees (209) 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. They are not included in this analysis.



**Table 6 Employee Demographics by County**

County	Num.	Percent	Ave. Salary	Percent Female	Percent Male	Percent Minority
Addison	120	1.5%	\$59,969	49%	51%	4.2%
Bennington	364	4.5%	\$55,808	63%	37%	3.3%
Caledonia	308	3.8%	\$58,358	40%	60%	6.2%
Chittenden	1,390	17.2%	\$61,146	56%	44%	6.7%
Essex	22	0.3%	\$51,483	9%	91%	0.0%
Franklin	342	4.2%	\$58,737	40%	60%	3.8%
Grand Isle	17	0.2%	\$49,742	12%	88%	0.0%
Lamoille	92	1.1%	\$60,068	65%	35%	2.2%
Orange	68	0.8%	\$52,559	19%	81%	0.0%
Orleans	300	3.7%	\$55,618	33%	67%	6.0%
Rutland	466	5.8%	\$60,149	42%	58%	2.1%
Washington	3,891	48.1%	\$68,047	56%	44%	3.2%
Windham	217	2.7%	\$59,212	43%	57%	2.3%
Windsor	487	6.0%	\$57,121	38%	62%	4.9%
<b>Total</b>	<b>8,084</b>	<b>100.0%</b>	<b>\$63,310</b>	<b>51%</b>	<b>49%</b>	<b>4.0%</b>

**Most Executive Branch employees (65%) 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 2019. A small number of employees (209) 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. They are not included in this analysis. Ave. Salary is annual base salary of full-time employees and does not include benefits or overtime.

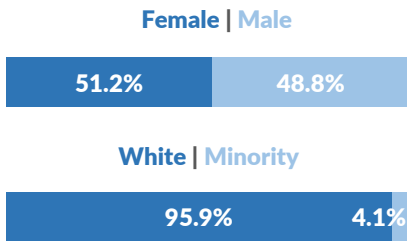
As of the end of Fiscal Year 2019 Executive Branch employees worked in every county in the state.

Most Executive Branch employees (65%) worked in Washington and Chittenden counties.

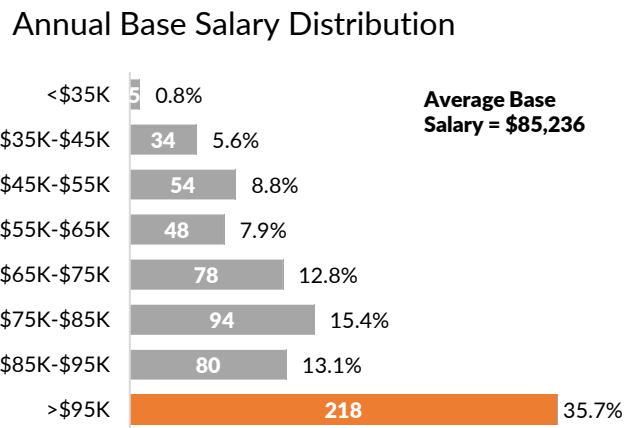
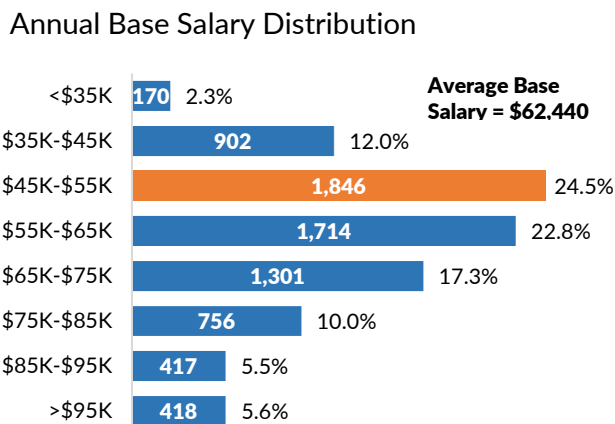
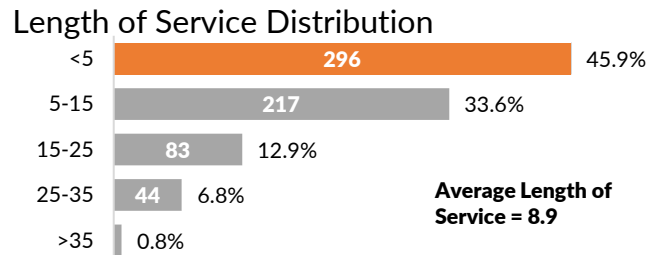
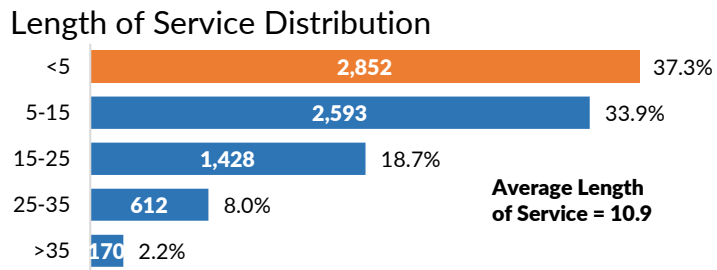
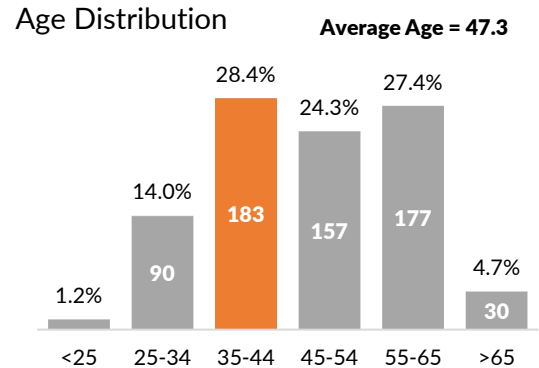
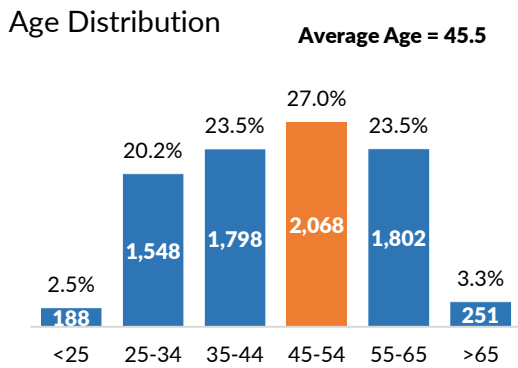
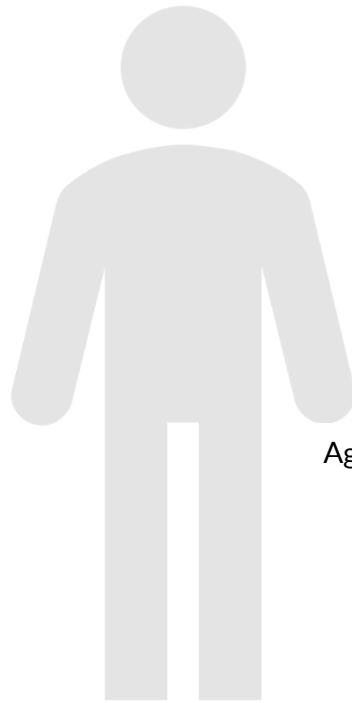
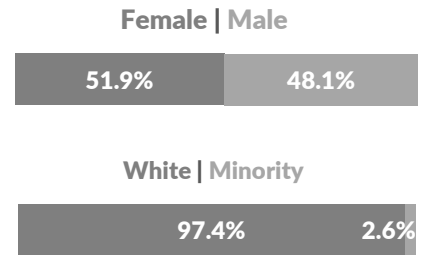
Comparing the employee population in Chittenden county to Washington County, the average salary is higher in Washington County (\$68,047 vs. \$61,146). The gender balance is identical between employees in Chittenden and Washington counties; however, the percent of minority employees is more than twice the size in Chittenden County (6.7%) than it is in Washington County (3.2%).

**Table 7 Executive Branch Employee Profile**

**92.2%** of the workforce (7,655) are **Classified Employees**



**7.8%** of the workforce (645) are **Exempt Employees**



Source: The State's Human Resource Information System (VTJR). Data include all full-time Executive Branch employees (classified and exempt) for Fiscal Year 2019. Annual salary is the base rate and does not include benefits or overtime. 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.

Of the 8,300 Executive Branch employees employed at the end of Fiscal Year 2019, 92.2% were classified and 7.8% were exempt.

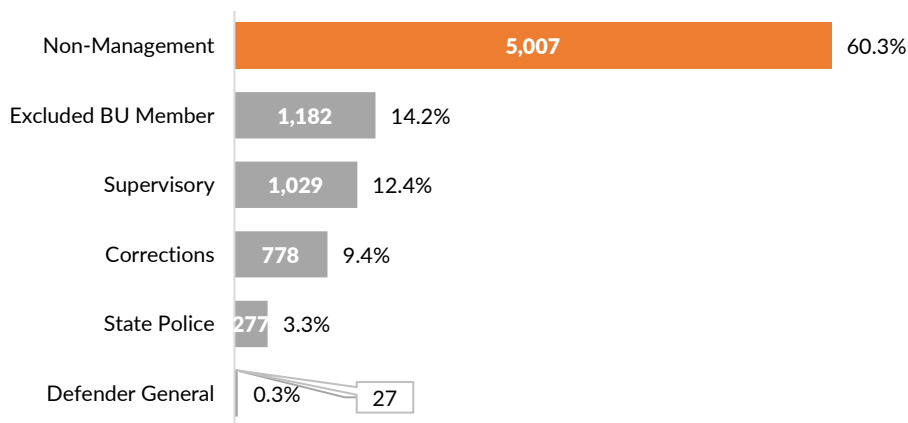
Comparing classified employee and exempt employees, the gender balance is nearly identical; however, the percent of minority employees is higher in the classified workforce (4.1%) than the exempt (2.6%).

The average age of classified employees was 45.5 years with the largest percentage (27.0%) being between 45 and 54. This is compared to the exempt workforce where the average age is slightly higher at 47.3 years and the largest percent (28.4) being 35 to 44. The second largest concentration of exempt employees is 55 to 65 at 27.4%

The average length of service for classified employees is 10.9 years compared to 8.9 years in the exempt workforce. In both, the largest percentage have less than 5 years of service.

The average annual base salary for full-time classified employees was \$62,440 with the largest percentage making between \$45,000 and \$55,000. This is compared to exempt employees where the average base salary for full-time employees was \$85,236 with the largest percentage (35.7%) making greater than \$95,000 a year.

**Table 8 Executive Branch Employees by Bargaining Unit**



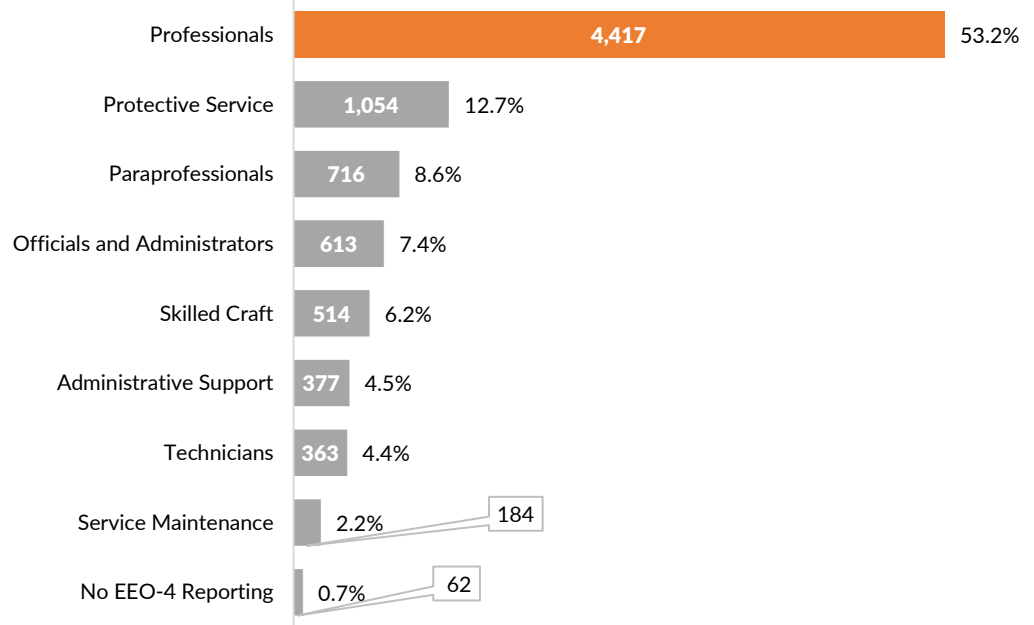
**The Non-Management bargaining unit is the largest covering over 60% of Executive Branch employees.**

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2019. Note: "Excluded from Bargaining Unit" are employees who are excluded from participation in a bargaining unit: exempt, classified, confidential and managerial employees.

A total of 7,110, or 86%, of Executive Branch employees are covered by one of the five collective bargaining units – State Police, Supervisory, Corrections, Defender General, and the largest, Non-Management.

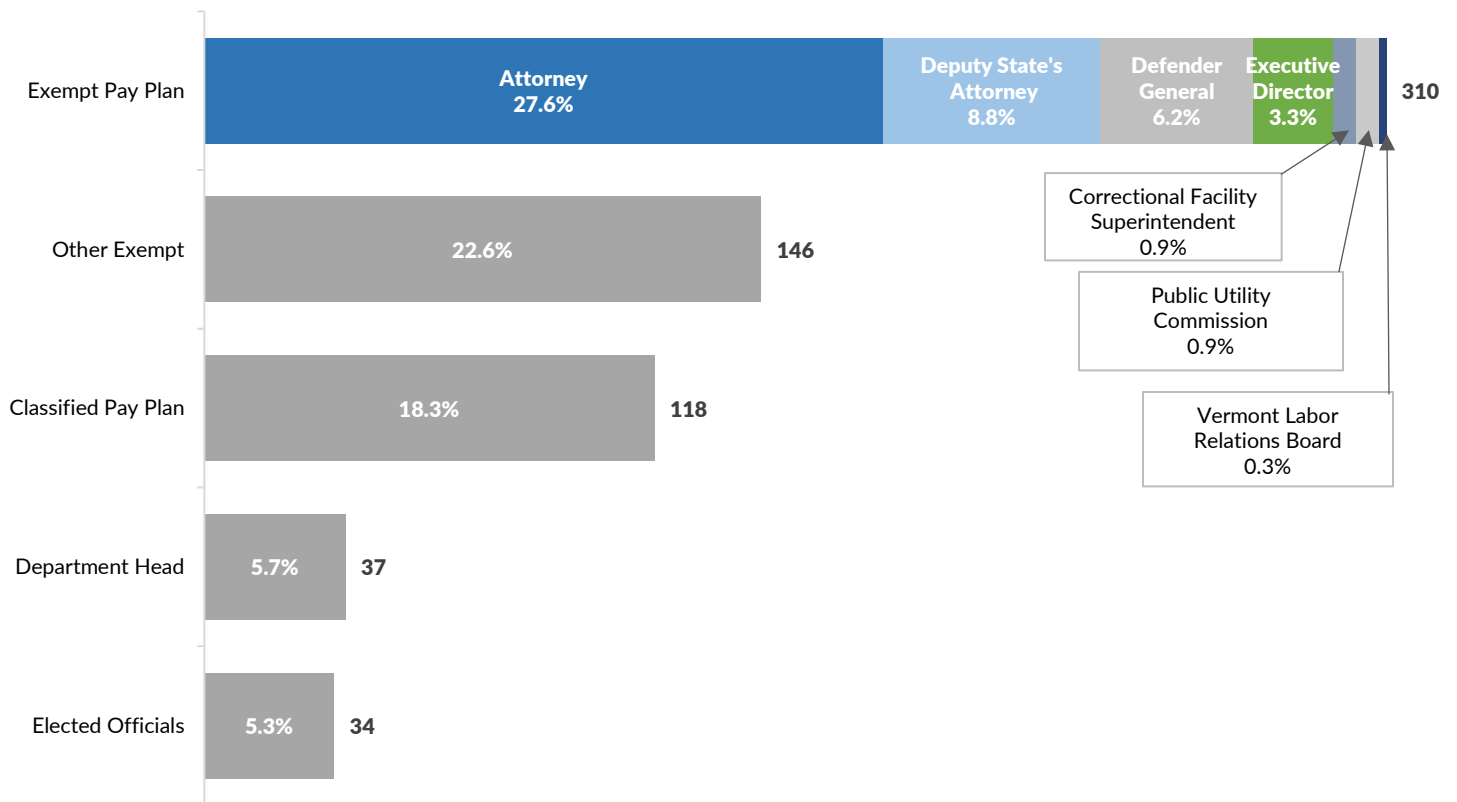
Well over half of Executive Branch employees are in jobs categorized as Professional.

**Table 9 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 2019. 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.

**Table 10 Executive Branch Exempt Employees by Category**



Exempt Category	Definition
<b>Elected Officials</b>	32 V.S.A. § 1003(a). State Officers (Governor, Lieutenant Governor, Secretary of State, State Treasurer, Auditor of Accounts, and Attorney General); 32 V.S.A. § 1183(a). State's Attorneys; 32 V.S.A. § 1182(a) Sheriffs.
<b>Department Heads</b>	32 V.S.A. § 1003(b). (Agency Secretaries, Commissioners and heads of certain other free-standing organizations).
<b>Exempts in the Classified Pay Plan</b>	Certain positions exempted by statute from the classified service but assigned to the classified pay plan for purposes of salary administration. Of the 118 employees in this category the majority were in the following job titles: Victims Advocate (22.0%), Deputy Sheriff (21.2%), Administrative Secretary (19.5%), and Secretary IV (13.6%).
<b>Other Exempts/Non-Pay Plan</b>	Other positions exempted by statute from classified service. Of the 146 employees in this category the majority were in the following job titles: Deputy Commissioner (15.88%), Private Secretary (12.3%), Principal Assistant (10.3%), Executive Assistant (8.2%), Deputy Secretary (4.8%), Executive Director (4.1%), and Agency Director of Digital Services (4.1%).
<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	Deputy State's Attorneys
Defender General	Staff Attorneys in the Office of the Defender General
Correctional Facility Superintendent	Correctional Facility Superintendents
Executive Director	Executive Directors of certain boards, commissions and councils
Public Utility Commission	Certain employees of the Public Utility Commission
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 2019.

Of the 645 exempt employees almost half (48.1%) are in one of the six exempt pay plans. The largest group was attorneys (42.2%) covered by the Attorney, State's Attorneys and Defender General exempt pay plans.

**Over 40% of exempt employees are attorneys in a pay plan.**



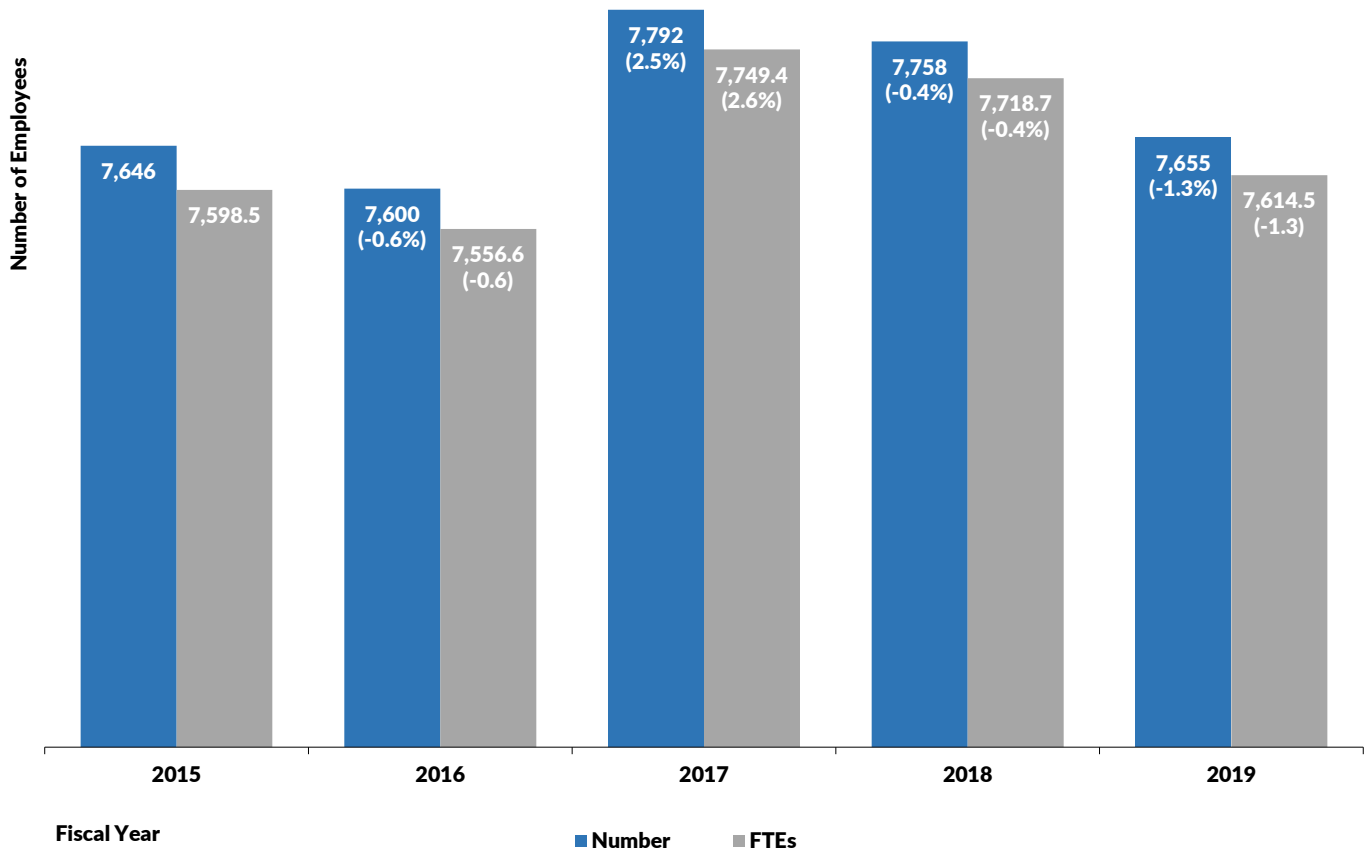
## 2. Classified Service Statistics

Section Two of this Workforce Report provides statistics that represent only classified employees of the Executive Branch of the State of Vermont.

- Workforce Characteristics
- Talent Acquisition
- Turnover
- Retirement Eligibility
- Compensation
- Equal Employment Opportunity
- Department Statistics

## Workforce Characteristics

**Table 11** 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 2015 to 2019. 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 2019 there were a total of 7,655 classified employees and 7,614.5 FTEs. Fiscal Year 2019's classified staffing level decreased from Fiscal Year 2018 in both number of employees -1.3% (103) and FTEs -1.3% (104.1).

After a peak in Fiscal Year 2017, both the number of classified employees and FTEs have declined to Fiscal Year 2015 levels.

Comparing Fiscal Year 2015 to Fiscal Year 2019, both the number of classified employees and FTEs were roughly equivalent, with the number of employees just 0.1% (9) higher and FTEs 0.2% (16.1) higher.

**The Number of Classified Employees has declined by 1.8% since Fiscal Year 2017.**

**Table 12 Number of Classified Employees and FTEs by Department by Fiscal Year**

Department	Fiscal Year										% Change	
	2015		2016		2017		2018		2019		FY '15 to FY '19	
	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs
Administration	44	44.0	42	41.6	15	15.0	14	14.0	11	11.0	-75.0%	-75.0%
Agriculture, Food & Markets	94	94.0	106	105.9	115	115.0	115	115.0	116	116.0	23.4%	23.4%
Attorney General	30	30.0	29	29.0	32	32.0	34	34.0	34	34.0	13.3%	13.3%
Buildings & General Services	313	312.6	321	319.8	322	320.8	323	321.8	310	309.8	-1.0%	-0.9%
Children & Families	1060	1056.1	1086	1082.7	986	982.4	978	973.7	945	941.5	-10.8%	-10.9%
Commerce & Comm. Dev.	74	72.9	78	77.4	74	73.8	74	73.7	59	58.7	-20.3%	-19.5%
Corrections	1021	1019.1	1020	1017.6	1050	1048.1	988	987.1	960	959.3	-6.0%	-5.9%
Digital Services	111	111.0	100	100.0	98	98.0	93	93.0	332	331.8	199.1%	198.9%
Disabilities, Aging & Ind. Liv.	270	264.4	267	261.5	268	261.4	271	264.5	270	263.0	0.0%	-0.5%
Education	145	143.6	132	131.6	142	141.8	154	153.8	133	132.8	-8.3%	-7.5%
Environmental Conservation	286	283.5	273	271.1	281	278.9	292	289.7	276	273.6	-3.5%	-3.5%
Finance & Management	24	24.0	23	23.0	25	25.0	26	26.0	24	24.0	0.0%	0.0%
Financial Regulation	86	85.5	88	87.5	82	81.6	84	83.8	80	79.6	-7.0%	-7.0%
Fish & Wildlife	131	130.8	128	127.9	138	137.8	138	137.8	136	135.5	3.8%	3.6%
Forests, Parks & Recreation	99	98.7	96	95.7	110	109.2	116	115.3	114	113.1	15.2%	14.6%
Green Mountain Care Board	18	17.0	16	15.0	18	17.0	17	16.8	18	17.8	0.0%	4.4%
Health	491	481.3	487	479.3	501	493.6	512	504.1	485	475.5	-1.2%	-1.2%
Human Resources	65	64.6	72	71.4	88	87.5	88	87.6	94	93.8	44.6%	45.1%
Human Services	118	117.3	118	117.3	125	124.8	112	112.0	42	41.8	-64.4%	-64.4%
Labor	248	247.5	241	240.5	231	231.0	222	222.0	198	198.0	-20.2%	-20.0%
Libraries	21	20.9	12	12.0	11	11.0	16	16.0	14	14.0	-33.3%	-33.0%
Liquor Control	47	47.0	51	51.0	50	50.0	49	49.0	47	47.0	0.0%	0.0%
Mental Health	227	224.8	226	224.3	235	230.4	234	232.6	236	234.4	4.0%	4.3%
Military	115	115.0	117	117.0	123	123.0	133	132.2	137	136.2	19.1%	18.4%
Natural Resources	24	24.0	23	23.0	26	26.0	26	26.0	12	11.8	-50.0%	-50.6%
Natural Resources Board	22	21.8	21	20.8	20	19.8	19	18.8	21	20.8	-4.5%	-4.6%
Public Safety - Civilian	228	227.3	214	213.8	210	209.8	218	217.7	208	207.9	-8.8%	-8.5%
Public Safety - Sworn	335	334.5	341	340.0	346	346.0	344	344.0	348	347.8	3.9%	4.0%
Public Service	33	32.9	30	29.7	32	31.7	31	30.7	28	28.0	-15.2%	-14.9%
Secretary of State	55	54.8	59	58.8	61	61.0	62	62.0	63	63.0	14.5%	15.0%
Small Departments	36	34.9	31	30.4	33	32.4	36	35.4	36	35.8	0.0%	2.4%
State Treasurer	31	31.0	29	29.0	31	31.0	29	29.0	31	31.0	0.0%	0.0%
Taxes	149	149.0	136	136.0	145	145.0	146	145.8	128	128.0	-14.1%	-14.1%
Transportation	1220	1215.0	1226	1220.4	1264	1258.9	1246	1241.7	1180	1175.6	-3.3%	-3.2%
Vermont Health Access	181	176.1	169	165.1	314	310.6	321	317.0	339	335.2	87.3%	90.4%
Vermont Lottery Commission	20	19.6	18	17.6	20	19.8	20	19.8	17	16.8	-15.0%	-14.3%
Vermont Veterans' Home	174	172.2	174	172.0	170	168.4	177	175.6	173	171.0	-0.6%	-0.7%
<b>Total</b>	<b>7646</b>	<b>7598.5</b>	<b>7600</b>	<b>7556.6</b>	<b>7792</b>	<b>7749.4</b>	<b>7758</b>	<b>7718.7</b>	<b>7655</b>	<b>7614.5</b>	<b>0.1%</b>	<b>0.2%</b>
<b>% Change from Prev. FY</b>			<b>-0.6%</b>	<b>-0.6%</b>	<b>2.5%</b>	<b>2.6%</b>	<b>-0.4%</b>	<b>-0.4%</b>	<b>-1.3%</b>	<b>-1.3%</b>		

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2015 to 2019. "Small Departments" have 15 or fewer employees (See Appendices C & E). "FTEs are "Full-Time Equivalents" See Table 1 for the definition of FTEs.



From Fiscal Year 2018 to Fiscal Year 2019 most departments (60%) saw a decrease in the number of employees. This was largely driven by consolidation of staff to other departments; in particular, consolidation of Information Technology professionals into the Agency of Digital Services pursuant to Executive Order 06-17, which occurred the beginning of Fiscal Year 2019.

As illustrated in Table 13 the Agency of Digital Services had a large increase in headcount and this was primarily the result of positions transferred from other departments, including:

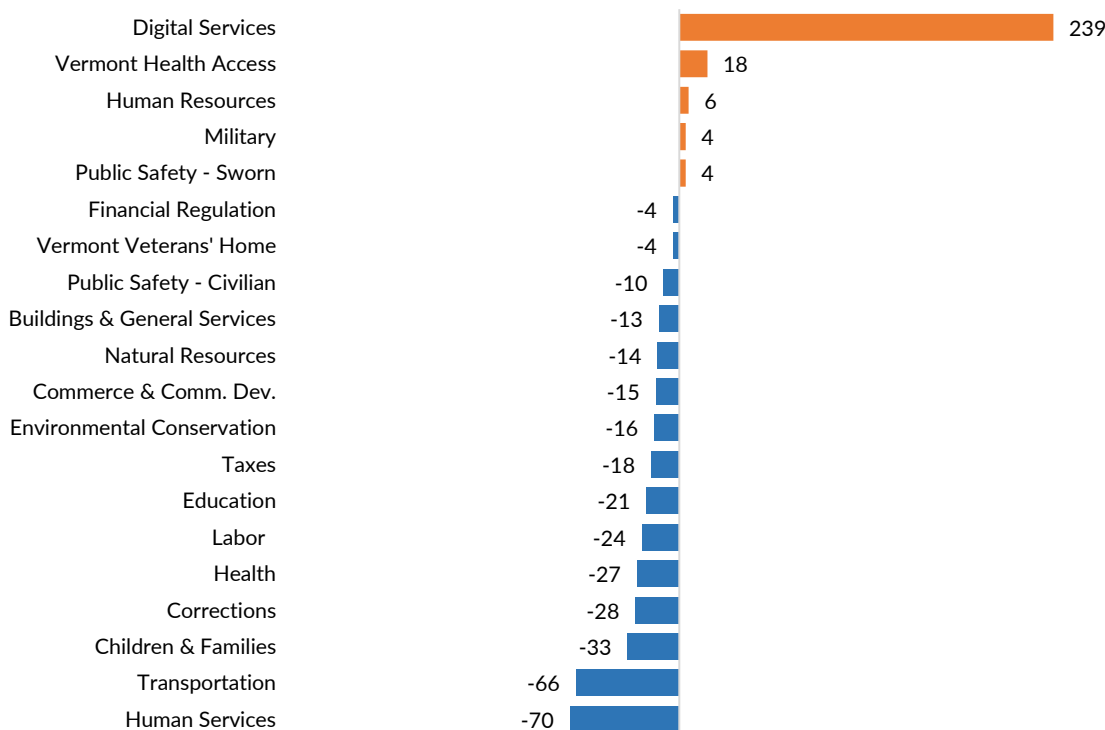
- Human Services (63)
- Transportation (46)
- Children & Families (35)
- Health (22)
- Labor (19)
- Natural Resources (15)
- Tax (15)
- Public Safety (13)
- Commerce & Community Development (12)
- Education (10)
- Environmental Conservation (7)

(Note: This list is not exhaustive)

**The Agency of Digital Services added over 200 positions as a result of the consolidation of Information Technology professionals from other departments.**

The Division of Rate Setting was transferred from Human Services to Vermont Health Access (6 classified positions). There were also 3 positions transferred from Human Services to Human Resources to consolidate investigative staff.

**Table 13 Departments with Greatest Increase/Decrease in Headcount – Fiscal Year 2018 vs. Fiscal Year 2019**



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

**Table 14 Most Populous Classified Job Titles – Fiscal Year 2019**

**At the end of Fiscal Year 2019 there were 1,796 active classified job titles.**

<b>Job Title</b>	<b>Number of Employees</b>
Correctional Officer I	339
Family Services Worker	202
Trooper	160
Transportation Journeyman Maintenance Worker	121
Correctional Officer II	120
Benefits Programs Specialist	118
Sergeant	92
Probation & Parole Officer	89
Administrative Services Coordinator I	83
Transportation Master Maintenance Worker	78
Licensed Nursing Assistant	72
Mental Health Specialist	57
Custodian II	54
Reach Up Case Manager II	54
Environmental Analyst V - General	52
Financial Specialist III	47
Administrative Assistant B	46
Program Technician II	43
Family Services Supervisor	42
Community Correctional Officer	41
IT Systems Developer III	41
AOT Senior Maintenance Worker	40
Correctional Facility Shift Supervisor	38
VT Healthcare Service Specialist II	38
Administrative Services Coordinator II	36
Economic Services Supervisor	35
Program Technician I	34
Associate Mental Health Specialist	33
Nurse Case Manager / URN I	33
Administrative Services Tech IV	32
AOT Area Maintenance Supervisor I	32

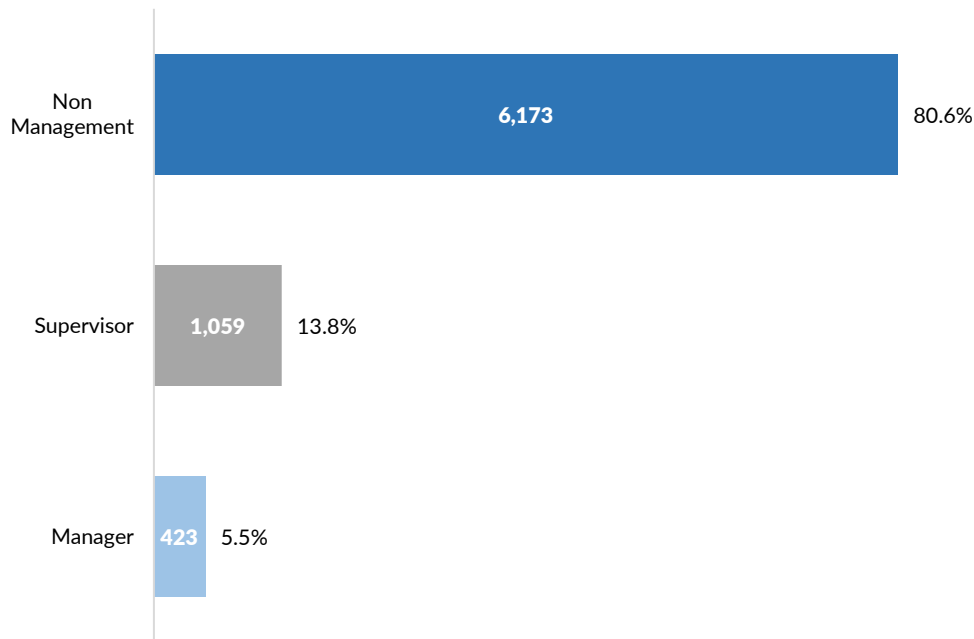
Source: The State's Human Resource Information System (VTHR). Data only include classified employees of the Executive Branch for Fiscal Year 2019.

At the end of Fiscal Year 2019 there were 1,796 active classified job titles on record. The most populous was Correctional Officer I (339 employees).

The majority of classified job titles 1,031 (57.4%) had a single incumbent. Nearly 85% (1,524) had five or fewer incumbents.

Just 18% (1,402) of the classified workforce were employed in the ten most populous job titles.

**Table 15 Management Profile – Fiscal Year 2019**



The Manager/ Supervisor-to-staff ratio was 1 to 5.2.

There was a higher percent of female managers and supervisors.

	Num.	Percent	Average Salary	Average Age	Average LOS	Percent Female	Percent Male	Percent Minority
Manager	423	5.5%	\$95,139	50.8	16.0	53.0%	47.0%	0.9%
Supervisor	1,059	13.8%	\$75,771	48.0	14.7	52.6%	47.4%	3.0%
Non-Management	6,173	80.6%	\$57,871	44.7	9.9	50.8%	49.2%	4.5%
<b>Total</b>	<b>7,655</b>	<b>100.0%</b>	<b>\$62,440</b>	<b>45.5</b>	<b>10.9</b>	<b>51.2%</b>	<b>48.8%</b>	<b>4.1%</b>

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2019. Average Salary is annual base salary of full-time employees and does not include benefits or overtime. Average LOS is average length (years) of service.

Note: A managerial employee is defined in 3 VSA § 902(18) and a supervisory employee in 3 VSA § 902(16). Per Personnel Policy 6.3 the criteria used to determine a managerial designation include: the extent to which a position has influence or makes decisions regarding policy, budget, and personnel; and the organizational structure of an agency or department into divisions or major sections. The criteria used to determine a supervisory unit designation include: the number of employees supervised; the degree and type of supervisory discretion exercised; and the extent to which supervision is a significant component of the individual's job duties.

At the end of Fiscal Year 2019, 5.5% of the workforce were designated managers and 13.8% designated supervisors, with the remaining 80.6% non-management.

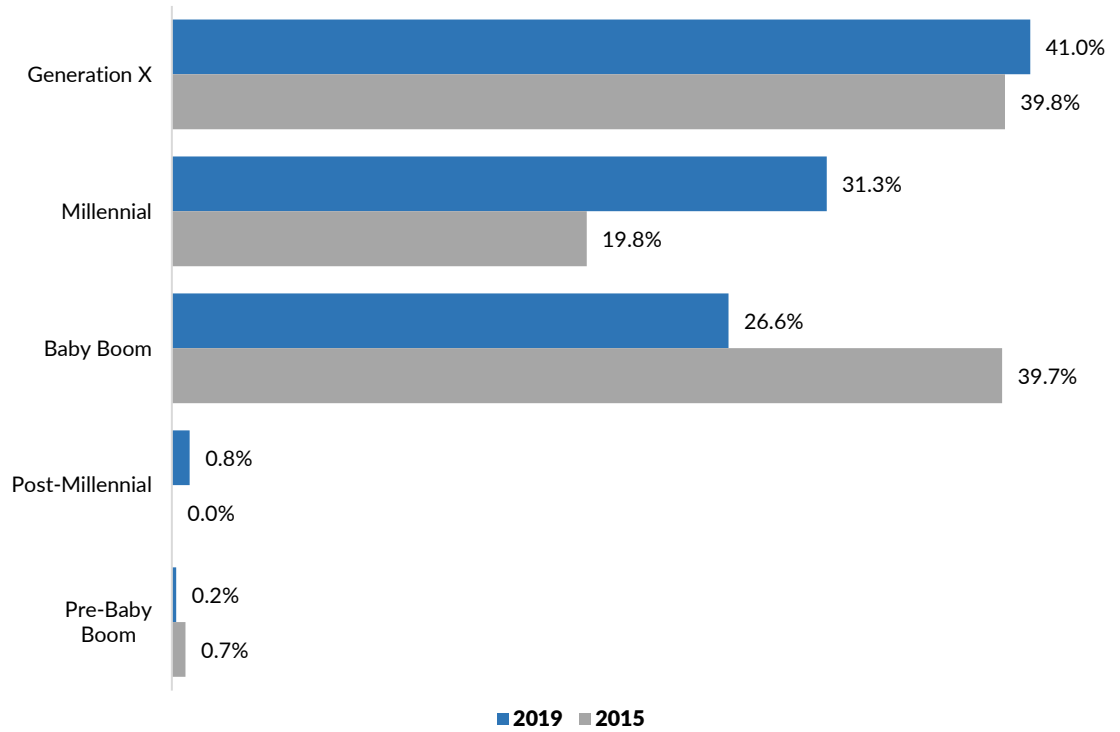
The Manager/Supervisor-to-staff ratio was 1 to 5.2<sup>1</sup>.

There was a slightly higher percent of female managers (51.7%) than male managers (48.3%), as well as supervisors (51.0% female; 49.0% male).

<sup>1</sup> Management-to-Staff Ratio = (N+(S-1))/S, where: N=Number of non-managerial employees, S=Combined number of managers and supervisors.

**Table 16 Employee Distribution by Generation – Fiscal Year 2015 vs. Fiscal Year 2019**

**The State’s workforce is in the midst of a significant generational shift as the Baby Boom generation is now a smaller percentage of the employee population than either Generation X or Millennials.**



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2015 and 2019.

*Note: Post-Millennials are those born 1997 and later (age 18 to 22 in 2019); Millennials are those born from 1981 to 1996 (age 23 to 38 in 2019); Generation X are those born from 1965 to 1980 (age 39 to 54 in 2019); the Baby Boom are those born from 1946 to 1964 (age 55 to 73 in 2019); and Pre-Baby Boom (or The Silent Generation) are those born from 1945 or earlier (age 74 or older). Source: <http://www.pewresearch.org/fact-tank/>*

The State’s workforce is in the midst of a significant generational shift. The Baby Boom generation which made up the highest percentage of classified employees in Fiscal Year 2015 (39.7%) now (Fiscal Year 2019) only makes up 26.6% of the workforce.

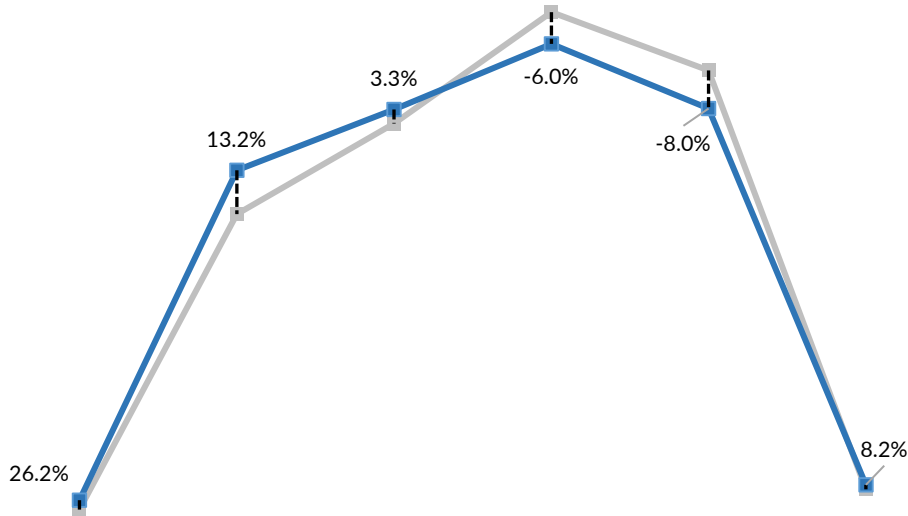
Generation X is now (Fiscal Year 2019) the generation with the highest percentage of classified employees (41.0%), with Millennials second to Generation X (31.3%).

The number of Millennials in the State workforce have increased by nearly 60% since Fiscal Year 2015 while Baby Boomers have declined by almost 33%.

The first Post-Millennials have entered the State’s workforce (0.8%).

**Table 17 Age Distribution for Classified Employees – Fiscal Year 2015 vs. Fiscal Year 2019**

The average age of employees is decreasing.



	<25 Years	25-34 Years	35-44 Years	45-54 Years	55-65 Years	>65 Years
2015	149	1,367	1,740	2,199	1,959	232
2019	188	1,548	1,798	2,068	1,802	251

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2015 and 2019. Drop lines represent percent change from Fiscal Year 2015 to Fiscal Year 2019.

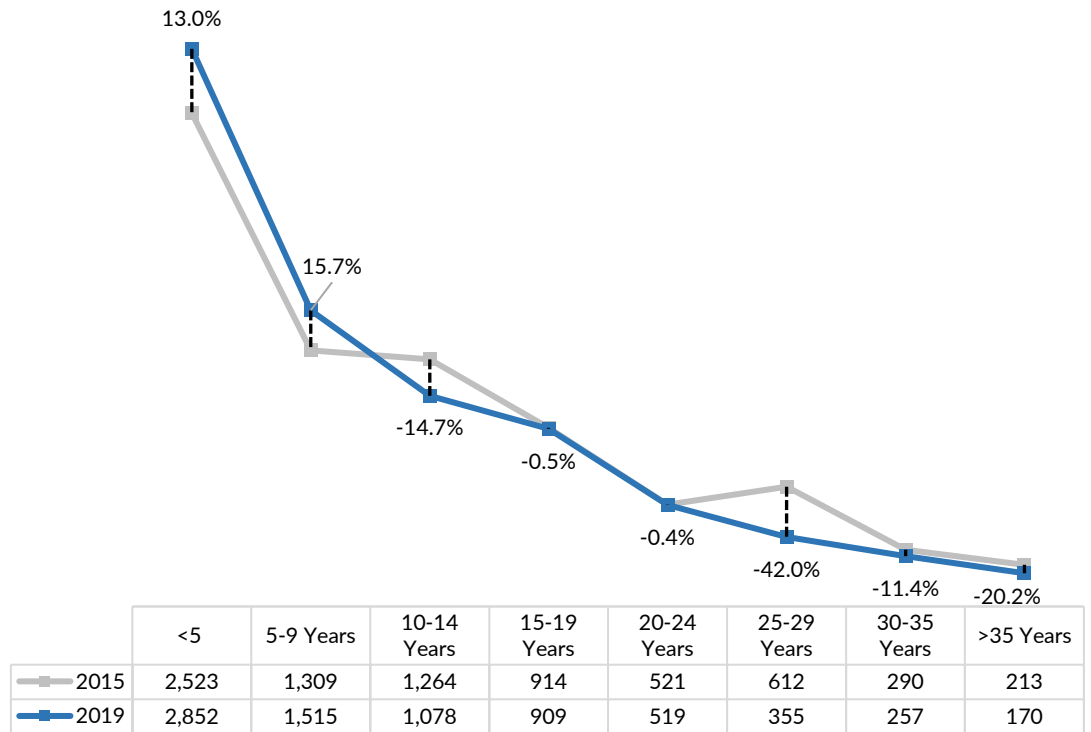
To underscore the generational shifts illustrated in Table 16, Table 17 compares the age distribution in Fiscal Year 2015 to Fiscal Year 2019 and shows that younger age group employees are increasing while mid to older age groups are decreasing.

There have been increases in the less than 25 age group (26.2%), 25-34 age group (13.2%) and 35-44 age group (3.3%), while a decrease in the 45-54 (-6.0%) age group and 55-65 age group (-8.0%). There was an increase in the greater than 65 age group (8.2%), but this is a very small number of employees.

The average age of classified employees at the end of Fiscal Year 2019 was 45.5 compared to 46.3 in Fiscal year 2015.

**Table 18** Years of Service Distribution for Classified Employees – Fiscal Year 2015 vs. Fiscal Year 2019

There has been a significant decrease in those employees with higher years of service.



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2015 and 2019. Drop lines represent percent change from Fiscal Year 2015 to Fiscal Year 2019. 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.

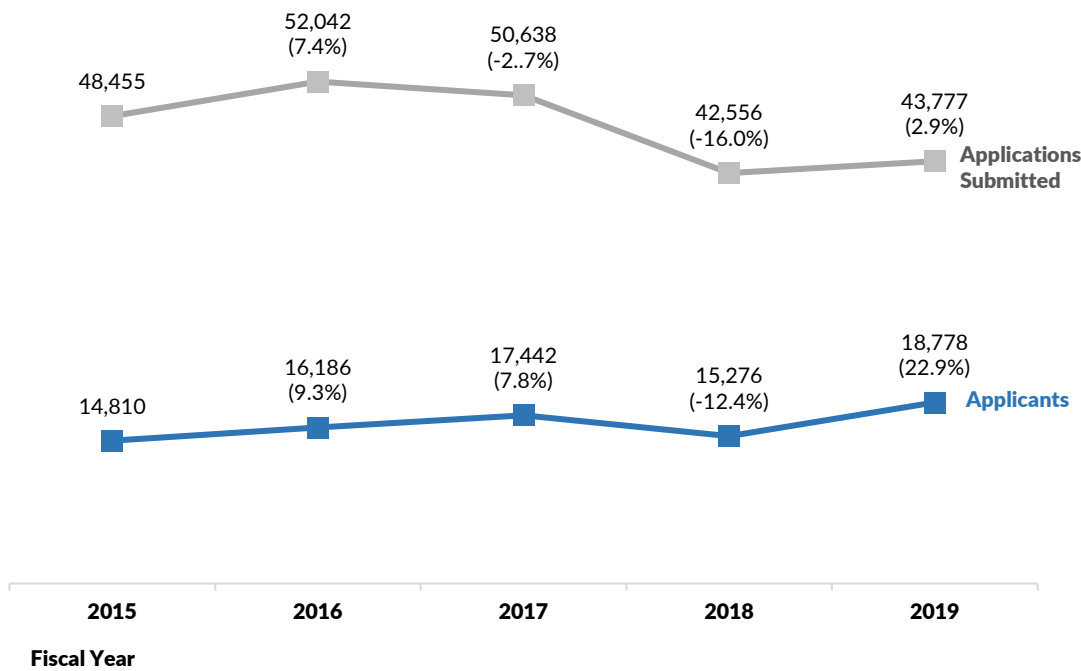
Table 18 compares the years of service distribution in Fiscal Year 2015 to Fiscal Year 2019 and shows that there has been a significant decrease in those employees with higher years of service.

The 25-29 years of service group saw a significant drop of 42%, with those employees with 30-35 years (-11.4) and greater than 35 years (-20.2%) also showing declines. This reflects the high number retirements in the past couple fiscal years (See Table 34 for more information on retirements).

Correspondingly, there has been an increase in those employees with less than 5 years of service and 5-9 years as new employees are hired to replace those retiring (or otherwise separating from the State).

## Talent Acquisition

**Table 19** Number of Job Applications and Applicants by Fiscal Year



The number of applications submitted was up only slightly in Fiscal Year 2019 despite a significant increase in job openings posted.

Source: The State's Human Resource Information System (VTHR) and (post October 2018) SuccessFactors Recruiting. Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2015 to 2019. 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 2019, 18,778 applicants submitted 43,777 applications for jobs with the State of Vermont.

The number of applications submitted was up only slightly (2.9%), which is noteworthy especially when considering the significant increase in number of job openings posted (See Table 20).

The number of unique applicants was up significantly (22.9%) but this is an anomaly. In October 2018 the State upgraded its recruiting software solution and existing applicants were not migrated to the new system so they needed to establish new accounts. This artificially inflated the count of unique applicants for Fiscal Year 2019.

**Table 20 Job Application Activity by Fiscal Year**

	2015	2016	2017	2018	2019
<b>Job Openings Posted</b>	1,808	2,068	1,952	1,701	1,974
Change from Previous FY		14.4%	-5.6%	-12.9%	16.0%
<b>Average Num. of Applications per Job Opening</b>	26.8	25.2	25.9	25.0	22.2
Change from Previous FY		-6.1%	2.9%	-3.4%	-11.4%

Source: The State’s Human Resource Information System (VTHR) and (post October 2018) SuccessFactors Recruiting.

Attracting talent to the State of Vermont is becoming increasingly difficult in a highly competitive recruiting landscape.

In Fiscal Year 2019 the number of job openings posted (1,974) was up significantly (16.0%) from Fiscal Year 2018.

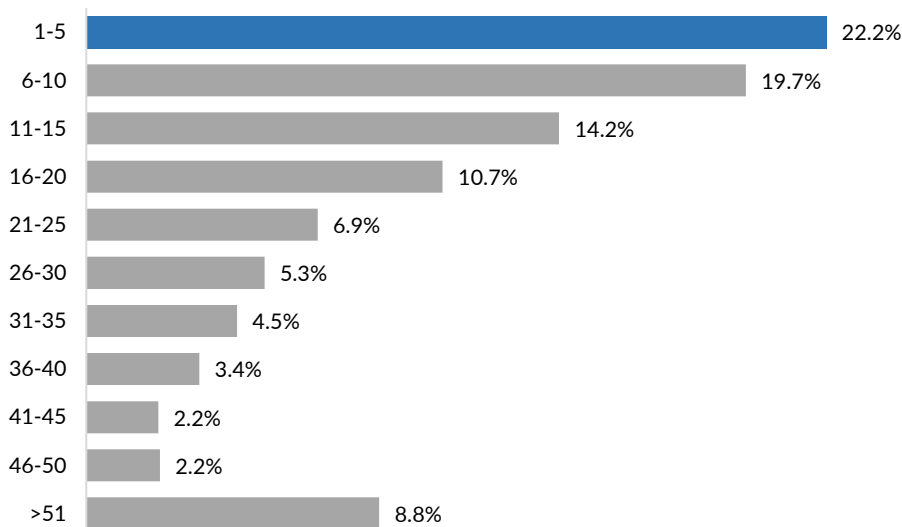
However, the average number of applications per job opening decreased by 11.4% to 22.2 in Fiscal Year 2019. This is after another, albeit smaller, decrease from Fiscal Year 2017 to Fiscal Year 2018 (-3.4%).

However, the average masks the true picture because we have small number of job openings with high numbers of applicants thus making the average skewed. As shown in Table 21, over 40% of job openings have 10 or fewer applicants. These statistics illustrate the difficult job market that the State faces.

Over 40% of job openings have 10 or fewer applicants.

Underlying this competitive landscape is likely the drop in the unemployment rate both nationally and in Vermont. Table 21 illustrates the correlation between the drop in the average number of applications per job opening with Vermont's unemployment rate.

**Table 21 Number of Applicants per Requisition – Fiscal Year 2019**

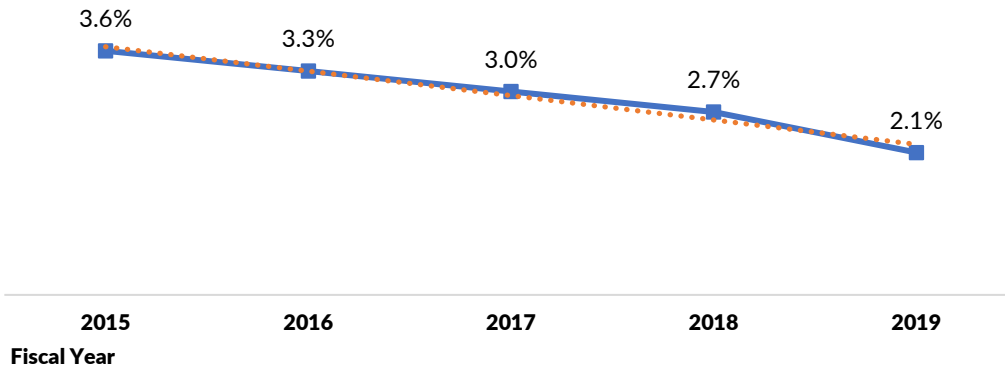


Source: The State’s Human Resource Information System (VTHR) and (post October 2018) SuccessFactors Recruiting.



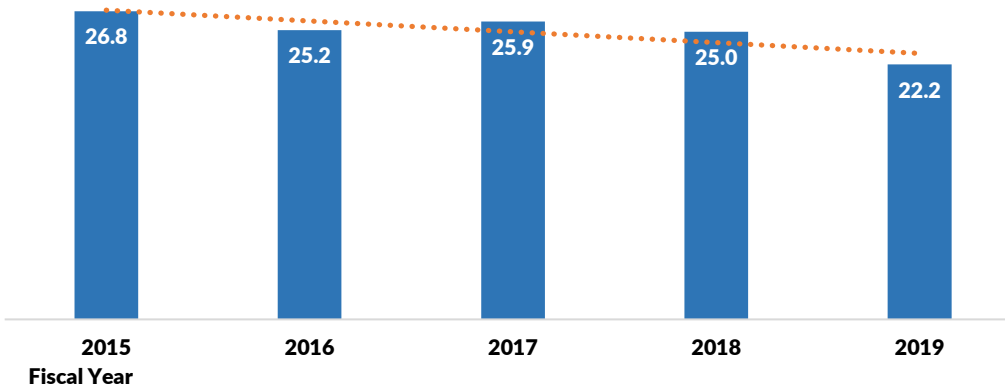
**Table 22 Unemployment Rate Compared to Average Number of Applications per Job Opening – Fiscal Year 2015 to Fiscal Year 2019**

Unemployment Rate (Vermont)



The drop in the average number of applications per job opening appears to be highly correlated with Vermont's drop in the unemployment rate over the past five fiscal years.

Average Number of Applications per Job Opening

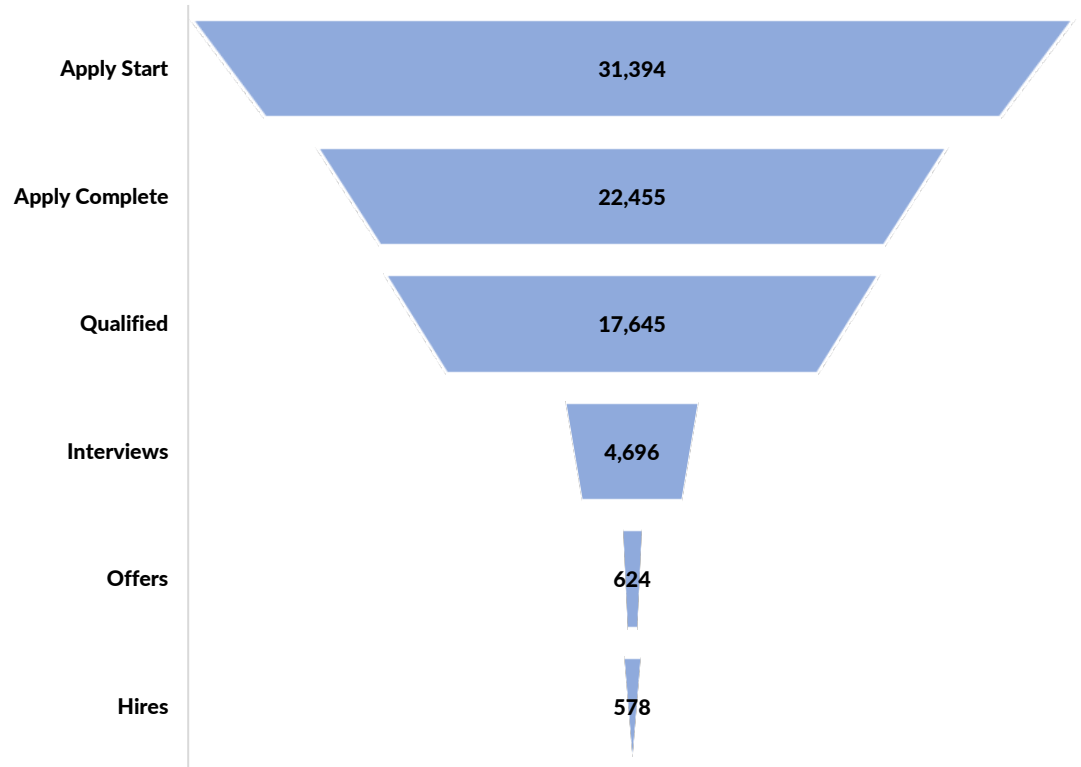


Source: The State's Human Resource Information System (VTHR) and (post October 2018) SuccessFactors Recruiting. Vermont unemployment rate from Vermont Department of Labor, Vermont Labor Force and Unemployment Statistics (Seasonally Adjusted), <https://labor.vermont.gov/labor-market-information>.

**Table 23 Hiring Funnel – External Applicants**

**433,861**  
 Number of visits to the State of Vermont’s External Career Site.

**30.5**  
 Average number of qualified external applicants to yield one hire.



Pass-Through Rates		
<b>Visit Conversion</b>	7.2%	(Percent of Career Site Visits Starting Application)
<b>Apply Conversion</b>	71.5%	(Percent Completed Application after Starting)
<b>Qualified Applicant Rate</b>	78.6%	(Percent of Applicants Qualified)
<b>Interviewed Applicant Rate</b>	26.6%	(Percent of Qualified Applicants Interviewed)
<b>Offer Rate</b>	13.3%	(Percent of Interviewed Applicants Extended Offer)
<b>Offer Acceptance Rate</b>	92.6%	(Percent of Offers Accepted)

Source: SuccessFactors Recruiting Advanced Analytics. Applicant activity from 10/8/18 – 6/30/19. External applicants only.

Pass-through rate, sometimes called conversion rate, is the percentage of candidates who move forward in each step of the hiring process. These metrics provide important information about the flow of applicants through the hiring process.

For instance, during this time period 71.5% of external applicants who began an application completed it. Conversely this means that 28.5% dropped off and did not complete the application.

A little more than 20% of applicants did not pass the first level of screening (minimum qualification review).

The offer acceptance rate is over 90%.

**Table 24**      **Detail of Hiring Funnel by Source Engine**

Source Engine	Visit	Apply Start	Visit Conversion	Apply Complete	Apply Conversion	Qualified	Qualified Applicant Rate	Interview	Offer	Hire
Career Site	301,379	21,494	7.1%	15772	73.4%	12,626	80.1%	3,493	492	455
Email Subscription	31,825	1,107	3.5%	819	74.0%	649	79.2%	143	10	10
.Gov Sites	26,051	1,256	4.8%	898	71.5%	668	74.4%	199	32	25
Google	22,584	687	3.0%	462	67.2%	354	76.6%	94	12	12
Indeed	19,642	4,999	25.5%	3278	65.6%	2,378	72.5%	489	38	37
CareerArc (Social Network)	11,559	835	7.2%	555	66.5%	449	80.9%	132	19	18
FaceBook (organic)	7,872	110	1.4%	67	60.9%	45	67.2%	16	1	1
Other	7,032	358	5.1%	229	64.0%	178	77.7%	57	13	13
LinkedIn (organic)	1,067	21	2.0%	18	85.7%	18	100.0%	2	0	0
Bing	917	33	3.6%	23	69.7%	23	100.0%	7	0	0
Online Email	662	27	4.1%	17	63.0%	12	70.6%	4	0	0
Glass Door	563	204	36.2%	139	68.1%	102	73.4%	29	3	3
Employee Referral	505	34	6.7%	21	61.8%	16	76.2%	5	1	1
SimplyHired	379	110	29.0%	80	72.7%	55	68.8%	9	1	1
Twitter (organic)	358	1	0.3%	1	100.0%	1	100.0%	1	0	0
MSN/Live	227	5	2.2%	4	80.0%	3	75.0%	1	1	1
Yahoo	188	10	5.3%	7	70.0%	8	114.3%	2	0	0
Duck Duck Go	141	3	2.1%	3	100.0%	3	100.0%	0	0	0
Jobs in the US	114	58	50.9%	34	58.6%	30	88.2%	4	0	0
Flex Jobs	83	4	4.8%	3	75.0%	3	100.0%	1	1	1

Source: SuccessFactors Recruiting Advanced Analytics. Applicant activity from 10/8/18 – 6/30/19. External applicants only.

Most visits (69%), qualified applications (72%) and external hires (79%) came from applicants either coming directly to our career site or those redirected (via link) to our career site.

Job aggregators are search engines specifically for jobs, such as Indeed and Simply Hired. Aside from our career site, Indeed is the next largest channel for external applicants yielding over 2,000 qualified candidates and 37 hires.

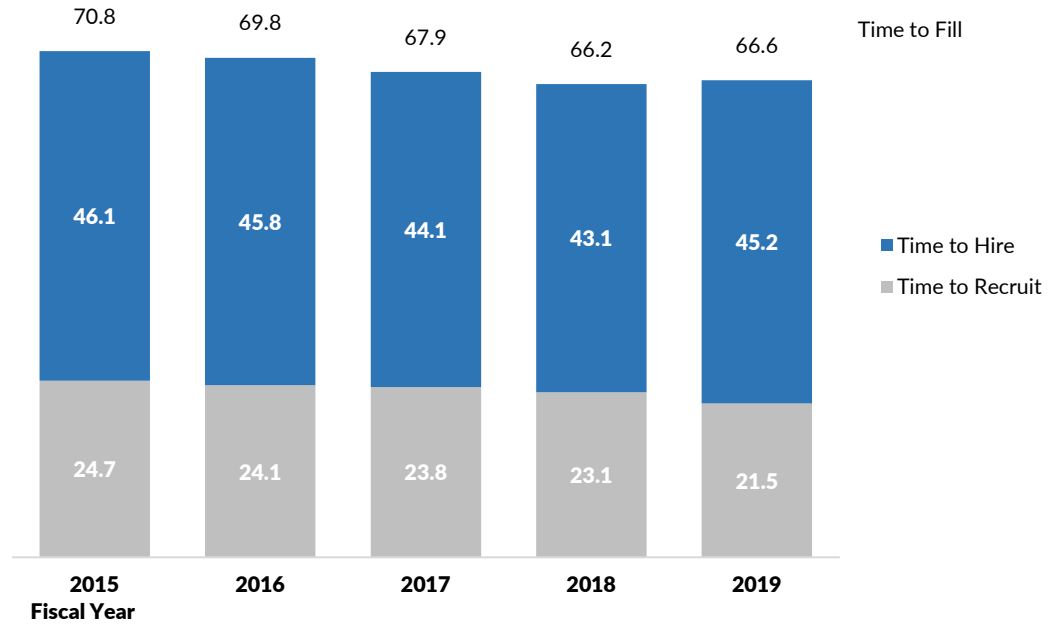
Social networks, such as Facebook, LinkedIn and Twitter or CareerArc (a service that sends job postings to Department of Human Resources' Facebook, LinkedIn and Twitter sites) comprise 2.8% percent of qualified applicants and 3.3% percent of hires. CareerArc has the highest qualified applicant rate (80.9%) of the major applicant channels.

Search engines such as Google, Bing and Yahoo contribute a relatively small percent of complete applications. Google being the clear leader with 2% of qualified applicants and 2% of hires.

Email subscription, either through those who opt in to job alerts, email job to a friend or talent pools, are a growing segment of visits, although the visit conversion rate is lower (3.5%) than other channels.

**Table 25 Time to Fill by Fiscal Year**

**63.8**  
**The five-year**  
**average calendar**  
**days to fill.**



Source: The State’s Human Resource Information System (VTHR) and (post October 2018) SuccessFactors Recruiting. Data includes only classified job openings and excludes continuous recruitments and recruitments with a multiple headcount. Time to Recruit – the time (calendar days) from the creation of the requisition to the point that candidates are presented to the hiring manager. Time to recruit contains the contractually mandated 10 working days posting period. Time to Hire – the time from when the hiring manager has candidates to consider to the date of hire - it’s the point at which they are “hired” but not their start date. Time to Fill – is the total of Time to Recruit and Time to Hire. All measures are in calendar days.

From Fiscal Year 2015 to Fiscal Year 2019 the overall time to fill has dropped by 5.9%. The five-year average time to fill was 63.8 calendar days – a bit over two months. Overall time to fill was only slightly higher (.6%) from Fiscal Year 2018 to Fiscal Year 2019.

There are two components to time to fill – time to recruit and time to hire.

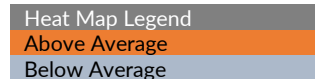
Time to recruit dropped by 6.9% between Fiscal Year 2018 and Fiscal Year 2019. The five-year average time to recruit was 23.4 calendar days.

It should be noted that in Fiscal Year 2019 the State introduced a new recruiting software solution which streamlined and modernized the recruiting process. This included a new step in that all resumes were screened by a recruiter for minimum qualifications. This change did not appear to impact the time to recruit.

The time to hire increased 4.9% from Fiscal Year 2018 to Fiscal Year 2019. Time to hire has averaged almost 45 calendar days over this five-fiscal-year time period.

**Table 26 Time to Fill by Department – Fiscal Year 2019**

Department	Average Time to Recruit	Average Time to Hire	Average Time to Fill	Number of Job Requisitions
Administration	17.0	53.0	70.2	3
Agriculture	18.3	50.1	68.3	20
Attorney General	20.3	56.9	77.2	7
Auditor of Accounts	21.0	161.0	181.9	1
Buildings & General Services	23.7	47.5	71.3	46
Children and Families	19.6	31.3	50.9	100
Commerce & Community Development	18.5	36.5	54.9	2
Corrections	19.3	24.4	43.6	110
Digital Services	21.6	63.7	85.2	65
Disabilities Aging & Independent Living	23.4	37.5	60.8	28
Education	25.2	60.8	85.9	40
Environmental Conservation	22.2	64.8	87.1	30
Finance & Management	24.3	59.3	83.5	4
Financial Regulation	21.3	40.5	61.8	10
Fish & Wildlife	25.2	51.9	77.1	10
Forests, Parks & Recreation	25.2	60.2	85.3	17
Green Mountain Care Board	18.4	33.3	51.7	7
Health	23.2	58.2	81.3	70
Human Resources	18.1	49.5	67.5	10
Human Services	21.4	78.4	99.7	8
Labor	24.5	52.1	76.2	33
Liquor Control	18.1	38.3	56.4	7
Lottery Commission	20.7	49.7	70.4	3
Mental Health	20.5	48.7	69.2	22
Military	20.5	40.0	60.4	23
Natural Resources	20.0	34.0	54.0	1
Natural Resources Board	20.0	60.5	80.5	2
Public Safety	23.9	61.7	85.3	28
Public Service	18.3	80.5	98.6	4
Public Utility Commission	18.0	24.0	41.9	1
Secretary of State	18.7	33.2	52.0	11
State Treasurer	17.6	22.0	39.4	5
Taxes	21.4	56.7	78.1	22
Transportation	22.6	42.0	64.6	180
Treasurer	17.0	37.3	54.3	3
Vermont Health Access	19.2	35.5	54.6	57
Vermont Veterans' Home	17.4	42.2	59.6	16
<b>Total</b>	21.5	45.2	66.6	1,006

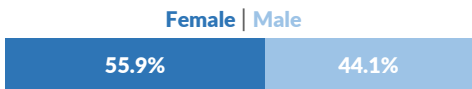


Source: The State’s Human Resource Information System (VTHR) and (post October 2018) SuccessFactors Recruiting. Data includes only classified job openings and excludes continuous recruitments and recruitments with a multiple headcount. See Table 25 for definitions of Time to Recruit, Time to Hire and Time to Fill.

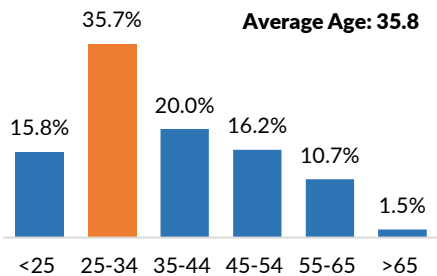
Overall time to fill varies considerably across departments. The heat map shows those departments who are above and below the average time to fill.

**Table 27 Profile of Applicants and Hires – Fiscal Year 2019**

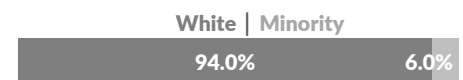
**Applicants**



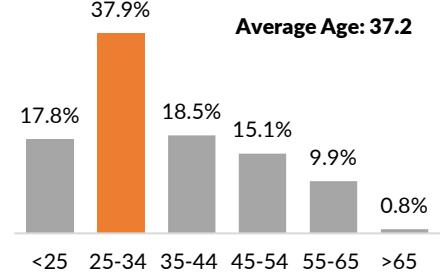
**Age Distribution**



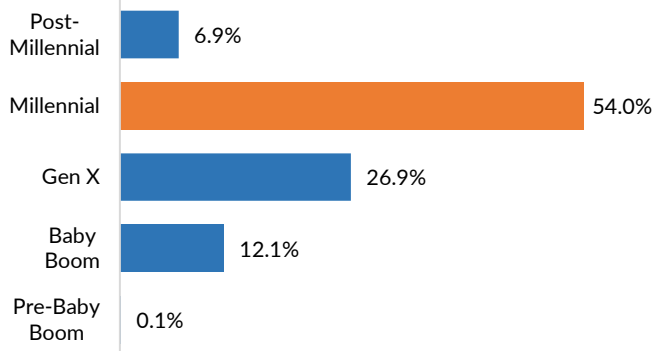
**Hires**



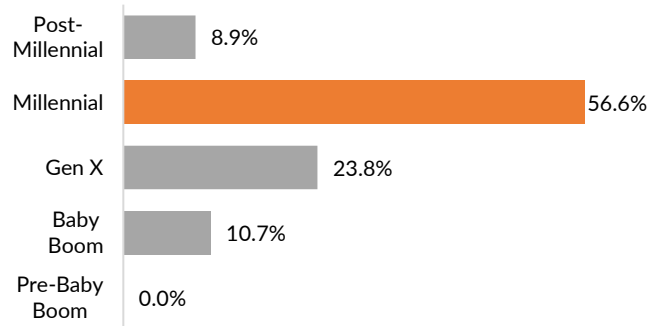
**Age Distribution**



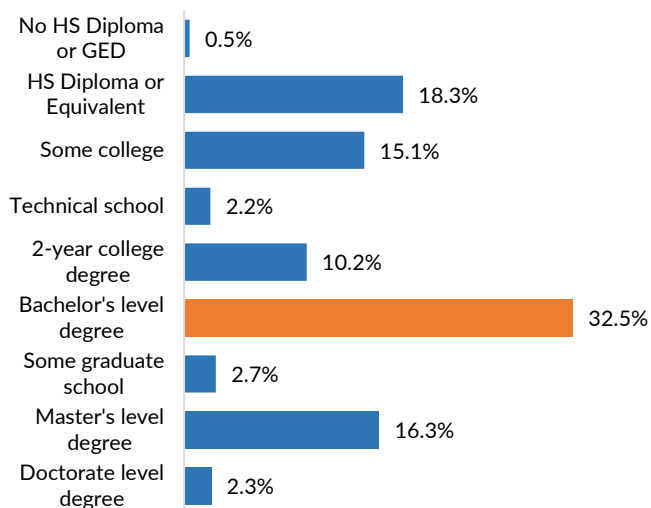
**Generation Distribution**



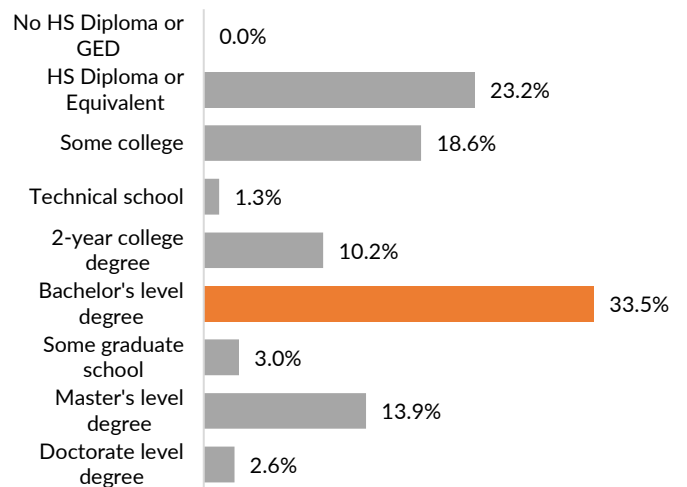
**Generation Distribution**



**Educational Level**



**Educational Level**



Source: The State's Human Resource Information System (VTNR) and (post October 2018) SuccessFactors Recruiting.

Table 27 compares various characteristics of the Fiscal Year 2019 applicant pool and hires.

In Fiscal Year 2019 there were more female applicants (55.9%) than male (44.1%). We see roughly the same proportions for hires, although the percentage of female hires is about 5% less than we find in the applicant pool.

Minority applicants made up 12.3% of the applicant pool in Fiscal Year 2019. This is the highest percentage of minority applicants the State has seen. However, the number of minority hires was 6.0%, less than half of the applicant pool.

While the average age of the applicant pool was 35.8, the highest percentage of applicants (35.7%) were 25-34 years. This compares to the average age of new hires of 37.2, which is slightly higher than the applicant pool. The largest percentage of hires (37.9%) was in the 25-34 age group, the same as the applicant pool.

Over half of all applicants were Millennials (54.0%), with Gen X a distant second (26.9%). (See Table 16 for definition of generations). Similarly, over half of all hires were Millennials (56.6%).

For Fiscal Year 2019 the largest percentage of applicants indicated they had a bachelor's degree (32.5%) and more than half of all applicants (53.7%) had a bachelor's degree *or higher*. The pool of hires has a similar profile with the largest percentage of hires having a bachelor's degree (33.5%) and again more than half of all hires had a bachelor's degree *or higher* (53.0%).

In summary, the profile of those hired in Fiscal Year 2019 closely matches the applicant pool except in one instance: the percentage of minority hires was less than half of the percent of minority applicants.

**Table 28 Hires by Department by Fiscal Year**

Department	2015		2016		Fiscal Year 2017		2018		2019	
	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate
Administration	6	13.3%	4	9.2%	1	4.2%	0	0.0%	0	0.0%
Agriculture	8	8.9%	11	10.9%	16	14.5%	14	12.3%	14	12.2%
Attorney General	4	13.6%	4	13.8%	5	16.7%	1	3.1%	3	8.7%
Buildings & General Services	34	11.0%	43	13.5%	24	7.5%	32	9.9%	33	10.5%
Children & Families	225	22.2%	172	16.0%	117	12.0%	109	11.1%	96	10.1%
Commerce & Comm. Dev.	13	17.0%	8	10.8%	2	2.6%	10	14.0%	2	3.3%
Corrections	108	10.4%	154	15.0%	190	18.3%	138	13.5%	165	16.8%
Digital Services	6	5.6%	6	5.6%	6	6.0%	5	5.3%	40	12.2%
Disabilities, Aging & Ind. Liv.	26	9.4%	29	10.7%	16	6.0%	21	7.8%	22	8.2%
Education	18	12.5%	20	14.2%	25	18.2%	28	19.0%	14	9.9%
Environmental Conservation	30	10.8%	27	9.7%	32	11.4%	23	8.0%	12	4.2%
Finance & Management	1	4.0%	1	4.3%	1	4.2%	3	13.0%	0	0.0%
Financial Regulation	8	9.5%	8	9.1%	5	5.8%	5	6.2%	6	7.5%
Fish & Wildlife	3	2.3%	5	3.9%	13	9.8%	5	3.6%	6	4.4%
Forest, Parks & Recreation	6	6.1%	6	6.2%	16	15.8%	10	9.0%	8	7.0%
Green Mountain Care Board	1	5.9%	2	11.8%	3	19.4%	5	25.6%	2	11.4%
Health	61	12.6%	61	12.5%	72	14.6%	53	10.6%	47	9.6%
Human Resources	4	5.8%	9	13.8%	9	10.2%	13	14.6%	9	10.2%
Human Services	19	19.9%	18	14.7%	8	6.7%	12	9.8%	8	14.0%
Labor	30	12.0%	25	10.3%	14	5.9%	24	10.5%	17	8.3%
Libraries	1	4.3%	1	5.9%	4	33.3%	8	59.3%	0	0.0%
Liquor Control	9	19.1%	13	26.0%	2	4.0%	5	10.1%	7	15.2%
Mental Health	39	17.6%	33	14.6%	32	13.9%	30	12.8%	48	20.2%
Military	9	7.9%	10	8.7%	12	10.1%	27	21.5%	22	16.4%
Natural Resources	1	3.8%	n/a	0.0%	3	12.8%	1	3.8%	0	0.0%
Natural Resources Board	n/a	0.0%	3	14.3%	2	9.5%	2	10.5%	3	15.8%
Public Safety - Civilian	26	11.0%	28	12.7%	23	10.8%	28	12.7%	26	12.4%
Public Safety - Sworn	13	3.8%	36	10.6%	30	8.7%	41	11.9%	39	11.3%
Public Service	n/a	0.0%	1	3.1%	3	9.7%	3	9.2%	4	13.6%
Secretary of State	5	9.0%	9	15.9%	7	11.8%	5	8.1%	10	16.3%
Small Departments	1	2.7%	3	8.8%	5	15.4%	5	14.7%	1	2.8%
State Treasurer	2	6.1%	3	9.4%	6	20.0%	4	13.1%	7	23.3%
Taxes	15	10.2%	15	10.2%	20	14.0%	14	9.6%	13	10.0%
Transportation	101	8.2%	140	11.4%	128	10.2%	99	7.9%	108	9.1%
Vermont Health Access	40	21.7%	16	9.2%	60	19.7%	47	14.8%	42	12.9%
Vermont Lottery Commission	2	10.0%	3	15.4%	3	15.8%	0	0.0%	1	5.7%
Vermont Veterans' Home	23	12.3%	19	10.9%	29	16.7%	27	15.3%	34	19.4%
<b>Total</b>	<b>898</b>	<b>11.8%</b>	<b>946</b>	<b>12.4%</b>	<b>944</b>	<b>12.2%</b>	<b>857</b>	<b>11.0%</b>	<b>869</b>	<b>11.3%</b>
<b>% Change from Previous FY</b>			<b>5%</b>	<b>5%</b>	<b>0%</b>	<b>-1%</b>	<b>-9%</b>	<b>-10%</b>	<b>1%</b>	<b>2%</b>

Source: The State's Human Resource Information System (VTHR). "Small Departments" have 15 or fewer employees (See Appendices C & E). Data include new hires, rehires and transfers to classified for classified positions in the Executive Branch for Fiscal Years 2015 to 2019. Does not include internal promotions or transfers. 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.

In Fiscal Year 2019 there were 869 hires, for a hire rate of 11.3% of the overall workforce.

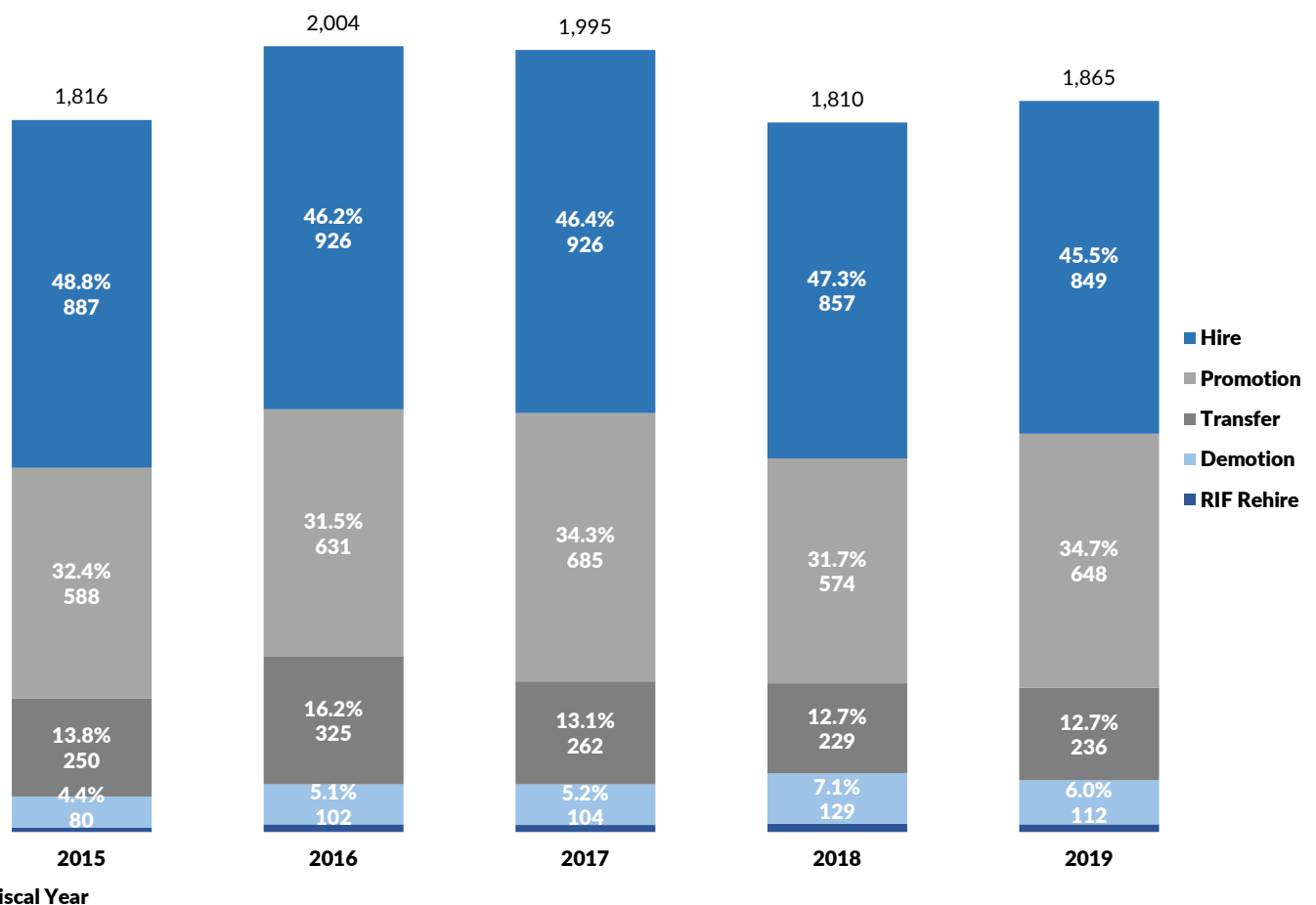
The number of hires was up slightly (1%) from Fiscal Year 2018.



Departments with high hiring rates include State Treasurer (23.3%), Mental Health (20.2%), Vermont Veterans' Home (19.4%), Corrections (16.8%), and Military (16.4%).

Corrections (165), Transportation (108), and Children & Families (96) had the greatest number of hires – over 40% of all hires in Fiscal Year 2019.

**Table 29 Total Appointments by Type by Fiscal Year**



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2015 to 2019. **Hire** includes new hires, rehires and transfer to classified. **Promotion** is the movement of an employee from a position of one class to a different position of another class at a higher pay grade. **Transfer** is the movement of an employee from one position to a different position at the same pay grade, and **demotion** is the movement of an employee from one pay grade to another pay grade at a lower rate of pay. **RIF rehire** is the reemployment of an employee following Reduction in Force.

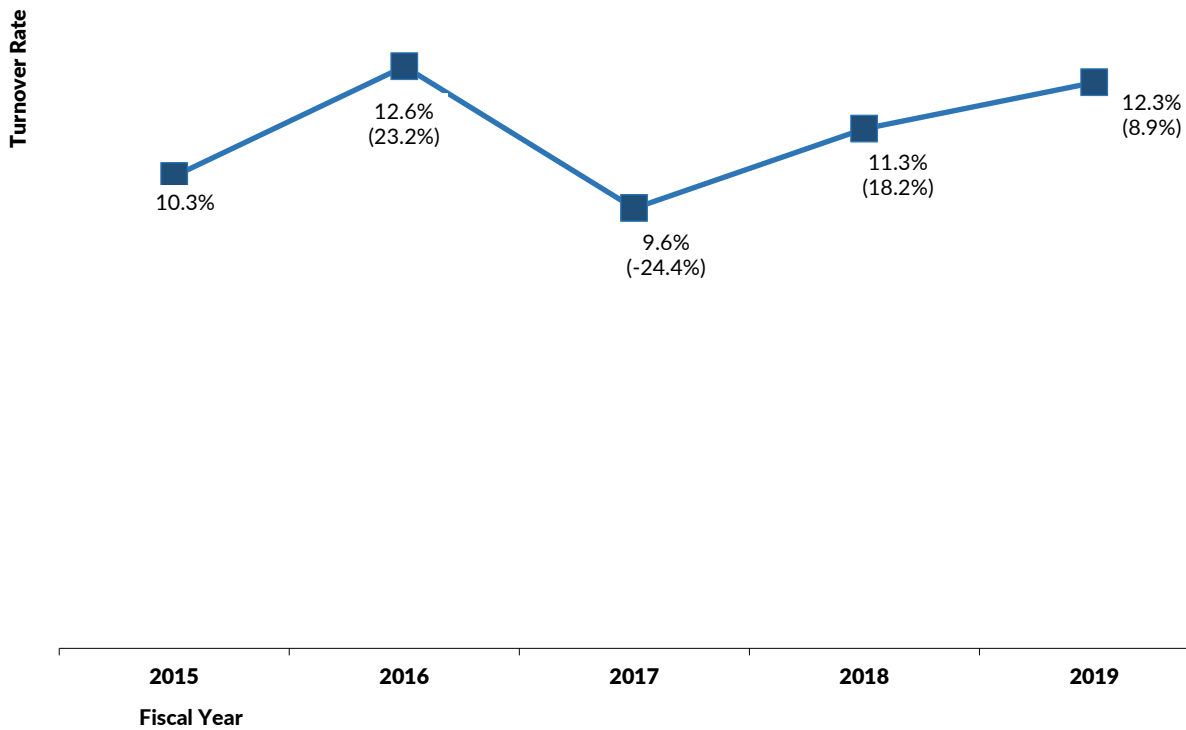
In Fiscal Year 2019 there were 1,865 appointments, 45.5% were hires, 34.7% were promotions, 12.7% were transfers, 7.1% demotions, and 1.1% RIF rehires.

Internal movement (promotions, transfers, demotions) accounted for 53% of all appointments in Fiscal Year 2019.

**Internal movement (promotions, transfers, demotions) accounted for 53% of all appointments in Fiscal Year 2019.**

# Turnover

Table 30 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 2015 to 2019. 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 2019 was 12.3%, an increase (8.9%) from Fiscal Year 2018.

**Fiscal Year 2019 had the highest turnover rate on record (aside from 2016 when there was a retirement incentive)**

This turnover rate is significant because it is the highest rate seen since 1998 (aside from 2016 when the State had a retirement incentive program). This higher rate was driven by a significant spike in retirements.

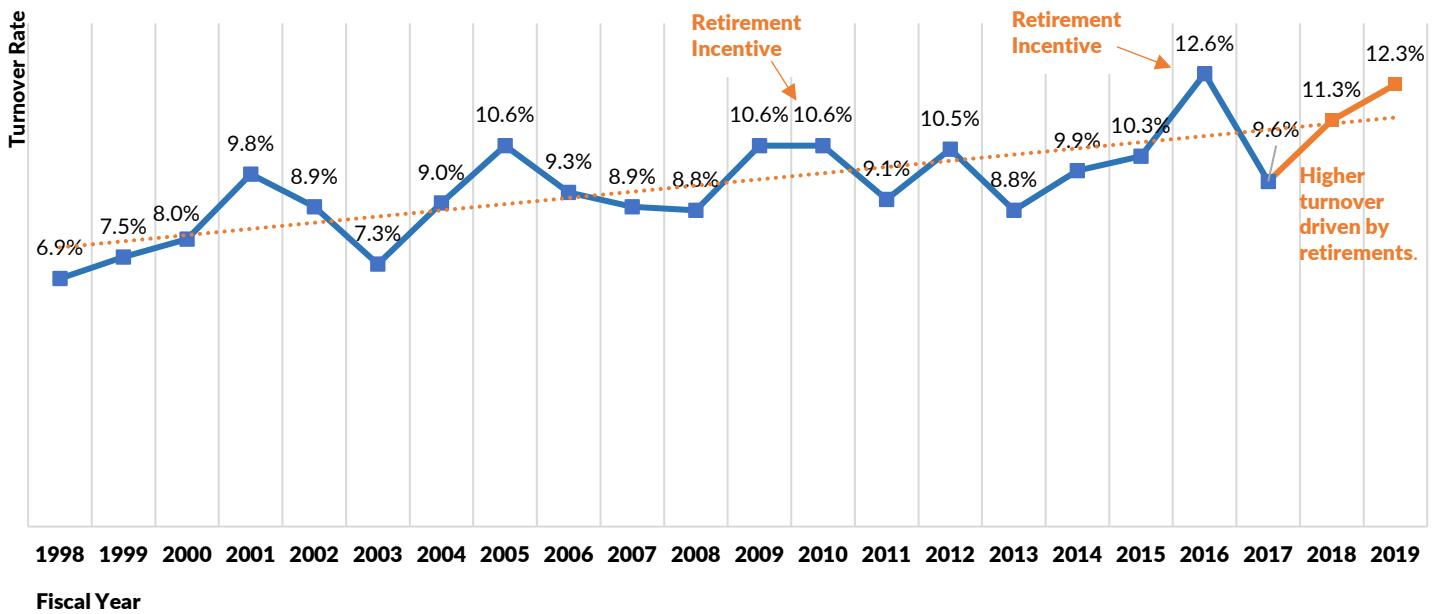
Note: 1998 was as early as we have reliable turnover numbers, See Table 31.

**The high Fiscal Year 2019 turnover was driven by a significant spike in retirements.**

In Fiscal Year 2016 there was a retirement incentive which resulted in a 12.6% turnover rate fueled by the increase in retirements. After a sharp drop in Fiscal Year 2017 which was largely the result of a decrease in retirements (see Table 34) the turnover rate has increased by 28.6%.

The five-year average for turnover now stands at 11.2%.

**Table 31 Historical View of Turnover – Fiscal Years 1998 to 2019**



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 1998 to 2019. 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 31 shows an historical view of turnover from 1998 to 2019. Note: 1998 was as early as we have reliable turnover data.

Prior to Fiscal Year 2009 the average turnover rate was about 8.6% per fiscal year and in only one year did it exceed 10%. From 2009 forward the average turnover rate has been about 10.5%.

Especially in the last several fiscal years this can be at least partially attributed to macroeconomic trends such as Vermont’s historically low unemployment rate (See Table 22).

In Fiscal Years 2018 and 2019 the high turnover rate was largely fueled by an increase in retirement (See Table 34).

**Prior to Fiscal Year 2009 the average turnover rate was about 8.6% per fiscal year. From 2009 forward the average turnover rate has been about 10.5%.**

**Table 32 Turnover by Department by Fiscal Year**

Department	Fiscal Year					Five Year
	2015	2016	2017	2018	2019	Average
Administration	22.2%	11.5%	12.5%	14.3%	7.4%	13.6%
Agriculture, Food & Markets	7.8%	8.9%	7.3%	12.3%	10.4%	9.3%
Attorney General	10.2%	20.7%	10.0%	0.0%	5.8%	9.3%
Buildings & General Services	7.8%	9.7%	7.2%	9.3%	15.2%	9.8%
Children & Families	11.0%	13.5%	9.1%	12.1%	9.7%	11.1%
Commerce & Community Development	10.5%	13.5%	7.9%	15.4%	11.4%	11.7%
Corrections	11.2%	13.9%	15.0%	17.9%	18.6%	15.3%
Digital Services	5.6%	14.1%	5.0%	11.7%	13.1%	9.9%
Disabilities, Aging & Independent Living	10.9%	10.4%	6.4%	7.8%	9.0%	8.9%
Education	14.6%	19.9%	10.2%	12.2%	14.1%	14.2%
Environmental Conservation	7.6%	10.8%	7.5%	4.2%	5.7%	7.1%
Finance & Management	4.0%	8.5%	4.2%	21.7%	8.0%	9.3%
Financial Regulation	8.3%	5.7%	10.5%	8.6%	8.8%	8.4%
Fish & Wildlife	3.0%	7.0%	2.3%	4.3%	5.1%	4.3%
Forests, Parks & Recreation	6.1%	9.2%	5.9%	7.2%	9.7%	7.6%
Green Mountain Care Board	5.9%	23.5%	25.8%	20.5%	5.7%	16.3%
Health	10.3%	13.5%	12.2%	9.4%	12.0%	11.5%
Human Resources	10.1%	13.8%	11.3%	12.4%	9.0%	11.3%
Human Services	14.7%	9.0%	6.7%	11.4%	17.5%	11.9%
Labor	15.3%	15.2%	9.3%	11.8%	12.7%	12.8%
Libraries	21.7%	52.9%	33.3%	22.2%	6.5%	27.3%
Liquor Control	19.1%	18.0%	5.9%	12.1%	10.9%	13.2%
Mental Health	14.4%	15.0%	10.4%	15.4%	16.8%	14.4%
Military	7.0%	7.8%	7.6%	17.5%	14.9%	11.0%
Natural Resources	7.5%	8.7%	8.5%	0.0%	8.7%	6.7%
Natural Resources Board	4.4%	23.8%	9.5%	21.1%	15.8%	14.9%
Public Safety - Civilian	9.3%	19.0%	10.3%	5.0%	11.9%	11.1%
Public Safety - Sworn	7.8%	8.0%	7.8%	11.6%	9.5%	9.0%
Public Service	6.1%	9.4%	3.2%	12.3%	23.7%	10.9%
Secretary of State	14.4%	10.6%	10.1%	4.8%	17.9%	11.6%
Small Departments	5.3%	20.6%	6.2%	8.8%	8.3%	9.8%
State Treasurer	6.1%	3.1%	6.7%	9.8%	16.7%	8.5%
Taxes	5.4%	13.7%	6.3%	8.2%	10.7%	8.9%
Transportation	9.0%	11.4%	6.9%	10.0%	11.1%	9.7%
Vermont Health Access	8.7%	16.1%	13.5%	12.3%	9.6%	12.0%
Vermont Lottery Commission	10.0%	20.5%	5.3%	5.1%	22.9%	12.8%
Vermont Veterans' Home	21.3%	10.3%	16.7%	9.1%	20.6%	15.6%
<b>Average</b>	10.3%	12.6%	9.6%	11.3%	12.3%	11.2%

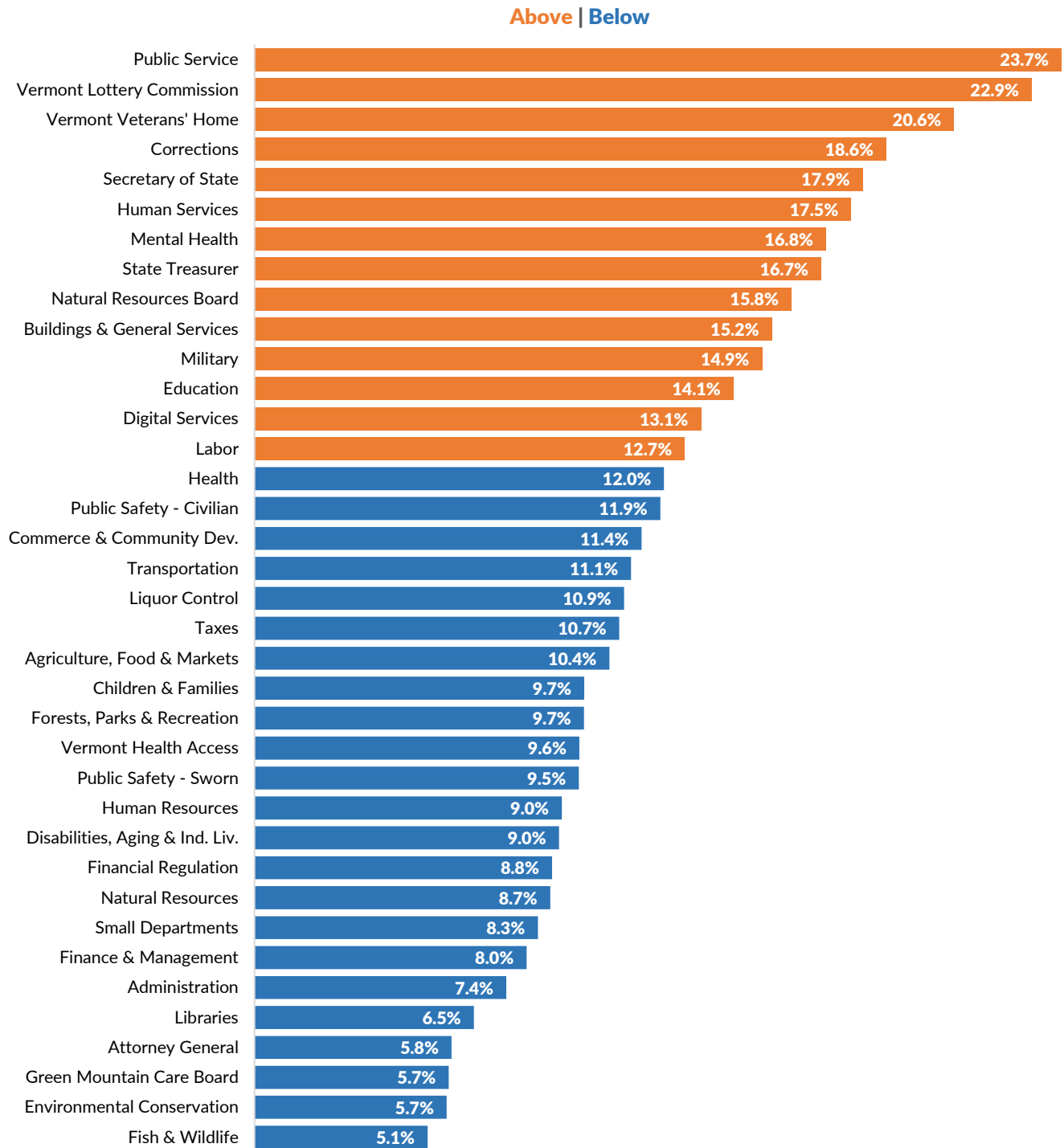
Over this five-fiscal-year timeframe departments with consistently higher than average yearly turnover include Corrections (15.3%), Mental Health (14.4%), and Education (14.2%).

Heat Map Legend
Above Average
Below Average

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2015 to 2019. "Small Departments" have 15 or fewer employees (See Appendices C & E). 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.

A heat map is used to show those departments who had turnover rates above and below the average for that fiscal year.

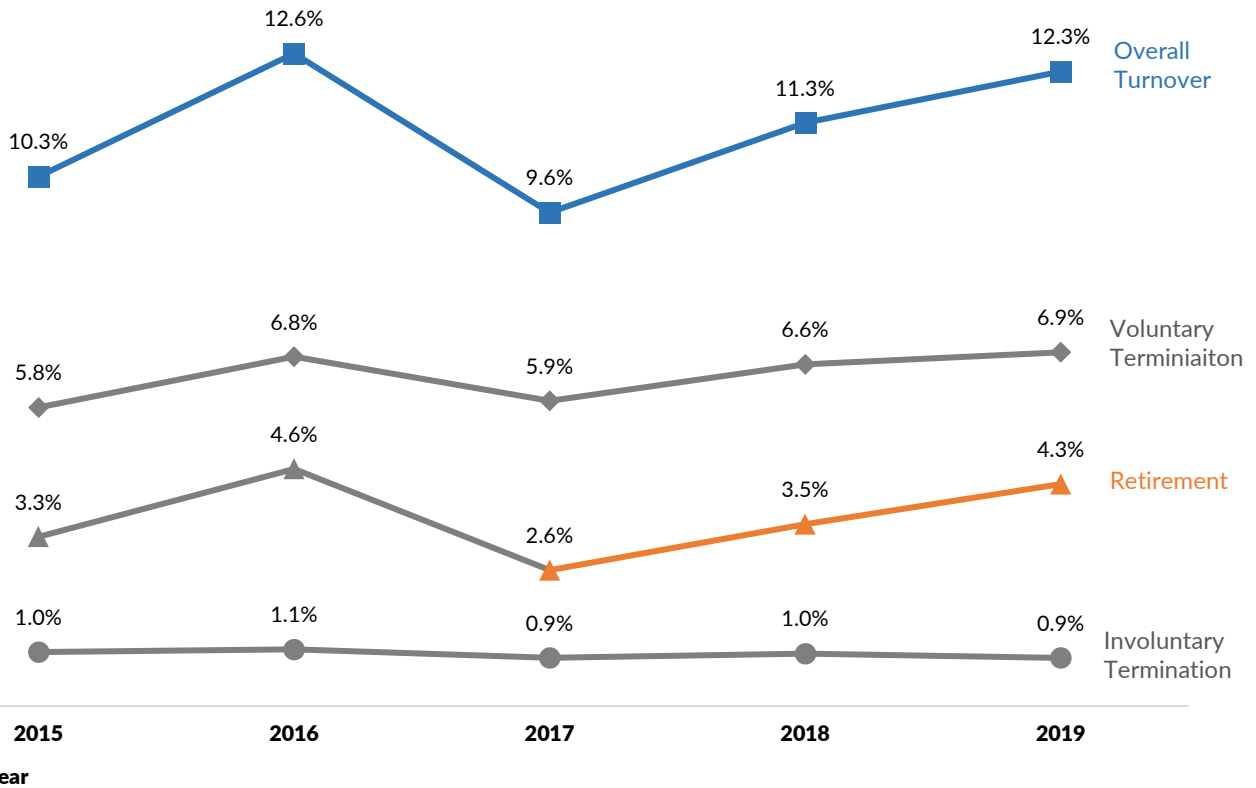
**Table 33 Departments with Above and Below Average Turnover – Fiscal Year 2019**



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2019. 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 32 ranks departments based on Fiscal Year 2019 turnover and visually shows those Above and Below the average of 12.3%

**Table 34 Turnover Rate 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 2015 to 2019. 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. **Retirement** – 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.

**In Fiscal Year 2019 voluntary terminations made up the largest percentage of overall turnover.**

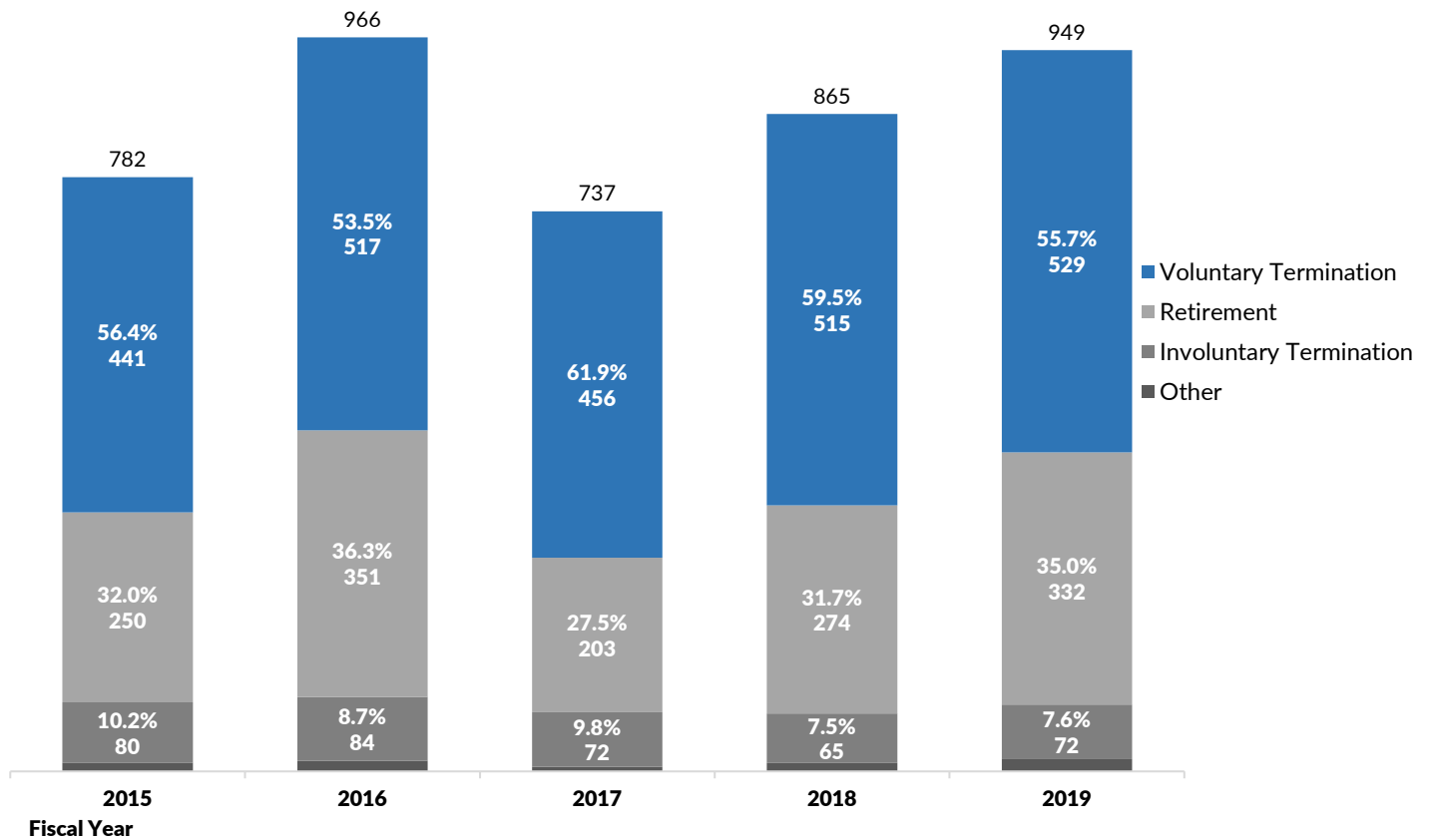
The overall turnover rate was 12.3% for Fiscal Year 2019.

As it generally does, voluntary terminations made up the largest percentage of overall turnover. In Fiscal Year 2019 the rate was 6.9% of overall turnover. This rate is up 3.5% from Fiscal Year 2018.

The second largest component of overall turnover was retirements at 4.3%. This was up significantly from Fiscal Year 2018 (22.1%).

Less than 1% of overall terminations were involuntary terminations.

**Table 35 Number of Separations 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 2015 to 2019. **Retirement** – 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 largest number of separations in Fiscal Year 2019 were voluntary terminations at 529, up slightly from Fiscal Year 2018 (2.7%), accounting for 55.7% of all separations.

The second largest number of separations were retirements at 332, up significantly (21.2%) for Fiscal Year 2019. In fact, the 332 retirements were the third highest number of retirements in any given fiscal year (as far back as we have reliable data<sup>2</sup>) next to Fiscal Year 2010 (373) and Fiscal Year 2016 (351), both fiscal years with a retirement incentive.

**At 332, the number of retirements in Fiscal Year 2019 was the third highest in any given fiscal year.**

A total of 949 employees separated during Fiscal Year 2019. Of the turnover in Fiscal Year 2019, 55.7% were voluntary terminations, 35.0% were retirements, 7.6% involuntary terminations, and 1.7% were “other.”

<sup>2</sup> 1998 was as early as we have reliable turnover data.

**Table 36 Turnover Rates for Classified Job Titles – Fiscal Year 2019**

**Turnover of Most Populous Job Titles Fiscal Year 2019**

<b>Job Title</b>	<b>Ave. Num.</b>	<b>Turnover</b>
Correctional Officer I	361	32.5%
Family Services Worker	202	16.8%
Trooper	160	6.3%
Transportation Journeyman Maintenance Worker	122	13.2%
Benefits Programs Specialist	120	5.9%
Correctional Officer II	114	6.2%
Probation & Parole Officer	101	5.0%
Sergeant	90	2.2%
Transportation Master Maintenance Worker	76	1.3%
Administrative Services Coordinator I	74	6.8%
Licensed Nursing Assistant	71	18.3%
Motor Vehicle Customer Service Specialist	67	6.0%
Custodian II	65	12.4%
Administrative Assistant B	58	13.9%
Mental Health Specialist	54	35.2%
Reach Up Case Manager II	52	7.8%
Environmental Analyst V - General	50	6.0%
IT Systems Developer III	46	6.6%
Program Technician II	42	16.7%
Associate Mental Health Specialist	42	0.0%
Financial Specialist III	41	17.1%
Family Services Supervisor	41	4.9%
Community Correctional Officer	40	17.7%
AOT Senior Maintenance Worker	40	10.1%
Correctional Facility Shift Supervisor	39	5.1%

**Job Titles with the Highest Turnover Rate Fiscal Year 2019**

<b>Job Title</b>	<b>Ave. Num.</b>	<b>Turnover</b>
Transportation Apprentice Maintenance Worker	30	57.6%
Registered Nurse II - CSN	12	50.0%
Trooper - Probationary	29	49.1%
IT Systems Developer II	20	46.2%
Custodian III	11	36.4%
Mental Health Specialist	54	35.2%
Resource Coordinator	12	33.3%
Correctional Officer I	361	32.5%
Public Health Nurse II	26	27.5%
Public Health Nurse Supervisor	11	27.3%
Health District Office Technician I	15	26.7%
Public Health Services District Director	12	26.1%
PSAP Emergency Communication Dispatcher I	27	25.9%
Administrative Services Coordinator III	24	25.5%
Veterans Home Utility Worker	29	21.1%
Licensed Nursing Assistant	71	18.3%
Nurse Surveyor	11	18.2%
Tax Examiner III	11	18.2%
Forester II	23	17.8%
Community Correctional Officer	40	17.7%
Community Correctional Program Supervisor	23	17.4%
Financial Specialist III	41	17.1%
Family Services Worker	202	16.8%
Program Technician II	42	16.7%
Senior Benefits Programs Specialist	12	16.7%

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2019. 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 showed a high rate of turnover (32.5%).

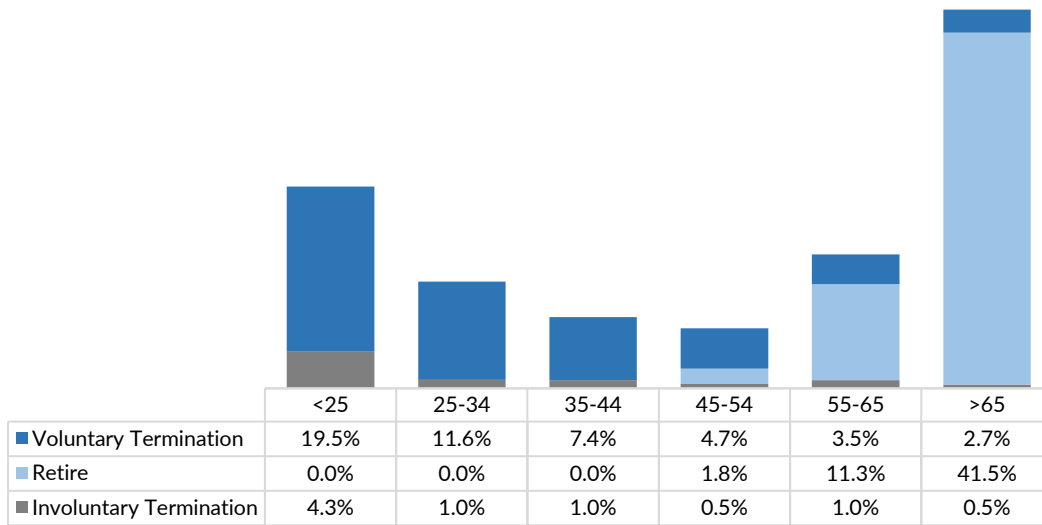
Other populous job titles with high turnover include Mental Health Specialist (35.2%), Licensed Nursing Assistant (18.3%), Community Correctional Officer (17.7%), Financial Specialist III (17.1%) and Family Services Worker (16.8%).

Job titles among those with the highest rates of turnover in Fiscal Year 2019 include Transportation Apprentice Maintenance Worker (57.6%), Registered Nurse II – CSN (50.0%), Trooper – Probationary (49.1%), IT Systems Developer II (46.2%), and Custodian III (36.4%).



**Table 37 Type of Separation by Age Group and Gender – Fiscal Year 2019**

Type of Separation by Age Group

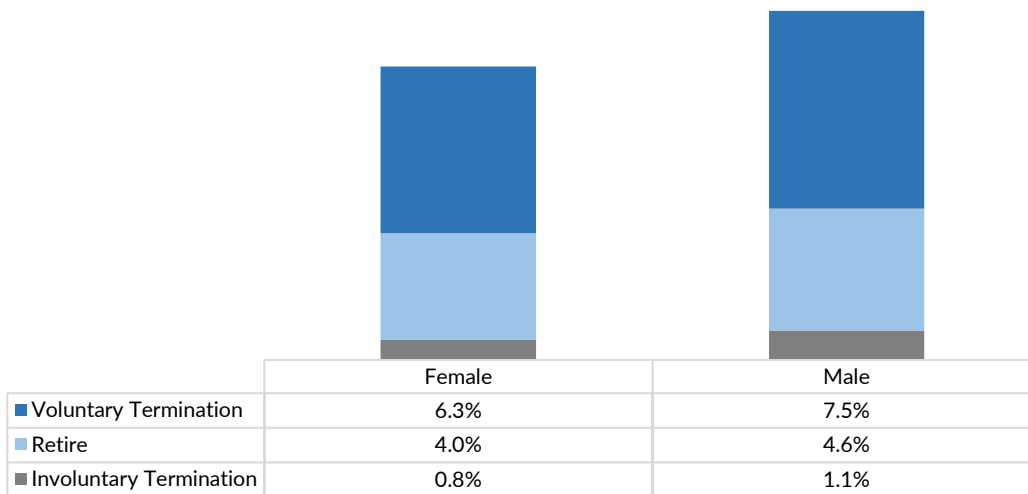


**Voluntary separations were more likely to occur among employees less than 25 years old (19.5%) or 25-34 years old (11.6%).**

■ Involuntary Termination ■ Retire ■ Voluntary Termination

Employees in this Age Group...	<25	25-34	35-44	45-54	55-65	>65
...make up this % of the Workforce.	3.0%	20.4%	23.1%	27.7%	22.9%	2.9%
They account for this % of Total Turnover.	5.8%	21.1%	16.0%	16.4%	29.9%	10.7%
This % of them left State employment in FY '19	23.8%	12.7%	8.5%	7.3%	16.0%	46.0%

Type of Separation by Gender



**Male employees had a higher rate of turnover than female employees.**

■ Involuntary Termination ■ Retire ■ Voluntary Termination

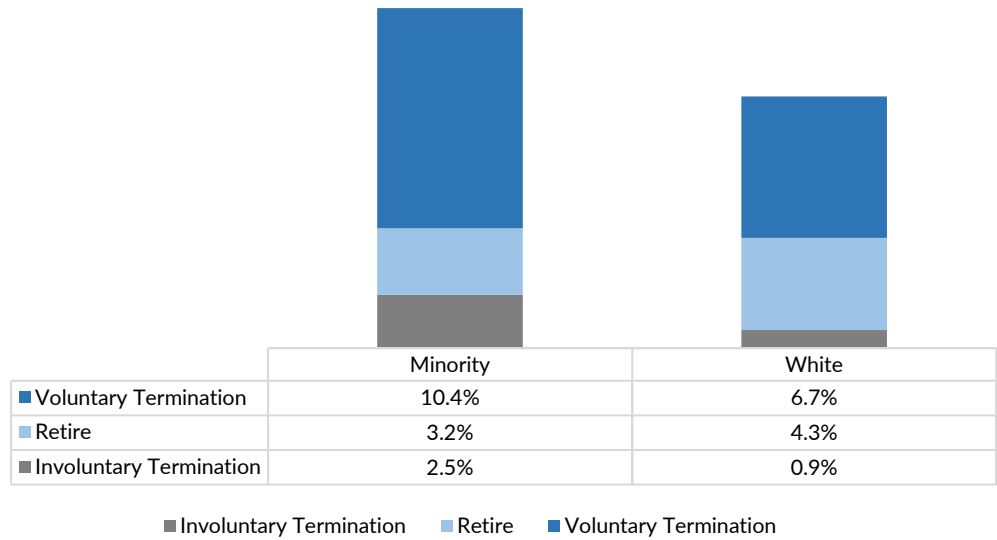
Employees in this Gender Group...	Female	Male
...make up this % of the Workforce.	51.0%	49.0%
They account for this % of Total Turnover.	46.7%	53.3%
This % of them left State employment in FY '19	11.3%	13.4%

Source: Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2019. See Table 33 for a definition of turnover and turnover types.

**Table 38 Type of Separation by Ethnic Group and Length of Service – Fiscal Year 2019**

**Minority employees had a higher turnover rate (16.4%) than white employees (12.1%), primarily driven by voluntary separations which were significantly higher among minority employees than white employees.**

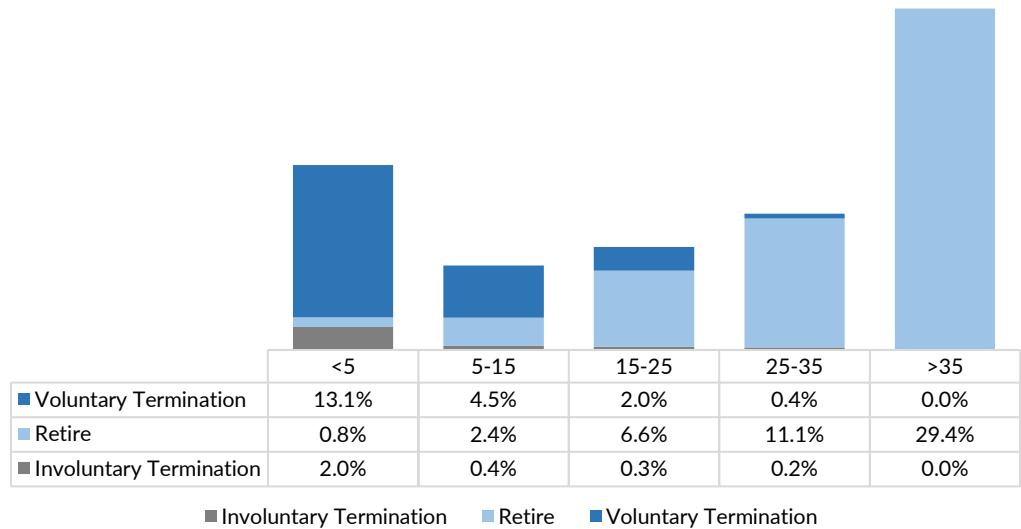
**Type of Separation by Ethnic Group**



Employees in this Ethnic Group...	Minority	White
...make up this % of the Workforce.	4.1%	95.9%
They account for this % of Total Turnover.	5.5%	94.5%
This % of them left State employment in FY '19	16.4%	12.1%

**Type of Separation by Length of Service**

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



Employees in this Years of Service Group...	<5	5-15	15-25	25-35	>35
...make up this % of the Workforce.	37.8%	33.1%	18.5%	6.2%	4.4%
They account for this % of Total Turnover.	49.6%	19.9%	13.8%	6.1%	10.5%
This % of them left State employment in FY '19	16.1%	7.4%	9.2%	12.2%	29.7%

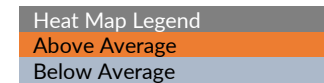
Source: Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2019. See Table 33 for a definition of turnover and turnover types.

**Table 39 Turnover by Reason, including Employee Movement, by Department – Fiscal Year 2019**

Department	Voluntary	Involuntary	Retire	Total Turnover	Employee Movement	Total Department Outflow
Administration	0.0%	0.0%	7.4%	7.4%	16.0%	24.0%
Agriculture	7.8%	0.9%	1.7%	10.4%	3.5%	14.2%
Attorney General	2.9%	0.0%	2.9%	5.8%	12.3%	18.5%
Buildings & General Services	5.4%	1.6%	7.3%	15.2%	1.9%	17.3%
Children & Families	6.6%	0.3%	2.6%	9.7%	1.8%	11.6%
Commerce & Community Dev.	1.6%	8.1%	1.6%	11.4%	0.0%	11.4%
Corrections	13.3%	1.1%	4.2%	18.6%	1.0%	19.7%
Digital Services	6.4%	0.6%	5.8%	13.1%	1.8%	15.1%
Disabilities, Aging & Ind. Liv.	4.5%	1.1%	3.0%	9.0%	0.4%	9.3%
Education	3.5%	2.1%	8.5%	14.1%	5.8%	20.3%
Environmental Conservation	3.9%	0.0%	1.4%	5.7%	2.1%	7.9%
Finance & Management	0.0%	0.0%	8.0%	8.0%	4.1%	12.2%
Financial Regulation	1.3%	1.3%	6.3%	8.8%	2.5%	11.4%
Fish & Wildlife	2.2%	0.7%	2.2%	5.1%	0.7%	5.8%
Forest, Parks & Recreation	4.4%	0.0%	5.3%	9.7%	0.9%	10.6%
Green Mountain Care Board	5.7%	0.0%	0.0%	5.7%	18.8%	25.0%
Health	5.5%	0.6%	5.7%	12.0%	1.0%	13.1%
Human Resources	4.5%	0.0%	4.5%	9.0%	1.1%	10.2%
Human Services	8.8%	0.0%	7.0%	17.5%	9.2%	27.5%
Labor	5.4%	0.0%	7.3%	12.7%	2.0%	14.7%
Libraries	6.5%	0.0%	0.0%	6.5%	0.0%	6.5%
Liquor Control	8.7%	0.0%	2.2%	10.9%	9.1%	20.5%
Mental Health	10.9%	2.9%	2.5%	16.8%	3.0%	20.0%
Military	8.2%	2.2%	4.5%	14.9%	1.5%	16.5%
Natural Resources	0.0%	0.0%	8.7%	8.7%	0.0%	8.7%
Natural Resources Board	5.3%	0.0%	10.5%	15.8%	0.0%	15.8%
Public Safety - Civilian	5.3%	1.9%	3.8%	11.9%	1.4%	13.5%
Public Safety - Sworn	5.2%	0.3%	4.0%	9.5%	0.3%	9.8%
Public Service	6.8%	6.8%	10.2%	23.7%	3.4%	27.6%
Secretary of State	9.8%	1.6%	6.5%	17.9%	0.0%	17.9%
Small Department	2.8%	0.0%	5.6%	8.3%	0.0%	8.3%
State Treasurer	6.7%	3.3%	3.3%	16.7%	3.4%	20.3%
Taxes	5.4%	0.8%	4.6%	10.7%	2.3%	13.2%
Transportation	5.5%	0.6%	4.9%	11.1%	1.0%	12.1%
Vermont Health Access	6.5%	0.9%	2.2%	9.6%	4.4%	14.2%
Vermont Lottery Commission	11.4%	0.0%	5.7%	22.9%	0.0%	22.9%
Vermont Veterans' Home	13.1%	2.3%	4.0%	20.6%	0.0%	20.6%
<b>Total</b>	6.9%	0.9%	4.3%	12.3%	1.8%	14.2%

Five departments accounted for over 50% of the number of retirements in Fiscal Year 2019 – Transportation, Corrections, Health, Children & Families, and Buildings & General Services.

Employee movement – the promotion, demotion or transfer of the employee out of one department to another – can substantially increase the total department outflow or “turnover” for that department.



Source: Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2019. See Table 30 for a definition of turnover and turnover types.

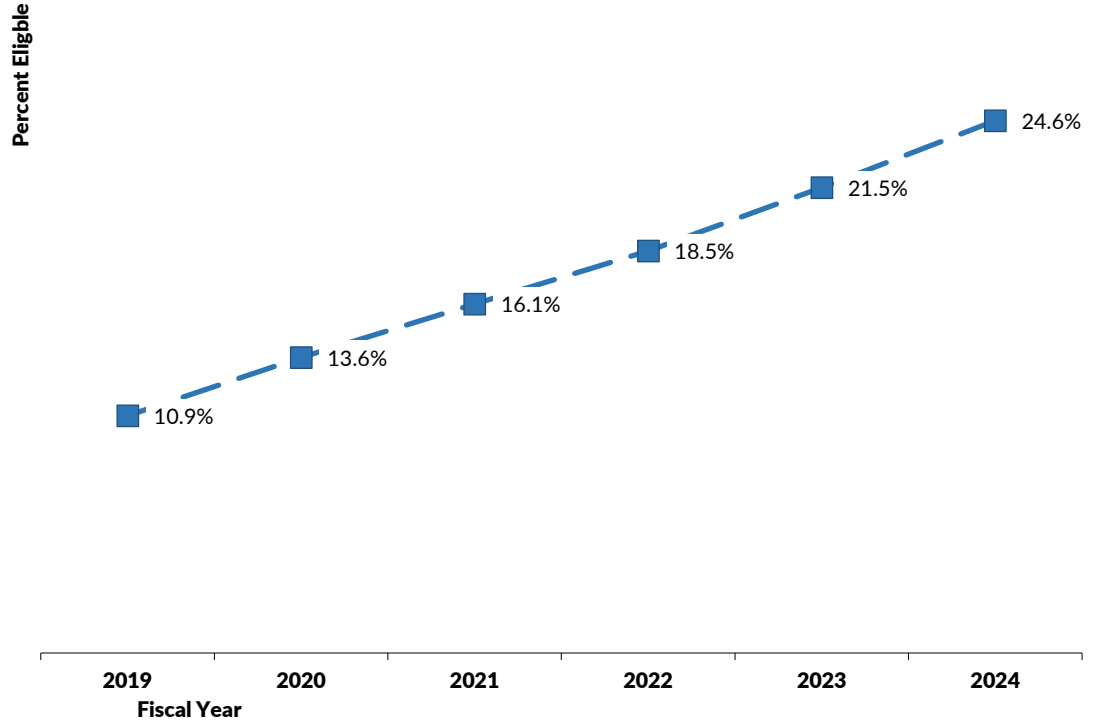
Table 39 shows turnover reasons by Department. A heat map is used to show those departments who had turnover rates above and below the average for that turnover reason.

In addition, Table 39 shows employee movement, which is the promotion, demotion or transfer of the employee out of the department to another. Total Department Outflow is the combination of turnover (separations from state government) and employee movement.

# Retirement Eligibility

**Table 40 Projected Retirement Eligibility by Fiscal Year**

**In five years (Fiscal Year 2024) 24.6% of current employees are projected to be eligible for retirement.**



	2019	2020	2021	2022	2023	2024
<b>Male</b>	394	496	587	689	800	930
<b>Female</b>	444	548	645	731	844	950
<b>Total</b>	838	1,044	1,232	1,420	1,644	1,880
<b>% Change from Previous FY</b>		24.6%	18.0%	15.3%	15.8%	14.4%
<b>Additional Number Eligible</b>		206	188	188	224	236

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 2019 year-end. See Appendix D for a description of the method used to produce the retirement projections.

At the end of Fiscal Year 2019, 838 employees (10.9% of the classified workforce) were eligible for retirement. An additional 206 employees are projected to be eligible by the end of Fiscal Year 2020.

In five years (Fiscal Year 2024) 24.6% or 1,880 current employees are projected to be eligible for retirement.

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	Current Eligible		Projected Eligible					
	FY 2019		1 year (FY 2020)		3 Year (FY 2022)		5 Year (FY 2024)	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Administration	1	9.1%	1	9.1%	1	9.1%	1	9.1%
Agriculture, Food & Markets	17	14.7%	19	16.4%	24	20.7%	30	25.9%
Attorney General	3	8.8%	4	11.8%	7	20.6%	12	35.3%
Buildings & General Services	56	18.1%	68	21.9%	84	27.1%	114	36.8%
Children & Families	73	7.7%	93	9.8%	125	13.2%	169	17.9%
Commerce & Community Development	13	22.0%	13	22.0%	15	25.4%	17	28.8%
Corrections	60	6.3%	81	8.4%	115	12.0%	169	17.6%
Digital Services	36	10.8%	47	14.2%	66	19.9%	93	28.0%
Disabilities, Aging & Independent Living	51	18.9%	55	20.4%	80	29.6%	95	35.2%
Education	20	15.0%	21	15.8%	28	21.1%	37	27.8%
Environmental Conservation	39	14.1%	45	16.3%	65	23.6%	83	30.1%
Finance & Management	2	8.3%	3	12.5%	3	12.5%	7	29.2%
Financial Regulation	7	8.8%	9	11.3%	12	15.0%	19	23.8%
Fish & Wildlife	24	17.6%	28	20.6%	36	26.5%	44	32.4%
Forests, Parks & Recreation	20	17.5%	22	19.3%	28	24.6%	34	29.8%
Green Mountain Care Board	1	5.6%	1	5.6%	2	11.1%	4	22.2%
Health	59	12.2%	74	15.3%	89	18.4%	109	22.5%
Human Resources	13	13.8%	16	17.0%	21	22.3%	30	31.9%
Human Services	6	14.3%	6	14.3%	8	19.0%	13	31.0%
Labor	37	18.7%	43	21.7%	53	26.8%	61	30.8%
Libraries	3	21.4%	3	21.4%	5	35.7%	6	42.9%
Liquor Control	5	10.6%	8	17.0%	14	29.8%	18	38.3%
Mental Health	18	7.6%	24	10.2%	39	16.5%	48	20.3%
Military	14	10.2%	17	12.4%	27	19.7%	39	28.5%
Natural Resources	1	8.3%	1	8.3%	2	16.7%	4	33.3%
Natural Resources Board	5	23.8%	6	28.6%	6	28.6%	7	33.3%
Public Safety - Civilian	18	8.7%	28	13.5%	38	18.3%	55	26.4%
Public Safety - Sworn	14	4.0%	27	7.8%	49	14.1%	73	21.0%
Public Service	2	7.1%	2	7.1%	5	17.9%	5	17.9%
Secretary of State	5	7.9%	7	11.1%	13	20.6%	14	22.2%
Small Department	5	13.9%	7	19.4%	8	22.2%	9	25.0%
State Treasurer	2	6.5%	2	6.5%	3	9.7%	5	16.1%
Taxes	21	16.4%	25	19.5%	32	25.0%	38	29.7%
Transportation	151	12.8%	186	15.8%	236	20.0%	308	26.1%
Vermont Health Access	13	3.8%	20	5.9%	38	11.2%	53	15.6%
Vermont Lottery Commission	2	11.8%	2	11.8%	2	11.8%	4	23.5%
Vermont Veterans' Home	21	12.1%	30	17.3%	41	23.7%	53	30.6%
<b>Total</b>	<b>838</b>	<b>10.9%</b>	<b>1044</b>	<b>13.6%</b>	<b>1420</b>	<b>18.5%</b>	<b>1880</b>	<b>24.6%</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 2019 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 Appendices C & E).

In terms of actual numbers, five departments account for nearly 50% of the employees who will be eligible for retirement in five years (Fiscal Year 2024) – Transportation (308), Children & Families (169), Corrections (169), Health (109), and Buildings & General Services (114).

**Table 42 Projected Retirement Eligibility for Classified Job Titles – Fiscal Year 2019**

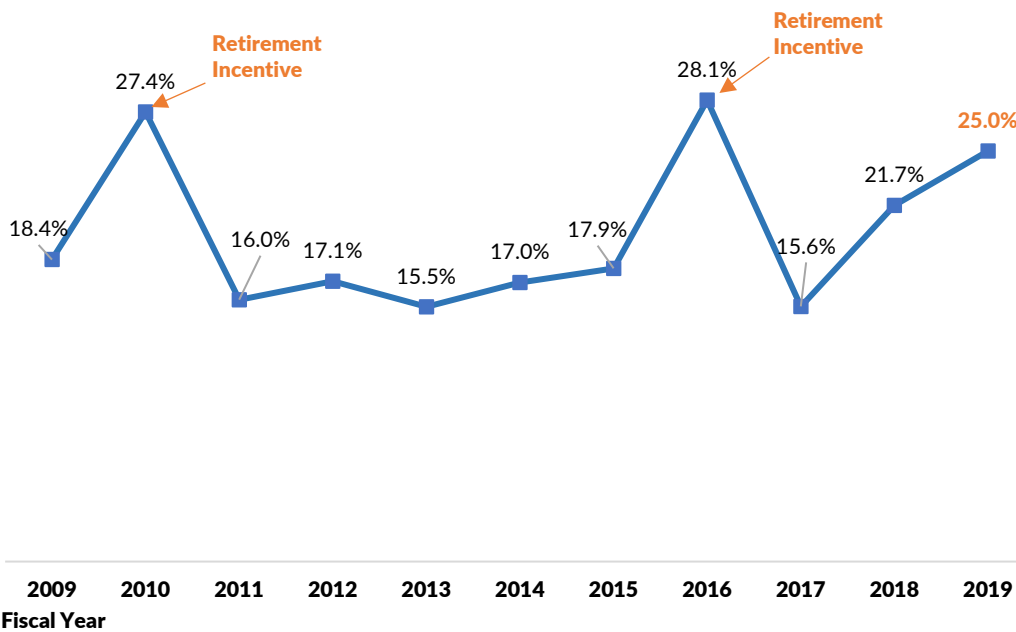
Projected Retirement Eligibility of Most Populous Job Titles				Job Titles with the Highest Projected Retirement Eligibility			
Job Title	Num.	Eligible FY '19	Five Year Percent Projected Eligible	Job Title	Num.	Eligible FY '19	Five Year Percent Projected Eligible
Correctional Officer I	339	0.3%	4.1%	Information Center Representative II	19	47.4%	78.9%
Family Services Worker	202	3.0%	5.0%	Administrative Services Tech III	15	53.3%	60.0%
Trooper	160	1.9%	8.8%	Lieutenant	26	3.8%	53.8%
Transportation Journeyman Main. Wkr.	121	5.0%	15.7%	DOC Work Crew Leader	15	13.3%	53.3%
Correctional Officer II	120	6.7%	16.7%	Nurse Case Manager / URN I	33	15.2%	51.5%
Benefits Programs Specialist	118	7.6%	22.9%	Custodian II	54	25.9%	48.1%
Sergeant	92	5.4%	33.7%	Public Health Nurse II	23	26.1%	47.8%
Probation & Parole Officer	89	13.5%	32.6%	Environmental Analyst VI	26	19.2%	46.2%
Administrative Services Coordinator I	83	19.3%	31.3%	Administrative Assistant A	24	4.2%	45.8%
Transportation Master Main. Worker	78	10.3%	25.6%	Program Technician I	34	23.5%	44.1%
Licensed Nursing Assistant	72	6.9%	20.8%	AOT Technician VIII	16	25.0%	43.8%
Mental Health Specialist	57	0.0%	10.5%	Economic Services Supervisor	35	28.6%	42.9%
Custodian II	54	25.9%	48.1%	IT Systems Developer III	41	29.3%	41.5%
Reach Up Case Manager II	54	7.4%	20.4%	AOT Technician V	25	24.0%	40.0%
Environmental Analyst V - General	52	7.7%	21.2%	VR Counselor II	25	4.0%	40.0%
Financial Specialist III	47	8.5%	31.9%	IT Specialist IV	15	13.3%	40.0%
Administrative Assistant B	46	28.3%	39.1%	IT Systems Developer IV	15	40.0%	40.0%
Program Technician II	43	20.9%	23.3%	Administrative Assistant B	46	28.3%	39.1%
Family Services Supervisor	42	9.5%	26.2%	AOT Technician VI	26	15.4%	38.5%
IT Systems Developer III	41	29.3%	41.5%	Commercial Vehicle Enfrcmnt. Insp	16	6.3%	37.5%
Community Correctional Officer	41	7.3%	17.1%	Financial Specialist II	16	12.5%	37.5%
AOT Senior Maintenance Worker	40	12.5%	22.5%	Veterans Home Utility Worker	28	14.3%	35.7%
Correctional Facility Shift Supervisor	38	2.6%	13.2%	IT System Administrator III	17	11.8%	35.3%
VT Healthcare Service Specialist II	38	0.0%	10.5%	Forester II	23	17.4%	34.8%
Administrative Services Coordinator II	36	19.4%	30.6%	Sergeant	92	5.4%	33.7%

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 2019 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 Custodian II (48.1%), IT Systems Developer III (41.5%), Administrative Assistant B (39.1%), Sergeant (33.7%), and Probation & Parole Officer (32.6%).

The top five job titles with the highest percentage of employees projected to be eligible for retirement in five years are Information Center Representative II (78.9%), Administrative Services Tech III (60.0%), Lieutenant (53.8%), DOC Work Crew Leader (53.3%), and Nurse Case Manager / URN I (51.5%).

**Table 43**      **Percent of Retirement Eligible Classified Employees Who Actually Retire by Fiscal Year**



**Fiscal Year 2019 had the highest percent of employees who were eligible to retire actually retire - outside of a year with a retirement incentive.**

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 the end of each fiscal year. Includes all classified employees eligible for normal retirement during each fiscal year. Does not include early retirements or disability retirements. Please see Appendix E for a description of the method used to produce the retirement projections.

In any given fiscal year, the percentage of employees eligible to retire who actually retire is relatively small.

In years without a retirement incentive on average 17% of those eligible to retire actually retire. In years with retirement incentives the percentage increases to an average of nearly 28%.

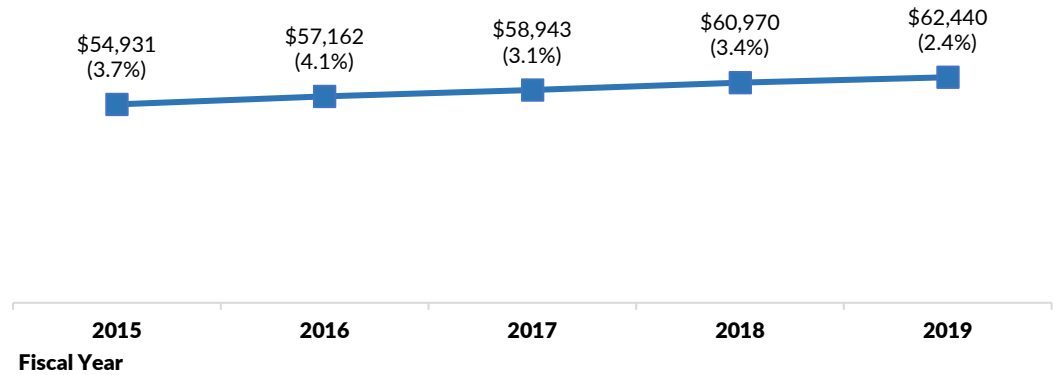
What is noteworthy about Fiscal Year 2019 is that 25% of those employees eligible to retire did retire. This percentage is approximately the same as in a year with a retirement incentive.

The decision to retire is a complex decision that is influenced by multiple factors that is highly complicated to predict<sup>3</sup>. While age and length of service are strong predictors, the decision to retire is a complex mix of person-based antecedents (e.g., age, length of service, health, assets, expected retirement income, etc.), as well as work factors (e.g., job satisfaction, work conditions, perceived organizational support, workplace peer/supervisor relations, occupational goal attainment, etc.).

<sup>3</sup> Lewis, G.B. & Pitts, D. (2018). Deciding to Retire from the Federal Service. *Review of Public Personnel Administration*, 38, 49-82.

**Table 44 Average Salary for Full-Time Classified Employees by Fiscal Year**

**The Percent Increase in Average Salary in Fiscal Year 2019 was less than the previous Five Fiscal Years.**



Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2015 to 2019. 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.

Note: Several factors contribute to change in average annual salary – salary adjustment negotiated as part of the current collective bargaining agreements, step advancement, classification actions, promotions, higher paid employees retiring and newly hired employees coming in lower on the pay scale all affect average salary.

At the end of Fiscal Year 2019 the average base rate salary for full-time classified employees was \$62,440, a 2.4% increase from Fiscal Year 2018. This was the smallest percent increase in the past five fiscal years. This is likely the result of the significantly higher level of retirements in Fiscal Year 2019 (See [Table 35](#)) – where higher paid employees retired and those replacing them came in at a lower rate of pay. In addition, the Fiscal Year 2019 negotiated salary adjustment for classified employees was smaller than in some previous years (see [Table 45](#)).



**Table 45 State of Vermont Negotiated Salary Adjustments for Classified Employees**

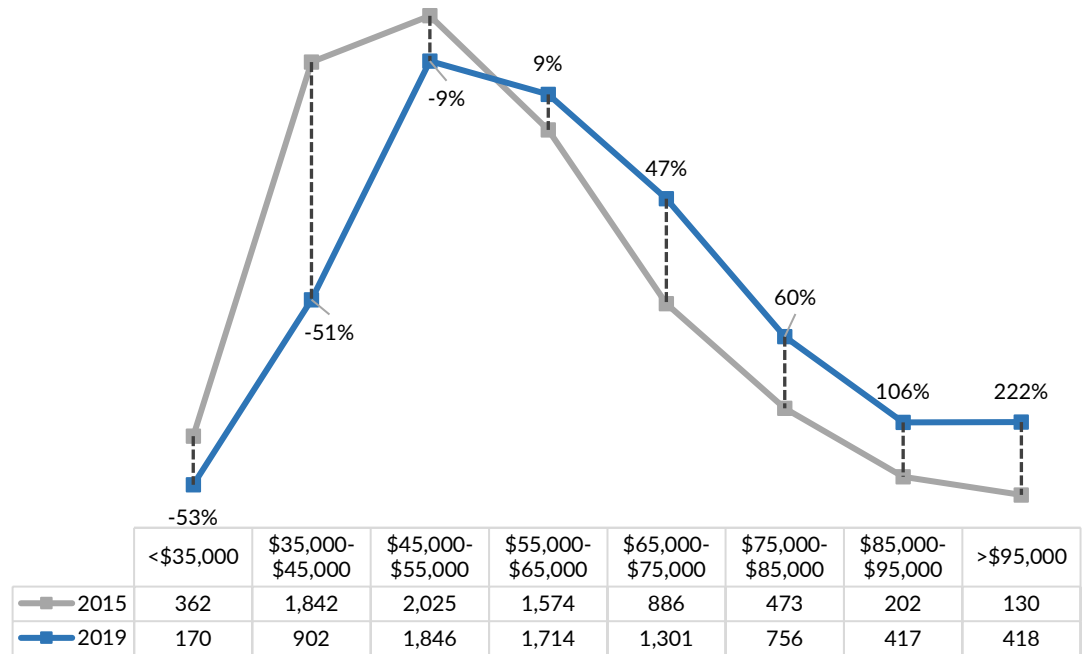
State of Vermont and Vermont State Employees' Association, Inc. (VSEA)				
Fiscal Year	Total Avg. Salary Adjustment	Steps %	Across Board Increase	Notes
1986	4.00%	0.00%	4.00%	
1987	8.00%	5.00%	3.00%	
1988	4.60%	1.60%	3.00%	
1989	6.10%	1.60%	4.50%	
1990	7.90%	2.40%	5.50%	
1991	5.90%	1.90%	4.00%	
1992	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 =/> \$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 =/> \$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%	
2015	4.20%	1.70%	2.50%	\$12.48 minimum wage
2016	4.20%	1.70%	2.50%	
2017	3.70%	1.70%	2.00%	
2018	4.15%	1.90%	2.25%	
2019	3.25%	1.90%	1.35%	

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%	
2015	2.60%	2.60%	0.00%	
2015	4.60%	2.60%	2.00%	
2016	4.50%	2.50%	2.00%	
2017	4.50%	2.50%	2.00%	
2018	4.75%	2.50%	2.25%	
2019	3.95%	2.70%	1.25%	

Source: Department of Human Resources

**Table 46 Annual Salary Distribution for Full-Time Classified Employees – Fiscal Year 2015 vs. Fiscal Year 2019**

Over that past five fiscal years the entire salary distribution has “shifted.” The number of employees decreased in the lower pay ranges and increased in the higher pay ranges.



Source: The State’s Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Year 2015 and 2019. Annual salary is base rate and does not include benefits or overtime.

In Fiscal Year 2019 the largest number of full-time classified employees earned between \$45,000 and \$55,000 in base rate annual salary.

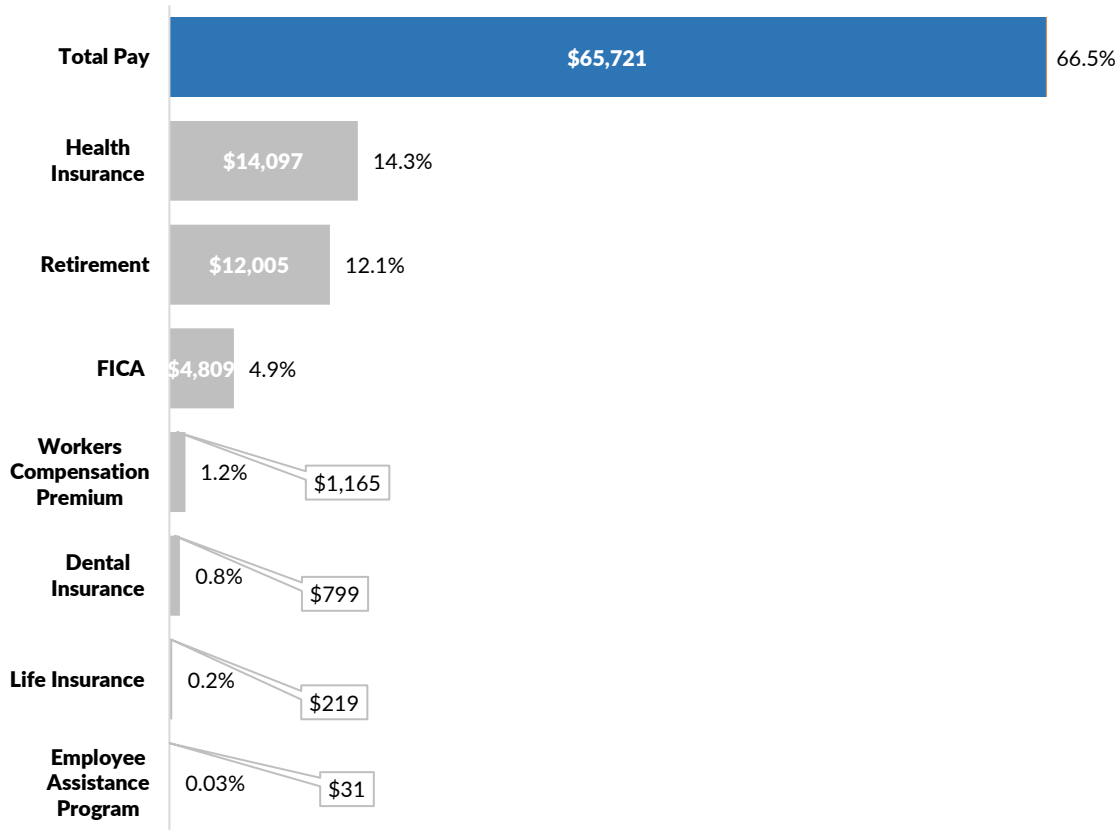
Over that past five fiscal years the entire salary distribution has “shifted.” The number of employees decreased in the lower pay ranges and increased in the higher pay ranges.

This is primarily the result of a significant decrease in both the number of employees and job classes at lower pay grades and an increase in the number of employees and job classes at higher pay grades (See Tables 49 & 50).

From Fiscal Year 2015 to Fiscal Year 2019, decreases were seen in the less than \$35,000 range (-53%), the \$35,000-\$45,000 range (-51%), and the \$45,000 - \$55,000 range (-9%).

Increases were seen in the \$55,000-\$65,000 range (9%), the \$65,000-\$75,000 range (47%), the \$75,000-\$85,000 range (60%), and the \$85,000-\$95,000 range (106%). While a small percentage of the workforce, the number of employees making greater than \$95,000 more than tripled.

**Table 47 Total Compensation for Classified Executive Branch Employees – Fiscal Year 2019**



**Average total compensation for classified Executive Branch employees for Fiscal Year 2019 was \$98,845.**

**On average, employer-paid benefits represent 33.5% of total compensation.**

**Detail of Total Compensation - Executive Branch Classified <sup>1</sup> Employees Fiscal Year 2019**

Pay	Total	Cost per Employee <sup>3</sup>	% of Total Compensation
Total Pay <sup>2</sup>	\$502,171,070	\$65,721	66.5%
<b>Subtotal</b>	\$502,171,070	\$65,721	66.5%
<b>Employer Paid Benefits</b>			
FICA (Social Security and Medicare Deductions)	\$36,742,951	\$4,809	4.9%
Workers Compensation Premium <sup>4</sup>	\$8,899,919	\$1,165	1.2%
Retirement (State share of retirement contribution)	\$91,732,317	\$12,005	12.1%
Health Insurance (State 80% share)	\$107,713,648	\$14,097	14.3%
Dental Insurance (State 100% share)	\$6,106,184	\$799	0.8%
Life Insurance (State 75% share)	\$1,675,236	\$219	0.2%
Employee Assistance Program	\$234,702	\$31	0.0%
<b>Subtotal</b>	\$253,104,957	\$33,125	33.5%
<b>Total Compensation (Pay + Benefits)</b>	\$755,276,027	\$98,845	100.0%

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

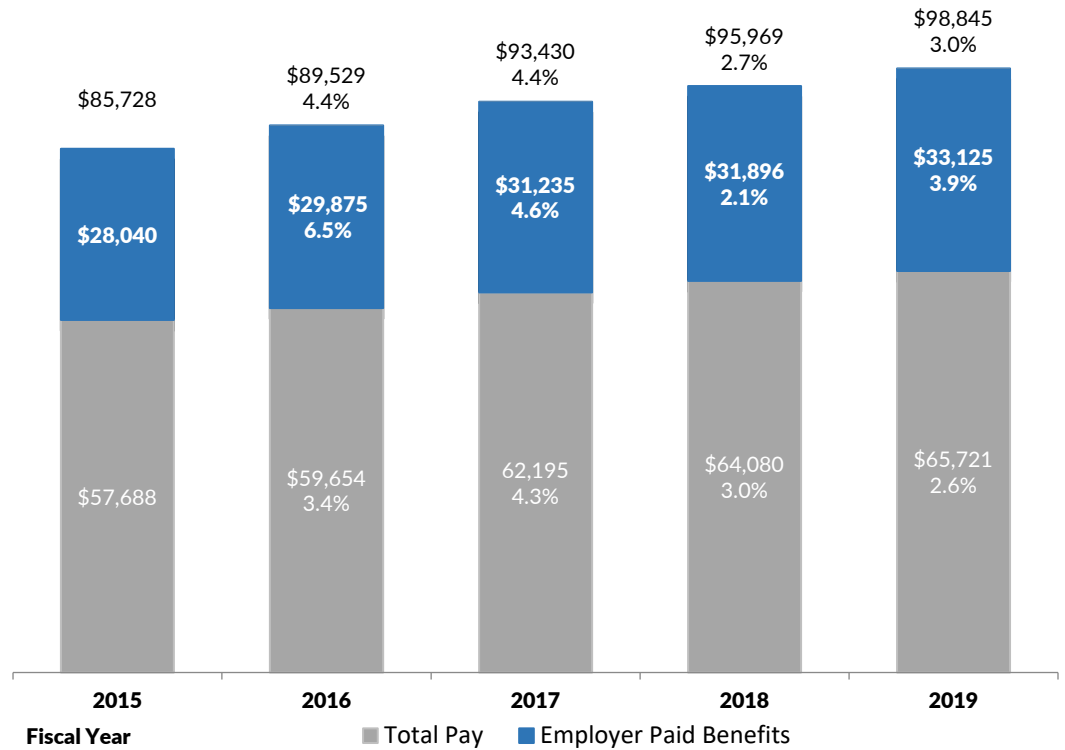
<sup>2</sup> Includes all categories in which employees were paid: salary, leave, overtime, shift differential, etc. Does not include expense reimbursements, such as for mileage.

<sup>3</sup> Based on the average number of classified employees during Fiscal Year 2019 (7,641).

<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).

Note: "Employer Paid Benefits" includes major benefits, but not all.

**Table 48 Total Pay, Employer Paid Benefits and Total Compensation by Fiscal Year**



Source: The State's Human Resource Information System (VTHR). Data include classified employees of the Executive Branch for Fiscal Years 2015 to 2019. 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. See Table 42 for a listing of major 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.

Average Total Pay was \$65,721 for Fiscal Year 2019, up 2.6% from Fiscal Year 2018.

Average Employer Paid Benefits increased 3.9% from Fiscal Year 2018 to \$33,125 for Fiscal Year 2019.

Average Total Compensation for Fiscal Year 2019 was \$98,845 up 3.0% from Fiscal Year 2018.

**Table 49 Benefit Plan Enrollment for Active Classified Employees by Fiscal Year**

Plan Type	Fiscal Year				
	2015	2016	2017	2018	2019
<b>Medical</b>					
SelectCare	6,192	6,147	6,287	6,397	6,301
TotalChoice	426	386	359	340	340
HealthGuard*	26	0	0	0	0
SafetyNet *	0	0	0	0	0
TOTAL All Plans	6,644	6,534	6,646	6,737	6,641
% of Classified Employees	87.3%	86.6%	86.8%	87.2%	86.8%
% Change from Previous FY		-1.7%	1.7%	1.4%	-1.4%
SelectCare (Percent of Total)	93.2%	94.1%	94.6%	95.0%	95.0%
TotalChoice (Percent of Total)	6.4%	5.9%	5.4%	5.0%	5.0%
HealthGuard (Percent of Total)	0.4%	0.0%	0.0%	0.0%	0.0%
SafetyNet (Percent of Total)	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Dental</b>					
Dental Enrollment	7,081	7,069	6,876	6,972	6,774
% of Classified Employees	93.1%	93.7%	89.8%	90.3%	88.5%
% Change from Previous FY		-0.2%	-2.7%	1.4%	-2.8%
<b>Life Insurance</b>					
Life Enrollment	5,863	5,736	6,052	6,234	6,354
% of Classified Employees	77.1%	76.1%	79.0%	80.7%	83.0%
% Change from Previous FY		-2.2%	5.5%	3.0%	1.9%
<b>Flexible Spending Accounts</b>					
Health Care	810	794	831	865	984
% of Classified Employees	10.6%	10.5%	10.8%	11.2%	12.9%
% Change from Previous FY		-2.0%	4.7%	4.1%	13.8%
Dependent Care	141	142	149	158	185
% of Classified Employees	1.9%	1.9%	1.9%	2.0%	2.4%
% Change from Previous FY		0.5%	5.3%	5.8%	17.1%

**Nearly 87% of active classified employees were enrolled in a medical plan.**

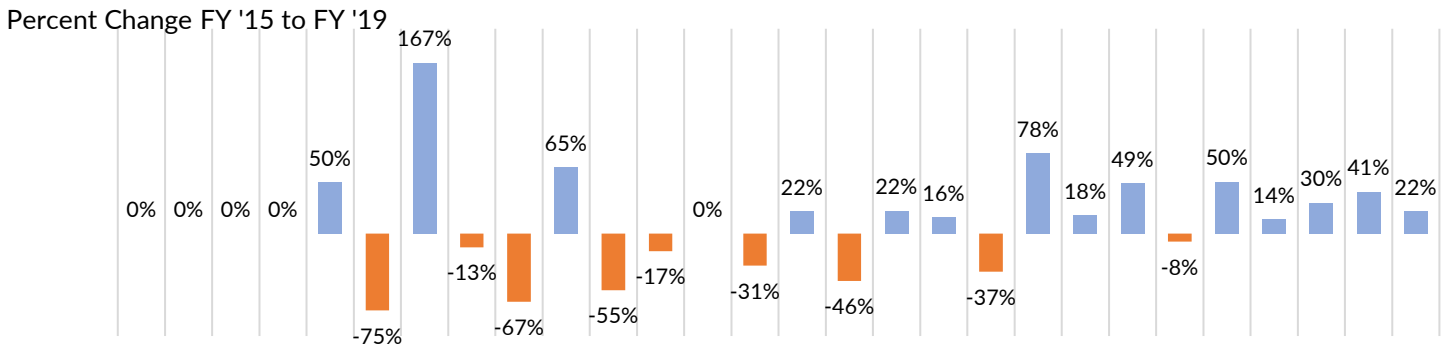
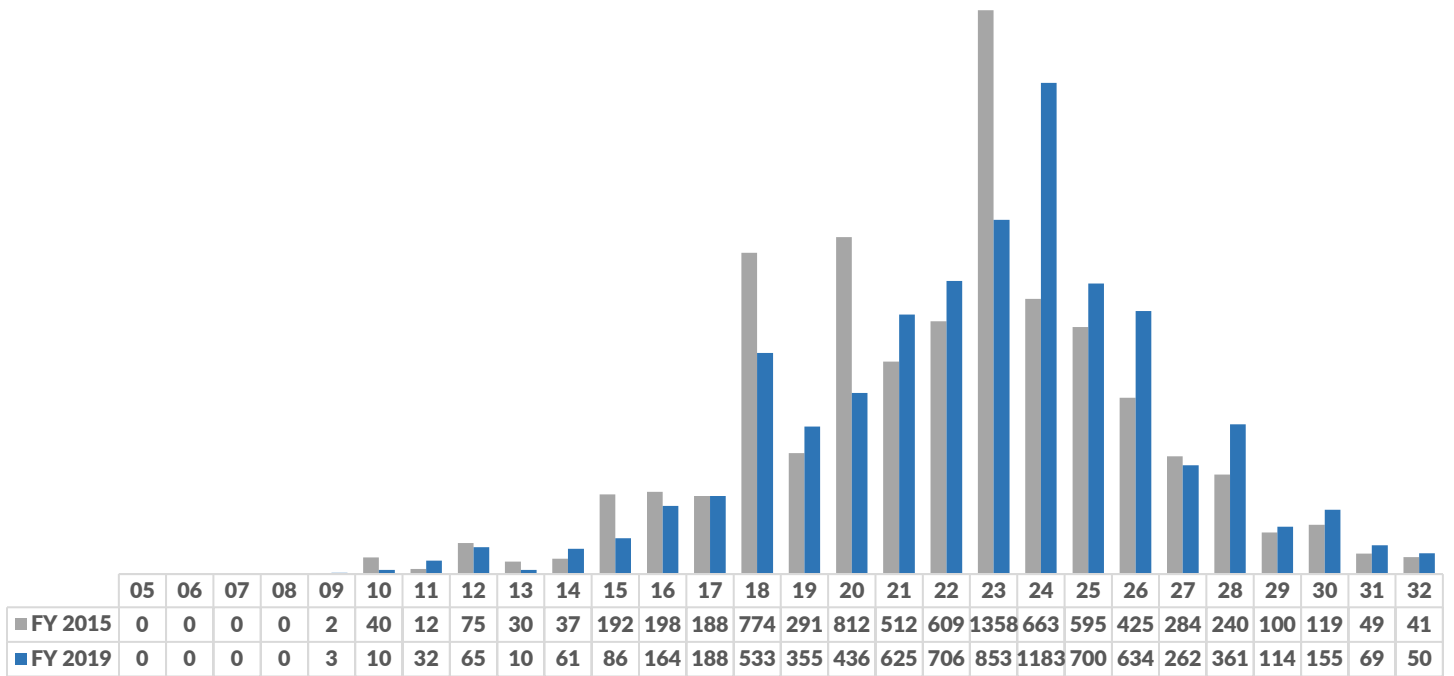
**83% of active classified employees were enrolled in the life insurance benefit – an over 9% increase since FY '16. This is a result of the change to automatic enrollment for new hires in FY '17.**

**Enrollment in Health Care flexible spending accounts was up nearly 14%.**

**Dependent Care flexible spending account enrollment was up over 17%.**

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2015 to 2019. "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. \* NOTE: The SafetyNet plan terminated at the end of Calendar Year 2014 and the HealthGuard plan terminated at the end of Calendar Year 2015

**Table 50 Number of Classified Employees by Pay Grade – Fiscal Year 2015 vs. Fiscal Year 2019**



Source: The State's Human Resource Information System (VTHR). Data include all classified Executive Branch employees for Fiscal Years 2015 and 2019.

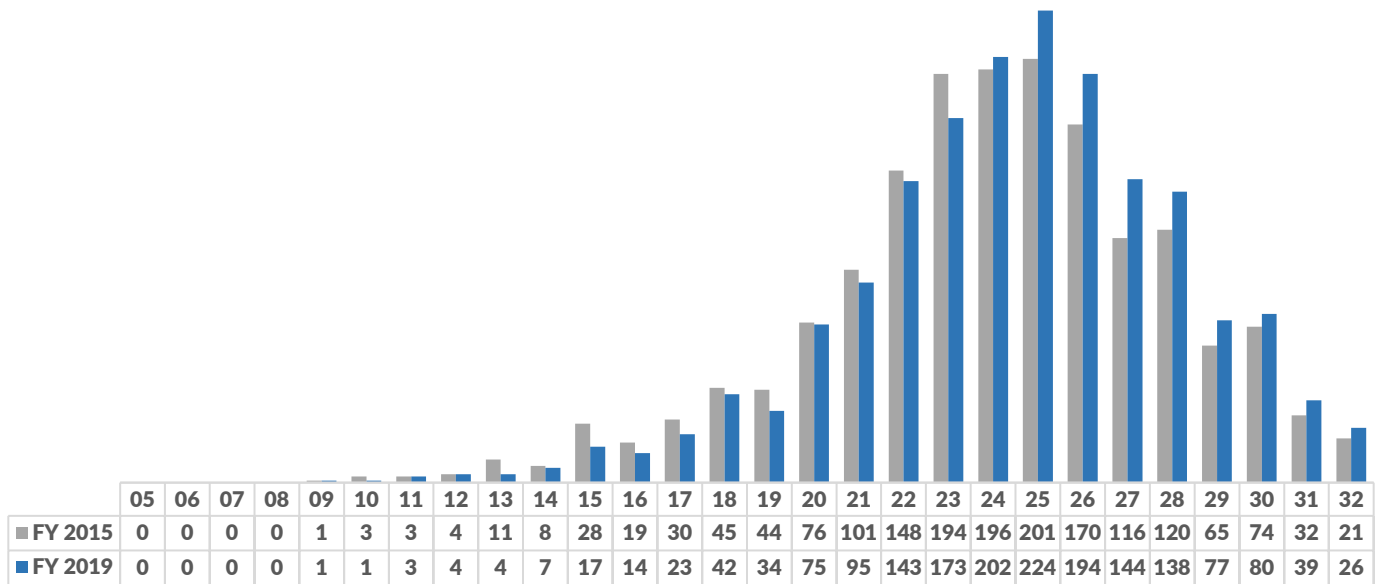
**The distribution of employees has shifted to higher pay grades.**

In Fiscal Year 2019 the largest number of employees were assigned to pay grade 24 (1,183 or 15.5%). This is a significant shift from Fiscal Year 2015 when pay grade 23 had the largest number of employees (1,358 or 17.8%). This is a 78% increase in employees at pay grade 24 and a 37% decrease in employees at pay grade 23.

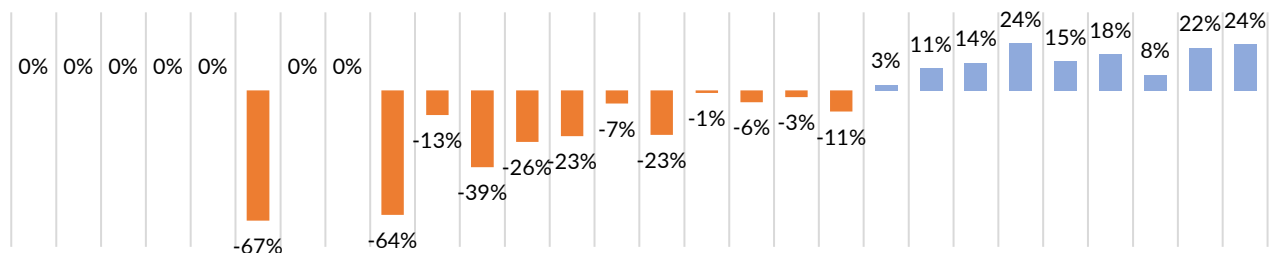
Generally, there were fewer employees in jobs assigned to pay grade 23 and lower – a 20% decrease from Fiscal Year 2015 to Fiscal Year 2019. On the other hand, from Fiscal Year 2015 to Fiscal Year 2019 the number of employees assigned to pay grade 24 or higher increased by 40% and the number assigned to pay grade 28 or higher increased 36%.

This shift can be partially attributed to job reclassification activity and the trend for fewer job classes at lower pay grades (See Table 51).

**Table 51 Number of Job Classes by Pay Grade – Fiscal Year 2015 vs. Fiscal Year 2019**



Percent Change FY '15 to FY '19



Source: The State's Human Resource Information System (VTHR). Data include all classified Executive Branch employees for Fiscal Years 2015 and 2019. Job classes are assigned to a pay grade in the salary plan.

From Fiscal Year 2015 to Fiscal Year 2019 the number of job classes assigned to pay grade 23 and lower declined by 11% while those at pay grade 24 and higher increased 13%.

**The distribution of job classes continues to move to higher pay grades.**

**Table 52 Classification Reviews – Fiscal Year 2015 to Fiscal Year 2019**

Reason	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Job Class found properly assigned to Pay Grade	99	8.3%	131	9.0%	139	8.4%	71	6.6%	67	4.2%
Decentralized Reallocation	149	12.5%	150	10.4%	195	11.8%	169	15.6%	185	11.7%
Reclassification with change in Pay Grade	940	79.1%	1,168	80.6%	1,314	79.7%	842	77.8%	1,327	84.0%
<b>Total</b>	<b>1,188</b>	<b>100.0%</b>	<b>1,449</b>	<b>100.0%</b>	<b>1,648</b>	<b>100.0%</b>	<b>1,082</b>	<b>100.0%</b>	<b>1,579</b>	<b>100.0%</b>
<b>Estimated Annualized Cost</b>	\$3,848,505		\$4,551,702		\$5,948,334		\$4,293,426		\$5,697,093	

Source: The State's Human Resource Information System (VTHR). Decentralized reallocation is the process which allows an Agency or Department to reallocate a position from one designated job class to another without submitting a formal Request for Review.

Most requests for classification review result in reclassification to a higher pay grade.

**Table 53 Cash Overtime Costs by Department and Fiscal Year**

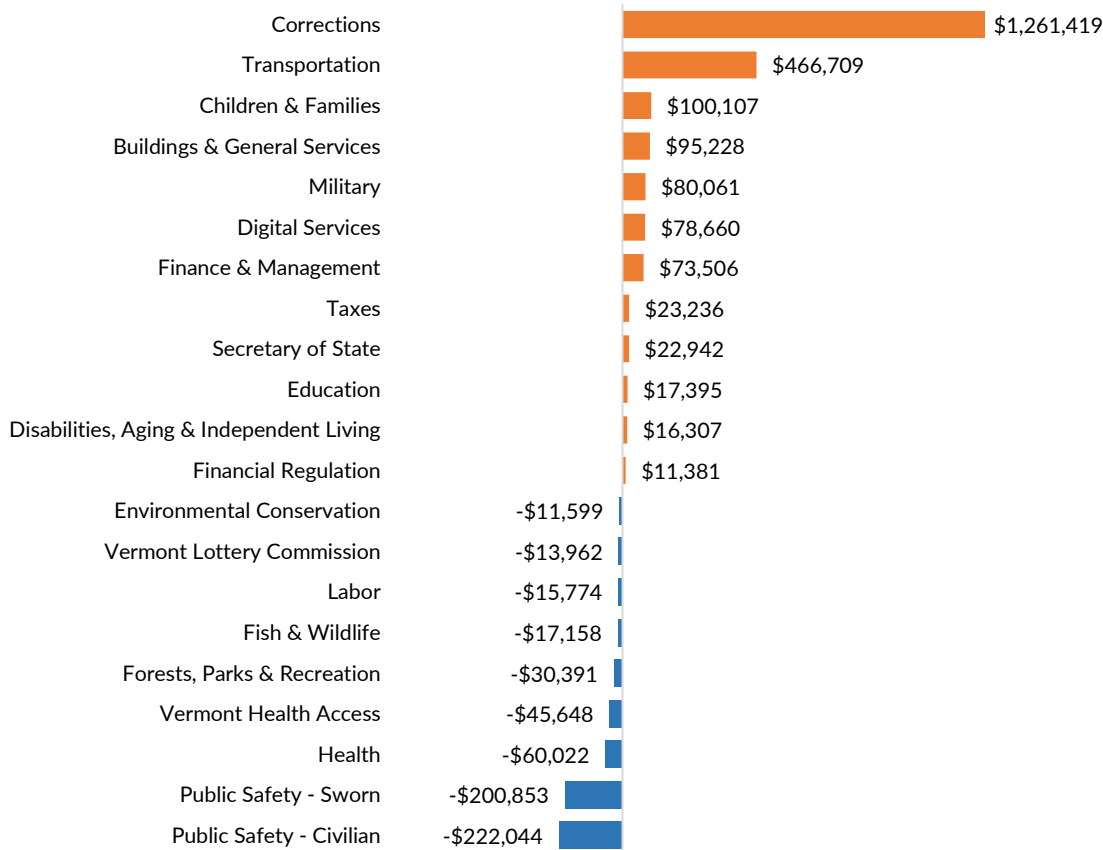
Department	Fiscal Year					% Change FY '18 to FY '19
	2015	2016	2017	2018	2019	
Administration	\$20,012	\$13,459	\$10,569	\$9,084	\$6,570	-27.7%
Agriculture, Food & Markets	\$43,599	\$28,819	\$45,349	\$36,266	\$32,379	-10.7%
Attorney General	\$17,394	\$15,733	\$18,814	\$24,103	\$26,067	8.1%
Buildings & General Services	\$344,840	\$386,189	\$405,639	\$338,455	\$433,684	28.1%
Children & Families	\$1,799,696	\$1,332,587	\$998,144	\$1,127,055	\$1,227,162	8.9%
Commerce & Community Development	\$6,493	\$3,667	\$11,408	\$5,156	\$14,035	172.2%
Corrections	\$5,682,732	\$5,848,880	\$6,671,662	\$6,340,077	\$7,601,495	19.9%
Digital Services	\$64,075	\$49,169	\$37,017	\$24,718	\$103,378	318.2%
Disabilities, Aging & Independent Living	\$87,576	\$79,420	\$84,334	\$79,470	\$95,777	20.5%
Education	\$9,721	\$4,445	\$20,733	\$43,200	\$60,595	40.3%
Environmental Conservation	\$172,527	\$193,302	\$193,324	\$185,586	\$173,986	-6.3%
Finance & Management	\$3,190	\$442	\$1,902	\$8,821	\$82,327	833.3%
Financial Regulation	\$17,664	\$1,991	\$3,941	\$7,758	\$19,139	146.7%
Fish & Wildlife	\$357,611	\$359,789	\$426,993	\$449,973	\$432,815	-3.8%
Forests, Parks & Recreation	\$78,844	\$83,281	\$78,656	\$105,790	\$75,398	-28.7%
Green Mountain Care Board	\$1,169	\$41	\$2,346	\$6,422	\$3,789	-41.0%
Health	\$276,663	\$214,488	\$219,191	\$212,580	\$152,558	-28.2%
Human Resources	\$9,096	\$2,175	\$10,945	\$3,921	\$4,886	24.6%
Human Services	\$105,535	\$96,193	\$80,622	\$8,666	\$1,676	-80.7%
Labor	\$43,137	\$25,505	\$32,946	\$34,742	\$18,969	-45.4%
Libraries	\$335	\$0	\$0	\$508	\$1,635	221.9%
Liquor Control	\$207,894	\$188,413	\$147,207	\$123,782	\$119,559	-3.4%
Mental Health	\$709,414	\$680,312	\$957,371	\$986,136	\$979,342	-0.7%
Military	\$211,587	\$189,618	\$349,838	\$317,118	\$397,180	25.2%
Natural Resources	\$1,639	\$2,749	\$1,819	\$2,070	\$2,237	8.1%
Natural Resources Board	\$1,371	\$1,903	\$1,402	\$2,516	\$4,323	71.8%
Public Safety - Civilian	\$1,024,734	\$1,070,127	\$1,311,880	\$1,566,209	\$1,344,165	-14.2%
Public Safety - Sworn	\$3,452,585	\$3,733,996	\$4,000,612	\$4,374,337	\$4,173,483	-4.6%
Public Service	\$6,255	\$2,510	\$1,338	\$1,851	\$1,200	-35.2%
Secretary of State	\$20,222	\$15,480	\$19,383	\$41,559	\$64,501	55.2%
Small Departments	\$117,358	\$117,205	\$111,472	\$137,931	\$139,151	0.9%
State Treasurer	\$32,000	\$38,226	\$36,040	\$16,676	\$17,451	4.6%
State's Attorney's & Sheriffs	\$79,783	\$30,229	\$46,324	\$71,321	\$69,985	-1.9%
Taxes	\$23,291	\$27,057	\$25,806	\$32,200	\$55,436	72.2%
Transportation	\$3,859,605	\$2,427,997	\$3,783,267	\$4,392,221	\$4,858,930	10.6%
Vermont Health Access	\$452,231	\$254,579	\$476,506	\$387,710	\$342,063	-11.8%
Vermont Lottery Commission	\$34,093	\$33,017	\$43,631	\$47,581	\$33,619	-29.3%
Vermont Veterans' Home	\$707,722	\$700,103	\$745,098	\$836,843	\$828,189	-1.0%
<b>Total</b>	<b>\$20,199,402</b>	<b>\$18,253,094</b>	<b>\$21,413,529</b>	<b>\$22,390,411</b>	<b>\$23,999,134</b>	<b>7.2%</b>
<b>% Change from Previous FY</b>		<b>-9.6%</b>	<b>17.3%</b>	<b>4.6%</b>	<b>7.2%</b>	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified, exempt and temporary) for Fiscal Years 2015 to 2019. "Small Departments" have 15 or fewer employees (See Appendices C & E). 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.

Overtime costs increased 7.2% from Fiscal Year 2018 to Fiscal Year 2019. Four departments accounted for nearly 80% of the total cash overtime costs – Corrections, Transportation, Public Safety and Children & Families.



**Table 54**      **Departments with the Greatest Dollar Increase/Decrease in Cash Overtime – Fiscal Year 2018 vs. Fiscal Year 2019**



**Four departments accounted for 80% of the total cash overtime costs – Corrections, Transportation, Public Safety and Children & Families.**

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

Corrections saw an over \$1.2 million increase in cash overtime from Fiscal Year 2018 to Fiscal Year 2019.

Public Safety, including both Sworn and Civilian, saw a total of \$422,897 decrease in cash overtime in Fiscal Year 2019.

**Table 55 Compensatory Hours Earned for Overtime by Department and Fiscal Year**

Department	Fiscal Year					% Change FY '18 to FY '19
	2015	2016	2017	2018	2019	
Administration	542	658	242	110	120	8.4%
Agriculture, Food & Markets	5,491	6,032	6,353	7,047	6,896	-2.1%
Attorney General	93	52	4	126	16	-87.5%
Buildings & General Services	5,716	7,788	7,415	5,954	7,233	21.5%
Children & Families	27,307	26,887	23,249	20,513	21,828	6.4%
Commerce & Community Development	2,138	1,882	2,506	2,533	2,301	-9.2%
Corrections	21,350	20,818	19,909	17,499	23,793	36.0%
Digital Services	1,453	1,840	1,392	1,271	4,087	221.6%
Disabilities, Aging & Independent Living	4,937	4,868	5,415	5,331	5,913	10.9%
Education	3,458	3,085	4,124	4,726	5,120	8.3%
Environmental Conservation	5,578	6,422	6,467	5,540	5,069	-8.5%
Finance & Management	1,191	950	1,046	2,553	2,005	-21.5%
Financial Regulation	970	1,205	1,198	916	1,540	68.1%
Fish & Wildlife	3,775	4,138	3,282	3,541	3,252	-8.2%
Forests, Parks & Recreation	3,204	2,436	3,423	3,475	3,703	6.6%
Green Mountain Care Board	21	52	61	210	390	85.2%
Health	9,764	10,500	11,021	12,297	10,524	-14.4%
Human Resources	339	265	528	388	304	-21.7%
Human Services	1,245	1,778	1,834	2,062	561	-72.8%
Labor	1,051	551	520	659	472	-28.3%
Libraries	408	394	205	204	226	10.9%
Liquor Control	518	609	630	855	907	6.0%
Mental Health	7,272	7,726	9,094	7,980	8,238	3.2%
Military	4,895	3,400	4,165	4,642	5,594	20.5%
Natural Resources	474	415	238	361	105	-71.1%
Natural Resources Board	306	295	170	148	128	-13.0%
Public Safety - Civilian	7,575	6,616	6,845	6,744	6,175	-8.4%
Public Safety - Sworn	8,004	6,370	6,242	5,718	5,866	2.6%
Public Service	431	588	697	391	478	22.0%
Secretary of State	1,392	1,126	1,353	1,592	1,898	19.2%
Small Department	1,056	1,029	874	714	583	-18.3%
State Treasurer	82	346	311	707	491	-30.5%
Taxes	2,879	5,207	4,484	3,733	2,915	-21.9%
Transportation	33,226	28,494	35,536	37,909	39,295	3.7%
Vermont Health Access	4,731	3,599	6,757	7,395	8,956	21.1%
Vermont Lottery Commission	110	149	117	135	118	-12.2%
Vermont Veterans' Home	2,532	3,067	3,244	3,659	2,432	-33.5%
<b>Total</b>	<b>175,514</b>	<b>171,638</b>	<b>180,951</b>	<b>179,637</b>	<b>189,531</b>	<b>5.5%</b>
<b>% Change from Previous FY</b>		<b>-2.2%</b>	<b>5.4%</b>	<b>-0.7%</b>	<b>5.5%</b>	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2015 to 2019. "Small Departments" have 15 or fewer employees (See Appendices C & E). 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 189,531 hours in Fiscal Year 2019, a 5.5% increase from Fiscal Year 2018.

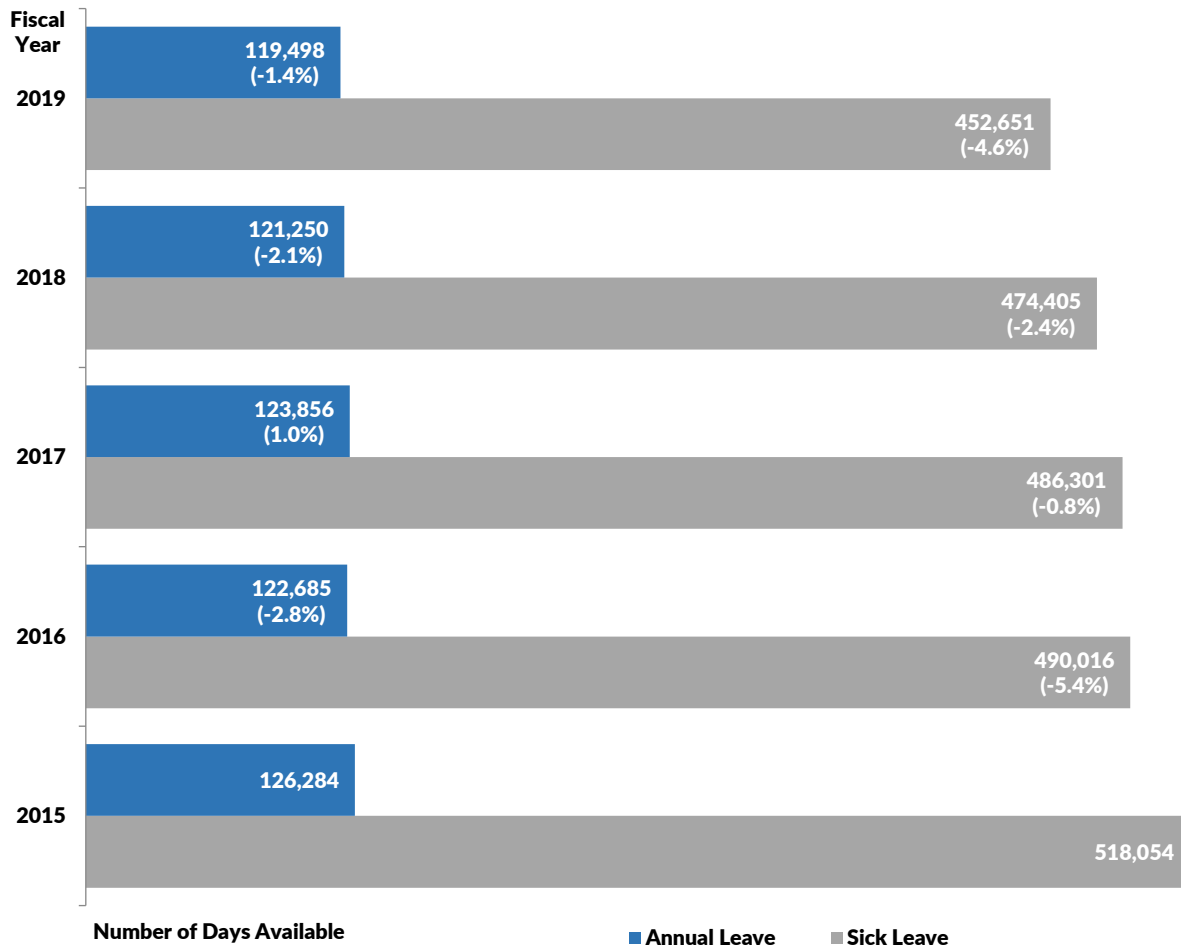
**Table 56 Compensatory Time Costs by Department and Fiscal Year**

Department	Fiscal Year					% Change FY '18 to FY '19
	2015	2016	2017	2018	2019	
Administration	\$28,438	\$14,017	\$14,302	\$2,463	\$5,976	142.6%
Agriculture, Food & Markets	\$166,951	\$164,358	\$187,393	\$211,915	\$231,155	9.1%
Attorney General	\$23,037	\$12,537	\$9,672	\$6,351	\$9,463	49.0%
Buildings & General Services	\$205,121	\$211,398	\$240,839	\$224,527	\$213,786	-4.8%
Children & Families	\$728,503	\$778,636	\$745,490	\$770,018	\$760,418	-1.2%
Commerce & Community Development	\$62,659	\$54,485	\$71,989	\$80,131	\$79,359	-1.0%
Corrections	\$890,646	\$890,103	\$943,512	\$887,400	\$1,063,327	19.8%
Digital Services	\$55,061	\$73,383	\$50,185	\$50,996	\$188,057	268.8%
Disabilities, Aging & Independent Living	\$155,549	\$145,426	\$192,397	\$179,847	\$222,629	23.8%
Education	\$112,964	\$102,396	\$123,919	\$145,676	\$150,544	3.3%
Environmental Conservation	\$169,954	\$210,728	\$214,666	\$200,246	\$191,766	-4.2%
Finance & Management	\$30,355	\$42,870	\$37,240	\$92,242	\$111,022	20.4%
Financial Regulation	\$39,394	\$47,475	\$53,753	\$50,197	\$61,202	21.9%
Fish & Wildlife	\$151,033	\$166,612	\$148,618	\$148,335	\$152,431	2.8%
Forests, Parks & Recreation	\$104,192	\$88,467	\$84,928	\$106,346	\$107,020	0.6%
Green Mountain Care Board	\$3,400	\$1,488	\$3,584	\$6,349	\$14,789	132.9%
Health	\$322,281	\$325,551	\$384,859	\$411,355	\$461,347	12.2%
Human Resources	\$13,866	\$15,558	\$24,023	\$17,284	\$16,573	-4.1%
Human Services	\$51,108	\$66,815	\$72,410	\$85,749	\$28,571	-66.7%
Labor	\$37,360	\$21,268	\$19,251	\$16,155	\$16,886	4.5%
Libraries	\$11,490	\$10,948	\$7,524	\$6,968	\$9,458	35.7%
Liquor Control	\$15,013	\$11,725	\$16,811	\$18,836	\$22,218	18.0%
Mental Health	\$287,577	\$370,981	\$451,105	\$426,047	\$407,149	-4.4%
Military	\$214,971	\$166,894	\$163,544	\$200,201	\$211,954	5.9%
Natural Resources	\$21,277	\$18,265	\$14,560	\$11,770	\$8,676	-26.3%
Natural Resources Board	\$12,774	\$9,996	\$7,582	\$6,565	\$7,011	6.8%
Public Safety - Civilian	\$280,108	\$257,067	\$247,190	\$244,180	\$214,907	-12.0%
Public Safety - Sworn	\$676,465	\$580,847	\$635,992	\$541,441	\$571,324	5.5%
Public Service	\$36,074	\$16,424	\$28,491	\$24,346	\$20,446	-16.0%
Secretary of State	\$34,231	\$43,079	\$40,963	\$65,848	\$65,852	0.0%
Small Departments	\$46,180	\$39,831	\$23,223	\$18,750	\$27,283	45.5%
State Treasurer	\$928	\$4,245	\$6,513	\$13,371	\$35,708	167.1%
State's Attorney's & Sheriffs	\$4,675	\$2,558	\$8,980	\$9,280	\$3,664	-60.5%
Taxes	\$63,359	\$111,390	\$144,900	\$120,237	\$124,692	3.7%
Transportation	\$1,146,117	\$1,047,529	\$1,240,338	\$1,389,688	\$1,503,917	8.2%
Vermont Health Access	\$164,478	\$121,778	\$279,444	\$212,552	\$292,677	37.7%
Vermont Lottery Commission	\$5,059	\$3,921	\$2,687	\$2,165	\$2,693	24.4%
Vermont Veterans' Home	\$165,056	\$154,840	\$188,534	\$231,699	\$230,297	-0.6%
<b>Total</b>	<b>\$6,537,703</b>	<b>\$6,405,890</b>	<b>\$7,131,411</b>	<b>\$7,237,524</b>	<b>\$7,846,245</b>	<b>8.4%</b>
<b>% Change from Previous FY</b>		<b>-2.0%</b>	<b>11.3%</b>	<b>1.5%</b>	<b>8.4%</b>	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2015 to 2019. "Small Departments" have 15 or fewer employees (See Appendices C & E). Payment for compensatory time off as reported in this Table includes: (1) compensatory time actually used; and (2) payment of unused accrued compensatory time upon separation or as specified in the Labor Agreements.

Compensatory time costs increased 8.4% from Fiscal Year 2018 to Fiscal Year 2019.

**Table 57 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 2015 to 2019. 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.

**15**  
Average number of accumulated annual leave days per employee.

Total annual leave balances decreased (1.4%) in Fiscal Year 2019. Accumulated annual leave is paid off, in whole or in part, upon separation from employment. The average number of accumulated annual leave days per employee is 15 days.

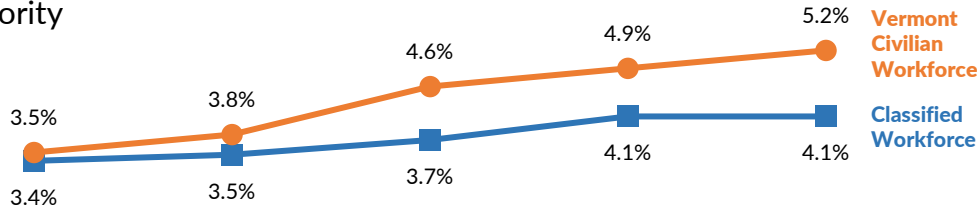
Total sick leave balances dropped (4.6%) in Fiscal Year 2019. The average number of accumulated sick leave days per employee is 58 days.

**58**  
Average number of accumulated sick leave days per employee.

# Equal Employment Opportunity

**Table 58** Minority and Gender Composition of Classified Workforce Compared to Vermont Civilian Workforce

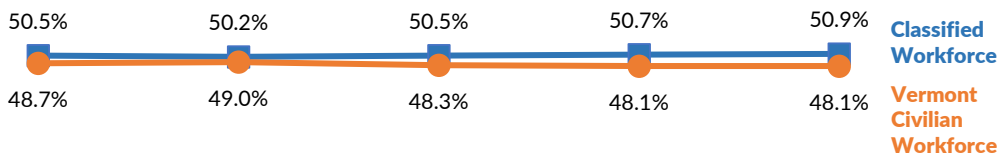
## Minority



**For Fiscal Year 2019, minority representation in the classified workforce was 4.1%. This represents no increase over Fiscal Year 2018.**

Fiscal Year	2015	2016	2017	2018	2019
-------------	------	------	------	------	------

## Gender



**Female representation in the classified workforce has consistently been higher than in the Vermont civilian workforce**

Fiscal Year	2015	2016	2017	2018	2019
-------------	------	------	------	------	------

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2019.

NOTE: Labor Market and VT Population data from U.S. Department of Labor, Bureau of Labor Statistics (BLS) Local Unemployment Statistics (LAUS) program (<http://www.bls.gov/lau/>). Civilian Labor Force population 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." 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 population estimates are subject to such fluctuations and should be interpreted carefully.

For Fiscal Year 2019, minority representation in the classified workforce was 4.1%. This represents no increase over Fiscal Year 2018. The U.S. Bureau of Labor Statistics estimates a 5.2% minority representation in the civilian workforce.

From Fiscal Year 2015 to Fiscal Year 2019 minority representation in the State's workforce increased by 22% while the estimated minority representation in the civilian workforce grew by 49%.

For Fiscal Year 2019, female representation in the classified workforce was 50.9%. The U.S. Bureau of Labor Statistics estimates a 48.1% female representation in the civilian workforce.

**Table 59 Minority and Gender Profile – Fiscal Year 2019**

Minority employees had a higher turnover rate compared to white employees.

Male and female employees have nearly identical average annual salaries.

	Gender			Status		
	Female	Male	Total	Minority	White	Total
<b>Number</b>	3,919	3,736	7,655	313 *	7,442	7,655
<b>Percent</b>	51.2%	48.8%	100%	4.1%	95.9%	100%
<b>Annual Salary</b>	\$64,070	\$64,236	\$64,152	\$56,904	\$62,679	\$62,440
<b>Turnover</b>	11.3%	13.4%	12.3%	16.4%	12.1%	12.3%
<b>Average Age</b>	46.0	44.9	45.5	43.0	45.6	45.5
<b>Generation</b>						
<b>Pre-Baby Boom</b>	0.2%	0.2%	0.2%	0.0%	0.2%	0.2%
<b>Baby Boom</b>	27.8%	25.4%	26.6%	19.2%	26.9%	29.6%
<b>Generation X</b>	41.6%	40.5%	41.0%	40.9%	41.0%	41.0%
<b>Millennial</b>	29.9%	32.8%	31.3%	39.9%	30.9%	31.3%
<b>Post-Millennial</b>	0.6%	1.1%	0.8%	0.0%	0.9%	0.8%
<b>Years of Service</b>	10.6	11.1	10.9	7.3	11.0	10.9

<b>*Detail on Minority Representation</b>		<b>Percent</b>
Hispanic		30.4%
Black		22.4%
Asian/Pacific Islander		22.0%
American Indian/Alaskan Native		13.4%
Two or More Races		9.9%
Native Hawaiian/Other Pacific Islander		1.9%

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2019.

For Fiscal Year 2019, minority employees had a lower average salary (\$56,904 vs. \$62,679) and a higher turnover rate (16.4% vs. 12.1%) compared to white employees.

Minority employees also had a lower average age (43.0 vs. 45.6) and a higher percentage of Millennials (39.9% vs 30.9%) compared to white employees.

Male and female employees have nearly identical average annual salaries.

There was a higher percentage of female employees who were Baby Boomers (27.8%) than males (25.4%), while the percentage of employees who were Millennials was higher among males (32.8%) than females (29.9%).

**Table 60 Voluntary Reported Veteran and Disability Status – Fiscal Year 2019**

<b>Status</b>	<b>Percent in Classified Workforce</b>	<b>Percent in Vermont Population (est.)</b>
Veteran	5.5%	6.4%
Individual with Disability	1.4%	10.3%

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2019. Voluntary self-identification of status as protected veteran and individual with disability as required by the Vietnam Era Veterans’ Readjustment Assistance Act of 1974, as amended by the Jobs for Veterans Act of 2002, 38 U.S.C. §4212 (VEVRAA) and Section 503 of the Rehabilitation Act of 1973, as amended. Vermont population estimates obtained from <https://www.census.gov/quickfacts/VT>

The percentage of veterans and individuals with disabilities in the classified workforce is very likely underreported.

**Table 61 Minority Representation for Classified Job Titles – Fiscal Year 2019**

Minority Representation of Most Populous Job Titles FY '19			Job Titles with the Highest Minority Representation FY '19		
Job Title	Ave. Num.	% Minority	Job Title	Ave. Num.	% Minority
Correctional Officer I	339	9.7%	Education Programs Coordinator I	27	14.8%
Family Services Worker	202	5.9%	Administrative Services Technician III	15	13.3%
Trooper	160	5.0%	Probation & Parole Officer I	15	13.3%
Transportation Journeyman Maint. Worker	121	1.7%	Associate Mental Health Specialist	33	12.1%
Correctional Officer II	120	10.8%	Correctional Educator	25	12.0%
Benefits Programs Specialist	118	3.4%	Trooper - Probationary	25	12.0%
Sergeant	92	1.1%	Program Technician I	34	11.8%
Probation & Parole Officer	89	5.6%	Administrative Services Coordinator II	36	11.1%
Administrative Services Coordinator I	83	3.6%	Correctional Officer II	120	10.8%
Transportation Master Maintenance Worker	78	2.6%	Veterans Home Utility Worker	28	10.7%
Licensed Nursing Assistant	72	4.2%	VT Healthcare Service Specialist II	38	10.5%
Mental Health Specialist	57	7.0%	Correctional Officer I	339	9.7%
Custodian II	54	7.4%	Financial Specialist III	47	8.5%
Reach Up Case Manager II	54	1.9%	IT Systems Developer II	24	8.3%
Environmental Analyst V - General	52	1.9%	AOT Senior Maintenance Worker	40	7.5%
Financial Specialist III	47	8.5%	Custodian II	54	7.4%
Administrative Assistant B	46	6.5%	Family Services Supervisor	42	7.1%
Program Technician II	43	4.7%	Mental Health Specialist	57	7.0%
Family Services Supervisor	42	7.1%	DOC Work Crew Leader	15	6.7%
Community Correctional Officer	41	4.9%	Environmental Analyst VII - General	15	6.7%
IT Systems Developer III	41	4.9%	Information Technology Manager I	15	6.7%
AOT Senior Maintenance Worker	40	7.5%	IT System Administrator IV	15	6.7%
VT Healthcare Service Specialist II	38	10.5%	IT Systems Developer IV	15	6.7%
Correctional Facility Shift Supervisor	38	5.3%	Administrative Assistant B	46	6.5%
Administrative Services Coordinator II	36	11.1%	Nurse Case Manager / URN I	33	6.1%

Source: The State's Human Resource Information System (VTHR). This table shows minority representation 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 minority representation for Fiscal Year 2019.

The most populous job title, Correctional Officer I with 9.7% minority representation, was above the classified workforce average for minority representation of 4.1%.

Other most populous job titles with above average minority representation include Administrative Services Coordinator II (11.1%), Correctional Officer II (10.8%), VT Healthcare Service Specialist II (10.5%), and Financial Specialist III (8.5%).

The top five job titles with the highest minority representation include Education Programs Coordinator I (14.8%), Administrative Services Technician III (13.3%), Probation & Parole Officer I (13.3%), Associate Mental Health Specialist (12.1%), and Correctional Educator (12.0%).

## Department Statistics

**Table 62 Key Metrics by Department – Fiscal Year 2019 (Part 1)**

Department	Num.	FTEs	Ave. Age	Ave. LOS	Generation							
					Pre-Baby Boom	Baby Boom	Gen X	Millennial	Post-Millennial	Female	Male	Minority
Administration	11	11.0	45.1	12.1	0%	18%	45%	36%	0%	72.7%	27.3%	0.0%
Agriculture, Food & Markets	116	116.0	44.1	11.1	0%	27%	33%	41%	0%	50.9%	49.1%	2.6%
Attorney General	34	34.0	50.7	13.3	0%	35%	59%	6%	0%	67.6%	32.4%	5.9%
Buildings & General Services	310	309.8	50.2	12.2	1%	44%	35%	20%	1%	31.0%	69.0%	4.8%
Children & Families	945	941.5	44.8	10.5	0%	21%	46%	32%	0%	80.1%	19.9%	3.6%
Commerce & Comm. Dev.	59	58.7	48.6	12.4	2%	36%	34%	29%	0%	59.3%	40.7%	3.4%
Corrections	960	959.3	41.7	10.9	0%	17%	40%	41%	3%	27.8%	72.2%	7.4%
Digital Services	332	331.8	47.2	10.9	0%	30%	43%	26%	1%	74.8%	25.2%	4.8%
Disabilities, Aging & Ind. Liv.	270	263.0	50.5	11.2	0%	45%	37%	18%	0%	69.2%	30.8%	4.1%
Education	133	132.8	48.8	8.8	0%	35%	43%	23%	0%	48.6%	51.4%	6.0%
Environmental Conservation	276	273.6	47.5	12.9	0%	34%	40%	26%	0%	54.2%	45.8%	3.3%
Finance & Management	24	24.0	47.4	11.7	0%	29%	46%	25%	0%	76.3%	23.8%	0.0%
Financial Regulation	80	79.6	49.1	10.8	0%	30%	55%	15%	0%	22.1%	77.9%	2.5%
Fish & Wildlife	136	135.5	44.6	14.6	0%	21%	43%	37%	0%	37.7%	62.3%	0.7%
Forests, Parks & Recreation	114	113.1	46.9	12.7	0%	32%	40%	27%	0%	88.9%	11.1%	0.9%
Green Mountain Care Board	18	17.8	44.6	9.4	0%	22%	33%	44%	0%	80.8%	19.2%	5.6%
Health	485	475.5	45.8	10.1	0%	28%	38%	33%	0%	73.4%	26.6%	4.5%
Human Resources	94	93.8	46.9	11.9	1%	33%	34%	32%	0%	78.6%	21.4%	1.1%
Human Services	42	41.8	49.2	11.1	0%	40%	36%	24%	0%	68.7%	31.3%	9.5%
Labor	198	198.0	49.6	12.1	1%	37%	42%	21%	0%	71.4%	28.6%	2.5%
Libraries	14	14.0	50.4	11.9	0%	50%	36%	14%	0%	31.9%	68.1%	0.0%
Liquor Control	47	47.0	45.6	11.4	0%	21%	57%	17%	4%	64.8%	35.2%	2.1%
Mental Health	236	234.4	45.2	8.2	0%	29%	37%	34%	0%	21.9%	78.1%	6.8%
Military	137	136.2	44.1	9.9	0%	29%	29%	41%	1%	75.0%	25.0%	2.9%
Natural Resources	12	11.8	48.1	13.8	0%	42%	33%	25%	0%	85.7%	14.3%	0.0%
Natural Resources Board	21	20.8	48.8	13.9	0%	33%	43%	24%	0%	47.1%	52.9%	0.0%
Public Safety - Civilian	208	207.9	45.3	9.6	0%	30%	35%	34%	0%	17.8%	82.2%	3.8%
Public Safety - Sworn	348	347.8	37.8	10.3	0%	2%	46%	52%	0%	50.0%	50.0%	3.4%
Public Service	28	28.0	49.7	11.4	0%	32%	57%	11%	0%	68.3%	31.7%	0.0%
Secretary of State	63	63.0	45.7	8.2	0%	24%	43%	33%	0%	55.6%	44.4%	0.0%
Small Departments	36	35.8	48.9	10.7	0%	25%	56%	19%	0%	61.3%	38.7%	0.0%
State Treasurer	31	31.0	46.1	8.3	0%	23%	42%	35%	0%	69.5%	30.5%	6.5%
Taxes	128	128.0	49.1	11.3	0%	39%	38%	23%	0%	28.9%	71.1%	3.1%
Transportation	1180	1175.6	45.8	12.0	0%	27%	43%	29%	1%	77.6%	22.4%	2.3%
Vermont Health Access	339	335.2	44.2	7.1	1%	23%	40%	36%	0%	52.9%	47.1%	6.2%
Vermont Lottery Commission	17	16.8	46.6	11.0	0%	29%	47%	24%	0%	80.3%	19.7%	5.9%
Vermont Veterans' Home	173	171.0	46.3	10.0	1%	31%	38%	28%	2%	36.4%	63.6%	5.2%
<b>Total</b>	<b>7655</b>	<b>7614.5</b>	<b>45.5</b>	<b>10.9</b>	<b>0%</b>	<b>27%</b>	<b>41%</b>	<b>31%</b>	<b>1%</b>	<b>51.2%</b>	<b>48.8%</b>	<b>4.1%</b>

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2019.

Note: Num. – Number of employees. FTEs – Full-Time Equivalents (See Note on Table 1). Ave. Los = Average Length of Service. Generation (See Note on Table 16 for definitions).



**Table 63 Key Metrics by Department – Fiscal Year 2019 (Part 2)**

Department	Hires		Internal Move			Turnover				Total Move.	Total Outflow	Retirement Current FY '19	Elig. 5 year FY '24
	Num.	Rate	Pro.	Dem.	Xfer.	Vol.	Invol.	Retire	Total				
Administration	0	0.0%				0.0%	0.0%	7.4%	7.4%	16.0%	24.0%	9.1%	9.1%
Agriculture, Food & Markets	14	12.2%	1	1	1	7.8%	0.9%	1.7%	10.4%	3.5%	14.2%	14.7%	25.9%
Attorney General	3	8.7%	1			2.9%	0.0%	2.9%	5.8%	12.3%	18.5%	8.8%	35.3%
Buildings & General Services	33	10.5%	13	2		5.4%	1.6%	7.3%	15.2%	1.9%	17.3%	18.1%	36.8%
Children & Families	96	10.1%	31	10	22	6.6%	0.3%	2.6%	9.7%	1.8%	11.6%	7.7%	17.9%
Commerce & Comm. Dev.	2	3.3%	3		1	1.6%	8.1%	1.6%	11.4%	0.0%	11.4%	22.0%	28.8%
Corrections	165	16.8%	98	21	21	13.3%	1.1%	4.2%	18.6%	1.0%	19.7%	6.3%	17.6%
Digital Services	40	12.2%	15	2	9	6.4%	0.6%	5.8%	13.1%	1.8%	15.1%	10.8%	28.0%
Disabilities, Aging & Ind. Liv.	22	8.2%	16			4.5%	1.1%	3.0%	9.0%	0.4%	9.3%	18.9%	35.2%
Education	14	9.9%	16	1	2	3.5%	2.1%	8.5%	14.1%	5.8%	20.3%	15.0%	27.8%
Environmental Conservation	12	4.2%	10	1	4	3.9%	0.0%	1.4%	5.7%	2.1%	7.9%	14.1%	30.1%
Finance & Management	0	0.0%	2			0.0%	0.0%	8.0%	8.0%	4.1%	12.2%	8.3%	29.2%
Financial Regulation	6	7.5%	7		2	1.3%	1.3%	6.3%	8.8%	2.5%	11.4%	8.8%	23.8%
Fish & Wildlife	6	4.4%	5		2	2.2%	0.7%	2.2%	5.1%	0.7%	5.8%	17.6%	32.4%
Forests, Parks & Recreation	8	7.0%	17	1	14	4.4%	0.0%	5.3%	9.7%	0.9%	10.6%	17.5%	29.8%
Green Mountain Care Board	2	11.4%	3		1	5.7%	0.0%	0.0%	5.7%	18.8%	25.0%	5.6%	22.2%
Health	47	9.6%	18	6	5	5.5%	0.6%	5.7%	12.0%	1.0%	13.1%	12.2%	22.5%
Human Resources	9	10.2%	5		1	4.5%	0.0%	4.5%	9.0%	1.1%	10.2%	13.8%	31.9%
Human Services	8	14.0%	1			8.8%	0.0%	7.0%	17.5%	9.2%	27.5%	14.3%	31.0%
Labor	17	8.3%	9	4	3	5.4%	0.0%	7.3%	12.7%	2.0%	14.7%	18.7%	30.8%
Libraries	0	0.0%				6.5%	0.0%	0.0%	6.5%	0.0%	6.5%	21.4%	42.9%
Liquor Control	7	15.2%		1		8.7%	0.0%	2.2%	10.9%	9.1%	20.5%	10.6%	38.3%
Mental Health	48	20.2%	12			10.9%	2.9%	2.5%	16.8%	3.0%	20.0%	7.6%	20.3%
Military	22	16.4%	12		6	8.2%	2.2%	4.5%	14.9%	1.5%	16.5%	10.2%	28.5%
Natural Resources	0	0.0%				0.0%	0.0%	8.7%	8.7%	0.0%	8.7%	8.3%	33.3%
Natural Resources Board	3	15.8%	1			5.3%	0.0%	10.5%	15.8%	0.0%	15.8%	23.8%	33.3%
Public Safety - Civilian	26	12.4%	31	2	1	5.3%	1.9%	3.8%	11.9%	1.4%	13.5%	8.7%	26.4%
Public Safety - Sworn	39	11.3%	41	1	64	5.2%	0.3%	4.0%	9.5%	0.3%	9.8%	4.0%	21.0%
Public Service	4	13.6%				6.8%	6.8%	10.2%	23.7%	3.4%	27.6%	7.1%	17.9%
Secretary of State	10	16.3%	4		2	9.8%	1.6%	6.5%	17.9%	0.0%	17.9%	7.9%	22.2%
Small Departments	1	2.8%	8		7	2.8%	0.0%	5.6%	8.3%	0.0%	8.3%	13.9%	25.0%
State Treasurer	7	23.3%	1	1	1	6.7%	3.3%	3.3%	16.7%	3.4%	20.3%	6.5%	16.1%
Taxes	13	10.0%	26			5.4%	0.8%	4.6%	10.7%	2.3%	13.2%	16.4%	29.7%
Transportation	108	9.1%	150	13	18	5.5%	0.6%	4.9%	11.1%	1.0%	12.1%	12.8%	26.1%
Vermont Health Access	42	12.9%	24	3	12	6.5%	0.9%	2.2%	9.6%	4.4%	14.2%	3.8%	15.6%
Vermont Lottery Commission	1	5.7%			1	11.4%	0.0%	5.7%	22.9%	0.0%	22.9%	11.8%	23.5%
Vermont Veterans' Home	34	19.4%	5		4	13.1%	2.3%	4.0%	20.6%	0.0%	20.6%	12.1%	30.6%
<b>Total</b>	<b>869</b>	<b>11.3%</b>	<b>586</b>	<b>70</b>	<b>204</b>	<b>6.9%</b>	<b>0.9%</b>	<b>4.3%</b>	<b>12.3%</b>	<b>1.8%</b>	<b>14.2%</b>	<b>10.9%</b>	<b>24.6%</b>

Note: Hires – number of hires and hiring rate (See Note on Table 28). Turnover – Vol. = Voluntary, Invol. = Involuntary, Retire = Retirement (See Table 34). Move = movement - the promotion, demotion or transfer of the employee out of the Department to another. Total outflow is a combination of turnover (separations from state government) and employee movement (See Table 39). Retirement Eligibility (See Table 35).

**Table 64 Key Metrics by Department – Fiscal Year 2019 (Part 3)**

Department	Ave. Salary	Ave. per Employee				Temporary Usage		
		Cash OT Wages	Comp OT Hrs.	Sick Lve. Use	Ann. Lve. Use	Num.	Hours	Gross Wages
Administration	\$70,673	\$487	8.9	8.3	9.7	0	0	\$0
Agriculture, Food & Markets	\$66,134	\$270	60.0	10.1	16.7	20	6,564	\$125,370
Attorney General	\$66,365	\$753	0.5	12.3	16.5	9	4,094	\$113,119
Buildings & General Services	\$47,384	\$1,339	22.9	13.9	16.0	90	48,381	\$743,833
Children & Families	\$62,777	\$1,184	23.0	12.1	14.6	176	112,523	\$2,250,713
Commerce & Comm. Dev.	\$66,484	\$205	37.4	9.6	13.5	76	19,289	\$234,270
Corrections	\$55,537	\$7,667	24.3	13.0	14.7	123	47,198	\$849,796
Digital Services	\$73,446	\$310	12.5	12.7	15.6	12	17,554	\$392,320
Disabilities, Aging & Ind. Liv.	\$70,849	\$345	22.1	11.0	15.1	39	528	\$8,500
Education	\$66,284	\$426	36.1	13.6	14.2	10	2,292	\$51,183
Environmental Conservation	\$67,304	\$601	17.9	10.0	16.0	35	15,999	\$286,694
Finance & Management	\$76,996	\$3,293	80.2	11.7	11.2	0	0	\$0
Financial Regulation	\$81,978	\$230	19.2	9.9	14.1	9	2,543	\$49,343
Fish & Wildlife	\$67,871	\$3,136	23.7	8.8	16.7	80	41,879	\$765,792
Forests, Parks & Recreation	\$60,667	\$629	32.6	10.7	16.9	498	260,205	\$3,602,892
Green Mountain Care Board	\$74,889	\$189	22.3	11.2	16.2	3	440	\$15,059
Health	\$67,478	\$306	21.5	11.6	14.8	70	20,295	\$384,485
Human Resources	\$69,981	\$55	3.4	11.5	15.1	0	0	\$0
Human Services	\$78,763	\$29	9.9	10.1	14.3	1	461	\$11,382
Labor	\$56,583	\$83	2.3	11.6	15.0	33	11,164	\$204,786
Libraries	\$57,882	\$83	14.6	9.2	14.7	1	171	\$3,620
Liquor Control	\$56,784	\$2,594	19.7	9.7	14.4	28	2,388	\$31,369
Mental Health	\$61,112	\$4,009	34.6	13.4	12.6	29	10,019	\$252,854
Military	\$53,467	\$2,939	41.7	15.1	16.9	23	10,216	\$168,860
Natural Resources	\$65,696	\$194	9.1	11.0	17.3	0	0	\$0
Natural Resources Board	\$69,292	\$228	6.8	10.2	16.2	1	188	\$6,482
Public Safety - Civilian	\$60,663	\$5,600	29.5	10.3	14.2	193	51,457	\$1,080,785
Public Safety - Sworn	\$78,864	\$12,029	17.0	10.0	14.7	41	14,095	\$270,704
Public Service	\$76,637	\$41	16.2	14.4	16.8	0	0	\$0
Secretary of State	\$63,051	\$1,046	30.9	13.2	14.4	4	645	\$11,561
Small Departments	\$72,401	\$3,426	16.2	8.7	15.0	0	0	\$0
State Treasurer	\$67,458	\$531	16.4	10.1	12.6	7	4,225	\$123,699
Taxes	\$60,004	\$376	22.3	12.2	15.4	36	17,516	\$314,072
Transportation	\$57,692	\$3,959	33.0	11.9	15.3	293	125,119	\$2,219,217
Vermont Health Access	\$64,757	\$1,047	27.6	11.9	13.4	17	8,041	\$175,646
Vermont Lottery Commission	\$53,218	\$1,880	6.8	11.6	16.3	1	801	\$35,386
Vermont Veterans' Home	\$50,395	\$4,362	13.9	13.3	14.6	93	53,247	\$877,226
<b>Total</b>	<b>\$62,440</b>	<b>\$3,013</b>	<b>24.6</b>	<b>11.8</b>	<b>14.9</b>	<b>2,051</b>	<b>909,534</b>	<b>\$15,661,021</b>

Note: Ave. Salary = Average Base Salary for Full-Time Classified employees. Ave. per Employee – Cash OT (Cash Overtime -See Table 47), Comp. OT Hrs. = Compensatory Time earned for overtime (See Table 48), Sick Lve. Use. = Sick Leave Used (See Table 50), Ann. Lve. Use = Annual leave Used (See Table 50). Temporary usage (See Table 64).



### 3. Reports Required by The General Assembly

**Table 65 Limited Service Positions Authorized – Fiscal Year 2019**

<b>Department</b>	<b>Act 66 (Lead)</b>	<b>Act 9 of 2018 Special Session (Racial Equity)</b>	<b>JFO</b>	<b>New Pool</b>	<b>New - Pool-Act 201</b>	<b>Transfer</b>	<b>Total</b>
Administration		1					1
Agriculture, Food & Markets			3				3
Buildings & General Services				1			1
Children and Families			3		1		4
Commerce & Community Development						1	1
Disabilities Aging & Independent Living			1				1
Education Agency			1				1
Environmental Conservation	1		3				4
Forests, Parks & Recreation				2			2
Health	1		8				9
Labor			1	2			3
Mental Health			1				1
Military			6				6
Public Safety - Civilian			2			1	3
Public Safety - Sworn						5	5
State's Attorneys and Sheriffs			1	1			2
Transportation				4			4
Vermont Health Access						4	4
Vermont Veterans' Home				6			6
<b>Total</b>	<b>2</b>	<b>1</b>	<b>30</b>	<b>16</b>	<b>1</b>	<b>11</b>	<b>61</b>

NOTE: A limited service position is a time-limited position in the classified service which, when initially established, is reasonably expected to exist for a limited duration of less than three (3) years but more than one (1) year, but which may be extended based on continued funding. Such positions are usually associated with a specially funded project or program.

**Table 66a Use of Temporary Employees – Fiscal Year 2019**

Department	Temporary Categories							Total for Department		
	Bona Fide Emergency	Fill Ins	Intermittent	Part-Time On-Going	Seasonal	Sporadic	Other	Num.	Hours	Gross Wages
Agriculture				1	18		1	20	6,564	\$125,370
Attorney General		2		2	1	2	2	9	4,094	\$113,119
Buildings & General Services		56		7	22	4	1	90	48,381	\$743,833
Children & Families		64	16	71	1	15		176	112,523	\$2,250,713
Commerce & Community Dev.				6	68	3	12	76	19,289	\$234,270
Corrections		115		1	2	1	4	123	47,198	\$849,796
Criminal Justice Training Council				1				1	941	\$13,803
DAIL		9	16	10		5		39	528	\$8,500
Defender General							1	1	6,740	\$159,744
Digital Services		1	5	2		2	2	12	17,554	\$392,320
Education		1	4	1	2	2		10	2,292	\$51,183
Enhanced 911				1				1	909	\$13,303
Environmental Conservation				1	32	2	1	35	15,999	\$286,694
Financial Regulation		1	2		6			9	2,543	\$49,343
Fish & Wildlife		2		2	74	1	1	80	41,879	\$765,792
Forest, Parks & Recreation					492	3	3	498	260,205	\$3,602,892
Governor's Office						3	1	4	3,223	\$61,120
Green Mountain Care Board				3				3	440	\$15,059
Health		8	7	23	6	26	1	70	20,295	\$384,485
Human Services							1	1	461	\$11,382
Labor		3	1	1	21	7	1	33	11,164	\$204,786
Libraries							1	1	171	\$3,620
Liquor Control		1				27		28	2,388	\$31,369
Mental Health		25					4	29	10,019	\$252,854
Military		5	2	5	10	1		23	10,216	\$168,860
Natural Resources Board		1						1	188	\$6,482
Public Safety - Civilian		22	15	7	67	92	20	193	51,457	\$1,080,785
Public Safety - Sworn		4	4	6	1	2	24	41	14,095	\$270,704
Public Utilities Commission						1		1	951	\$19,112
Secretary of State		2				1	1	4	645	\$11,561
State Treasurer		1	1	1	1	3		7	4,225	\$123,699
State's Attorneys & Sheriffs		4		1		3		9	4,262	\$88,542
Taxes		3	1		31	1	1	36	17,516	\$314,072
Transportation		6	6	9	221	8	49	293	125,119	\$2,219,217
Vermont Health Access		7		7		1	2	17	8,041	\$175,646
Vermont Lottery Commission		1						1	801	\$35,386
Vermont Veterans' Home		9	29	22	12		25	93	53,247	\$877,226
<b>Total</b>	0	353	109	191	1,088	216	159	2,068	926,560	\$16,016,644

Source: The State's Human Resource Information System (VTHR). Please see Table 66b for additional source information and Special Note.

**Table 66b Summary of Use of Temporary Employees by Fiscal Year**

**Summary of Temporary Usage FY 2015 to FY 2019**

State Totals	Fiscal Year				
	2015	2016	2017	2018	2019
<b>Number</b>	2,065	2,086	2,093	2,008	2,046
% Change from Previous FY	-2.7%	1.0%	0.3%	-4.1%	1.9%
<b>Hours</b>	1,228,579	1,013,392	1,005,086	931,788	926,560
% Change from Previous FY	-7.4%	-17.5%	-0.8%	-7.3%	-0.6%
<b>Wages</b>	\$17,513,956	\$16,128,810	\$16,647,759	\$15,799,374	\$16,016,644
% Change from Previous FY	-4.9%	-7.9%	3.2%	-5.1%	1.4%

Source: The State’s Human Resource Information System (VTHR). Data include only temporary employees of the Executive Branch for Fiscal Years 2015 to 2019.

SPECIAL NOTE: Providing an exact count of temporary employees is troublesome. Temporary employees can work more than one-time period, in more than one category, and for more than one department in a fiscal year. In the Table 66a under “Total for Department” the number for each individual department is accurate but adding across the temporary categories for a particular department may not always sum to the department total since one individual may have worked in more than one category. The “Grand Total” row on the bottom of the Table 66a accurately shows the number of individuals who worked as temporary employees within each category. The “Grand Total” under “Total for Department” shows the sum across all departments (2,068) but the actual total of unique temporary employees (shown in Table 66) was 2,046 because 22 individuals worked in more than one department.

In Fiscal Year 2019, 2,046 individuals worked as temporary employees for 926,560 hours and were paid a total of \$16,016,644 in gross wages.

Table 64b above compares the use of temporary employees for Fiscal Years 2015 to 2019. Fiscal Year 2019 saw an increase from Fiscal Year 2018 in the number of unique temporary employees (1.9%), and a slight decrease in total hours (-0.6%). Total gross wages were up slightly (1.4%).

**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 67 Executive Branch Contracts for Services Created in Fiscal Year 2019**

Department	Number of Contracts	Amount Expended	Maximum Amount
Administration	1	\$14,576	\$55,000
Agriculture	29	\$442,925	\$915,270
Attorney General	41	\$338,267	\$972,037
Auditor of Accounts	1	\$27,083	\$94,600
Buildings & General Services	253	\$8,638,087	\$30,172,654
Children and Families	157	\$3,334,080	\$87,423,788
Commerce & Community Development	37	\$615,272	\$2,024,687
Corrections	20	\$4,972,047	\$21,105,000
Criminal Justice Training Council	3	\$283,841	\$744,900
Defender General	111	\$4,373,675	\$5,197,651
Disabilities, Aging, and Independent Living	45	\$887,930	\$4,458,011
Education	135	\$1,861,003	\$6,356,043
Enhanced 911 Board	1	\$56,500	\$75,000
Environmental Conservation	53	\$1,508,764	\$13,430,701
Finance & Management	2	\$4,208	\$20,000
Financial Regulation	4	\$28,082	\$99,998
Fish & Wildlife	69	\$603,651	\$3,665,911
Forest, Parks & Recreation	96	\$1,883,587	\$4,512,875
Green Mountain Care Board	7	\$94,587	\$659,849
Health	48	\$3,242,325	\$11,081,771
Human Resources	22	\$32,821,372	\$185,935,907
Human Services	103	\$3,150,504	\$307,521,515
Information & Innovation	12	\$1,330,804	\$4,878,939
Labor	2	\$2,925	\$5,850
Libraries	4	\$284,772	\$622,305
Liquor Control	4	\$108,467	\$412,455
Mental Health	44	\$6,398,430	\$125,643,015
Military	76	\$3,531,627	\$18,847,700
Natural Resources	1	\$4,000	\$29,970
Public Safety	39	\$825,637	\$6,827,359
Public Service	24	\$601,687	\$4,947,043
Public Utilities Commission	5	\$221,845	\$2,675,172
Secretary of State	5	\$32,904	\$104,698
State Treasurer	6	\$365,947	\$6,290,000
State's Attorneys & Sheriffs	2	\$3,156	\$40,000
Taxes	33	\$117,559	\$898,478
Transportation	28	\$2,431,933	\$24,243,784
Vermont Commission on Women	3	\$15,375	\$113,000
Vermont Health Access	22	\$3,227,341	\$10,011,662
Vermont Lottery Commission	1	\$19,200	\$41,000
Vermont Veterans' Home	4	\$122,127	\$482,706
<b>Total</b>	<b>1,553</b>	<b>\$88,828,101</b>	<b>\$893,638,302</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 2019. "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.

Source: VISION/Department of Finance & Management and STARS/Agency of Transportation The detailed contract for service report can be found at: <http://spotlight.vermont.gov/contracts-and-grants>.

Table 65 contains information on contracts newly issued during Fiscal Year 2019 (7/1/18 - 6/30/19).

**Table 68 Executive Branch Privatization Contracts – Fiscal Year 2019**

<b>Contractor</b>	PMA Management Corp. of New England, Inc.
<b>Summary of Work</b>	The State of Vermont contracted with PMA Management Corp of New England, Inc. to provide Risk Management Third Party Administration services including but not limited to the following:  Claim handling services for all qualified workers' compensation and general liability claims; Managed Care services for State of Vermont claimants; Risk Management Information Services (access to and administration of PMA's CINCH RMIS system); Medical Case Management Services for Workers' Compensation Claimants (to help manage the injured worker's return to health and minimize lost workdays while controlling health care costs); Risk Control and Loss Prevention Services to develop formal safety programs and customized employee training to mitigate state liability.  Further details can be seen in the service contract #32057.
<b>Cost of Contract</b>	Fiscal Years 2017 and 2018 - \$1,955,150; Fiscal Year 2019 (amendment 1 - \$1,679,595) and Fiscal Year 2020 (amendment 2 - \$1,345,415).
<b>Duration of Contract</b>	August 22, 2016 through August 21, 2020 (This includes two additional one-year periods of contract renewal (Amendments) mutually agreed by both parties).

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

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 69 Contractors Paid Through Payroll – Fiscal Year 2019**

Pos. Num.	Department	Title	Average Hourly Rate
758025	Children and Families	Contractual	\$26.00
758017	Children and Families	Contractual	\$26.00
758041	Children and Families	Contractual	\$50.00
758020	Children and Families	Contractual	\$26.00
758016	Children and Families	Contractual	\$26.00
758027	Children and Families	Contractual	\$26.00
758023	Children and Families	Contractual	\$26.00
758004	Children and Families	Disability Determination Medical Consultant	\$95.00
758009	Children and Families	Disability Determination Medical Consultant	\$85.00
758005	Children and Families	Disability Determination Medical Consultant	\$90.00
758003	Children and Families	Disability Determination Medical Consultant	\$85.00
758002	Children and Families	Disability Determination Medical Consultant	\$95.00
758033	Children and Families	Disability Determination Medical Consultant	\$81.67
758010	Children and Families	Disability Determination Medical Consultant	\$90.00
758015	Children and Families	Disability Determination Medical Consultant	\$90.00
758039	Children and Families	Disability Determination Medical Consultant	\$75.00
758032	Children and Families	Disability Determination Medical Consultant	\$77.50
758029	Children and Families	Disability Determination Medical Consultant	\$90.00
758006	Children and Families	Disability Determination Medical Consultant	\$80.00
758001	Children and Families	Disability Determination Medical Consultant	\$90.00
758008	Children and Families	Disability Determination Medical Consultant	\$85.00
758014	Children and Families	Disability Determination Medical Consultant	\$90.00
758007	Children and Families	Disability Determination Medical Consultant	\$90.00
<b>Children and Families</b>		<b>Total</b>	<b>23</b>

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

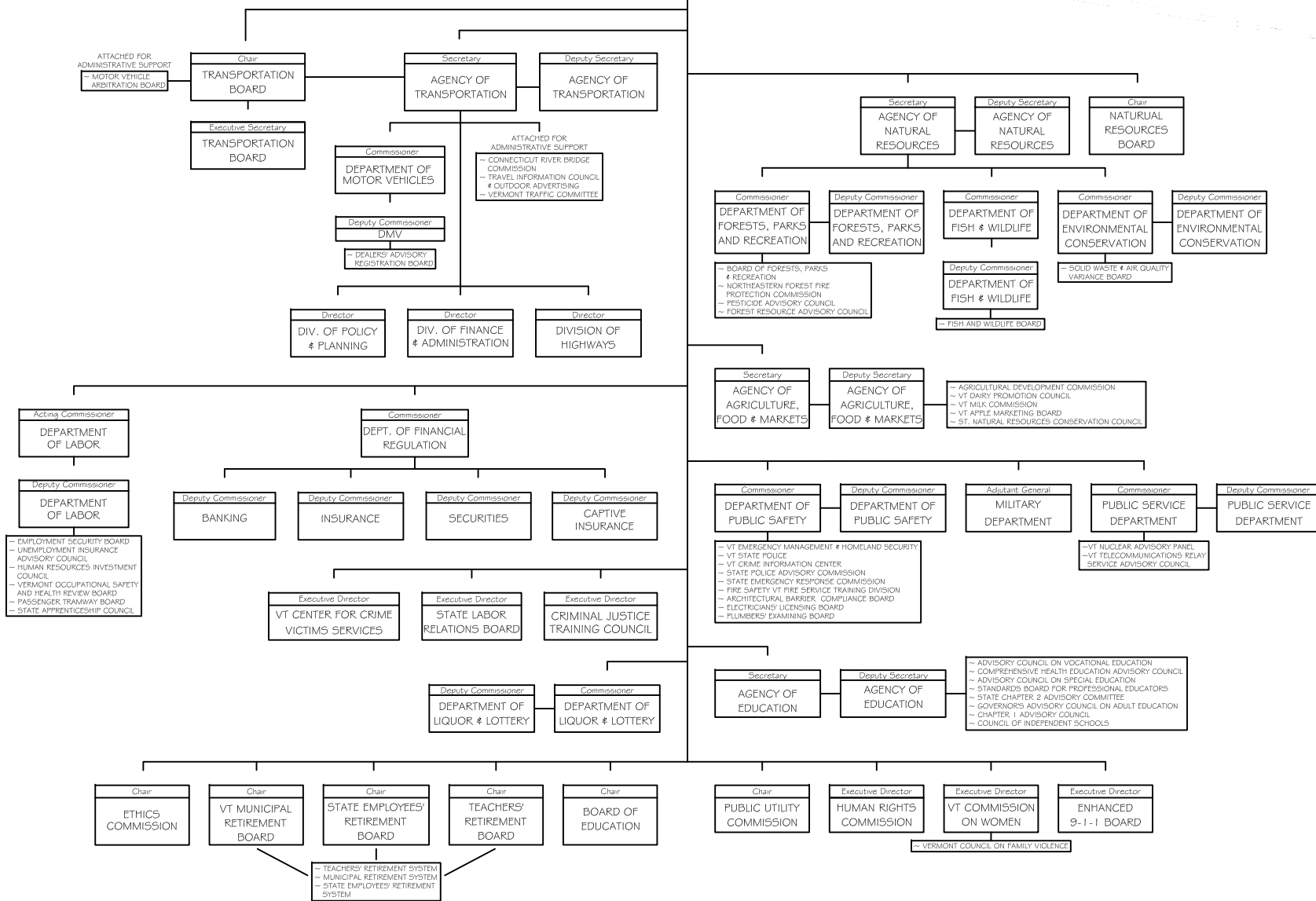
NOTE: These are contractors who are paid through the State's payroll system, but whose working relationships with the State of Vermont are properly outside of the classified service.



## Appendix A – State of Vermont Organizational Chart

Source: Courtesy of the Department of Buildings & General Services





## Appendix B – EEO-4 Categories

The Equal Employment Opportunity Commission (EEOC) has established eight standardized occupational groupings.

Administrative Support (Including Clerical and Sales): Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

Officials and Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

Paraprofessionals: Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes: research assistants, medical aids, child support workers, policy auxiliary welfare service aids, recreation assistants, homemakers aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dieticians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

Protective Service Workers: Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

Service Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry-cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

Skilled Craft Workers: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers) and kindred workers.

## Appendix C – Department Listing

Department, Full Name	Department, Used in Report	Small Department
Adjutant General, Office of	Military	
Agency of Administration	Administration	
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	
Digital Services, Agency of	Digital Services	
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	
Green Mountain Care Board	Green Mountain Care Board	
Governor's, Office of the	Governor's Office	
Health, Department	Health	
Human Resources, Department of	Human Resources	
Human Services, Agency of	Human Services	
Labor, Department of	Labor	
Libraries, Department of	Libraries	
Lieutenant Governor	Lieutenant Governor	Yes
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 Utility Commission	Public Utility Commission	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 Year 2019 the employee met one of the following conditions for normal retirement:

- (1) Five or more years of service (vested) and age 62; or 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 employee’s eligibility was based on five or more years of service (vested) and age 55; or 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 age 65 or 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 2019 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.