



STATE OF VERMONT
WORKFORCE REPORT
FISCAL YEAR 2021

Philip B. Scott, Governor
Beth Fastiggi, Commissioner

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Agency of Administration

January 14, 2022

Governor Scott and Members of the General Assembly:

It is my pleasure to present the State's Workforce Report for Fiscal Year 2021. 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

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State of Vermont Workforce Report Fiscal Year 2021

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

Prepared by:

Vermont Department of Human Resources

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Commissioner

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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.

Executive Branch at a Glance – Fiscal Year 2021

Workforce Characteristics	Classified	Exempt	Total
Number of Employees	7,358	646	8,004
FTEs (Full-Time Equivalents)	7,325.7	636.5	7,962.2
Full-Time Employees (FTE = 1) /Part-Time Employees (FTE <1)	7,251/ 107	616/ 30	7,867/ 137
Average Age	45.4	48.0	45.6
Percent Pre-Baby Boom	0.1%	0.3%	0.1%
Percent Baby Boom	21.3%	26.5%	21.7%
Percent Generation X	41.1%	43.0%	41.3%
Percent Millennial	35.1%	29.3%	34.6%
Percent Generation Z	2.4%	0.9%	2.3%
Average Years of Service	10.9	9.2	10.8
Percent Represented by a Bargaining Unit	92.7%	4.0%	85.8%
Talent Acquisition			
Number of Hires	615	49	664
Percent of Hires Female	48.0%	61.2%	48.9%
Percent of Hires Minority	10.9%	0%	10.1%
Average Age of Hires	35.7	41.2	36.2
Percent Pre-Baby Boom	0.0%	0.0%	0.0%
Percent Baby Boom	8.1%	14.3%	8.6%
Percent Generation X	21.8%	30.6%	22.4%
Percent Millennial	51.4%	44.9%	50.9%
Percent Generation Z	18.7%	0.2%	18.1%
Turnover			
Turnover Rate	12.2%	8.3%	11.9%
Number of Employees Separated	921	53	974
Percent Voluntary Terminations	54.9%	60.4%	55.2%
Percent Retirements	35.3%	35.8%	35.3%
Percent Involuntary Terminations	8.9%	1.9%	8.5%
Retirement Eligibility			
Percent Eligible End of Fiscal Year 2021	10.0%	n/a	n/a
Number Eligible End of Fiscal Year 2021	737	n/a	n/a
Percent Eligible within Five Years (End of Fiscal Year 2026)	23.8%	n/a	n/a
Number Eligible within Five Years (End of Fiscal Year 2026)	1,751	n/a	n/a
Compensation			
Average Annual Salary (Full-time, base rate only)	\$64,609	\$90,175	\$66,611
Total Cash Overtime Costs	\$26,202,804	\$188,585	\$26,391,389
Total Compensatory Hours Earned for Overtime	138,396	128	138,524
Average Total Compensation (Total Pay Plus Benefits) per Employee	\$103,613	\$128,280	\$105,503
Average Benefits Paid as a Percent of Total Compensation	34.4%	31.2%	34.2%
Equal Employment Opportunity			
Minority Representation	4.5%	2.9%	4.3%
Female Representation	51.8%	53.9%	51.9%

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2021. See Appendix E for the definition of minority as used in this report.



1. Executive Branch Workforce Profile

Section One of this Workforce Report provides general descriptive statistics for the Executive Branch workforce for Fiscal Year 2021. 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	12	12.0	7	7.0	19	19.0
Agriculture	127	127.0	5	5.0	132	132.0
Attorney General	32	32.0	54	52.8	86	84.8
Auditor of Accounts	10	10.0	4	4.0	14	14.0
Buildings & General Services	302	302.0	6	6.0	308	308.0
Cannabis Control Board			3	3.0	3	3.0
Children & Families	873	870.3	27	27.0	900	897.3
Commerce & Community Development	59	59.0	14	14.0	73	73.0
Corrections	882	882.0	15	15.0	897	897.0
Criminal Justice Training Council	10	10.0	1	1.0	11	11.0
Defender General			74	73.0	74	73.0
Digital Services	317	316.1	16	16.0	333	332.1
Disabilities, Aging & Independent Living	260	256.1	6	6.0	266	262.1
Education	145	144.7	6	6.0	151	150.7
Enhanced 911	8	7.8	1	1.0	9	8.8
Environmental Conservation	269	266.2	10	9.8	279	276.0
Finance & Management	25	25.0	3	3.0	28	28.0
Financial Regulation	85	84.7	16	16.0	101	100.7
Fish & Wildlife	130	129.8	3	3.0	133	132.8
Forests, Parks & Recreation	112	111.6	3	3.0	115	114.6
Governor's Office			11	11.0	11	11.0
Green Mountain Care Board	21	20.8	9	9.0	30	29.8
Health	496	487.5	7	7.0	503	494.5
Human Resources	85	85.0	5	5.0	90	90.0
Human Services	41	41.0	14	14.0	55	55.0
Labor	201	201.0	13	13.0	214	214.0
Libraries	14	14.0	2	2.0	16	16.0
Lieutenant Governor			2	2.0	2	2.0
Liquor & Lottery	63	62.8	4	4.0	67	66.8
Mental Health	213	211.1	9	9.0	222	220.1
Military	139	137.8	3	3.0	142	140.8
Natural Resources	12	11.8	9	8.6	21	20.5
Natural Resources Board	21	20.8	3	3.0	24	23.8
Public Safety - Civilian	196	196.0	9	8.5	205	204.5
Public Safety - Sworn	336	336.0			336	336.0
Public Service	27	27.0	15	14.6	42	41.6
Public Service Board	4	4.0	20	20.0	24	24.0
Secretary of State	63	63.0	11	11.0	74	74.0
State Ethics Commission			1	0.5	1	0.5
State Treasurer	29	29.0	5	5.0	34	34.0
State's Attorneys & Sheriffs *			164	159.5	164	159.5
Taxes	126	126.0	12	12.0	138	138.0
Transportation **	1,138	1,133.9	16	15.8	1,154	1,149.7
Vermont Commission on Women	2	2.0	1	1.0	3	3.0
Vermont Health Access	323	320.8	11	11.0	334	331.8
Vermont Human Rights Commission			5	5.0	5	5.0
Vermont Labor Relations Board			3	2.5	3	2.5
Vermont Veterans' Home	150	148.0	7	7.0	157	155.0
VOSHA Review Board			1	1.0	1	1.0
Total	7,358	7,325.7	646	636.5	8,004	7,962.2

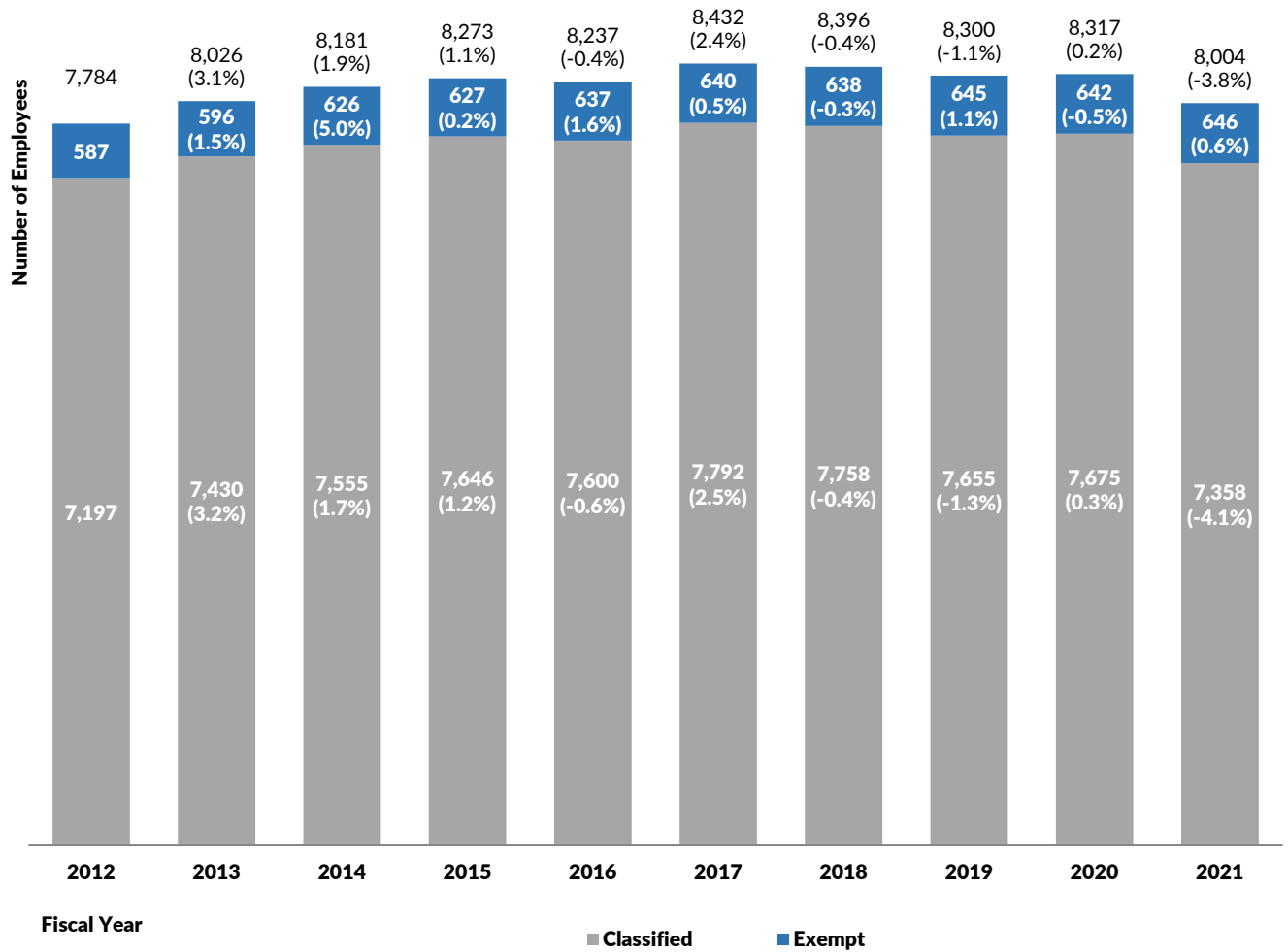
NOTE: FTEs are "Full-Time Equivalents". One FTE is based on a full-time employee's standard hours, which for most employees is 2,080 hours per year (some protective service employees have standard hours greater than 2,080). To calculate the FTE for a part-time employee, total authorized hours are divided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

*NOTE: For the purpose of this report, all employees of the Department of States Attorneys and Sheriffs are included. Employees in the respective county offices, such as States Attorneys, Sheriffs and Deputy States Attorneys are County employees not State employees.

** NOTE: Includes 237 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 2021.

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 2012 to 2021. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

Table 1 shows that at the end of Fiscal Year 2021 there were 8,004 Executive Branch employees, or 7,962.2 FTE’s.

Table 2 displays the number of Executive Branch employees from 2012 to 2021.

Fiscal Year 2021 total headcount decreased from Fiscal Year 2020 by 3.8%. This was the result of high turnover and a low number of hires due to a hiring freeze. Classified employees decreased by 4.1% and exempt employees increased 0.6%.

Comparing Fiscal Year 2012 to Fiscal Year 2021, the overall number of Executive Branch employees has increased by 2.8%, with classified employees increasing by 2.2% and exempt employees increasing by 10.1%.

From Fiscal Year 2020 to Fiscal Year 2021 the number of Executive Branch Employees decreased by 3.8%. This was the result of high turnover and a low number of hires due to a hiring freeze for much of the fiscal year.

Table 3 Executive Branch Positions by Department as of June 30, 2021

Department	Filled	Positions		Vacancy Rate %	Position Type		
		Vacant	Total		Perm.	Limited	Exempt
Administration	21	0	21	0%	13	0	8
Agriculture	135	6	141	4%	111	24	6
Attorney General	84	6	90	7%	36	0	54
Auditor of Accounts	14	2	16	13%	12	0	4
Buildings & General Services	303	40	343	12%	331	6	6
Cannabis Control Board	3	4	7	57%	2	0	5
Children & Families	898	79	977	8%	898	48	31
Commerce & Community Development	76	13	89	15%	61	9	19
Corrections	893	155	1,048	15%	1,027	1	20
Criminal Justice Training Council	11	2	13	15%	10	1	2
Defender General	73	1	74	1%	0	0	74
Digital Services	332	56	388	14%	320	50	18
Disabilities, Aging & Independent Living	262	30	292	10%	252	34	6
E911 Board	9	1	10	10%	9	0	1
Education	149	12	161	7%	152	2	7
Environmental Conservation	279	30	309	10%	245	53	11
Finance & Management	27	2	29	7%	26	0	3
Financial Regulation	100	3	103	3%	87	0	16
Fish & Wildlife	134	11	145	8%	127	15	3
Forests, Parks & Recreation	114	13	127	10%	111	12	4
Governor's Office	11	3	14	21%	0	0	14
Green Mountain Care Board	29	3	32	9%	22	0	10
Health	496	105	601	17%	391	202	8
Human Resources	91	9	100	9%	94	0	6
Human Services	52	10	62	16%	39	8	15
Labor	218	38	256	15%	203	38	15
Libraries	16	2	18	11%	16	0	2
Lieutenant Governor	2	0	2	0%	0	0	2
Liquor & Lottery	65	6	71	8%	66	1	4
Mental Health	222	47	269	17%	256	3	10
Military	143	16	159	10%	85	69	5
Natural Resources	22	11	33	33%	10	4	19
Natural Resources Board	23	2	25	8%	22	0	3
Public Safety - Civilian	234	40	274	15%	232	33	9
Public Safety - Sworn	297	38	335	11%	328	7	0
Public Service	43	8	51	16%	27	7	17
Public Service Board	25	2	27	7%	5	0	22
Secretary of State	74	7	81	9%	68	1	12
State Ethics Commission	1	0	1	0%	0	0	1
State Treasurer	34	3	37	8%	31	1	5
State's Attorneys & Sheriffs *	160	16	176	9%	0	0	176
Taxes	136	12	148	8%	136	0	12
Transportation	1,152	123	1,275	10%	1,239	19	17
Vermont Commission on Women	3	0	3	0%	2	0	1
Vermont Health Access	333	40	373	11%	227	131	15
Vermont Human Rights Commission	5	1	6	17%	0	0	6
Vermont Labor Relations Board	2	0	2	0%	0	0	2
Vermont Veterans' Home	158	37	195	19%	182	6	7
VOSHA Review Board	1	0	1	0%	0	0	1
Total	7,965	1,084	9,049	12.0%	7,511	785	714

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.

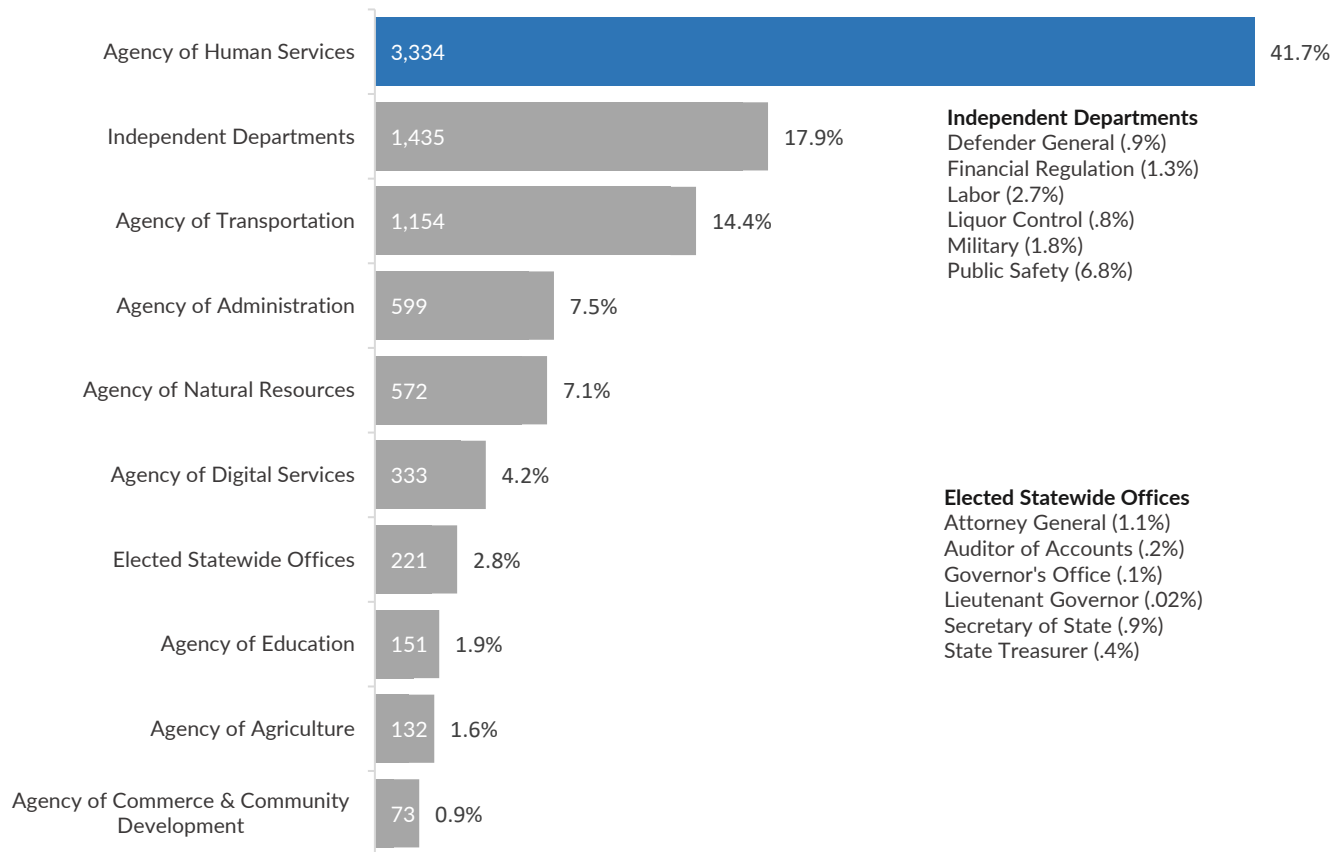
NOTE: A position may be double filled in job share situations, a short-term need to train a new employee by the vacating employee, and in the case of a long-term leave of an employee.

*NOTE: For the purpose of this report, all employees of the Department of States Attorneys and Sheriffs are included. Employees in the respective county offices, such as States Attorneys, Sheriffs and Deputy States Attorneys are County employees not State employees.

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for FY 2021.

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 2021.

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

Table 3. As of June 30, 2021, there were 9,049 authorized Executive Branch positions – 7,511 permanent classified, 785 limited classified, and 714 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 1,084 vacant positions for an overall vacancy rate of 12.0%.

The fiscal year ended with an overall vacancy rate of 12% or 1,084 vacant positions.

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

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

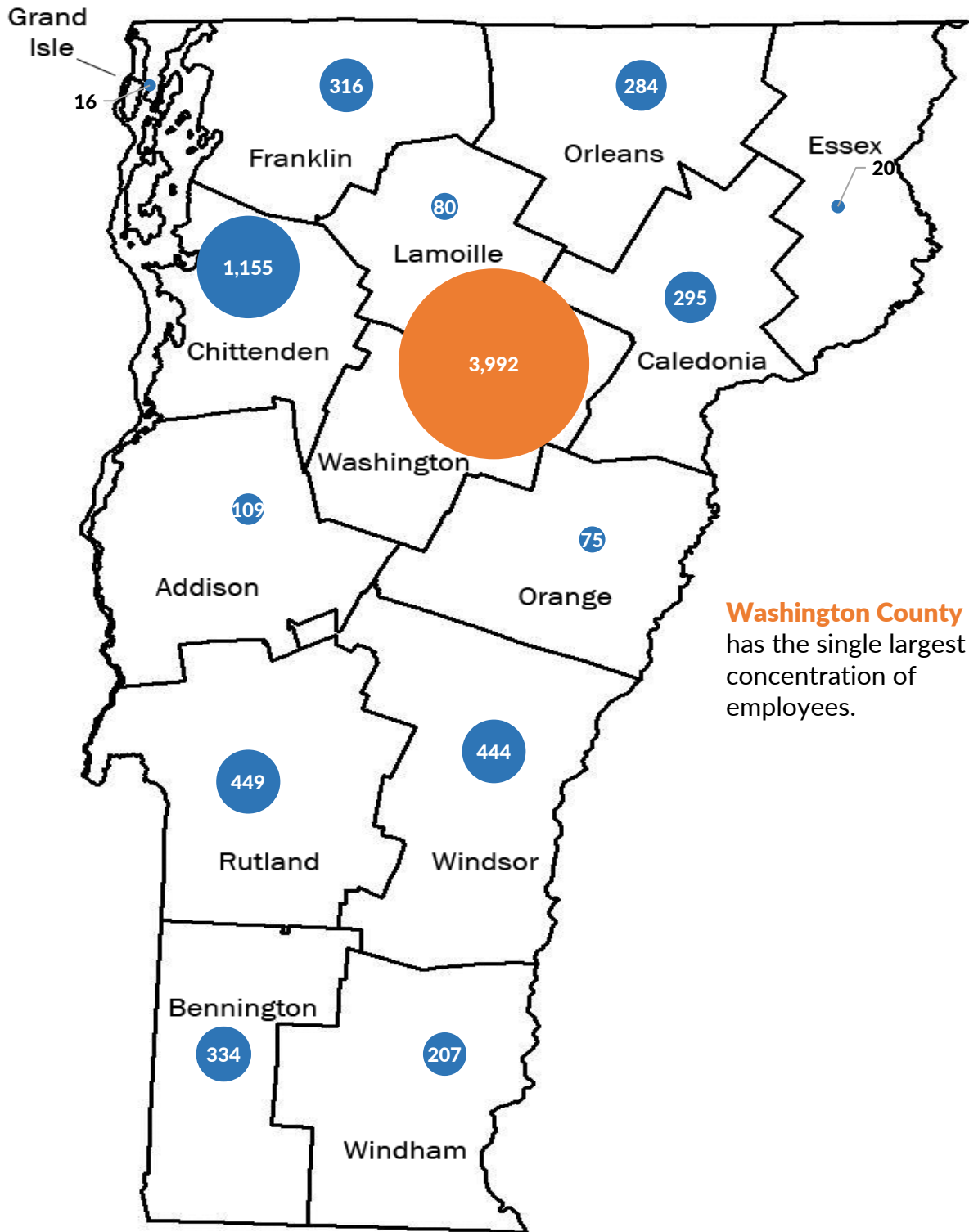
The Agency of Human Services has the largest single concentration of employees (41.7%).

Independent departments (those not under an agency structure) make up 17.9% of employees, with the Department of Public Safety being the largest independent department (6.8%).

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

Elected Statewide Offices account for 2.8% 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 2021. A small number of employees (228) 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	109	1.4%	\$62,205	50%	50%	2.8%
Bennington	334	4.3%	\$58,527	64%	36%	4.2%
Caledonia	295	3.8%	\$60,101	36%	64%	6.1%
Chittenden	1,155	14.9%	\$64,138	56%	44%	7.2%
Essex	20	0.3%	\$52,487	10%	90%	0.0%
Franklin	316	4.1%	\$60,995	43%	57%	4.4%
Grand Isle	16	0.2%	\$52,513	19%	81%	0.0%
Lamoille	80	1.0%	\$63,644	64%	36%	3.8%
Orange	75	1.0%	\$53,781	24%	76%	1.3%
Orleans	284	3.7%	\$58,754	35%	65%	4.9%
Rutland	449	5.8%	\$62,003	43%	57%	4.0%
Washington	3,992	51.3%	\$70,119	57%	43%	3.8%
Windham	207	2.7%	\$61,902	51%	49%	2.9%
Windsor	444	5.7%	\$60,246	39%	61%	4.1%
Total	7,776	100.0%	\$65,899	52%	48%	4.4%

Most Executive Branch employees (66%) worked in Washington and Chittenden counties.

More than half of all Executive Branch employees (51.3%) now work in Washington County.

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2021. A small number of employees (228) 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. See Appendix E for the definition of minority as used in this report.

As of the end of Fiscal Year 2021 Executive Branch employees worked in every county in the state.

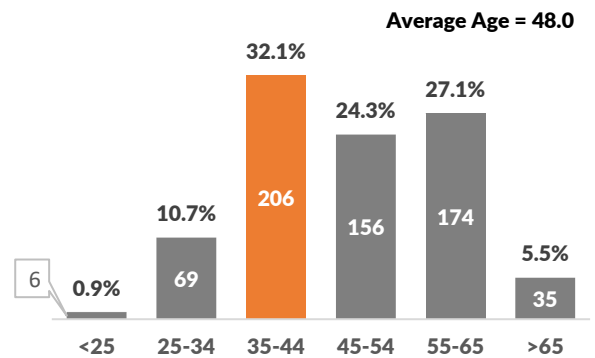
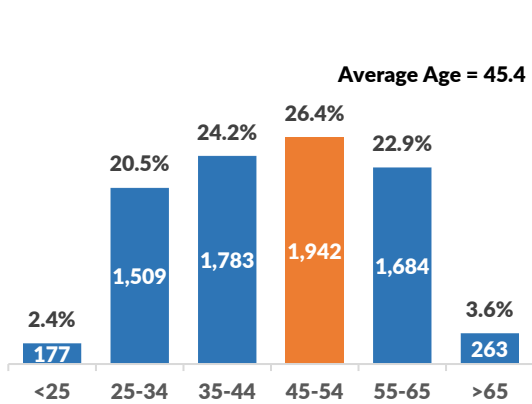
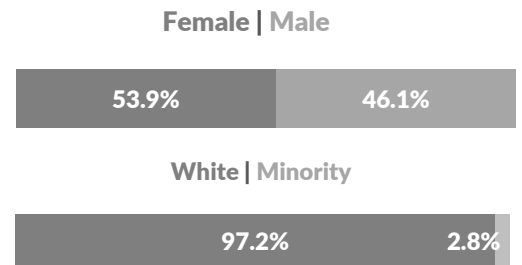
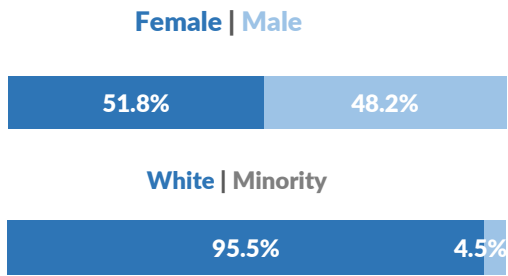
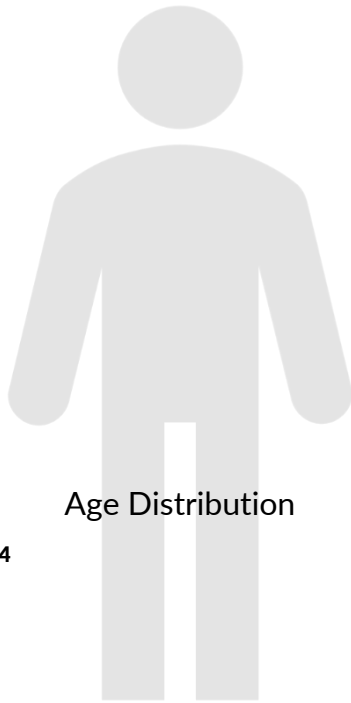
Most Executive Branch employees (66%) worked in Washington and Chittenden counties. More than half of all state employees (51.3%) now work in Washington County.

Comparing the employee population in Chittenden county to Washington County, the average salary is higher in Washington County (\$70,119 vs. \$64,138). The employee population in Chittenden county has a higher representation of females (56% vs.43%) and the percent of minority employees is nearly twice the size than it is in Washington County (7.2% vs. 3.8%).

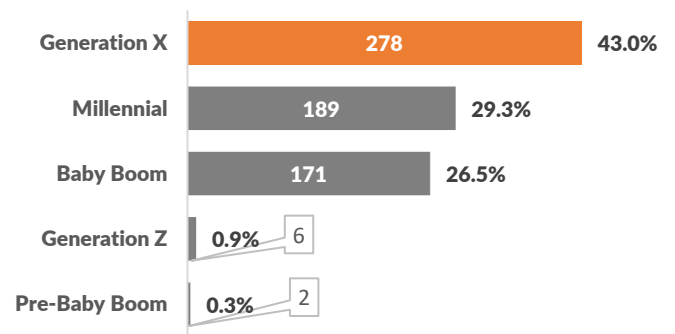
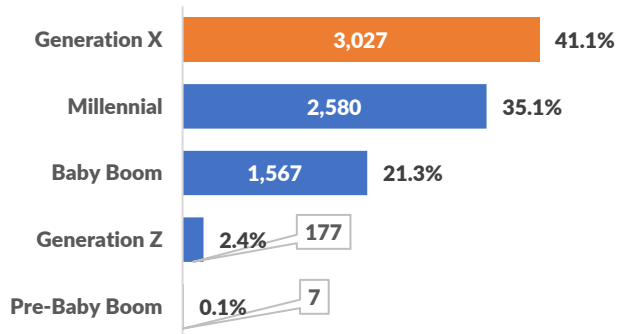
Table 7 Executive Branch Employee Profile

91.9% of the workforce (7,358) are **Classified Employees**

8.1% of the workforce (646) are **Exempt Employees**



Generation Distribution



Length of Service Distribution

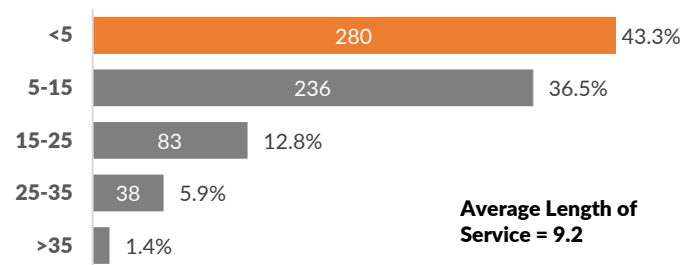
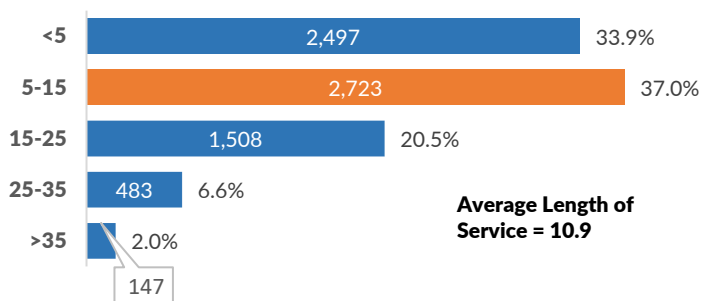
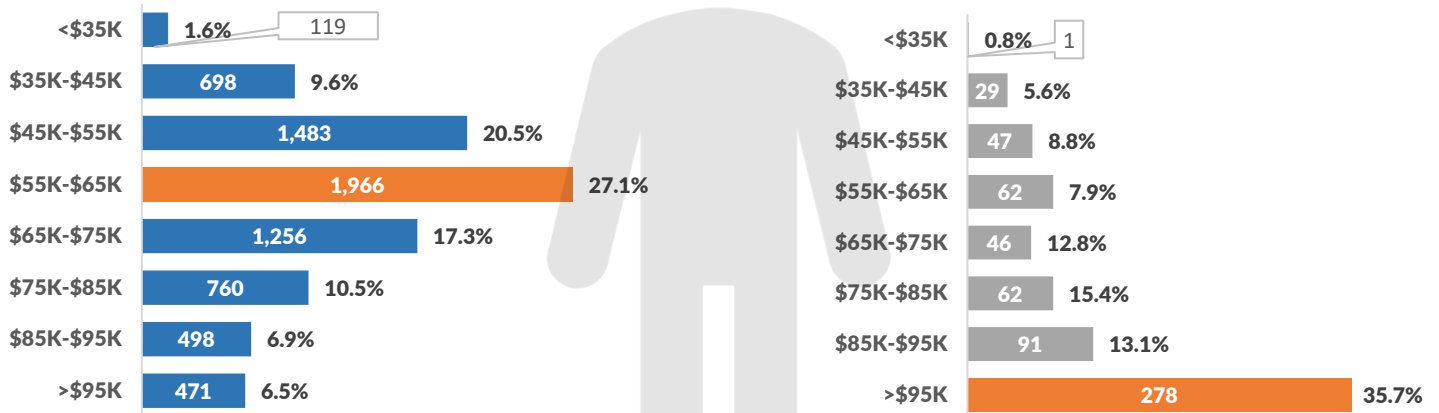


Table 7 Executive Branch Employee Profile (Continued)

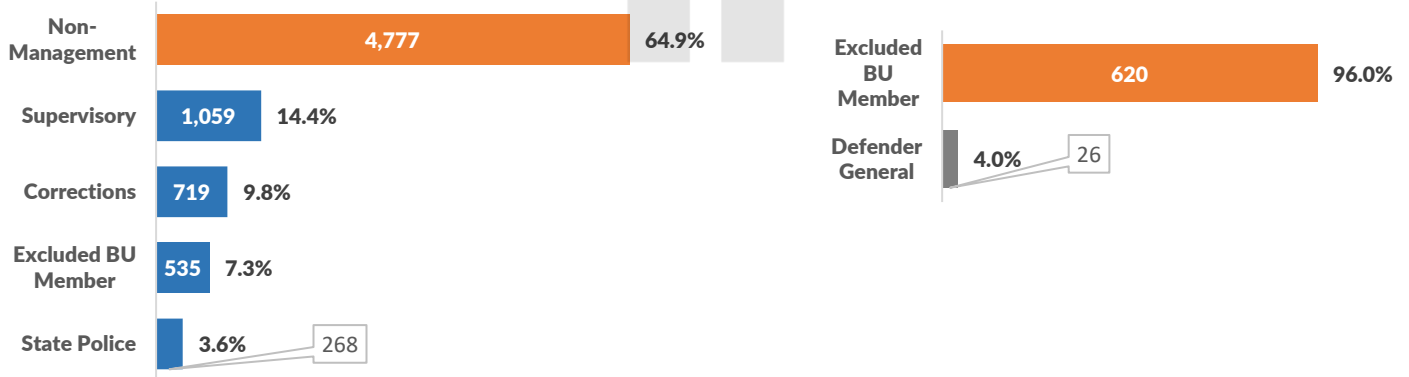
Classified Employees

Exempt Employees

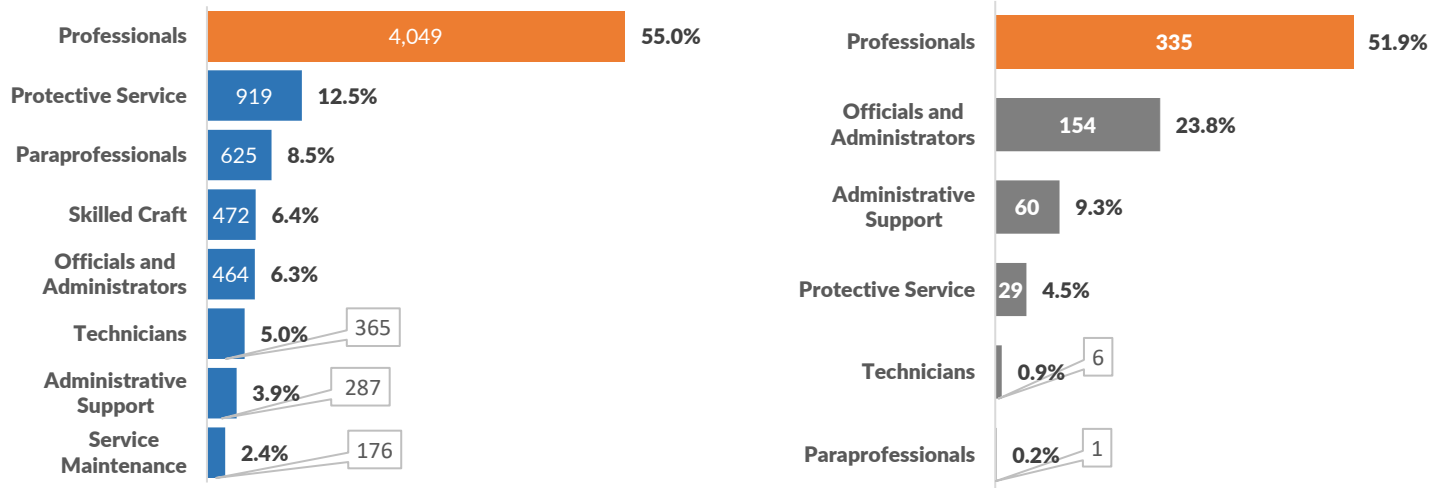
Salary Distribution



Bargaining Unit



EEO-4 Occupational Group



Source: The State's Human Resource Information System (VTHR). Data include all full-time Executive Branch employees (classified and exempt) for Fiscal Year 2021. 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. Note: "Excluded from Bargaining Unit" are employees who are excluded from participation in a bargaining unit: exempt, confidential and managerial employees. See Appendix E for the definition of minority as used in this report.

Of the 8,004 Executive Branch employees employed at the end of Fiscal Year 2021, 91.9% were classified and 8.1% were exempt.

Comparing classified employee and exempt employees, the sex balance is nearly identical; however, the percent of minority employees is higher in the classified workforce (4.5%) than the exempt (2.8%).

The average age of classified employees was 45.4 years with the largest percentage (26.4%) being between 45 and 54. This is compared to the exempt workforce where the average age is slightly higher at 48.0 years and the largest percent (32.1%) being 35 to 44. The second largest concentration of exempt employees is 55 to 65 at 27.1%

The largest percentage of both exempt and classified employees are Generation X.

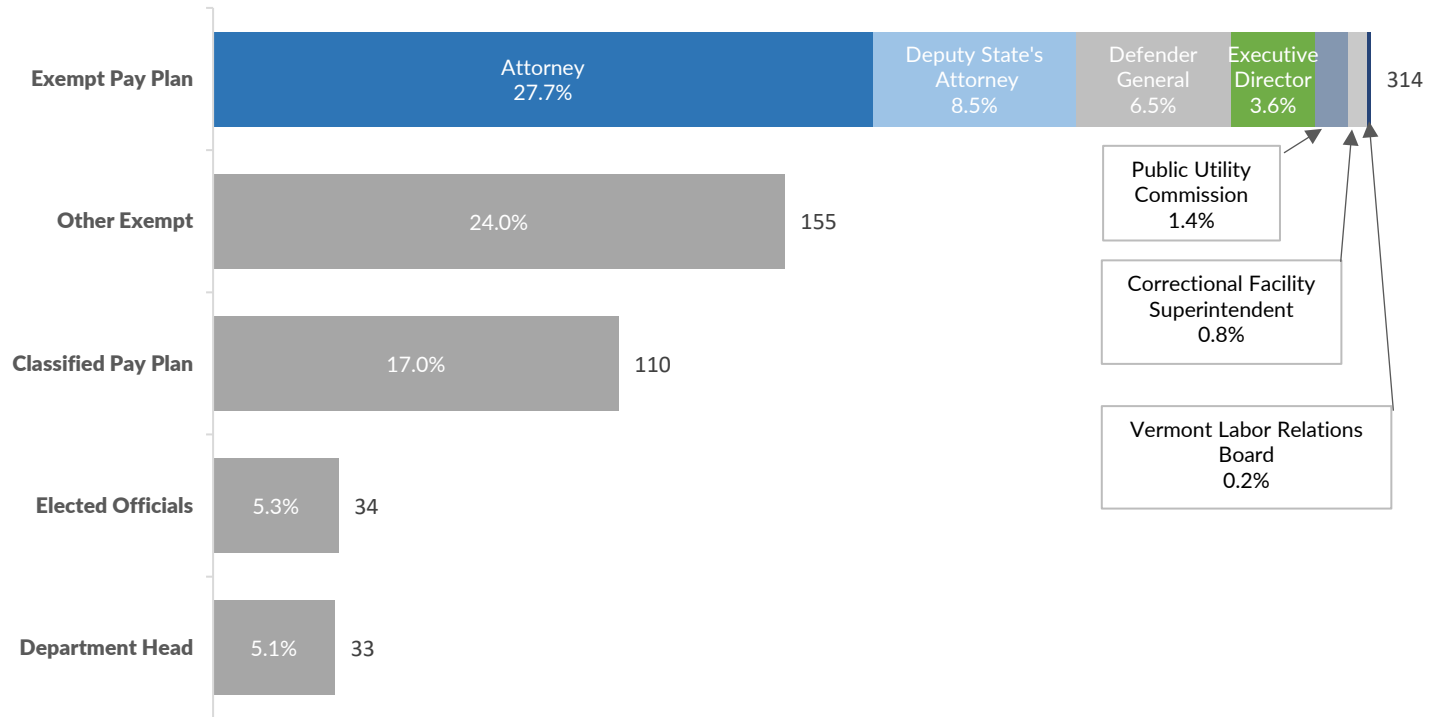
The average length of service for classified employees is 10.9 years compared to 9.2 years in the exempt workforce. Typically, the largest number of employees have five or fewer years of service. In Fiscal Year 2021 this was the case for exempt employees but for classified employees the largest percentage (37.0%) was employees with five to 15 years of experience. This anomaly was a result of high turnover in Fiscal Year 2021, as well as the hiring freeze that was in effect for most of the fiscal year meaning fewer employees were hired and more left (the highest rates of turnover are for those individuals with five or fewer years of experience). See [Table 35](#).

The average annual base salary for full-time classified employees was \$64,609 with the largest percentage making between \$55,000 and \$65,000. This is compared to exempt employees where the average base salary for full-time employees was \$90,175 with the largest percentage (35.7%) making greater than \$95,000 a year.

The total of 6,851 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 8 Executive Branch Exempt Employees by Category



Exempt Category	Definition
Elected Officials	32 V.S.A. § 1003(a). State Officers (Governor, Lieutenant Governor, Secretary of State, State Treasurer, Auditor of Accounts, and Attorney General); 32 V.S.A. § 1183(a). State's Attorneys; 32 V.S.A. § 1182(a) Sheriffs.
Department Heads	32 V.S.A. § 1003(b). (Agency Secretaries, Commissioners and heads of certain other free-standing organizations).
Exempts in the Classified Pay Plan	Certain positions exempted by statute from the classified service but assigned to the classified pay plan for purposes of salary administration. Of the 110 employees in this category the majority were in the following job titles: Victims Advocate (21.8%), Deputy Sheriff (19.1%), Administrative Secretary (18.2%), and Secretary IV (14.5%).
Other Exempts/Non-Pay Plan	Other positions exempted by statute from classified service. Of the 155 employees in this category the majority were in the following job titles: Deputy Commissioner (15.5%), Private Secretary (11.0%), Principal Assistant (9.7%), Executive Assistant (7.1%), Executive Director (7.1%), Deputy Secretary (4.5%) and Agency Director of Digital Services (3.9%).
Exempt Pay Plans	As authorized in 32 § V.S.A.1020(c).
Attorney	General Counsel, Staff Attorneys, and other attorneys
State's Attorneys	Deputy State's Attorneys
Defender General	Attorneys in the Office of the Defender General
Correctional Facility Superintendents	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 2021. For the purpose of this report, all employees of the Department of States Attorneys and Sheriffs are included. Employees in the respective county offices, such as States Attorneys, Sheriffs and Deputy States Attorneys are County employees not State employees.

Of the 646 exempt employees almost half (48.1%) are in one of the seven exempt pay plans. The largest group was attorneys (42.7%) covered by the Attorney, State's Attorneys and Defender General exempt pay plans.

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



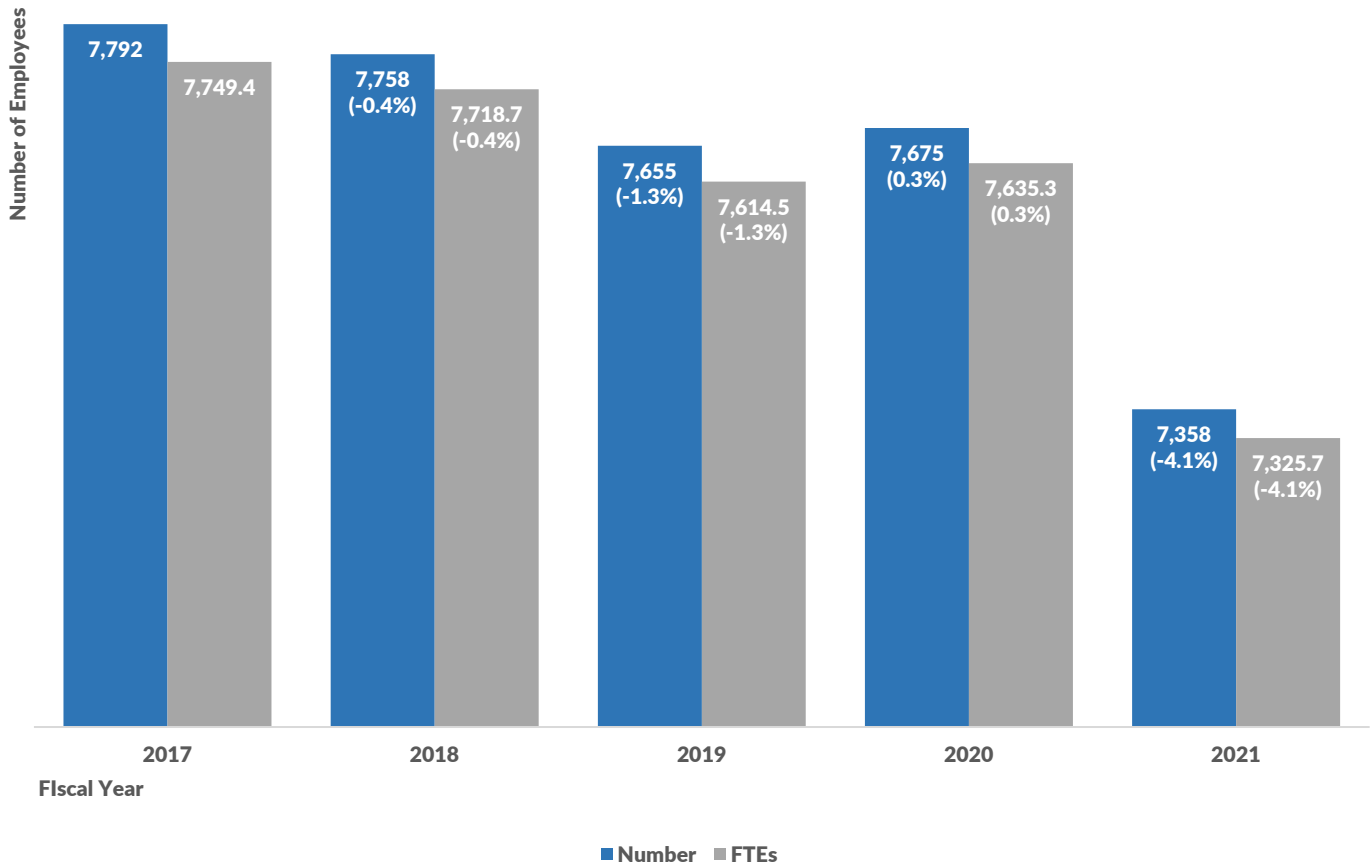
2. Classified Service Statistics

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 9 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 2017 to 2021. 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 2021 there were a total of 7,358 classified employees and 7,325.7 FTEs. Fiscal Year 2021’s classified staffing level decreased from Fiscal Year 2020 in both number of employees 4.1% (317) and FTEs 4.1% (309.6).

Comparing Fiscal Year 2017 to Fiscal Year 2021, both the number of classified employees and FTEs decreased significantly, with the number of employees 5.6% fewer (434) and FTEs 5.5% fewer (423.7).

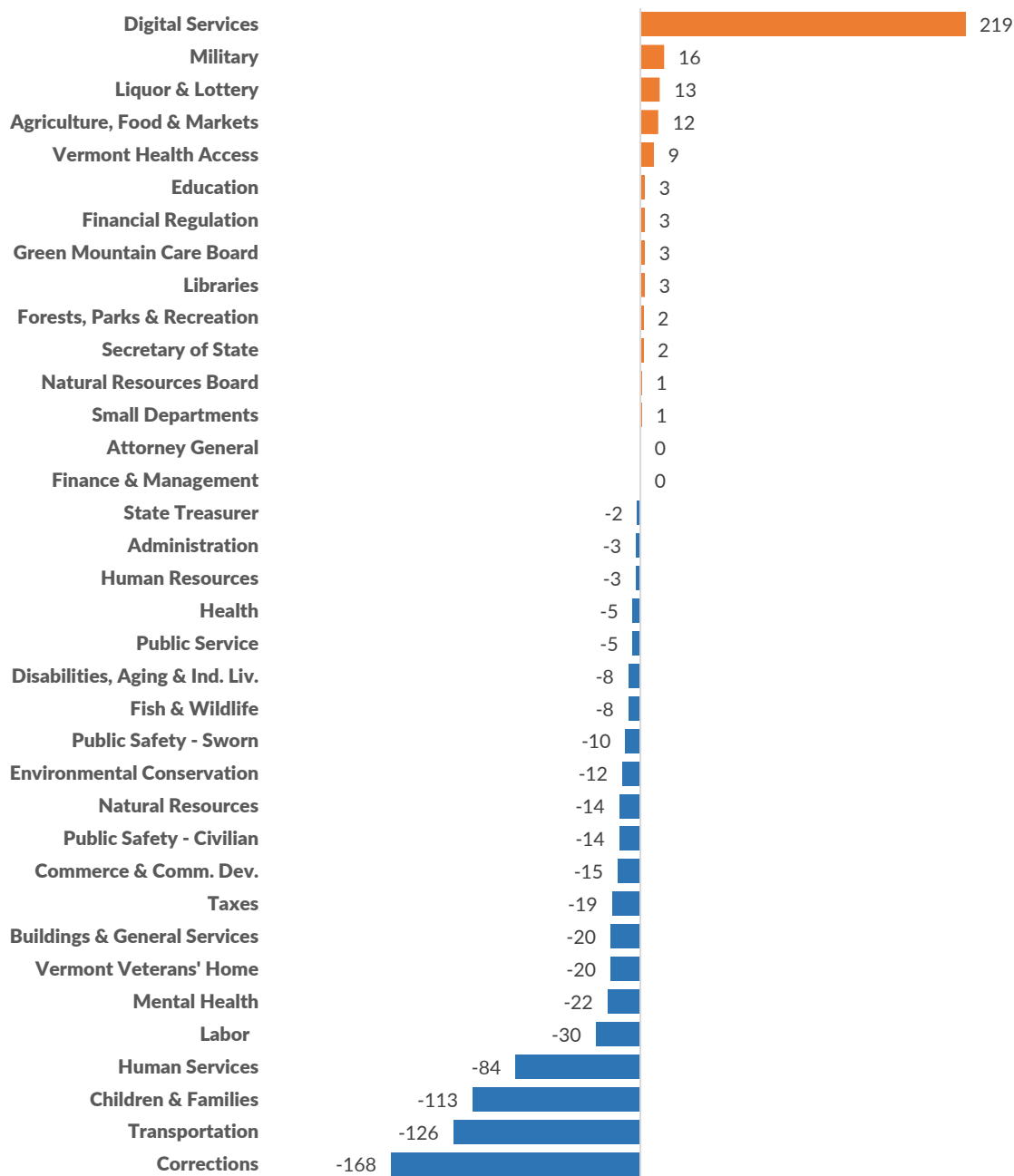
The Number of Classified Employees in Fiscal Year 2021 was 5.6% fewer than in Fiscal Year 2017.

Table 10 Number of Classified Employees and FTEs by Department by Fiscal Year

Department	2017		2018		2019		2020		2021		% Change FY '17 to FY '21	
	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs
Administration	15	15.0	14	14.0	11	11.0	12	12.0	12	12.0	-20.0%	-20.0%
Agriculture, Food & Markets	115	115.0	115	115.0	116	116.0	124	124.0	127	127.0	10.4%	10.4%
Attorney General	32	32.0	34	34.0	34	34.0	30	30.0	32	32.0	0.0%	0.0%
Buildings & General Services	322	320.8	323	321.8	310	309.8	322	321.8	302	302.0	-6.2%	-5.9%
Children & Families	986	982.4	978	973.7	945	941.5	926	921.4	873	870.3	-11.5%	-11.4%
Commerce & Comm. Dev.	74	73.8	74	73.7	59	58.7	59	58.8	59	59.0	-20.3%	-20.1%
Corrections	1050	1048.1	988	987.1	960	959.3	982	981.4	882	882.0	-16.0%	-15.9%
Digital Services	98	98.0	93	93.0	332	331.8	327	326.3	317	316.1	223.5%	222.6%
Disabilities, Aging & Ind. Liv.	268	261.4	271	264.5	270	263.0	268	261.8	260	256.1	-3.0%	-2.0%
Education	142	141.8	154	153.8	133	132.8	141	140.8	145	144.7	2.1%	2.0%
Environmental Conservation	281	278.9	292	289.7	276	273.6	281	278.3	269	266.2	-4.3%	-4.6%
Finance & Management	25	25.0	26	26.0	24	24.0	25	25.0	25	25.0	0.0%	0.0%
Financial Regulation	82	81.6	84	83.8	80	79.6	83	82.7	85	84.7	3.7%	3.9%
Fish & Wildlife	138	137.8	138	137.8	136	135.5	134	133.8	130	129.8	-5.8%	-5.8%
Forests, Parks & Recreation	110	109.2	116	115.3	114	113.1	112	111.6	112	111.6	1.8%	2.2%
Green Mountain Care Board	18	17.0	17	16.8	18	17.8	19	18.8	21	20.8	16.7%	22.4%
Health	501	493.6	512	504.1	485	475.5	488	478.9	496	487.5	-1.0%	-1.2%
Human Resources	88	87.5	88	87.6	94	93.8	89	89.0	85	85.0	-3.4%	-2.9%
Human Services	125	124.8	112	112.0	42	41.8	44	44.0	41	41.0	-67.2%	-67.1%
Labor	231	231.0	222	222.0	198	198.0	192	192.0	201	201.0	-13.0%	-13.0%
Libraries	11	11.0	16	16.0	14	14.0	15	15.0	14	14.0	27.3%	27.3%
Liquor & Lottery	50	50.0	49	49.0	47	47.0	62	61.8	63	62.8	26.0%	25.6%
Mental Health	235	230.4	234	232.6	236	234.4	216	214.1	213	211.1	-9.4%	-8.4%
Military	123	123.0	133	132.2	137	136.2	142	140.8	139	137.8	13.0%	12.0%
Natural Resources	26	26.0	26	26.0	12	11.8	11	10.8	12	11.8	-53.8%	-54.5%
Natural Resources Board	20	19.8	19	18.8	21	20.8	21	20.8	21	20.8	5.0%	5.1%
Public Safety - Civilian	210	209.8	218	217.7	208	207.9	215	214.8	196	196.0	-6.7%	-6.6%
Public Safety - Sworn	346	346.0	344	344.0	348	347.8	355	354.6	336	336.0	-2.9%	-2.9%
Public Service	32	31.7	31	30.7	28	28.0	31	30.8	27	27.0	-15.6%	-14.7%
Secretary of State	61	61.0	62	62.0	63	63.0	67	67.0	63	63.0	3.3%	3.3%
Small Departments	33	32.4	36	35.4	36	35.8	36	35.8	34	33.8	3.0%	4.3%
State Treasurer	31	31.0	29	29.0	31	31.0	31	31.0	29	29.0	-6.5%	-6.5%
Taxes	145	145.0	146	145.8	128	128.0	133	132.8	126	126.0	-13.1%	-13.1%
Transportation	1264	1258.9	1246	1241.7	1180	1175.6	1189	1186.2	1138	1133.9	-10.0%	-9.9%
Vermont Health Access	314	310.6	321	317.0	339	335.2	324	320.7	323	320.8	2.9%	3.3%
Vermont Veterans' Home	170	168.4	177	175.6	173	171.0	169	166.0	150	148.0	-11.8%	-12.1%
Total	7792	7749.4	7758	7718.7	7655	7614.5	7675	7635.3	7358	7325.7	-5.6%	-5.5%
% Change from Prev. FY			-0.4%	-0.4%	-1.3%	-1.3%	0.3%	0.3%	-4.1%	-4.1%		

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2017 to 2021. "Small Departments" have 15 or fewer employees (See Appendices C & E). "FTEs are "Full-Time Equivalents" See Table 1 for the definition of FTEs.

Table 11 Increase/Decrease in Headcount by Department – Fiscal Year 2017 vs. Fiscal Year 2021



During this time there was an overall decrease of 434 employees. Most of the decrease was seen from Fiscal Year 2020 to Fiscal Year 2021 as a result of high turnover and a hiring freeze that was in effect for most of the fiscal year.

Departments seeing increases were driven by consolidation of staff to other departments or growth due to new State priorities.

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

As illustrated in Table 11, from Fiscal Year 2017 to Fiscal Year 2021 most departments saw a decrease or slight increase in the number of employees. During this time there was an overall decrease of 434 employees. Most of the decrease (-317) was seen from Fiscal Year 2020 to Fiscal Year 2021 as a result of high turnover and a hiring freeze that was in effect for most of the fiscal year.

For the most part, departments that saw increases were driven by consolidation of staff to other departments. For instance, the consolidation of Information Technology professionals into the Agency of Digital Services.

Table 12 Most Populous Classified Job Titles – Fiscal Year 2021

At the end of Fiscal Year 2021 there were 1,776 active classified job titles.

Almost 60% of classified job titles had a single incumbent.

Job Title	Number of Employees
Correctional Officer I	287
Family Services Worker	198
Trooper	158
Correctional Officer II	114
Transportation Journeyman Maintenance Worker	100
Benefits Programs Specialist	95
Sergeant	89
Transportation Master Maintenance Worker	81
Administrative Services Coordinator I	74
Probation & Parole Officer	70
Licensed Nursing Assistant	64
Custodian II	54
Reach Up Case Manager II	53
Mental Health Specialist	52
Environmental Analyst V - General	46
Financial Specialist III	46
Program Technician II	46
Correctional Facility Shift Supervisor	45
Family Services Supervisor	43
Transportation Apprentice Maintenance Worker	41
Administrative Assistant B	40
Administrative Services Coordinator II	39
Environmental Analyst VI	39
IT Systems Developer III	39
Financial Manager I	36
AOT Senior Maintenance Worker	35
Education Programs Coordinator I	33
Community Correctional Officer	31
Economic Services Supervisor	31
VT Healthcare Service Specialist II	31
AOT Area Maintenance Supervisor I	31

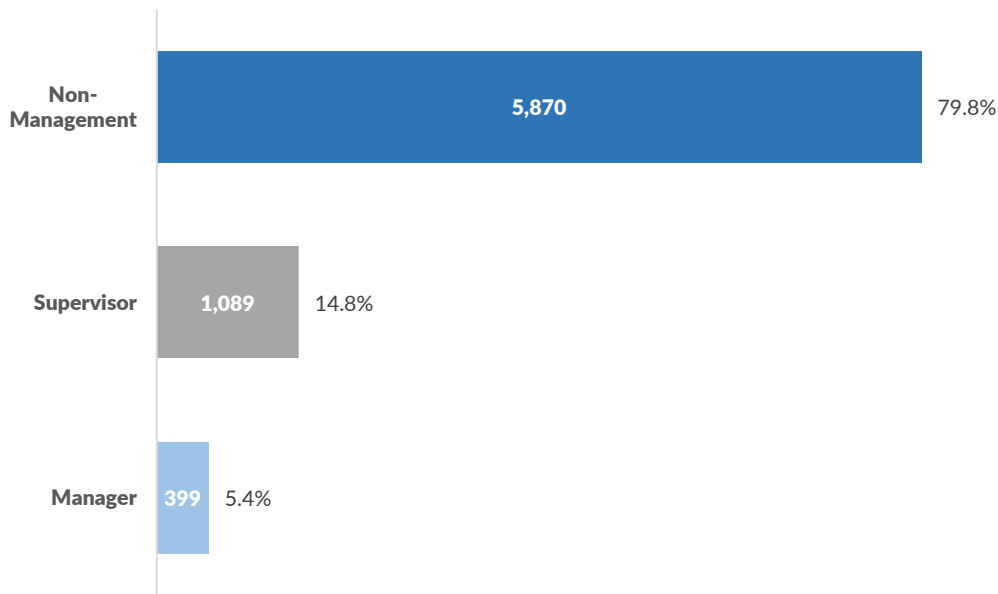
Source: The State’s Human Resource Information System (VTHR). Data only include classified employees of the Executive Branch for Fiscal Year 2021.

At the end of Fiscal Year 2021 there were 1,776 active classified job titles on record. The most populous was Correctional Officer I (287 employees).

The majority of classified job titles 1,015 (57.2%) had a single incumbent. Nearly 85% (1,516) had five or fewer incumbents.

Just 17% (1,266) of the classified workforce were employed in the ten most populous job titles.

Table 13 Management Profile – Fiscal Year 2021



The Manager/ Supervisor-to-staff ratio was 1 to 4.9.

There was a higher percent of female managers and supervisors.

Minority representation among managers and supervisors was lower than the average in the workforce. In fact, among managers only 1.3% or five employees out of 399 identified as a minority.

	Num	Percent	Average Salary	Average Age	Average LOS	Percent Female	Percent Male	Percent Minority
Manager	399	5.4%	\$97,088	50.5	15.9	52.1%	47.9%	1.3%
Supervisor	1089	14.8%	\$77,818	47.6	14.5	52.9%	47.1%	3.0%
Non-Management	5870	79.8%	\$59,924	44.7	9.9	51.5%	48.5%	4.9%
Total	7358	100.0%	\$64,609	45.4	10.9	51.8%	48.2%	4.5%

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2021. 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. See Appendix E for the definition of minority as used in this report.

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 2021, 5.4% of the workforce were designated managers and 14.8% designated supervisors, with the remaining 79.8% non-management.

The Manager/Supervisor-to-staff ratio was 1 to 4.9¹.

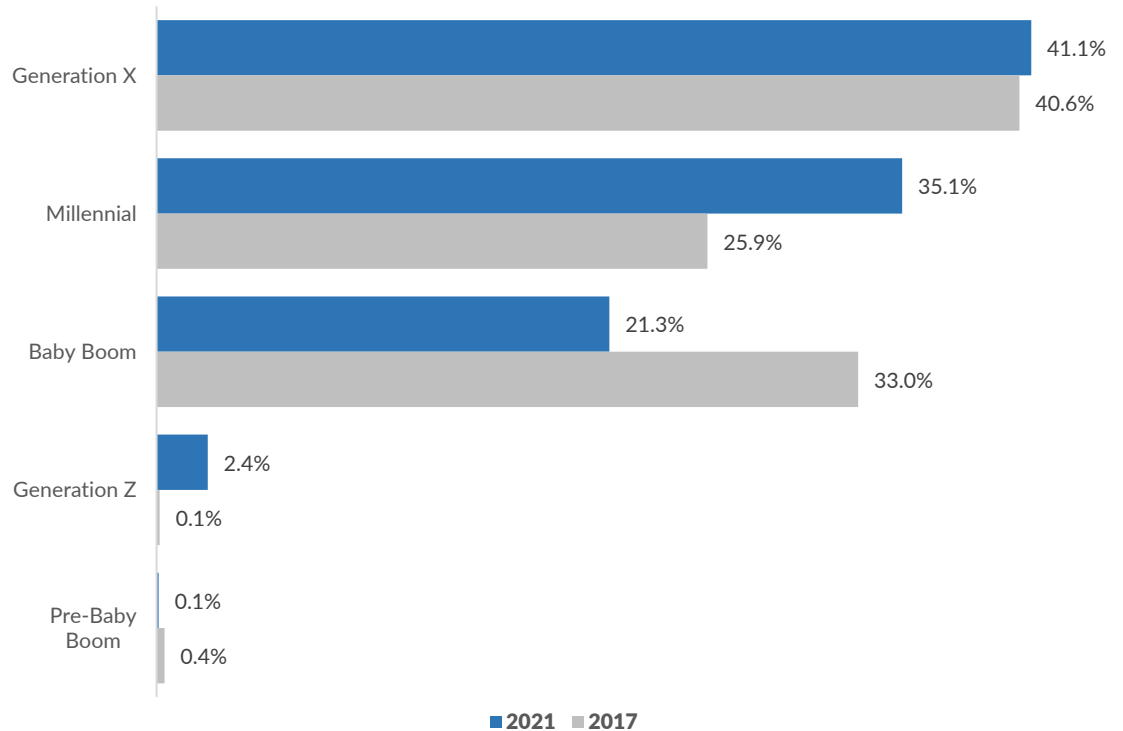
There was a higher percent of female managers (52.1%) than male managers (47.9%), as well as supervisors (52.9% female, 47.1% male).

However, minority representation among managers and supervisors was the lower than the average in the workforce. In fact, among managers only 1.3% or five employees out of 399 identified as a minority.

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

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.

Table 14a Employee Distribution by Generation – Fiscal Year 2017 vs. Fiscal Year 2021



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2017 and 2021.

Note: Generation Z are those born 1997 and later (age 24 or younger in 2021); Millennials are those born from 1981 to 1996 (age 25 to 40 in 2021); Generation X are those born from 1965 to 1980 (age 41 to 56 in 2021); the Baby Boom are those born from 1946 to 1964 (age 57 to 75 in 2021); and Pre-Baby Boom (or The Silent Generation) are those born from 1945 or earlier (age 76 or older in 2021). Source: <http://www.pewresearch.org/fact-tank/>

The State's workforce is in the midst of a significant generational shift. The Baby Boom generation continues to shrink now (Fiscal Year 2021) only making up 21.3% of the workforce.

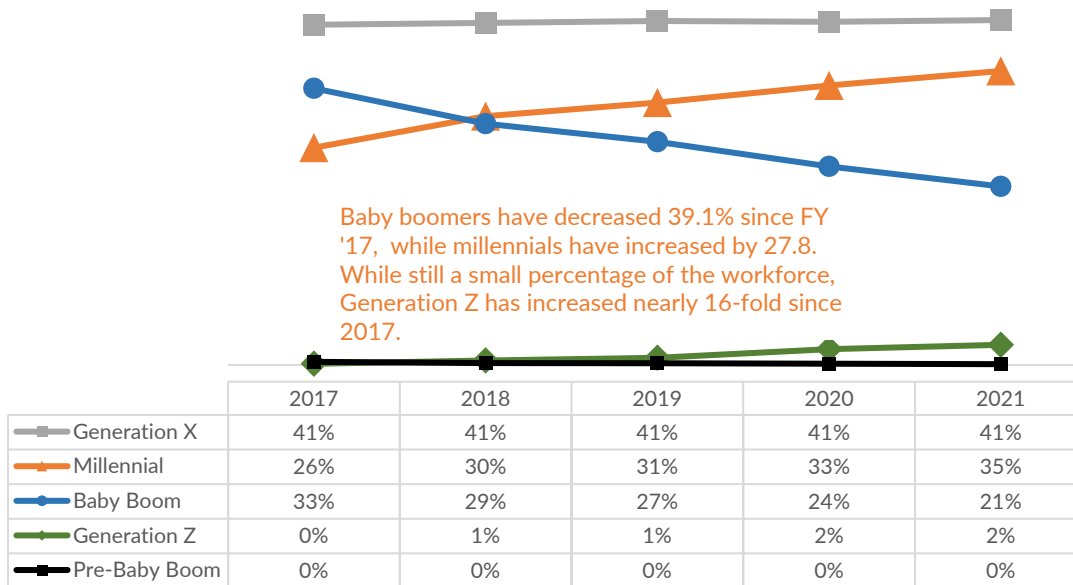
Generation X is now (Fiscal Year 2021) the generation with the highest percentage of classified employees (41.1%), with Millennials second to Generation X (35.1%).

The number of Millennials in the State workforce has increased by nearly 47% since Fiscal Year 2017 while Baby Boomers have declined by 33%.

The first of Generation Z began entering the state's workforce around 2017 and now stand at 2.4% of the workforce. It is the most rapidly increasing generation - up some 16-fold from 2017.

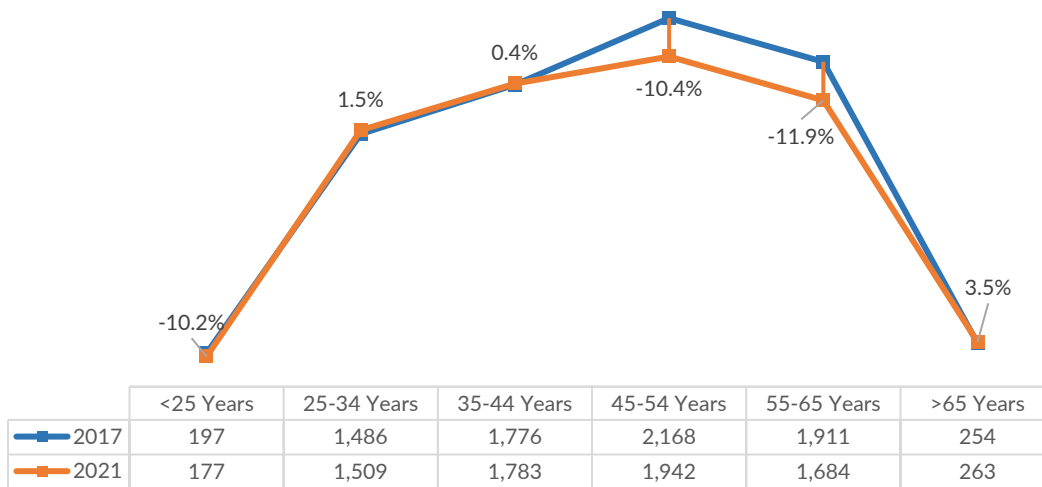
Table 14b illustrates the generational shift over the last five fiscal years. Generation X has stayed flat at just around 40% of the workforce. While Millennials are rapidly approaching Generation X as the largest percentage of the workforce, the Baby Boom generation is declining rapidly as a percent of the workforce (-39.1% from 2017 to 2021). At approximately Fiscal Year 2018 the number of employees in these generations "crossed."

Table 14b Generational Shift – Fiscal Year 2017 to Fiscal Year 2021



Contrary to common belief the State of Vermont workforce is not “graying” – the average age is decreasing, and Millennials and Generation Z are rapidly growing as a percentage of the workforce, while Baby Boomers are rapidly leaving the workforce.

Table 15 Age Distribution for Classified Employees – Fiscal Year 2017 vs. Fiscal Year 2021



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2017 and 2021. Drop lines represent percent change from Fiscal Year 2017 to Fiscal Year 2021.

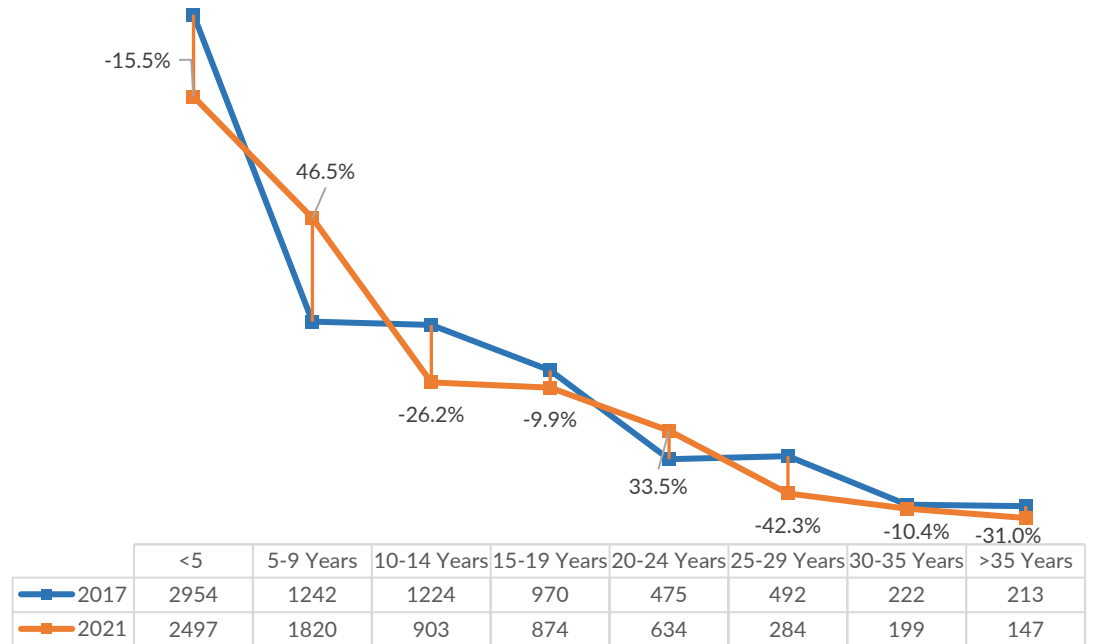
Table 15 reflects the unusual dynamics of Fiscal Year 2021 where we saw high turnover and a hiring freeze which lasted much of the fiscal year. Turnover was highest among older age groups as they retired or voluntarily terminated as well as younger age groups where voluntary turnover rates were very high. See Table 35.

As a result, there was a decrease in the less than 25 age group (-10.2%) and remaining static were 25-34 age group (1.5%) and 35-44 age group (0.4%). On the other hand, there were significant decreases in the 45-54 (-10.4%) age group and 55-65 age group (-11.9%).

The average age of classified employees at the end of Fiscal Year 2021 was 45.8 compared to 45.4 in Fiscal year 2017.

Table 16 Years of Service Distribution for Classified Employees – Fiscal Year 2017 vs. Fiscal Year 2021

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 2017 and 2021. Drop lines represent percent change from Fiscal Year 2017 to Fiscal Year 2021. 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.

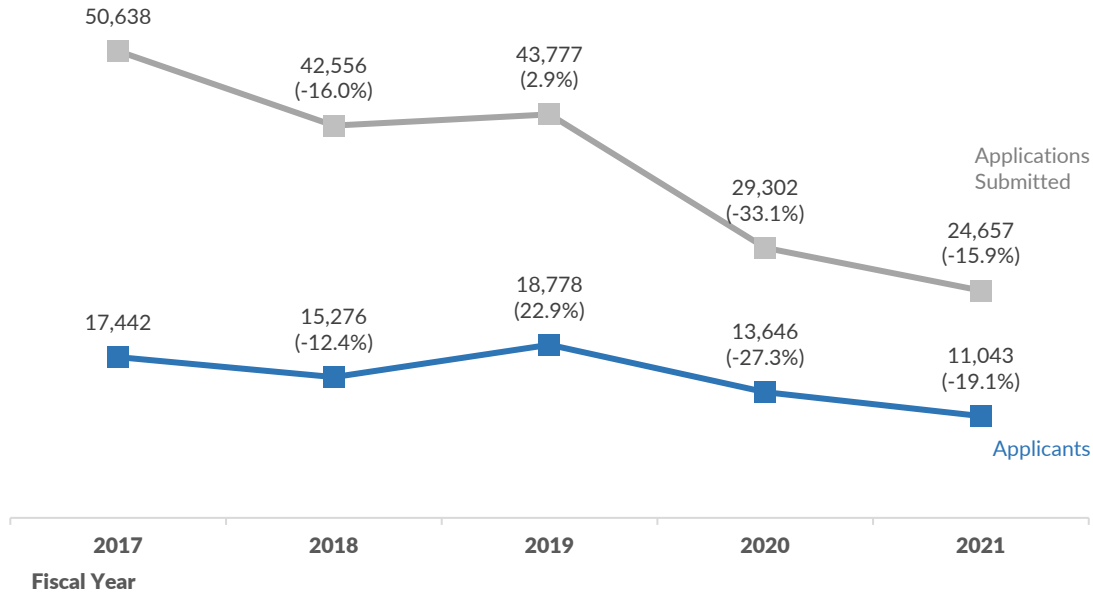
Table 16 compares the years of service distribution in Fiscal Year 2017 to Fiscal Year 2021 and shows that there has been a significant decrease in those employees with higher years of service.

The 25-29 years of service group saw a significant drop of 42%, with those employees with 30-35 years (-10.4%) and greater than 35 years (-31.0%) also showing declines. This reflects the high number retirements in the past couple fiscal years (See Table 34 for more information on retirements).

Typically, the largest number of employees have five or fewer years of service. In this comparison we see a drop of 15.5% in the number of employees with five or fewer years of service. This anomaly was a result of high turnover in Fiscal Year 2021, as well as the hiring freeze that was in effect for most of the fiscal year meaning fewer employees were hired and more left (the highest rates of turnover are for those individuals with five or fewer years of experience). See Table 36.

Talent Acquisition

Table 17 Number of Job Applications and Applicants by Fiscal Year



The number of applications submitted was down significantly because of the continued impact of the COVID-19 pandemic, a hiring freeze, as well as complex changes in our job market.

Source: SuccessFactors Recruiting. Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2017 to 2021. 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.

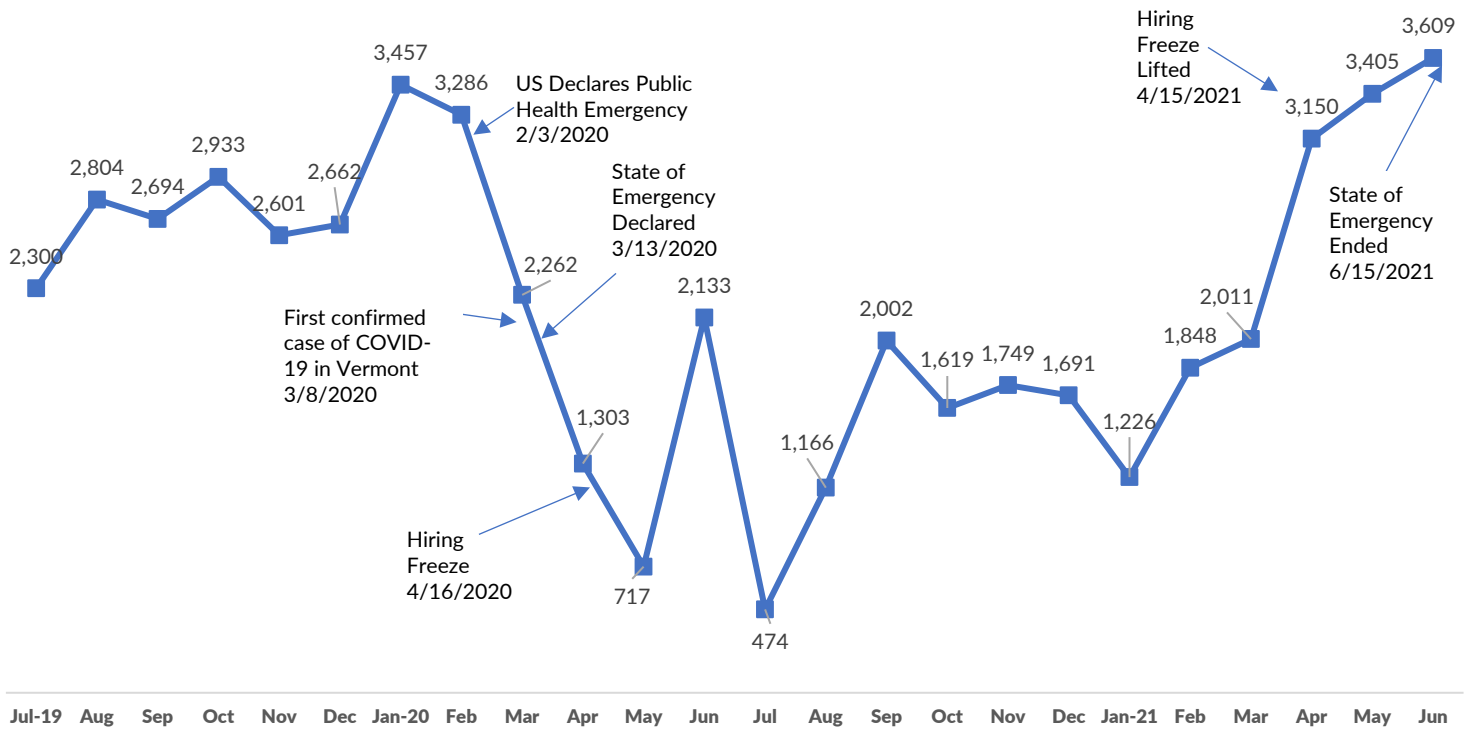
In Fiscal Year 2021, 11,043 applicants submitted 24,657 applications for jobs with the State of Vermont.

The number of applications submitted was down significantly (-15.9%) as was the number of unique applicants (-19.1%). The number of applications submitted in Fiscal Year 2021 was roughly half of what we received pre-pandemic.

This decline is not entirely due to a reduced number of job openings because of the nearly fiscal year long hiring freeze (4/16/20 – 4/15/21). In fact, the number of job openings in Fiscal Year 2021 was only 400 fewer than in Fiscal Year 2019 (See [Table 19](#)).

The number of applications submitted was down significantly because of the continued impact of the COVID-19 pandemic, the hiring freeze, as well as complex changes in our job market (See comment at [Table 19](#)).

Table 18 Number of Applications by Month – Fiscal Year 2020 to Fiscal Year 2021



Source: SuccessFactors Recruiting. Data include both internal and external applicants who applied through the Department of Human Resources online application system during Fiscal Year 2020 to Fiscal Year 2021.

The number of applications dropped precipitously starting in February 2020 as the impact of COVID-19 was felt in Vermont. That trend continued and was accelerated by the hiring freeze instituted in April² of 2020 reaching a low in May, and another low in July at the beginning of Fiscal Year 2021.

As positions that were directly related to pandemic response and maintaining statewide operations were given waivers to the hiring freeze, the number of applications picked up in June but were still well below the typical average of close to 3,000 applications per month.

The hiring freeze was officially lifted in April of 2021 and the number of applications increased to pre-pandemic levels.

The number of applications dropped precipitously starting in February 2020 as the impact of COVID-19 was felt in Vermont.

² On April 15, 2020, Commissioner of Finance & Management, Adam Greshin, issued a memo “FY20 Supplemental Budget Adjustment Instructions and Interim Operations Related to COVID-19.” Included in that memo is a directive indicating an immediate hiring freeze. Commissioner of Human Resources, Beth Fastiggi, issued a memo “Hiring Freeze Guidelines” on April 16, 2020.

Table 19 Job Application Activity by Fiscal Year

	2017	2018	2019	2020	2021
Job Openings Posted	1,952	1,701	1,974	1,326	1,573
Change from Previous FY		-12.9%	16.0%	-32.8%	18.6%
Average Num. of Applications per Job Opening	25.9	25.0	22.2	23.3	15.7
Change from Previous FY		-3.4%	-11.4%	5.1%	-32.6%

Source: SuccessFactors Recruiting.

In Fiscal Year 2021 the number of job openings posted (1,573) was up (18.6%) from Fiscal Year 2020.

The average number of applications per job opening decreased significantly (-32.6%) in Fiscal Year 2021 to 15.7.

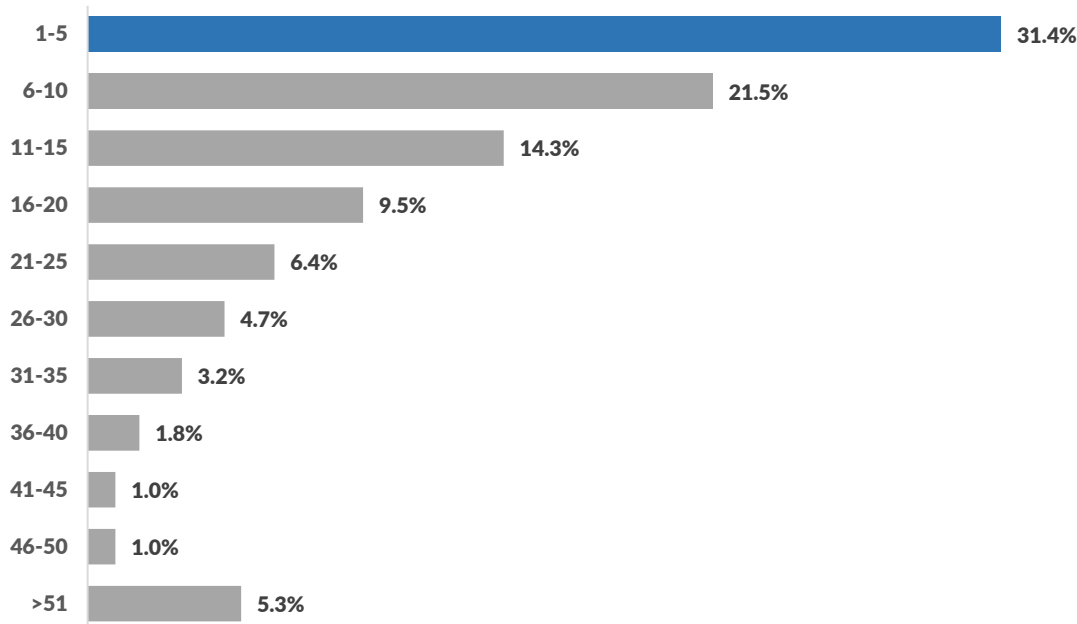
However, the average masks the true picture because we had a small number of job openings with high numbers of applicants thus making the average skewed. As shown in Table 20, almost a third (31.4%) of job openings had five or fewer applicants.

This reflects an increasingly complex job market that the State faces when filling its jobs and attracting talent in the post pandemic era. It has been called the “Great Resignation³,” but reflects different expectations among job applicants and the bottom line is that all employers must compete for workers because there are far more open slots than job applicants.

Attracting talent to the State of Vermont is difficult in an increasingly complex job market in the post-pandemic era.

The average number of applications per job opening decreased significantly (-32.6%) in Fiscal Year 2021.

Table 20 Number of Applicants per Requisition – Fiscal Year 2021

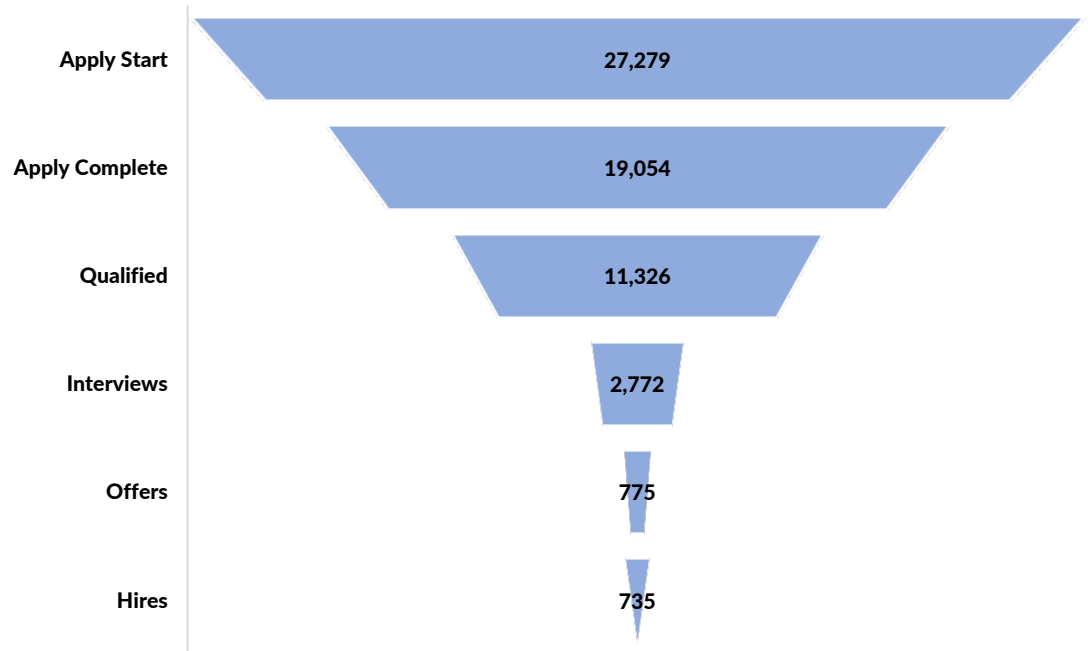


Source: SuccessFactors Recruiting.

Almost a third of job openings had 5 or fewer applicants.

³ Kaplan, Juliana. "The psychologist who coined the phrase 'Great Resignation' reveals how he saw it coming and where he sees it going. 'Who we are as an employee and as a worker is very central to who we are.'" Business Insider. Retrieved 10/25/2021.

Table 21 Hiring Funnel – External Applicants



589,298

Number of visits to the State of Vermont’s External Career Site.

15.4

Average number of qualified external applicants to yield one hire.

Pass-Through Rates

Visit Conversion	4.6%	(Percent of Career Site Visits Starting Application)
Apply Conversion	69.8%	(Percent Completed Application after Starting)
Qualified Applicant Rate	59.4%	(Percent of Applicants Qualified)
Interviewed Applicant Rate	24.5%	(Percent of Qualified Applicants Interviewed)
Offer Rate	28.0%	(Percent of Interviewed Applicants Extended Offer)
Offer Acceptance Rate	94.8%	(Percent of Offers Accepted)

Source: SuccessFactors Recruiting Advanced Analytics. 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.

During Fiscal Year 2021 69.8% of external applicants who began an application completed it. Conversely, this means that 30.2% dropped off and did not complete the application.

A little over 40% of applicants did not pass the first level of screening (minimum qualification review).

The offer acceptance rate is nearly 95%.

Table 22 **Detail of Hiring Funnel by Source Engine**

Source Engine	Visits	Appy Start	Visits Conversion	Apply Complete	Apply Conversion	Qualified	Qualified Applicant Rate	Interview	Offer	Hire
Career Site	375,553	15,006	4.0%	11,030	70.10%	6698	60.7%	1,747	489	471
Google	64,449	1,423	2.2%	827	58.10%	498	60.2%	112	35	34
Email Subscription	37,899	680	1.8%	467	68.70%	278	59.5%	54	14	13
.Gov Sites	29,880	879	2.9%	561	63.80%	311	55.4%	118	45	35
Indeed	21,223	6,101	28.7%	4,093	67.10%	2264	55.3%	424	100	96
FaceBook	15,780	159	1.0%	88	55.30%	42	47.7%	18	10	9
CareerArc (Social Networks)	11,920	1,472	12.3%	989	67.20%	596	60.3%	116	21	19
Bing	7,603	194	2.6%	128	66.00%	77	60.2%	16	9	9
Other	6,853	331	4.8%	196	59.20%	120	61.2%	31	6	5
Google Jobs	6,388	545	8.5%	338	62.00%	212	62.7%	79	35	35
Duck Duck Go	2,970	50	1.7%	29	58.00%	16	55.2%	4	1	1
LinkedIn	2,921	33	1.1%	17	51.50%	9	52.9%	3	0	0
Yahoo	1,248	52	4.2%	41	78.80%	25	61.0%	3	2	2
MSN/Live	627	2	0.3%	1	50.00%	0	0.0%	0	0	0
Online Email	617	35	5.7%	28	80.00%	16	57.1%	5	1	1
Twitter	601	3	0.5%	3	100.00%	2	66.7%	1	1	1
Glass Door	471	148	31.4%	106	71.60%	78	73.6%	22	1	1
RCM Employee Referral	427	44	10.3%	36	81.80%	26	72.2%	7	2	1
Ecosia	342	9	2.6%	7	77.80%	7	100.0%	2	0	0
Texas AM University	213	23	10.8%	21	83.30%	15	71.4%	1	1	1

Source: SuccessFactors Recruiting Advanced Analytics. External applicants only.

In Fiscal Year 2021 most visits (68%), qualified applications (59%) and external hires (64%) 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 2,264 qualified candidates (20%) and 96 hires (13%).

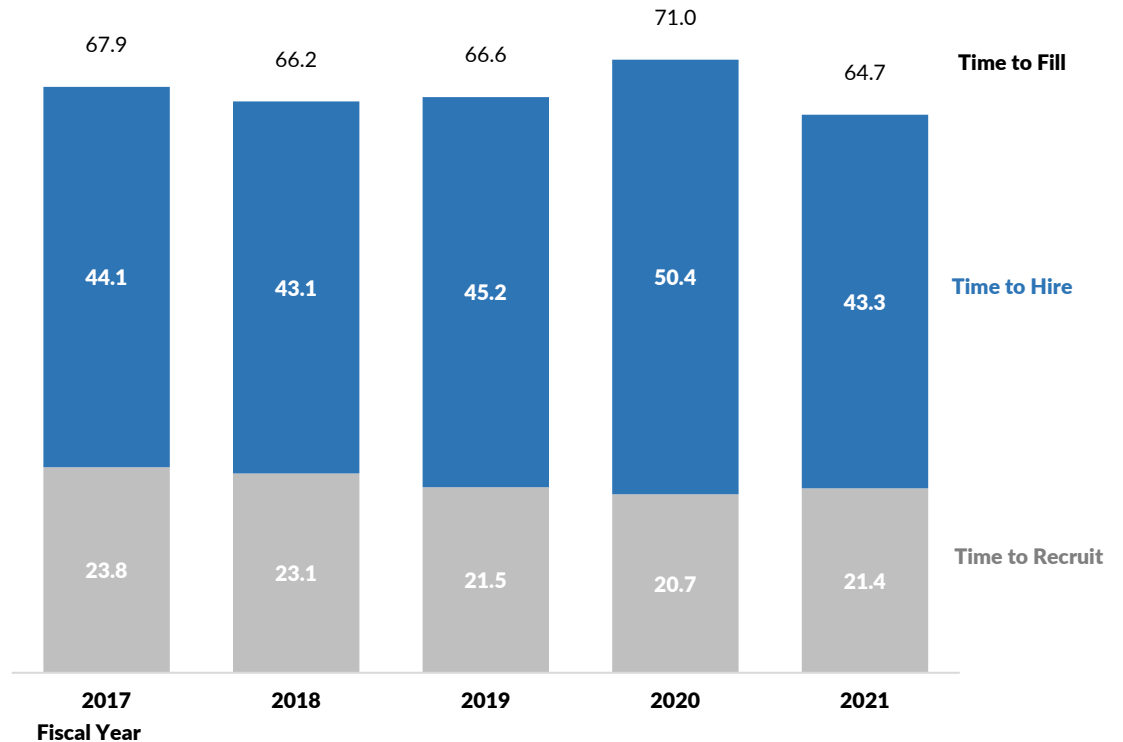
Social networks, such as Facebook, LinkedIn and Twitter or CareerArc (a service that sends job postings to Department of Human Resources' Facebook, LinkedIn and Twitter sites) comprise 5.7% percent of qualified applicants and 3.9% percent of hires.

Search engines such as Google, Bing and Yahoo contribute a relatively small percent of complete applications. Google being the clear leader with 4.4% of qualified applicants and 4.6% of hires.

Table 23 Time to Fill by Fiscal Year

67.3

The five-year average calendar days to fill.



In Fiscal Year 2021 the time to hire dropped by 14% returning to near the historical average.

Source: 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 is 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 2017 to Fiscal Year 2021 the overall time to fill dropped by almost 5%. The five-year average time to fill was 67.3 calendar days – almost two and ½ months.

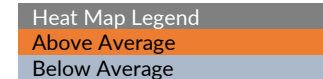
In Fiscal Year 2021 the time to hire dropped by 14% returning to near the historical average, bringing down the time to fill to actually a five-year low.

The increase that was seen in Fiscal Year 2020 for time to hire can be directly attributed to the impact of the COVID-19 pandemic where hiring managers had to pivot to doing video-based interviews and the pandemic response workload increased dramatically in some departments affecting the ability of hiring managers to focus on hiring activity and there were delays due to the hiring freeze.

Table 24 Time to Fill by Department – Fiscal Year 2021

Department	Average Time to Recruit	Average Time to Hire	Average Time to Fill	Number of Job Requisitions
Administration	19.4	31.3	50.7	1
Agriculture	20.7	45.1	65.8	22
Attorney General	22.7	73.4	96.1	5
Auditor of Accounts	18.4	30.0	48.3	1
Buildings & General Services	23.3	43.1	66.4	31
Cannabis Control Board	23.9	21.5	45.3	1
Children and Families	21.2	29.5	50.7	112
Commerce & Community Development	17.2	30.6	47.8	7
Corrections	19.8	29.3	49.1	92
Digital Services	22.0	75.9	97.9	27
Disabilities Aging & Independent Living	21.4	30.2	51.6	43
Education	19.7	55.7	75.4	8
Enhanced 911 Board	15.3	35.3	50.6	1
Environmental Conservation	22.8	53.5	76.3	17
Finance & Management	17.4	41.3	58.7	1
Financial Regulation	23.4	43.6	67.0	6
Fish & Wildlife	21.8	53.3	75.1	13
Forests, Parks & Recreation	23.6	59.4	83.0	14
Green Mountain Care Board	21.3	18.4	39.7	1
Health	22.7	46.4	69.1	112
Human Resources	18.9	46.1	65.0	9
Human Services	20.0	51.3	71.3	5
Labor	19.8	67.5	87.3	25
Libraries	19.3	64.2	83.5	1
Liquor & Lottery	19.9	40.2	60.1	10
Mental Health	26.1	56.4	82.5	11
Military	19.9	49.2	69.1	23
Natural Resources	16.3	57.5	73.8	3
Natural Resources Board	23.3	52.5	75.8	1
Public Safety	19.9	56.1	75.9	23
Public Service	19.3	61.8	81.1	4
Public Utility Commission	28.4	39.9	68.3	1
Secretary of State	17.8	53.8	71.7	11
State Treasurer	20.4	13.7	34.1	5
Taxes	22.3	43.3	65.6	15
Transportation	22.3	47.5	69.7	142
Vermont Criminal Justice Council	33.3	44.2	77.5	1
Vermont Health Access	19.4	30.3	49.7	30
Vermont Veterans' Home	20.5	43.3	63.7	9
Total	21.4	43.3	64.7	844

Departments with a substantial number of job requisitions whose time to fill was below average include Children and Families, Corrections and Disabilities, Aging and Independent Living.

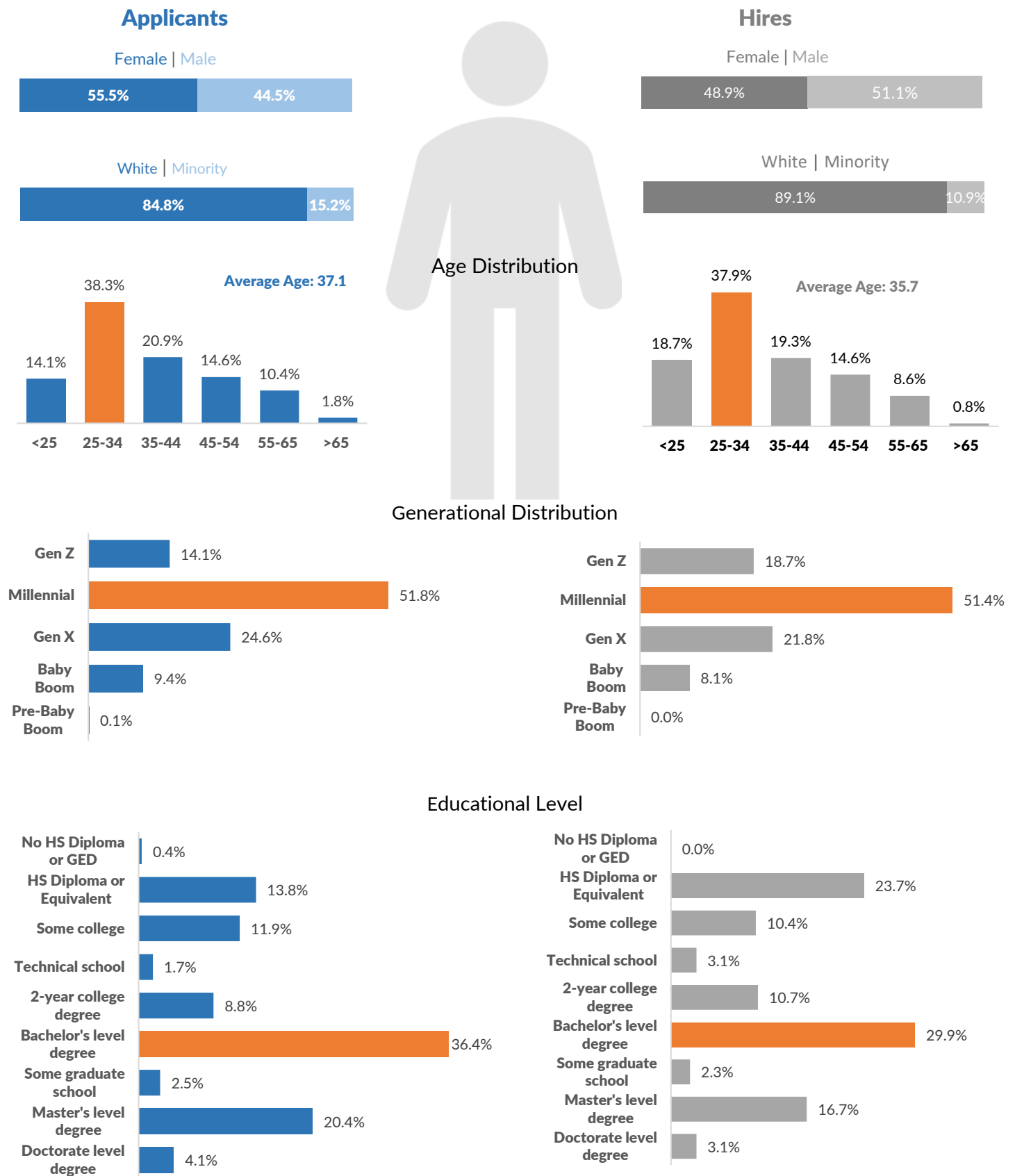


Source: SuccessFactors Recruiting. Data includes only classified job openings and excludes continuous recruitments and recruitments with a multiple headcount. See Table 25 for definitions of Time to Recruit, Time to Hire and Time to Fill.

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

Departments with a substantial number of job requisitions whose time to fill was below average include Children and Families, Corrections and Disabilities, Aging and Independent Living.

Table 25 Profile of Applicants and Hires – Fiscal Year 2021



Source: The State's Human Resource Information System (VTHR) and SuccessFactors Recruiting. See Appendix E for the definition of minority as used in this report.

Table 25 compares various characteristics of the Fiscal Year 2021 applicant pool and hires.

In Fiscal Year 2021 there were more female applicants (55.5%) than male (44.5%). The percentage of female hires is 6.6% less than we find in the applicant pool.

Minority applicants made up 15.2% of the applicant pool in Fiscal Year 2021. This is the highest percentage of minority applicants the State has seen. The number of minority hires was 10.9%, which was 4.3% less than what we find in the applicant pool. However, this is the highest percentage of minority hires the State has seen. This was an improvement over Fiscal Year 2020 where minority applicants made up 14.1% of the applicant pool yet the percentage of minority hires was 8.9%.

While the average age of the applicant pool was 37.1, the highest percentage of applicants (38.3%) were 25-34 years. This compares to the average age of new hires of 35.7, which is slightly less than in 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 (51.8%), with Gen X a distant second (24.6%). (See Table 16 for definition of generations). Similarly, over half of all hires were Millennials (51.4%). A little over 14% of applicants were Gen Z and nearly 19% of hires.

For Fiscal Year 2021 the largest percentage of applicants indicated they had a bachelor's degree (36.4%) and over 60% of all applicants (63.5%) had a bachelor's degree *or higher*. This compares to new hires for Fiscal Year 2021 where there was a slightly lower percentage of those with a bachelor's degree hired (29.9%) and a lower percent who had a bachelor's degree or higher (52.1%).

In Fiscal Year 2021 the percentage of minority hires was the highest the State has ever seen.

Table 26 Hires by Department by Fiscal Year

Department	2017		2018		Fiscal Year 2019		2020		2021	
	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate
Administration	1	4.2%	0	0.0%	0	0.0%	2	16.7%	0	0.0%
Agriculture	16	14.5%	14	12.3%	14	12.2%	17	14.2%	13	10.3%
Attorney General	5	16.7%	1	3.1%	3	8.7%	3	8.6%	4	12.9%
Buildings & General Services	24	7.5%	32	9.9%	33	10.5%	43	13.7%	23	7.3%
Children & Families	117	12.0%	109	11.1%	96	10.1%	74	7.9%	61	6.8%
Commerce & Comm. Dev.	2	2.6%	10	14.0%	2	3.3%	4	6.7%	2	3.4%
Corrections	190	18.3%	138	13.5%	165	16.8%	188	19.3%	119	12.7%
Digital Services	6	6.0%	5	5.3%	40	12.2%	28	8.5%	19	5.9%
Disabilities, Aging & Ind. Liv.	16	6.0%	21	7.8%	22	8.2%	22	8.3%	22	8.3%
Education	25	18.2%	28	19.0%	14	9.9%	25	18.2%	5	3.5%
Environmental Conservation	32	11.4%	23	8.0%	12	4.2%	22	7.9%	6	2.2%
Finance & Management	1	4.2%	3	13.0%	0	0.0%	2	8.3%	1	3.9%
Financial Regulation	5	5.8%	5	6.2%	6	7.5%	12	14.9%	4	4.8%
Fish & Wildlife	13	9.8%	5	3.6%	6	4.4%	12	8.9%	4	3.0%
Forest, Parks & Recreation	16	15.8%	10	9.0%	8	7.0%	8	7.0%	6	5.4%
Green Mountain Care Board	3	19.4%	5	25.6%	2	11.4%	3	16.2%	1	5.1%
Health	72	14.6%	53	10.6%	47	9.6%	45	9.3%	50	10.2%
Human Resources	9	10.2%	13	14.6%	9	10.2%	3	3.3%	2	2.3%
Human Services	8	6.7%	12	9.8%	8	14.0%	3	7.0%	1	2.3%
Labor	14	5.9%	24	10.5%	17	8.3%	17	8.7%	28	14.2%
Libraries	4	33.3%	8	59.3%	0	0.0%	2	13.8%	0	0.0%
Liquor & Lottery	2	4.0%	5	10.1%	7	15.2%	4	6.4%	6	9.6%
Mental Health	32	13.9%	30	12.8%	48	20.2%	32	14.2%	34	16.0%
Military	12	10.1%	27	21.5%	22	16.4%	17	12.3%	9	6.5%
Natural Resources	3	12.8%	1	3.8%	0	0.0%	0	0.0%	0	0.0%
Natural Resources Board	2	9.5%	2	10.5%	3	15.8%	1	4.8%	1	4.8%
Public Safety - Civilian	23	10.8%	28	12.7%	26	12.4%	30	14.1%	24	11.6%
Public Safety - Sworn	30	8.7%	41	11.9%	39	11.3%	36	10.3%	30	8.6%
Public Service	3	9.7%	3	9.2%	4	13.6%	4	13.8%	0	0.0%
Secretary of State	7	11.8%	5	8.1%	10	16.3%	8	12.5%	2	3.1%
Small Department	5	15.4%	5	14.7%	1	2.8%	2	5.5%	4	11.3%
State Treasurer	6	20.0%	4	13.1%	7	23.3%	2	6.3%	0	0.0%
Taxes	20	14.0%	14	9.6%	13	10.0%	16	12.2%	7	5.4%
Transportation	128	10.2%	99	7.9%	108	9.1%	136	11.5%	88	7.6%
Vermont Health Access	60	19.7%	47	14.8%	42	12.9%	27	8.0%	17	5.3%
Vermont Veterans' Home	29	16.7%	27	15.3%	34	19.4%	30	17.5%	22	13.8%
Total	944	12.2%	857	11.0%	869	11.3%	880	11.5%	615	8.2%
% Change from Previous FY			-9%	-10%	1%	2%	1%	2%	-30%	-29%

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 2017 to 2021. 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 2021 there were 615 hires, for a hire rate of 8.2% of the overall workforce.

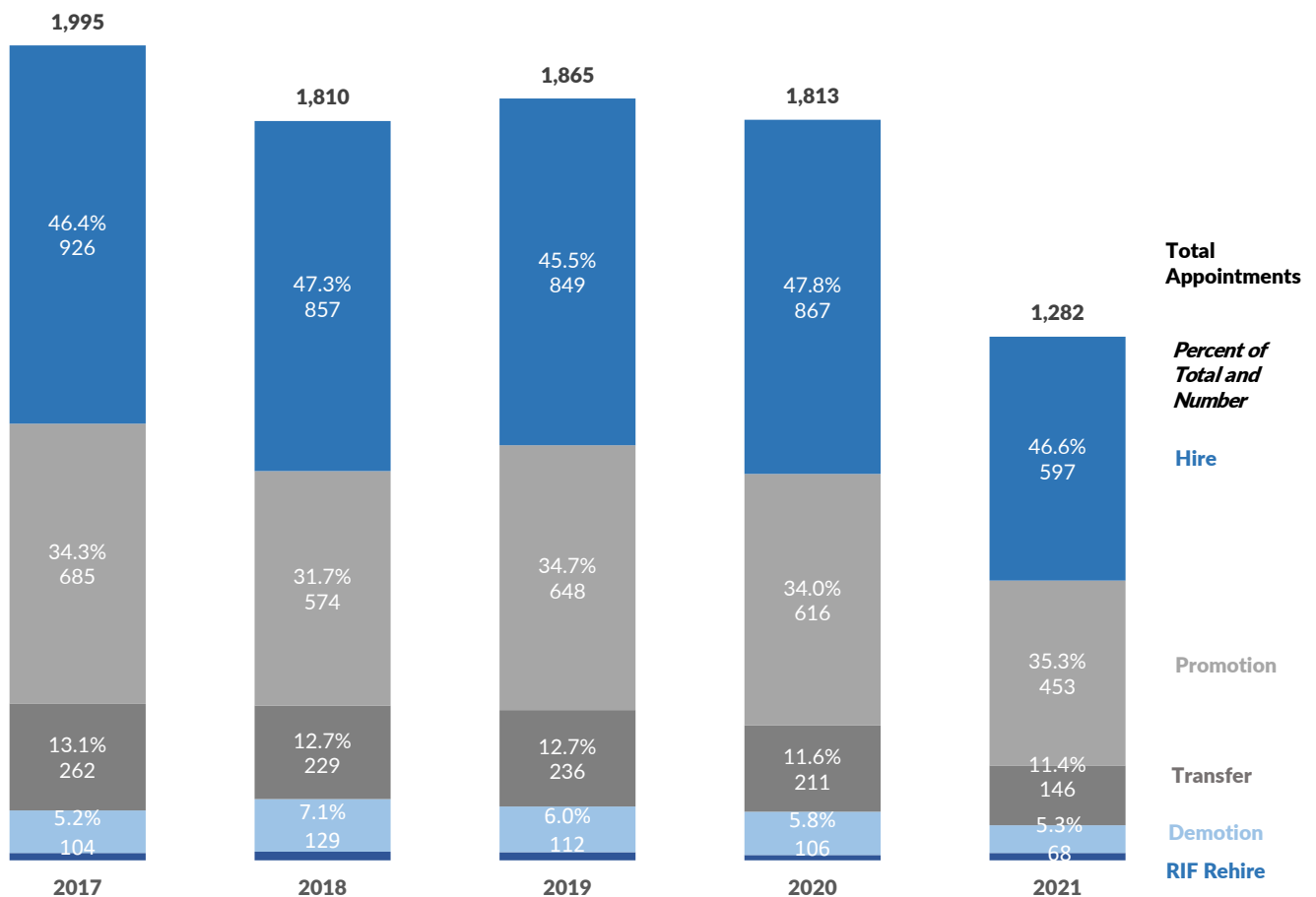
This is the lowest number of hires since Fiscal Year 2010 (534) when the State was experiencing the impact of the Great Recession.

Departments with high hiring rates include Mental Health (16%), Labor (14.2), and Vermont Veterans' Home (13.8).

Corrections (119), Transportation (88), Children & Families (61), and Health (50) had the greatest number of hires – over 50% of all hires in Fiscal Year 2021.

Fiscal Year 2021 had the lowest number of hires since Fiscal Year 2010 when the State was experiencing the impact of the Great Recession.

Table 27 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 2017 to 2021. **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.

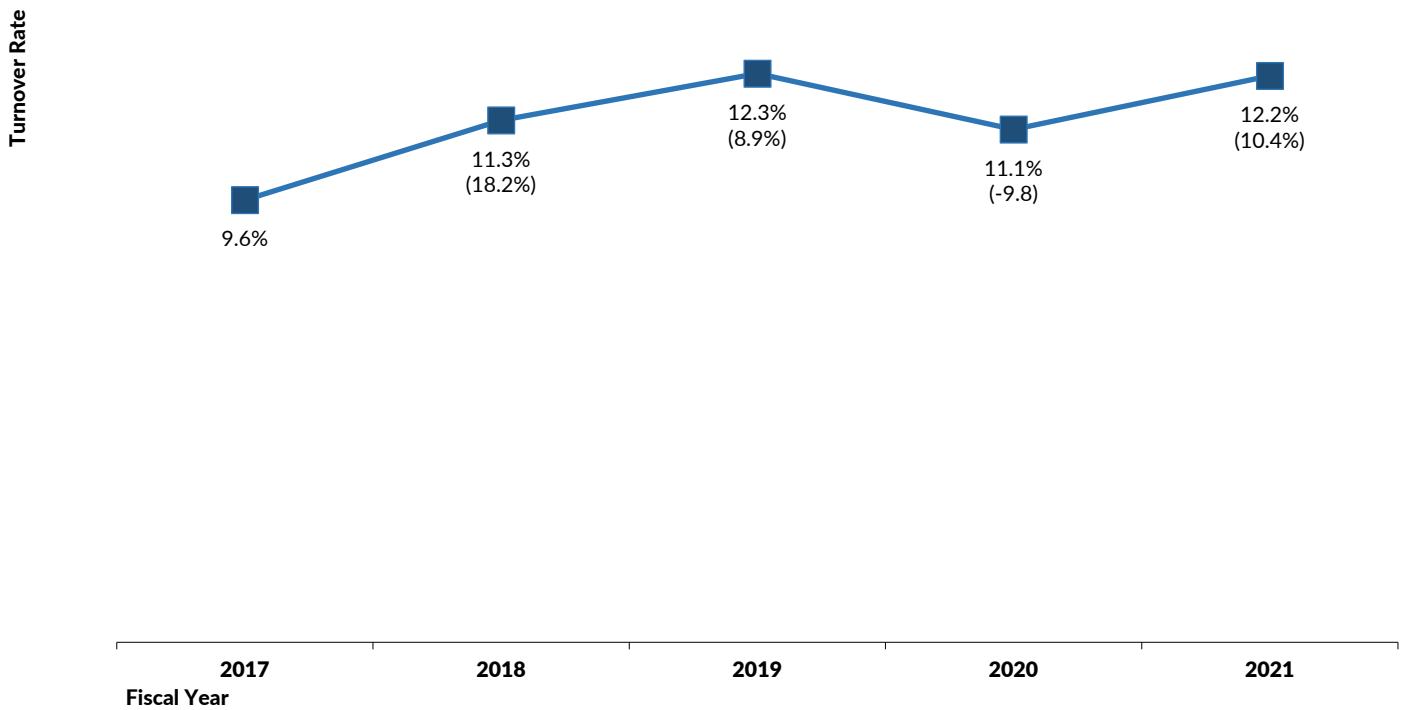
In Fiscal Year 2021 there were 1,282 appointments, 46.6% were hires, 35.3% were promotions, 11.4% were transfers, 5.3% demotions, and 0.7% RIF rehires.

Internal movement (promotions, transfers, demotions) accounted for 52% of all appointments in Fiscal Year 2021.

Internal movement (promotions, transfers, demotions) accounted for 52% of all appointments in Fiscal Year 2021.

Turnover

Table 28 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 2017 to 2021. 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.

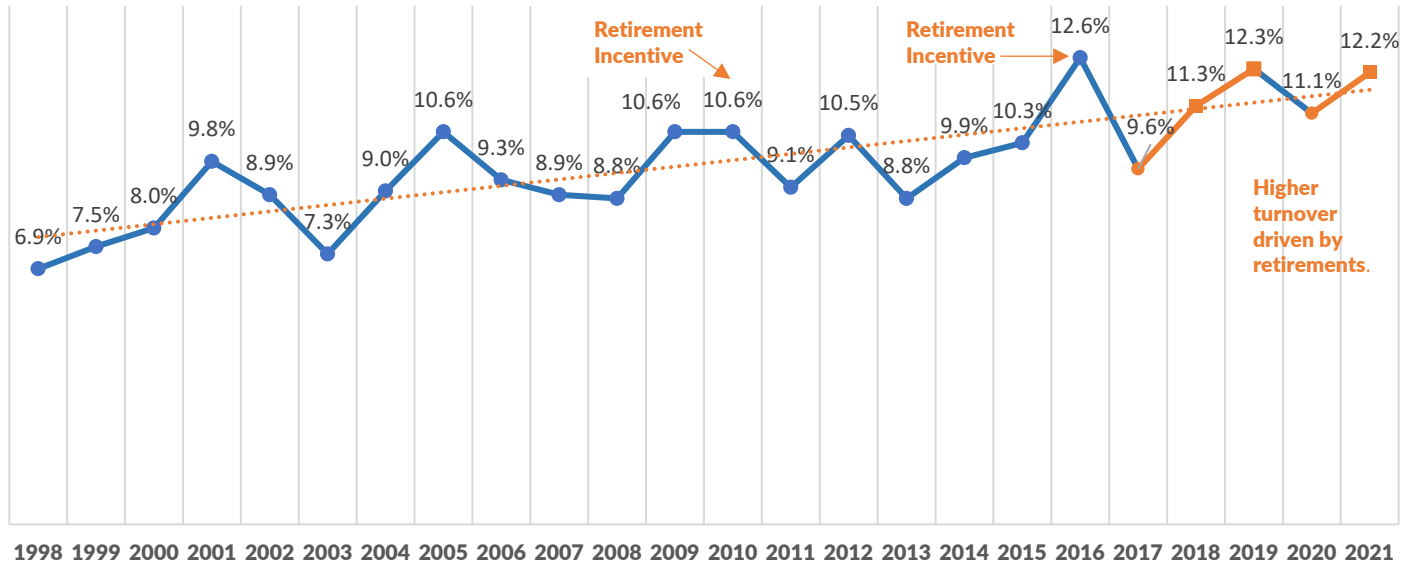
Fiscal Year 2021's overall turnover rate was the third highest in any given fiscal year.

The turnover rate for Fiscal Year 2021 was 12.2%, an increase (10.4%) from Fiscal Year 2020. The higher rate was driven by a significant spike in retirements.

Fiscal Year 2021's overall turnover rate was the third highest in any given fiscal year (as far back as we have reliable data). See [Table 29](#).

The five-year average for turnover now stands at 11.3%.

Table 29 Historical View of Turnover – Fiscal Years 1998 to 2021



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 1998 to 2021. 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 29 shows an historical view of turnover from 1998 to 2021. 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 to 2017 it averaged 10.2%. From 2018 forward the average turnover rate has been about 11.7%.

In Fiscal Years 2019 and 2021 the high turnover rate was largely fueled by an increase in retirements (See Table 32).

Prior to Fiscal Year 2009 the average turnover rate was about 8.6% per fiscal year. From 2009 to 2017 it averaged 10.2%. From 2018 forward the average turnover rate has been about 11.7%.

Table 30 Turnover by Department by Fiscal Year

Department	Fiscal Year					Five Year Average
	2017	2018	2019	2020	2021	
Administration	12.5%	14.3%	7.4%	0.0%	0.0%	6.8%
Agriculture, Food & Markets	7.3%	12.3%	10.4%	8.4%	7.1%	9.1%
Attorney General	10.0%	0.0%	5.8%	8.6%	6.5%	6.2%
Buildings & General Services	7.2%	9.3%	15.2%	10.8%	12.8%	11.0%
Children & Families	9.1%	12.1%	9.7%	9.0%	12.3%	10.5%
Commerce & Community Development	7.9%	15.4%	11.4%	5.0%	3.4%	8.6%
Corrections	15.0%	17.9%	18.6%	17.1%	23.0%	18.3%
Digital Services	5.0%	11.7%	13.1%	10.0%	8.0%	9.6%
Disabilities, Aging & Independent Living	6.4%	7.8%	9.0%	11.3%	11.4%	9.2%
Education	10.2%	12.2%	14.1%	11.6%	2.1%	10.1%
Environmental Conservation	7.5%	4.2%	5.7%	6.1%	6.5%	6.0%
Finance & Management	4.2%	21.7%	8.0%	8.3%	0.0%	8.4%
Financial Regulation	10.5%	8.6%	8.8%	11.2%	3.6%	8.5%
Fish & Wildlife	2.3%	4.3%	5.1%	10.4%	4.5%	5.3%
Forests, Parks & Recreation	5.9%	7.2%	9.7%	7.9%	5.4%	7.2%
Green Mountain Care Board	25.8%	20.5%	5.7%	10.8%	0.0%	12.6%
Health	12.2%	9.4%	12.0%	9.7%	9.4%	10.5%
Human Resources	11.3%	12.4%	9.0%	6.6%	6.9%	9.2%
Human Services	6.7%	11.4%	17.5%	2.3%	11.6%	9.9%
Labor	9.3%	11.8%	12.7%	11.8%	8.6%	10.8%
Libraries	33.3%	22.2%	6.5%	6.9%	6.9%	15.2%
Liquor & Lottery	5.9%	12.1%	10.9%	11.2%	8.0%	9.6%
Mental Health	10.4%	15.4%	16.8%	22.1%	18.8%	16.7%
Military	7.6%	17.5%	14.9%	10.9%	10.9%	12.4%
Natural Resources	8.5%	0.0%	8.7%	0.0%	0.0%	3.4%
Natural Resources Board	9.5%	21.1%	15.8%	4.8%	4.8%	11.2%
Public Safety - Civilian	10.3%	5.0%	11.9%	9.8%	18.4%	11.1%
Public Safety - Sworn	7.8%	11.6%	9.5%	8.8%	13.3%	10.2%
Public Service	3.2%	12.3%	23.7%	6.9%	10.2%	11.3%
Secretary of State	10.1%	4.8%	17.9%	9.4%	10.9%	10.6%
Small Departments	6.2%	8.8%	8.3%	2.7%	14.1%	8.0%
State Treasurer	6.7%	9.8%	16.7%	3.2%	6.7%	8.6%
Taxes	6.3%	8.2%	10.7%	9.9%	10.8%	9.2%
Transportation	6.9%	10.0%	11.1%	10.8%	11.9%	10.1%
Vermont Health Access	13.5%	12.3%	9.6%	9.1%	6.2%	10.1%
Vermont Veterans' Home	16.7%	9.1%	20.6%	19.2%	25.0%	18.1%
Total	9.6%	11.3%	12.3%	11.1%	12.2%	11.3%

Over this five-fiscal-year timeframe departments with consistently higher than average yearly turnover include Corrections (18.3%) and Mental Health (16.7%).

Just four departments with much higher-than-average turnover - Vermont Veterans' Home, Corrections, Mental Health and Public Safety-Civilian - skewed the overall average turnover rate in Fiscal Year 2021.

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2017 to 2021. "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.

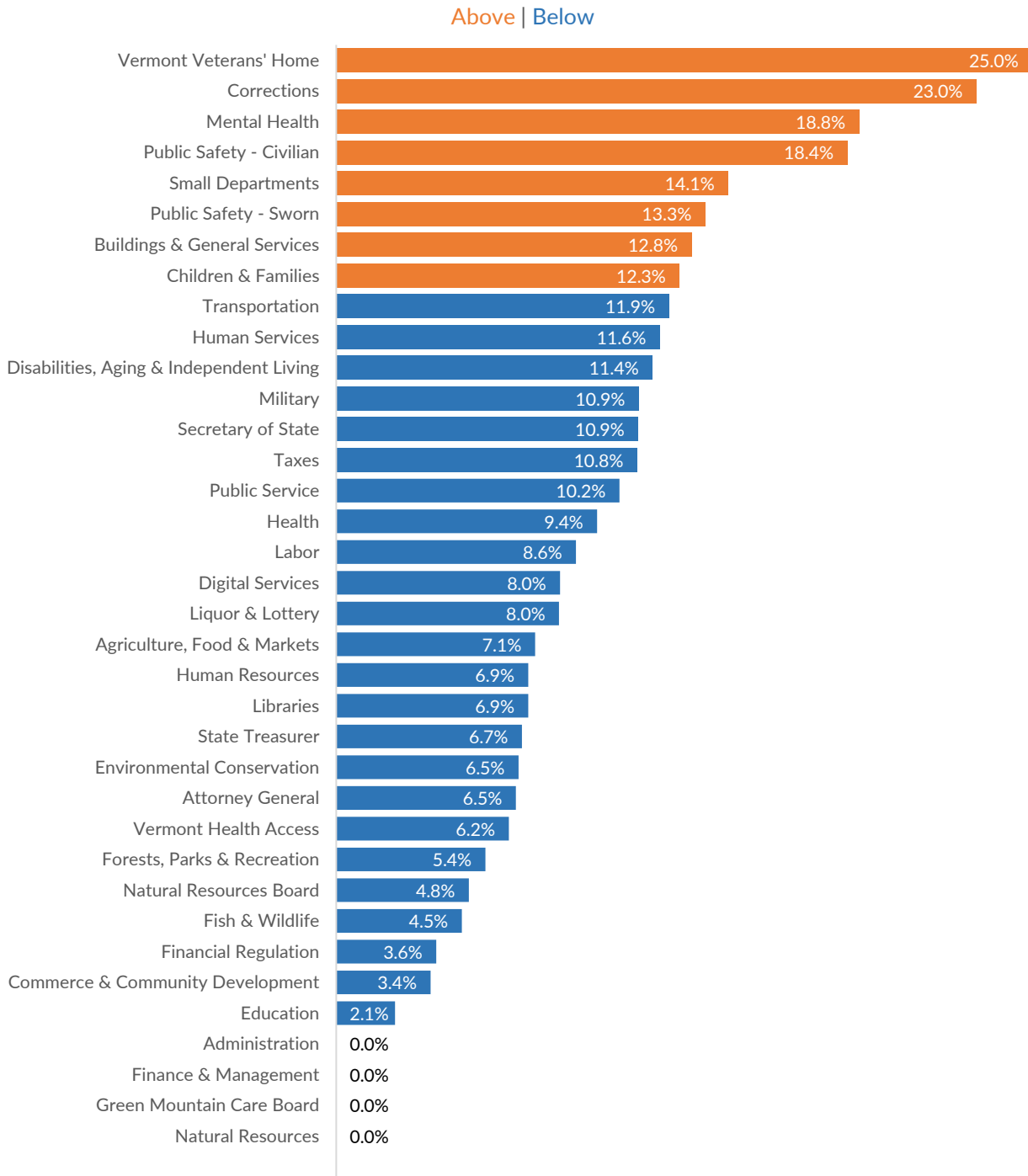
Heat Map Legend
 Above Average
 Below Average

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

What is noteworthy is that compared to the previous fiscal years a relatively small percentage of departments had higher than average turnover and just four departments with much higher-than-average turnover - Vermont Veterans' Home, Corrections, Mental Health and Public Safety-Civilian - skewed the overall average turnover rate. This is clearly illustrated in Table 31.

Table 31 Departments with Above and Below Average Turnover – Fiscal Year 2021

Departments Ranked: **Above** and **Below** Average Turnover FY '21

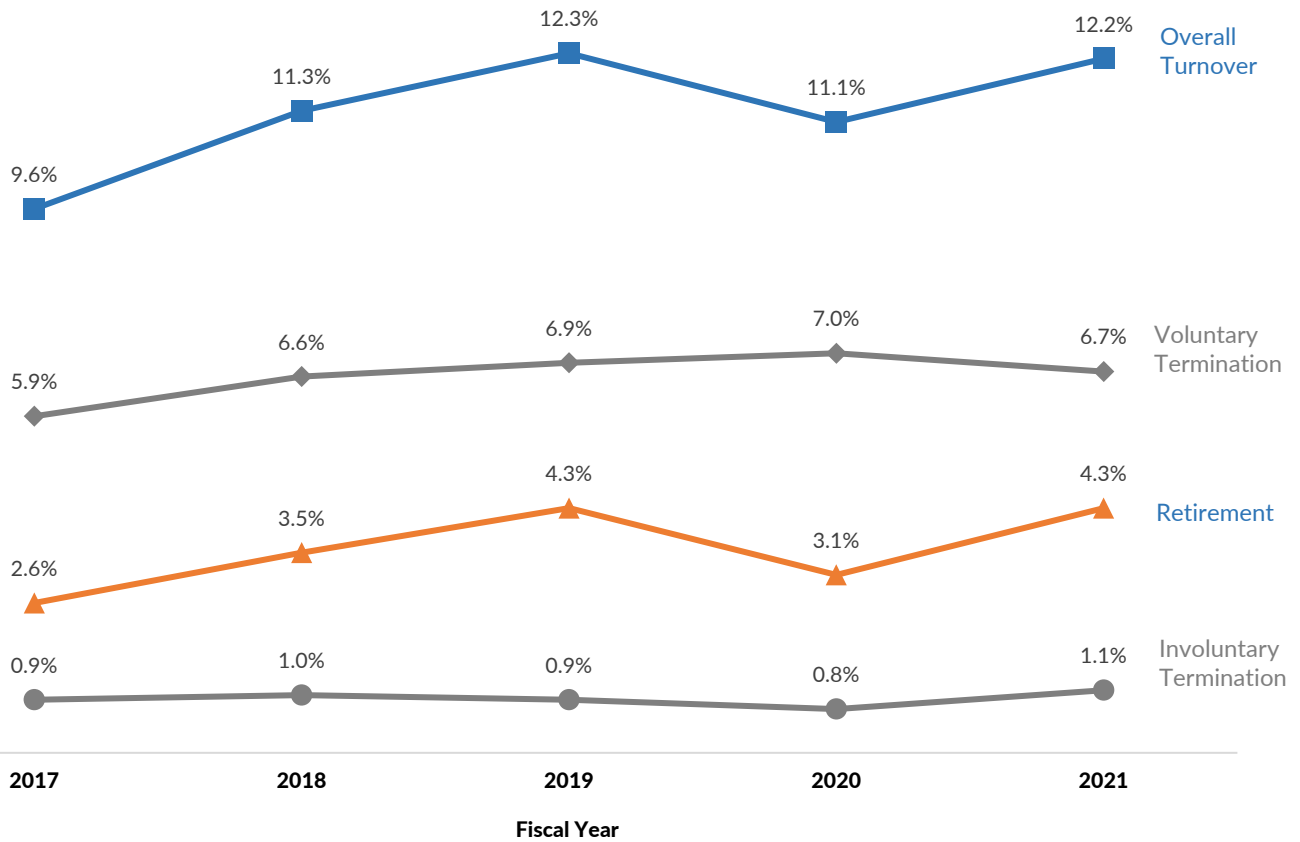


Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2021. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year.

Table 31 ranks departments based on Fiscal Year 2021 turnover and visually shows those **Above** and **Below** the average of 12.2%.

A relatively small number of departments had above average turnover. The top four highest - Vermont Veterans' Home, Corrections, Mental Health and Public Safety-Civilian - skewed the average turnover rate.

Table 32 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 2017 to 2021. 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.

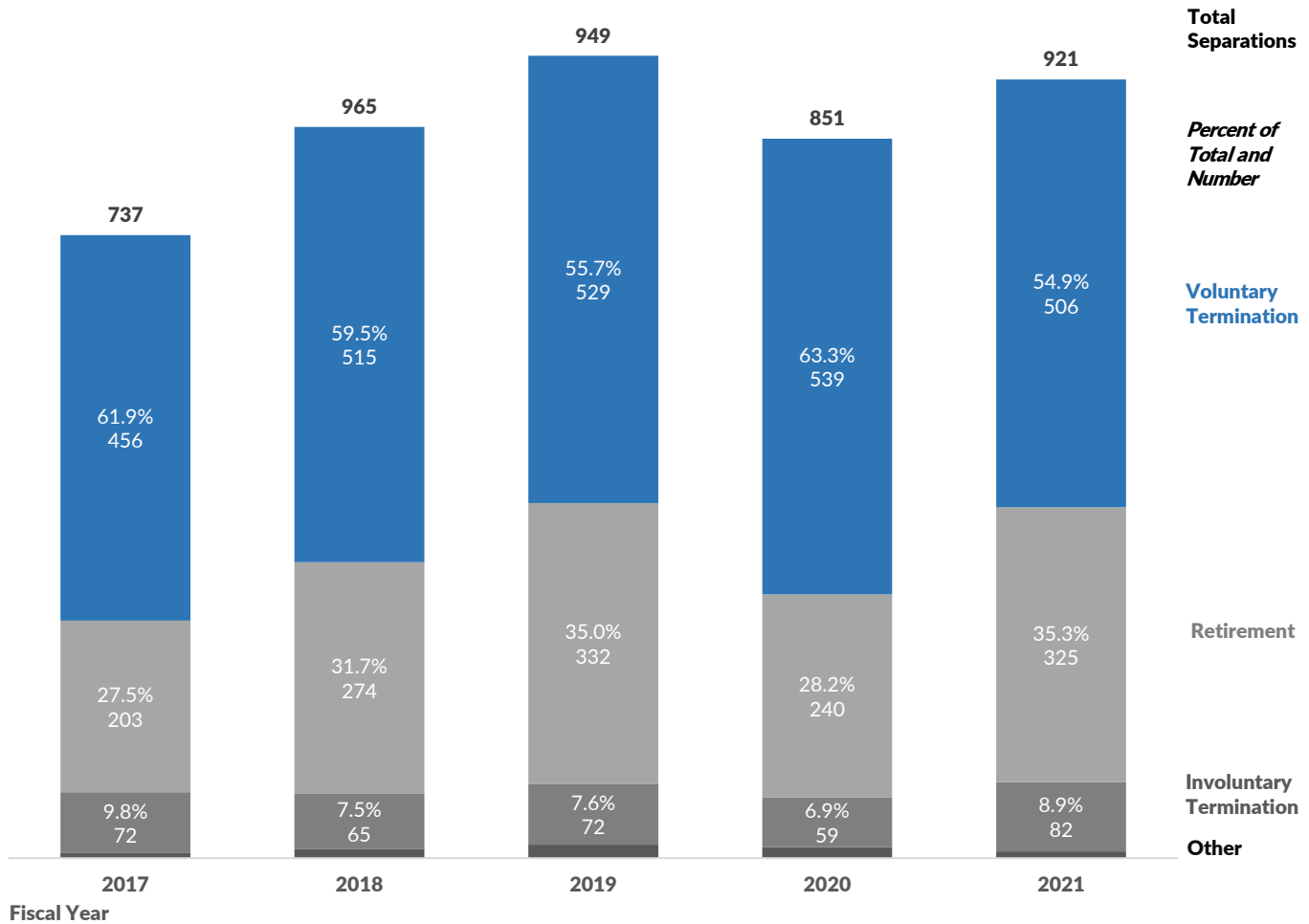
In Fiscal Year 2021 voluntary terminations made up the largest percentage of overall turnover.

The overall turnover rate was 12.2% for Fiscal Year 2021.

As it generally does, voluntary terminations made up the largest percentage of overall turnover. In Fiscal Year 2021 the rate was 6.7% of overall turnover.

The second largest component of overall turnover was retirements at 4.3%. This was up from Fiscal Year 2020 (3.1%).

Table 33 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 2017 to 2021. **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 2021 were voluntary terminations at 506, down slightly from Fiscal Year 2020 (6.1%), accounting for 54.9% of all separations.

The second largest number of separations were retirements at 325, up significantly (35.4%) for Fiscal Year 2021. The number of retirements was just shy of Fiscal Year 2019 when there were 332 retirements. Fiscal Year 2019 was the third highest number of retirements in any given fiscal year (as far back as we have reliable data⁴) next to Fiscal Year 2010 (373) and Fiscal Year 2016 (351), both fiscal years with a retirement incentive.

A total of 921 employees separated during Fiscal Year 2021. Of the turnover in Fiscal Year 2021, 54.9% were voluntary terminations, 35.3% were retirements, 8.9% involuntary terminations, and 0.9% were “other.”

Retirements were up significantly in Fiscal Year 2021.

⁴ 1998 was as early as we have reliable turnover data.

Table 34 Turnover Rates for Classified Job Titles – Fiscal Year 2021

Turnover of Most Populous Job Titles FY '21

Job Title	Ave. Num.	Turnover
Correctional Officer I	329	44.1%
Family Services Worker	202	11.4%
Trooper	160	8.8%
Transportation Journeyman Maintenance Worker	119	21.8%
Correctional Officer II	108	15.7%
Benefits Programs Specialist	98	14.3%
Sergeant	86	17.4%
Transportation Master Maintenance Worker	80	1.3%
Administrative Services Coordinator I	76	5.3%
Probation & Parole Officer	75	1.3%
Licensed Nursing Assistant	69	27.7%
Custodian II	55	11.0%
Reach Up Case Manager II	53	7.6%
Mental Health Specialist	50	44.0%
Financial Specialist III	49	4.1%
Environmental Analyst V - General	48	2.1%
Program Technician II	45	6.7%
Administrative Assistant B	44	4.5%
Correctional Facility Shift Supervisor	43	7.1%
Family Services Supervisor	41	9.8%
Administrative Services Coordinator II	41	4.9%
Transportation Apprentice Maintenance Worker	37	74.0%
Community Correctional Officer	36	22.2%
Financial Manager I	36	8.5%
Environmental Analyst VI	34	6.0%

Job Titles with the Highest Turnover Rate FY '21

Job Title	Ave. Num.	Turnover
PSAP Emergency Communications Dispatcher I	22	81.8%
Transportation Apprentice Maintenance Worker	37	74.0%
Correctional Officer I	329	44.1%
Mental Health Specialist	50	44.0%
Veterans Home Utility Worker	24	41.7%
Benefit Programs Assistant Administrator	10	40.0%
Public Safety Barracks Clerk	13	38.5%
MV Direct Client Services Specialist I	12	34.8%
Information Center Representative II	16	32.3%
AOT Project Manager I	10	30.0%
Job Center Specialist I	11	28.6%
Licensed Nursing Assistant	69	27.7%
Registered Nurse II - CSN	15	27.6%
BGS Institutional Maint. Mechanic	11	27.3%
Community Correctional Officer	36	22.2%
AOT Senior Maintenance Worker	32	22.2%
PSAP Emergency Communications Dispatcher II	27	22.2%
Transportation Journeyman Maintenance Worker	119	21.8%
Parks Maintenance Technician	10	20.0%
Health Program Administrator	11	19.0%
RN II - CSN (Night)	11	19.0%
Civil Engineer I	11	18.2%
Security Guard	28	17.9%
Probation & Parole Officer I	17	17.6%
Sergeant	86	17.4%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2021. 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.

PSAP Emergency Communications Dispatcher I had an astonishing turnover rate of 81.8% in Fiscal Year 2021.

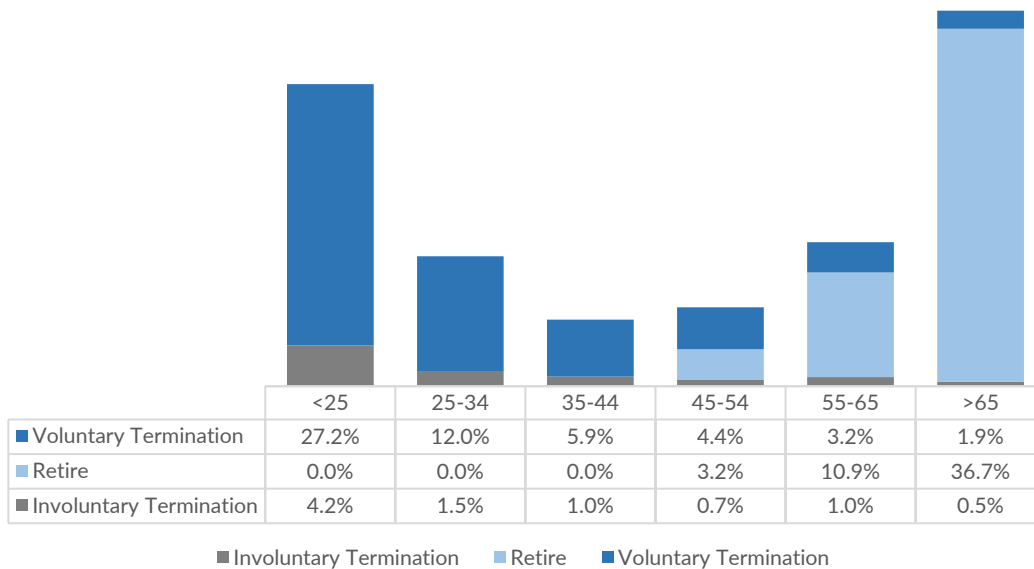
Correctional Officer I was the most populous job title and showed a high rate of turnover (44.1%).

Other populous job titles with high turnover include Transportation Apprentice Maintenance Worker (74.0%), Mental Health Specialist (44.0%), Licensed Nursing Assistant (27.7%), and Community Correctional Officer (22.2%).

Job titles among those with the highest rates of turnover in Fiscal Year 2021 include PSAP Emergency Communications Dispatcher I (81.8%), Transportation Apprentice Maintenance Worker (74.0%), Correctional Officer I (44.1%), Mental Health Specialist (44.0%), and Veterans Home Utility Worker (41.7%).

Table 35 Type of Separation by Age Group and Sex – Fiscal Year 2021

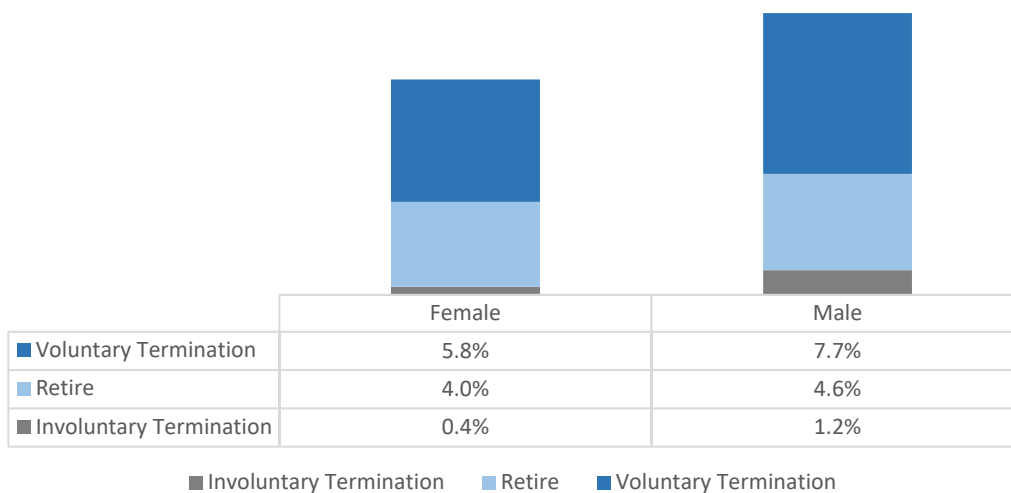
Type of Separation by Age Group



Voluntary separations were significantly more likely to occur among employees less than 25 years old (27.2%) or 25-34 years old (12.0%).

Employees in this Age Group...	<25	25-34	35-44	45-54	55-65	>65
...make up this % of the Workforce.	3.1%	21.1%	24.0%	26.6%	22.4%	2.8%
They account for this % of Total Turnover.	8.0%	23.3%	13.7%	18.2%	27.6%	9.1%
This % of them left State employment in FY 21	31.4%	13.5%	7.0%	8.4%	15.1%	39.5%

Type of Separation by Sex



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

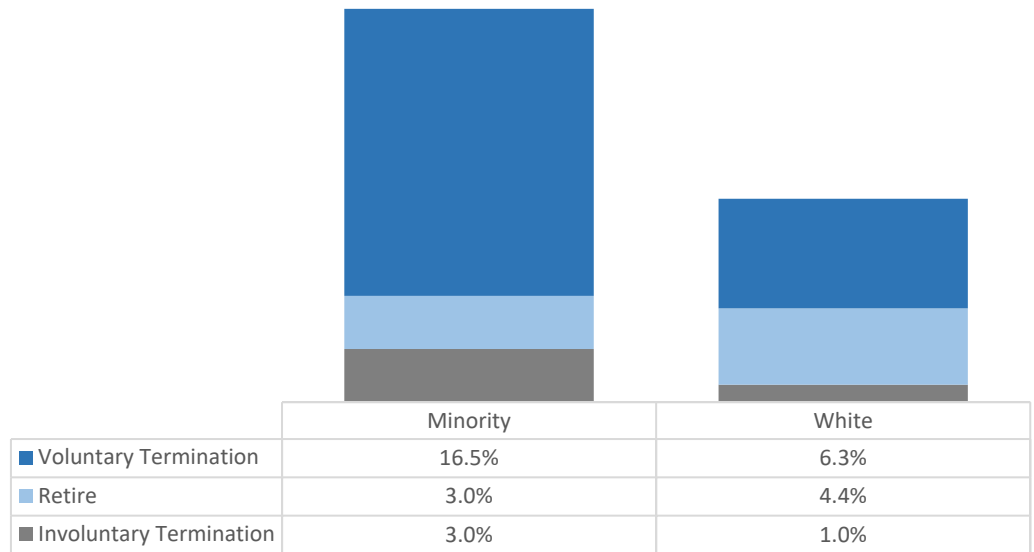
Employees in this Sex Group...	Female	Male
...make up this % of the Workforce.	51.5%	48.5%
They account for this % of Total Turnover.	44.8%	55.2%
This % of them left State employment in FY 21	10.3%	13.4%

Source: Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2021. See Table 32 for a definition of turnover and turnover types.

Table 36 Type of Separation by Race/Ethnic Group and Length of Service – Fiscal Year 2021

Type of Separation by Race/Ethnic Group

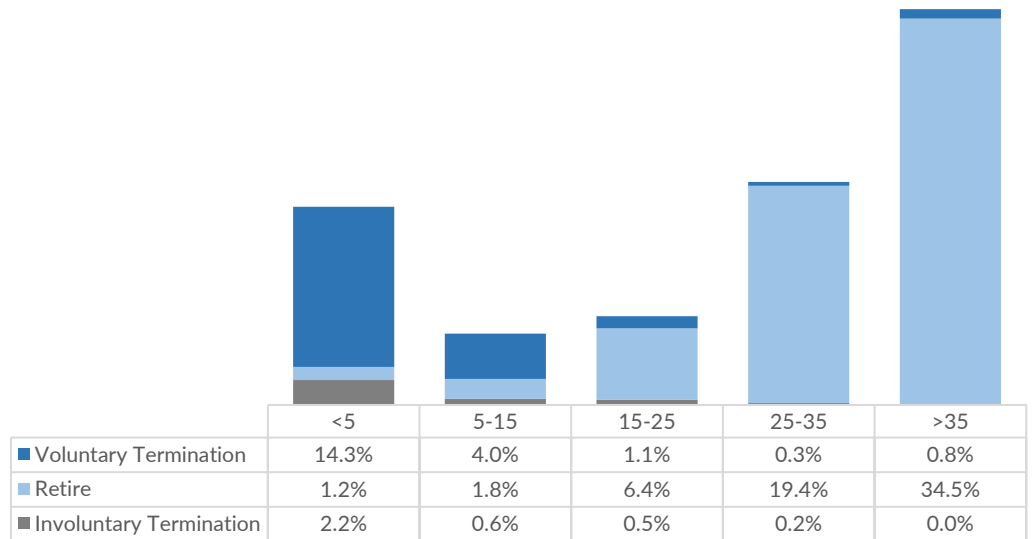
Minority employees had a higher turnover rate (22.6%) than white employees (11.8%), primarily driven by voluntary separations which were significantly higher among minority employees than white employees.



Employees in this Ethnic Group...	Minority	White
...make up this % of the Workforce.	4.4%	95.6%
They account for this % of Total Turnover.	8.0%	92.0%
This % of them left State employment in FY 21	22.6%	11.8%

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.	35.2%	35.9%	19.6%	7.6%	1.6%
They account for this % of Total Turnover.	51.0%	18.7%	12.9%	12.5%	4.9%
This % of them left State employment in FY 21	17.7%	6.4%	8.1%	20.1%	37.8%

Source: Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2021. See Table 32 for a definition of turnover and turnover types. See Appendix E for the definition of minority as used in this report.

Table 37 Turnover by Reason, including Employee Movement, by Department – Fiscal Year 2021

Department	Voluntary	Involuntary	Retire	Total Turnover	Employee Movement	Total Department Outflow
Administration	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Agriculture	1.6%	0.0%	4.8%	7.1%	1.6%	8.8%
Attorney General	3.2%	0.0%	3.2%	6.5%	3.3%	9.8%
Buildings & General Services	6.7%	0.3%	5.7%	12.8%	1.0%	13.8%
Children & Families	5.3%	3.1%	3.9%	12.3%	1.0%	13.4%
Commerce & Community Dev.	0.0%	0.0%	3.4%	3.4%	0.0%	3.4%
Corrections	17.1%	2.2%	3.6%	23.0%	1.3%	24.4%
Digital Services	2.5%	0.0%	5.6%	8.0%	1.2%	9.3%
Disabilities, Aging & Ind. Liv.	6.1%	0.0%	5.3%	11.4%	0.8%	12.2%
Education	1.4%	0.0%	0.7%	2.1%	0.7%	2.8%
Environmental Conservation	2.2%	0.0%	4.4%	6.5%	0.4%	6.9%
Finance & Management	0.0%	0.0%	0.0%	0.0%	8.2%	8.2%
Financial Regulation	2.4%	0.0%	1.2%	3.6%	0.0%	3.6%
Fish & Wildlife	0.8%	1.5%	2.3%	4.5%	0.8%	5.3%
Forest, Parks & Recreation	0.0%	0.0%	5.4%	5.4%	0.0%	5.4%
Green Mountain Care Board	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Health	4.1%	0.4%	4.7%	9.4%	0.4%	9.8%
Human Resources	2.3%	0.0%	3.4%	6.9%	1.2%	8.1%
Human Services	7.0%	0.0%	4.7%	11.6%	4.8%	16.7%
Labor	4.1%	0.5%	4.1%	8.6%	2.6%	11.3%
Libraries	6.9%	0.0%	0.0%	6.9%	0.0%	6.9%
Liquor & Lottery	1.6%	0.0%	6.4%	8.0%	0.0%	8.0%
Mental Health	12.7%	1.9%	4.2%	18.8%	1.4%	20.3%
Military	6.5%	0.0%	4.3%	10.9%	0.7%	11.6%
Natural Resources	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Natural Resources Board	0.0%	0.0%	4.8%	4.8%	0.0%	4.8%
Public Safety - Civilian	11.6%	1.4%	4.8%	18.4%	4.4%	23.2%
Public Safety - Sworn	4.9%	1.7%	6.6%	13.3%	0.0%	13.3%
Public Service	3.4%	0.0%	6.8%	10.2%	3.4%	13.8%
Secretary of State	4.7%	0.0%	6.2%	10.9%	1.6%	12.5%
Small Department	11.3%	0.0%	2.8%	14.1%	11.9%	26.9%
State Treasurer	6.7%	0.0%	0.0%	6.7%	0.0%	6.7%
Taxes	4.6%	0.8%	4.6%	10.8%	0.8%	11.6%
Transportation	6.5%	0.8%	4.5%	11.9%	0.5%	12.5%
Vermont Health Access	3.1%	0.6%	2.5%	6.2%	1.9%	8.1%
Vermont Veterans' Home	15.6%	1.3%	7.5%	25.0%	0.0%	25.0%
Grand Total	6.7%	1.1%	4.3%	12.2%	1.1%	13.4%

Five departments accounted for over 50% of the number of retirements in Fiscal Year 2021 – Transportation, Corrections, Health, Children & Families, and Public Safety - Sworn.

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.

Heat Map Legend	
Above Average	
Below Average	

Source: Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2021. See Table 32 for a definition of turnover and turnover types.

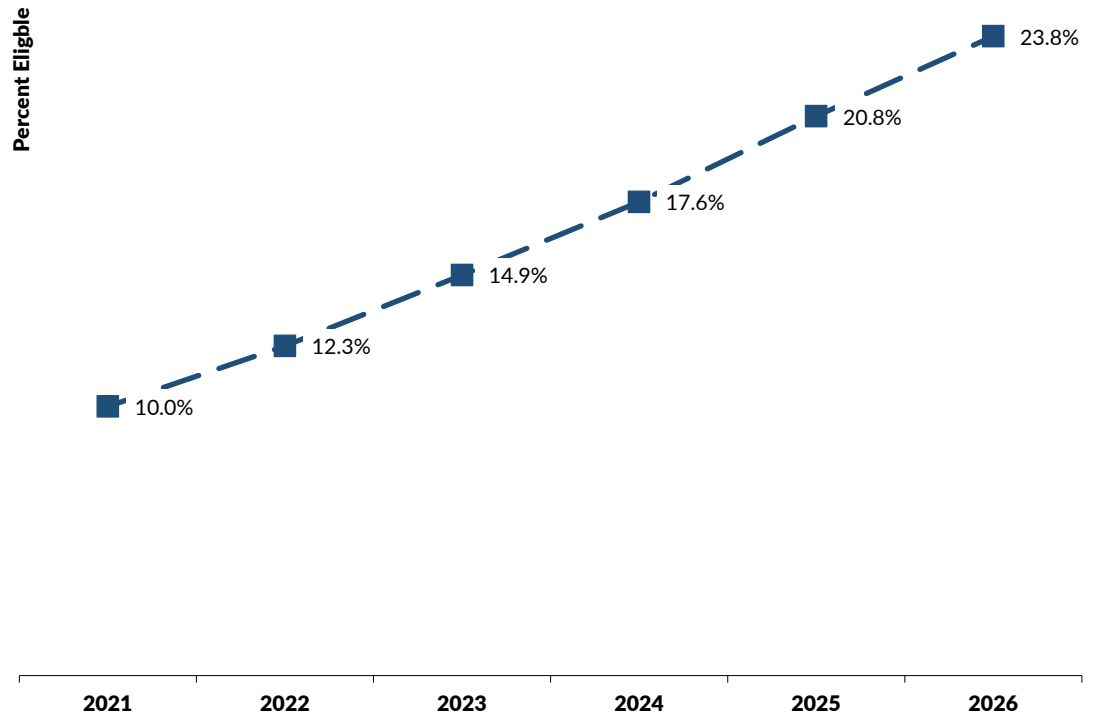
Table 37 shows turnover reasons by Department. A heat map is used to show those departments who had turnover rates above and below the average for that turnover reason.

In addition, Table 37 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 38 Projected Retirement Eligibility by Fiscal Year

In five years (Fiscal Year 2026) 23.8% of current employees are projected to be eligible for retirement.



	2021	2022	2023	2024	2025	2026
Male	330	423	518	633	749	863
Female	407	480	579	664	783	888
Total	737	903	1,097	1,297	1,532	1,751
% Change from Previous FY		22.5%	21.5%	18.2%	18.1%	14.3%
Additional Number Eligible		166	194	200	235	219

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 2021 year-end. See Appendix D for a description of the method used to produce the retirement projections.

At the end of Fiscal Year 2021, 737 employees (10.0% of the classified workforce) were eligible for retirement. An additional 166 employees are projected to be eligible by the end of Fiscal Year 2022.

In five years (Fiscal Year 2026) 23.8% or 1,751 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 39 Projected Retirement Eligibility by Department

Department	Current Eligible		Projected Eligible					
	FY 2021		1 year (FY 2022)		3 Year (FY 2024)		5 Year (FY 2026)	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Administration	1	8.3%	1	8.3%	2	16.7%	4	33.3%
Agriculture	13	10.2%	16	12.6%	23	18.1%	25	19.7%
Attorney General	2	6.3%	5	15.6%	8	25.0%	12	37.5%
Buildings & General Services	49	16.2%	57	18.9%	82	27.2%	106	35.1%
Children & Families	66	7.6%	76	8.7%	111	12.7%	158	18.1%
Commerce & Community Development	10	16.9%	11	18.6%	13	22.0%	19	32.2%
Corrections	62	7.0%	72	8.2%	115	13.0%	157	17.8%
Digital Services	30	9.5%	39	12.3%	61	19.2%	82	25.9%
Disabilities, Aging & Independent Living	39	15.0%	49	18.8%	61	23.5%	78	30.0%
Education	21	14.5%	26	17.9%	32	22.1%	36	24.8%
Environmental Conservation	37	13.8%	47	17.5%	63	23.4%	75	27.9%
Finance & Management	2	8.0%	3	12.0%	6	24.0%	7	28.0%
Financial Regulation	6	7.1%	9	10.6%	16	18.8%	20	23.5%
Fish & Wildlife	21	16.2%	26	20.0%	34	26.2%	46	35.4%
Forests, Parks & Recreation	13	11.6%	17	15.2%	23	20.5%	29	25.9%
Green Mountain Care Board	1	4.8%	1	4.8%	3	14.3%	4	19.0%
Health	58	11.7%	65	13.1%	80	16.1%	110	22.2%
Human Resources	12	14.1%	15	17.6%	23	27.1%	28	32.9%
Human Services	6	14.6%	6	14.6%	9	22.0%	14	34.1%
Labor	32	15.9%	38	18.9%	44	21.9%	61	30.3%
Libraries	3	21.4%	5	35.7%	7	50.0%	7	50.0%
Liquor & Lottery	6	9.5%	8	12.7%	14	22.2%	23	36.5%
Mental Health	16	7.5%	18	8.5%	27	12.7%	35	16.4%
Military	14	10.1%	19	13.7%	31	22.3%	42	30.2%
Natural Resources	2	16.7%	2	16.7%	3	25.0%	4	33.3%
Natural Resources Board	4	19.0%	4	19.0%	5	23.8%	7	33.3%
Public Safety - Civilian	19	9.7%	23	11.7%	38	19.4%	49	25.0%
Public Safety - Sworn	8	2.4%	19	5.7%	42	12.5%	73	21.7%
Public Service	1	3.7%	3	11.1%	3	11.1%	6	22.2%
Secretary of State	5	7.9%	7	11.1%	7	11.1%	8	12.7%
Small Department	6	17.6%	6	17.6%	7	20.6%	7	20.6%
State Treasurer	2	6.9%	4	13.8%	6	20.7%	6	20.7%
Taxes	20	15.9%	22	17.5%	26	20.6%	37	29.4%
Transportation	119	10.5%	145	12.7%	209	18.4%	286	25.1%
Vermont Health Access	15	4.6%	22	6.8%	36	11.1%	52	16.1%
Vermont Veterans' Home	16	10.7%	17	11.3%	27	18.0%	38	25.3%
Total	737	10.0%	903	12.3%	1297	17.6%	1751	23.8%

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 2021 year-end. Please see Appendix E for a description of the method used to produce the retirement projections. "Small Departments" have 15 or fewer employees (See Appendix C.).

In terms of actual numbers, five departments account for nearly 50% of the employees who will be eligible for retirement in five years (Fiscal Year 2026) – Transportation (286), Children & Families (158), Corrections (157), Health (110) and Buildings & General Services (106).

Table 40 Projected Retirement Eligibility for Classified Job Titles – Fiscal Year 2021

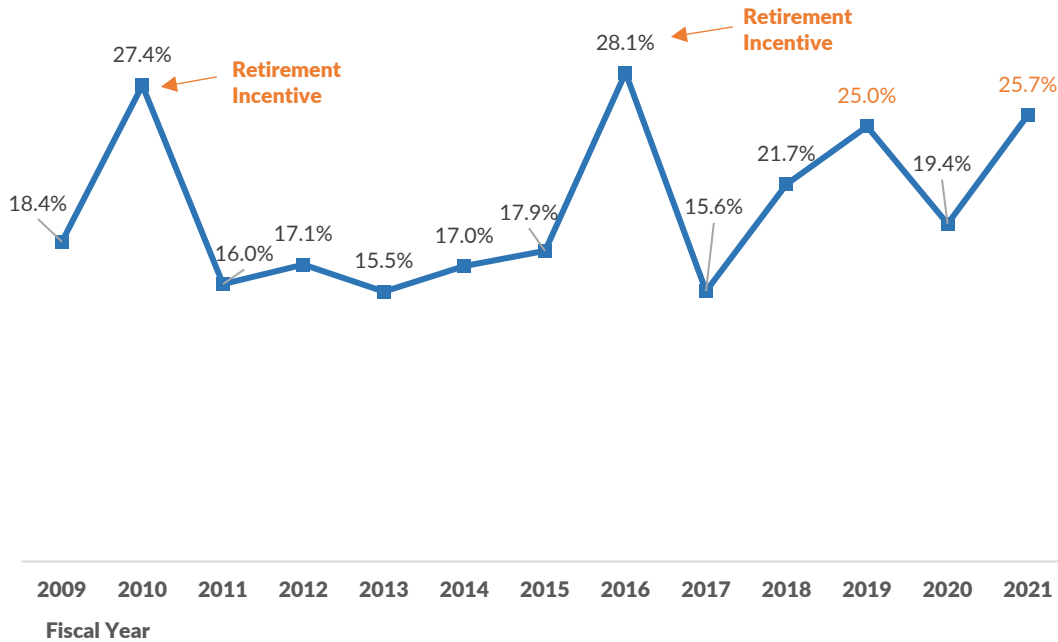
Projected Retirement Eligibility of Most Populous Job Titles				Job Titles with the Highest Projected Retirement Eligibility			
Job Title	Num.	Eligible FY '21	Five Year Percent Projected Eligible	Job Title	Num.	Eligible FY '21	Five Year Percent Projected Eligible
Correctional Officer I	287	0.3%	4.5%	Lieutenant	27	3.7%	66.7%
Family Services Worker	198	2.5%	5.1%	Administrative Services Tech III	17	35.3%	58.8%
Trooper	158	0.6%	5.7%	Nurse Case Manager / URN I	30	20.0%	53.3%
Correctional Officer II	114	5.3%	14.9%	Financial Specialist II	15	46.7%	53.3%
Transportation Journeyman Main. Wkr.	100	4.0%	24.0%	Program Technician I	30	30.0%	46.7%
Benefits Programs Specialist	95	8.4%	22.1%	Public Health Nurse II	26	26.9%	46.2%
Sergeant	89	4.5%	36.0%	Fish & Wildlife Scientist III	18	33.3%	44.4%
Transportation Master Main. Worker	81	12.3%	33.3%	AOT Technician VI	25	20.0%	44.0%
Administrative Services Coordinator I	74	20.3%	40.5%	IT Systems Developer III	39	25.6%	43.6%
Probation & Parole Officer	70	22.9%	37.1%	Custodian II	54	22.2%	42.6%
Licensed Nursing Assistant	64	9.4%	18.8%	Administrative Assistant B	40	27.5%	42.5%
Custodian II	54	22.2%	42.6%	Administrative Services Coordinator I	74	20.3%	40.5%
Reach Up Case Manager II	53	7.5%	17.0%	Administrative Assistant A	20	5.0%	40.0%
Mental Health Specialist	52	3.8%	11.5%	Correctional Educator	21	23.8%	38.1%
Financial Specialist III	46	15.2%	28.3%	VR Counselor II	16	25.0%	37.5%
Program Technician II	46	13.0%	21.7%	Commercial Vehicle Enfrmnt. Insp.	16	6.3%	37.5%
Environmental Analyst V - General	46	4.3%	17.4%	Probation & Parole Officer	70	22.9%	37.1%
Correctional Facility Shift Supervisor	45	4.4%	15.6%	IT Systems Developer IV	19	26.3%	36.8%
Family Services Supervisor	43	4.7%	18.6%	Sergeant	89	4.5%	36.0%
Transportation Apprentice Main. Wkr.	41	0.0%	4.9%	Environmental Analyst VII - General	20	10.0%	35.0%
Administrative Assistant B	40	27.5%	42.5%	Transportation Master Maint. Wkr.	81	12.3%	33.3%
IT Systems Developer III	39	25.6%	43.6%	Administrative Services Coord. III	27	11.1%	33.3%
Environmental Analyst VI	39	15.4%	28.2%	Veterans Home Utility Worker	21	19.0%	33.3%
Administrative Services Coordinator II	39	17.9%	23.1%	Senior Benefits Programs Specialist	15	20.0%	33.3%
Financial Manager I	36	5.6%	19.4%	Financial Administrator III	15	13.3%	33.3%

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 2021 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 IT Systems Developer III (43.6%), Custodian II (42.6%), Administrative Assistant B (42.5%), Administrative Services Coordinator I (40.5%), and Probation & Parole Officer (37.1%).

The top five job titles with the highest percentage of employees projected to be eligible for retirement in five years are Lieutenant (66.7%), Administrative Services Tech III (58.8%), Nurse Case Manager / URN I (53.3%), Financial Specialist II (53.3%), and Program Technician I (46.7%).

Table 41 Percent of Retirement Eligible Classified Employees Who Actually Retire by Fiscal Year



Fiscal Year 2021 had the highest percent of employees who were eligible to retire actually retire – outside of a year with a retirement incentive. Fiscal Year 2021 surpassed Fiscal Year 2019 which had previously been the highest percentage.

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 D 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%.

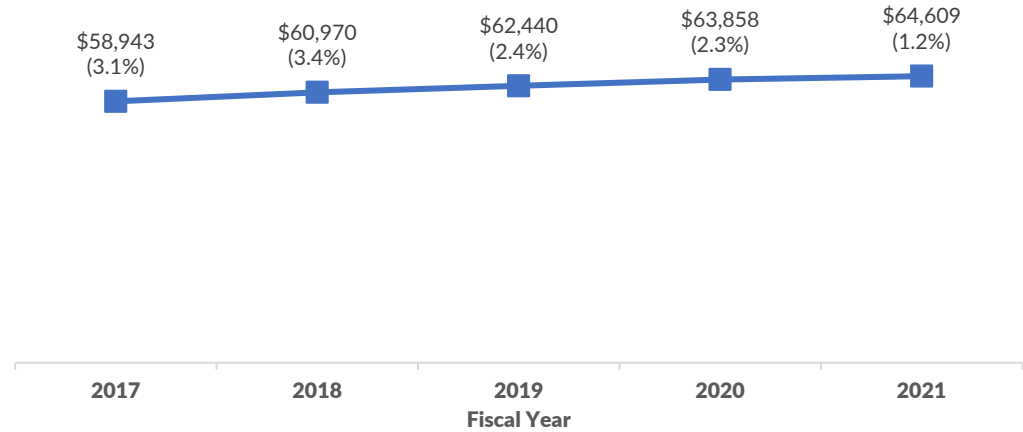
What is noteworthy about Fiscal Year 2021 is that nearly 26% of those employees eligible to retire did retire. This percentage was approximately the same as in a year with a retirement incentive.

The decision to retire is a complex decision that is influenced by multiple factors that is highly complicated to predict⁵. 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.).

⁵ Lewis, G.B. & Pitts, D. (2018). Deciding to Retire from the Federal Service. *Review of Public Personnel Administration*, 38, 49-82.

Table 42 Average Salary for Full-Time Classified Employees by Fiscal Year

The Percent Increase in Average Salary in Fiscal Year 2021 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 2017 to 2021. 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 2021 the average base rate salary for full-time classified employees was \$64,609, a 1.2% increase from Fiscal Year 2020.

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 recent fiscal years (See [Table 32](#)) – where higher paid employees retired and those replacing them came in at a lower rate of pay. In addition, the Fiscal Years 2019 and 2020 negotiated salary adjustment for classified employees was smaller than in some previous years (see [Table 43](#)).

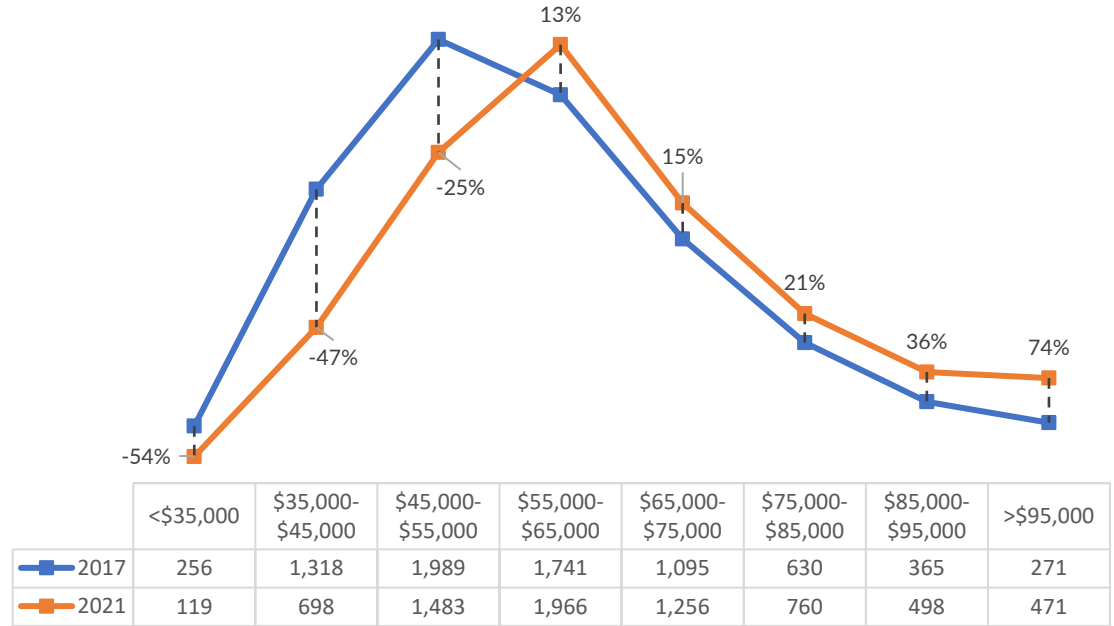
Table 43 State of Vermont Negotiated Salary Adjustments for Classified Employees

State of Vermont and Vermont State Employees' Association, Inc. (VSEA)					State of Vermont and Vermont Troopers' Association, Inc. (VTA)				
Fiscal Year	Total Avg. Salary Adjustment	Steps %	Across Board Increase	Notes	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%		2011	0.00%	0.00%	0.00%	3% decrease through benefit concessions. Steps frozen one year
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	2012	0.00%	0.00%	0.00%	Benefit concessions continued; steps frozen for one year
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%		2013	8.60%	1.30%	0.00%	New pay chart established. Estimated value = +7.3%
2001	4.80%	1.80%	3.00%		2014	2.60%	2.60%	0.00%	
				ABI \$0.50/hr. (7/1/2001) and \$0.25/hr. (1/13/2002) = 4.50%	2015	2.60%	2.60%	0.00%	
2002	6.48%	1.98%	4.50%		2015	4.60%	2.60%	2.00%	
2003	4.98%	1.98%	3.00%		2016	4.50%	2.50%	2.00%	
2004	3.48%	1.98%	1.50%		2017	4.50%	2.50%	2.00%	
2005	4.48%	1.98%	2.50%		2018	4.75%	2.50%	2.25%	
2006	3.98%	1.98%	2.00%		2019	3.95%	2.70%	1.25%	
2007	3.98%	1.98%	2.00%		2020	4.95%	2.70%	2.25%	
2008	4.23%	1.98%	2.25%						
				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).	2021	2.60%	2.60%	0%	One-Time \$1,400 payment, July 2020.
2009	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)					
2010	3.50%	1.70%	1.80%						
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%						
2020	3.25%	1.90%	1.35%						
2021	1.90%	1.90%	0%	One-Time \$1,400 payment, July 2020.					

Source: Department of Human Resources

Table 44 Annual Salary Distribution for Full-Time Classified Employees – Fiscal Year 2017 vs. Fiscal Year 2021

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 2017 and 2021. Annual salary is base rate and does not include benefits or overtime.

In Fiscal Year 2021 the largest number of full-time classified employees earned between \$55,000 and \$65,000 in base rate annual salary. Previously, the largest number of classified employees had been in the \$45,000 to \$55,000 group and this is the first fiscal year that it has shifted to the \$55,000 to \$65,000 group.

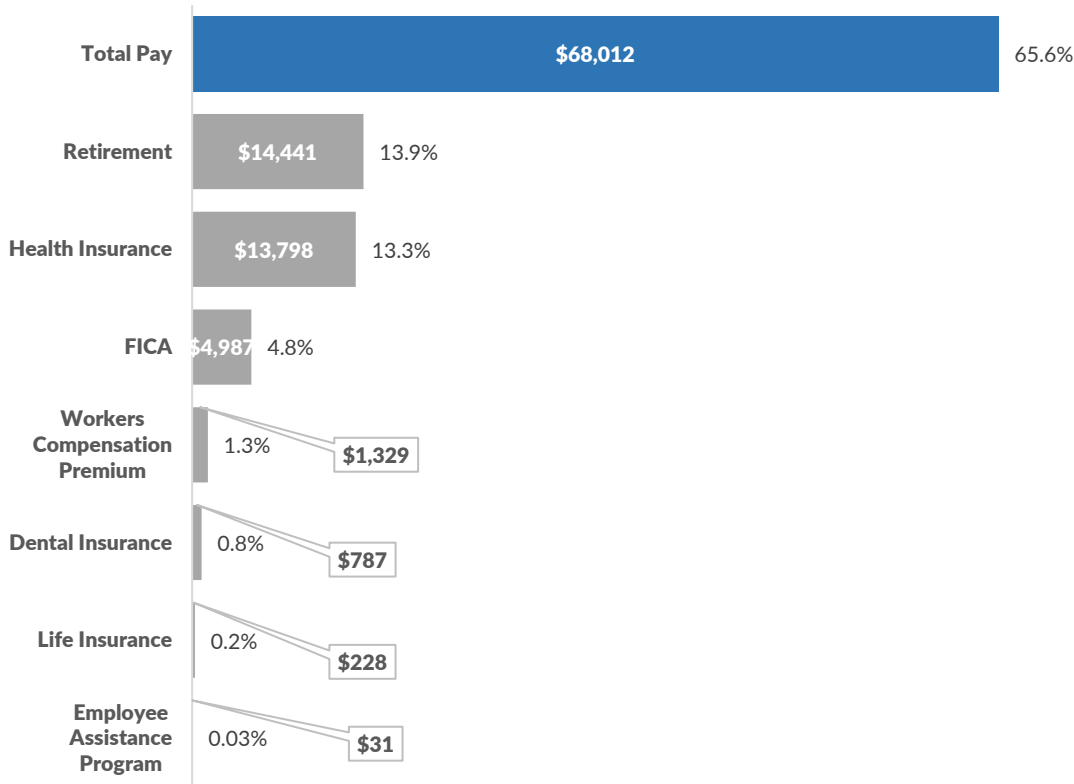
Over that past five fiscal years the entire salary distribution has “shifted.” The number of employees decreased in the lower pay ranges and increased in the higher pay ranges.

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 48 & 49).

From Fiscal Year 2017 to Fiscal Year 2021, decreases were seen in the less than \$35,000 range (-54%), the \$35,000-\$45,000 range (-47%), and the \$45,000 - \$55,000 range (-25%).

Increases were seen in the \$55,000-\$65,000 range (13%), the \$65,000-\$75,000 range (15%), the \$75,000-\$85,000 range (21%), the \$85,000-\$95,000 range (36%) and while a small percentage of the workforce, the number of employees making greater than \$95,000 was the largest increase (74%).

Table 45 Total Compensation for Classified Executive Branch Employees – Fiscal Year 2021



Average total compensation for classified Executive Branch employees for Fiscal Year 2021 was \$103,613.

On average, employer-paid benefits represent 34.4% of total compensation.

Detail of Total Compensation - Executive Branch Classified¹ Employees Fiscal Year 2021

Pay	Total	Cost per Employee ³	% of Total Compensation
Total Pay ²	\$524,506,963	\$68,012	65.6%
Subtotal	\$524,506,963	\$68,012	65.6%
Employer Paid Benefits			
FICA (Social Security and Medicare Deductions)	\$38,459,726	\$4,987	4.8%
Workers Compensation Premium ⁴	\$10,252,332	\$1,329	1.3%
Retirement (State share of retirement contribution)	\$111,366,406	\$14,441	13.9%
Health Insurance (State 80% share)	\$106,413,073	\$13,798	13.3%
Dental Insurance (State 100% share)	\$6,070,748	\$787	0.8%
Life Insurance (State 75% share)	\$1,757,561	\$228	0.2%
Employee Assistance Program	\$237,447	\$31	0.03%
Subtotal	\$274,557,293	\$35,601	34.4%
Total Compensation (Pay + Benefits)	\$799,064,256	\$103,613	100.0%

¹ Includes bargaining unit and non-bargaining unit employees.

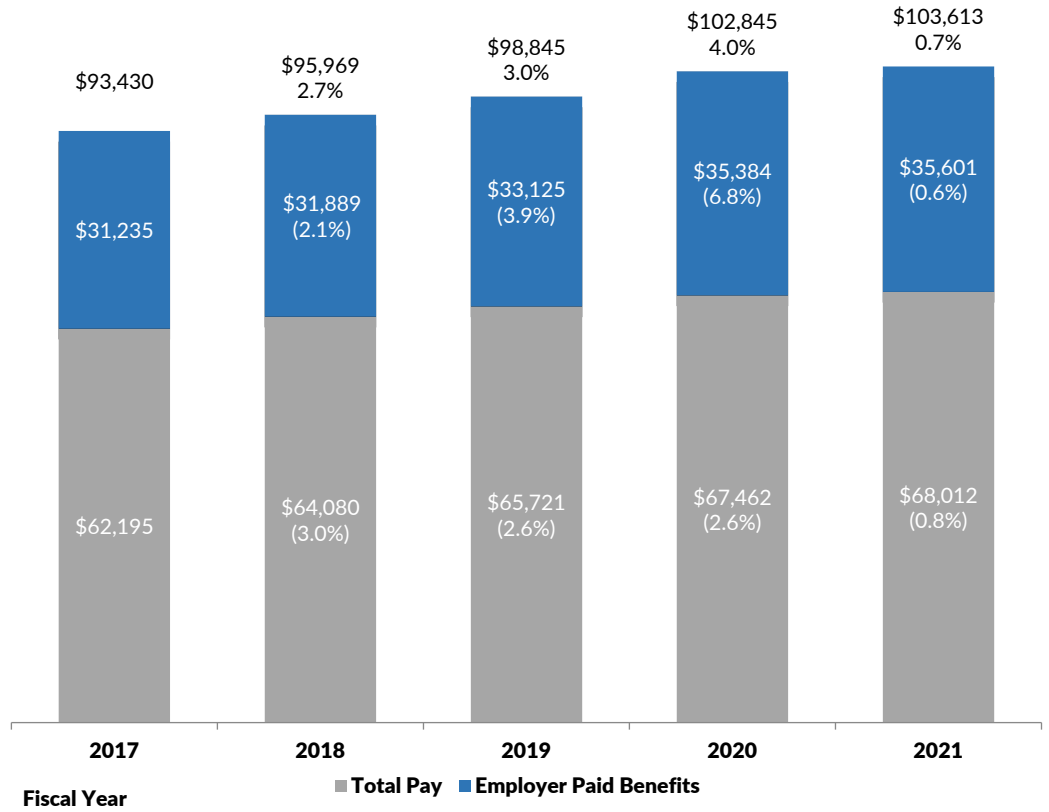
² Includes all categories in which employees were paid: salary, leave, overtime, shift differential, etc. Does not include expense reimbursements, such as for mileage.

³ Based on the average number of classified employees during FY '21 (7,712).

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

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

Table 46 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 2017 to 2021. 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.

Average Total Pay was \$68,012 for Fiscal Year 2021, up 0.8% from Fiscal Year 2020.

Average Employer Paid Benefits increased 0.6% from Fiscal Year 2020 to \$35,601 for Fiscal Year 2021.

Average Total Compensation for Fiscal Year 2021 was \$103,613 up 0.7% from Fiscal Year 2020.

Average total compensation was flat from Fiscal Year 2020 to Fiscal Year 2021 after an increase of 6.8% in Fiscal Year, which was the net effect of small increase in salaries, and a 14% increase in retirement contribution percentage, was a 16.3% increase in the overall retirement contribution over FY '19.

Table 47 Benefit Plan Enrollment for Active Classified Employees by Fiscal Year

Plan Type	Fiscal Year				
	2017	2018	2019	2020	2021
Medical					
SelectCare	6,287	6,397	6,301	6,362	6,261
TotalChoice	359	340	340	307	305
TOTAL All Plans	6,646	6,737	6,641	6,669	6,566
% of Classified Employees	86.8%	87.2%	86.8%	87.1%	85.1%
% Change from Previous FY		1.4%	-1.4%	0.4%	-1.6%
SelectCare (Percent of Total)	94.6%	95.0%	95.0%	95.4%	95.4%
TotalChoice (Percent of Total)	5.4%	5.0%	5.0%	4.6%	4.6%
Dental					
Dental Enrollment	6,876	6,972	6,774	6,817	6,701
% of Classified Employees	89.8%	90.3%	88.5%	89.1%	86.9%
% Change from Previous FY		1.4%	-2.8%	0.6%	-1.7%
Life Insurance					
Life Enrollment	6,052	6,234	6,354	6,535	6,415
% of Classified Employees	79.0%	80.7%	83.0%	85.4%	83.2%
% Change from Previous FY		3.0%	1.9%	2.8%	-1.9%
Flexible Spending Accounts					
Health Care	831	865	984	929	945
% of Classified Employees	10.8%	11.2%	12.9%	12.1%	12.3%
% Change from Previous FY		4.1%	13.8%	-5.6%	1.7%
Dependent Care	149	158	185	168	155
% of Classified Employees	1.9%	2.0%	2.4%	2.2%	2.0%
% Change from Previous FY		5.8%	17.1%	-9.2%	-8.4%

85% of active classified employees were enrolled in a medical plan.

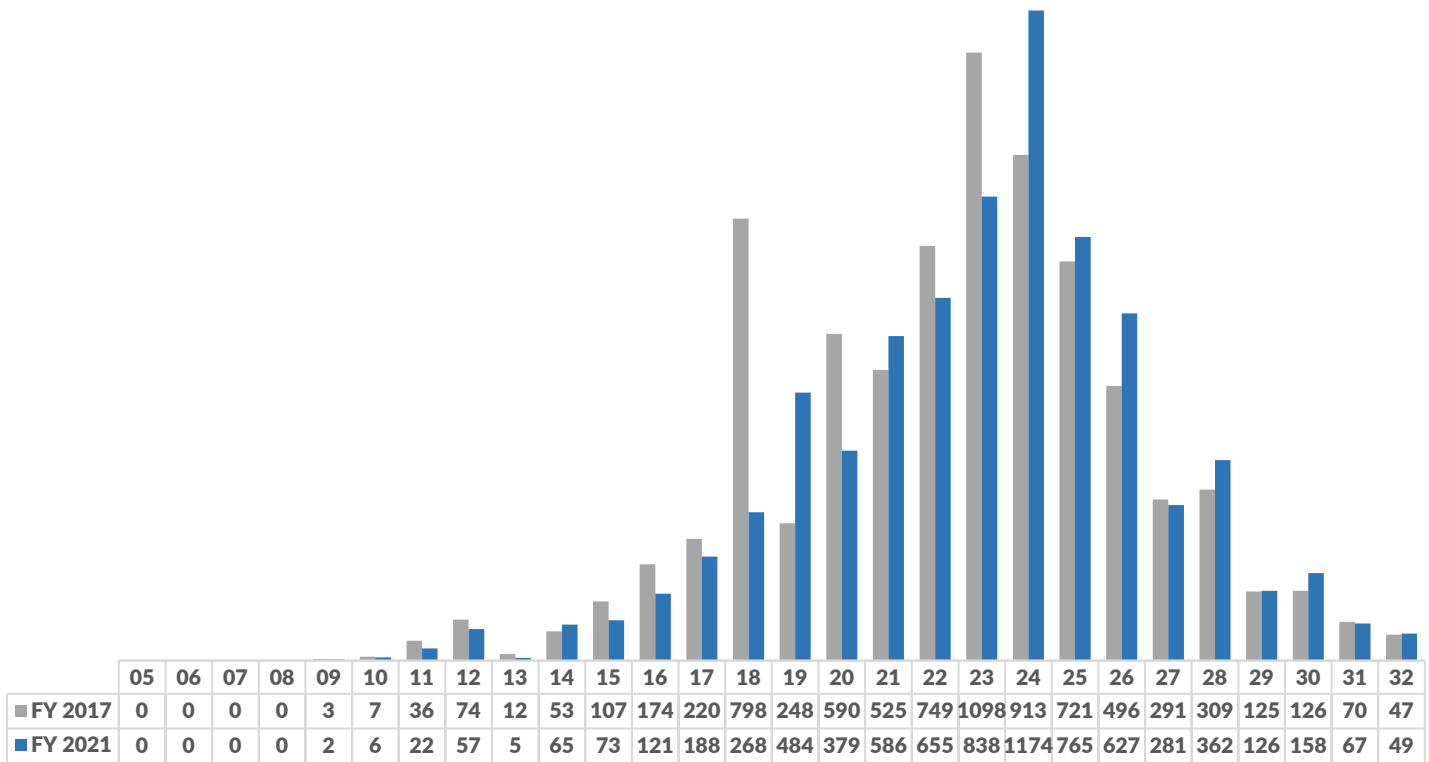
83% of active classified employees were enrolled in the life insurance benefit.

Enrollment in Health Care flexible spending accounts was up slightly.

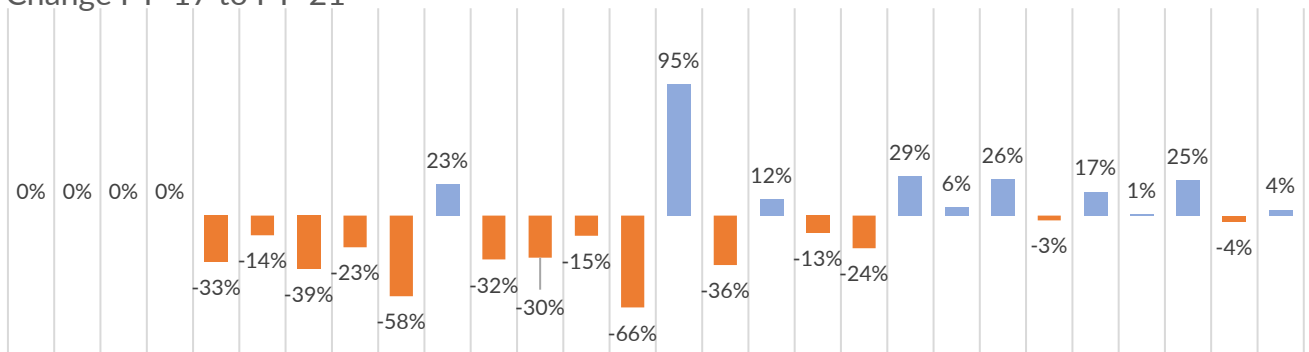
Dependent Care flexible spending account enrollment was down over 8%.

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2017 to 2021. "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.

Table 48 Number of Classified Employees by Pay Grade – Fiscal Year 2017 vs. Fiscal Year 2021



Percent Change FY '17 to FY '21



Source: The State's Human Resource Information System (VTHR). Data include all classified Executive Branch employees for Fiscal Years 2017 and 2021.

The distribution of employees has shifted to higher pay grades.

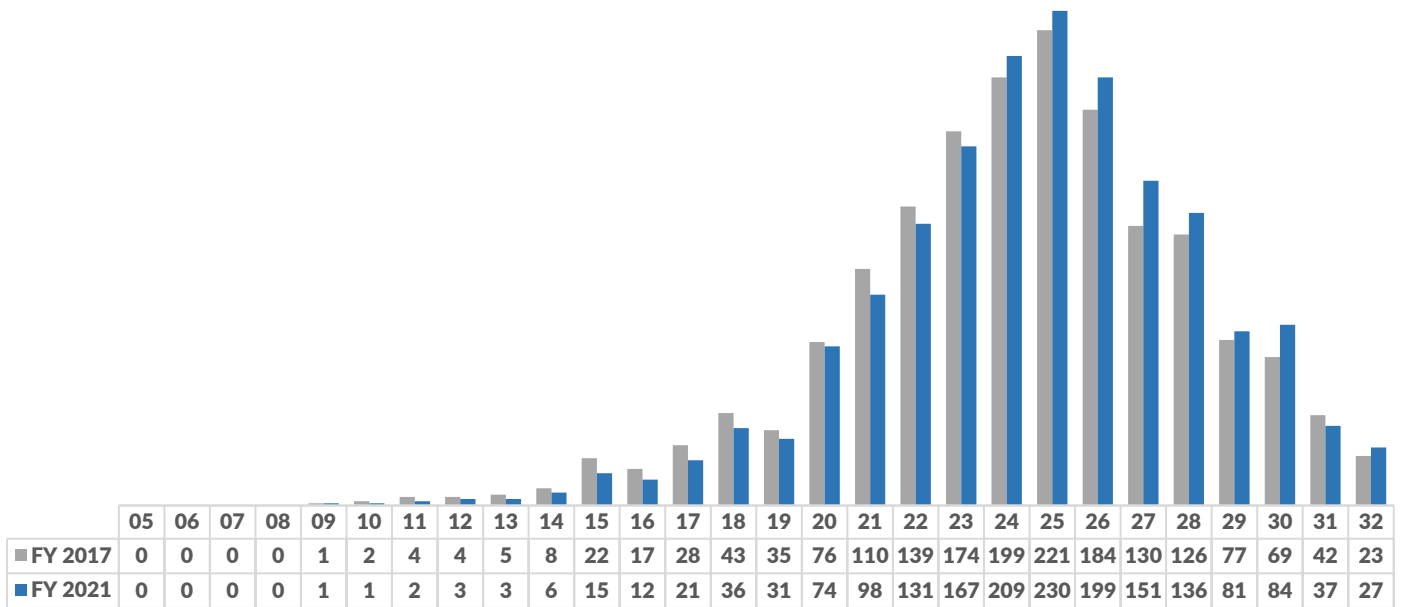
In Fiscal Year 2021 the largest number of employees were assigned to pay grade 24 (1,174 or 16.4%). This is a significant shift from Fiscal Year 2017 when pay grade 23 had the largest number of employees (1,098 or 15.5%).

Generally, there were fewer employees in jobs assigned to pay grade 23 and lower – a 20% decrease from Fiscal Year 2017 to Fiscal Year 2021 than there were employees assigned to pay grade 24 or higher, which increased 16%.

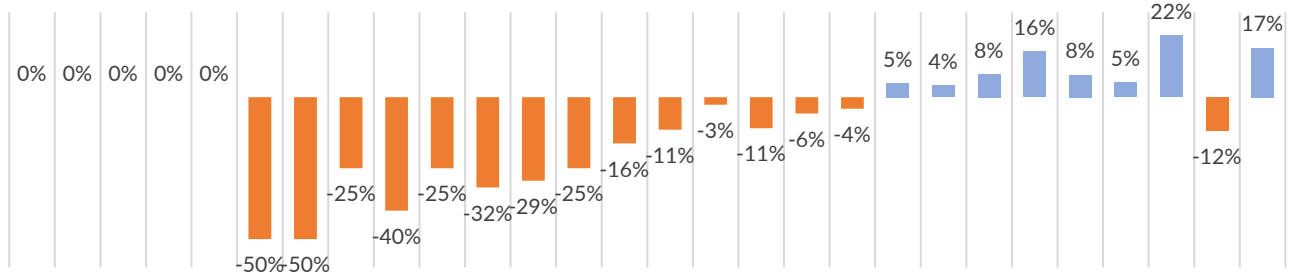
The most notable decrease was in jobs assigned to pay grade 18 or lower – a nearly 46% decrease from Fiscal Year 2017 to Fiscal Year 2021.

This shift can be partially attributed to job reclassification activity and the trend for fewer job classes at lower pay grades (See Table 49).

Table 49 Number of Job Classes by Pay Grade – Fiscal Year 2017 vs. Fiscal Year 2021



Percent Change FY '17 to FY '21



Source: The State's Human Resource Information System (VTHR). Data include all classified Executive Branch employees for Fiscal Years 2017 and 2021. Job classes are assigned to a pay grade in the salary plan.

From Fiscal Year 2017 to Fiscal Year 2021 the number of job classes assigned to pay grade 23 and lower declined by 16% while those at pay grade 24 and higher increased 16%.

Over the past 10 years the number of job classes has increased by over 250, from 1,517 (2010) to 1,775 (2021).

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

Table 50 Classification Reviews – Fiscal Year 2017 to Fiscal Year 2021

Reason	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Job Class found properly assigned to Pay Grade	139	8.4%	71	6.6%	67	4.2%	24	2.8%	21	4.0%
Decentralized Reallocation	195	11.8%	169	15.6%	185	11.7%	178	21.1%	171	32.3%
Reclassification with change in Pay Grade	1,314	79.7%	842	77.8%	1,327	84.0%	642	76.1%	338	63.8%
Total	1,648	100.0%	1,082	100.0%	1,579	100.0%	844	100.0%	530	100.0%
Estimated Annualized Cost	\$5,948,334		\$4,293,426		\$5,697,093		\$3,353,775		\$2,114,259	

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.

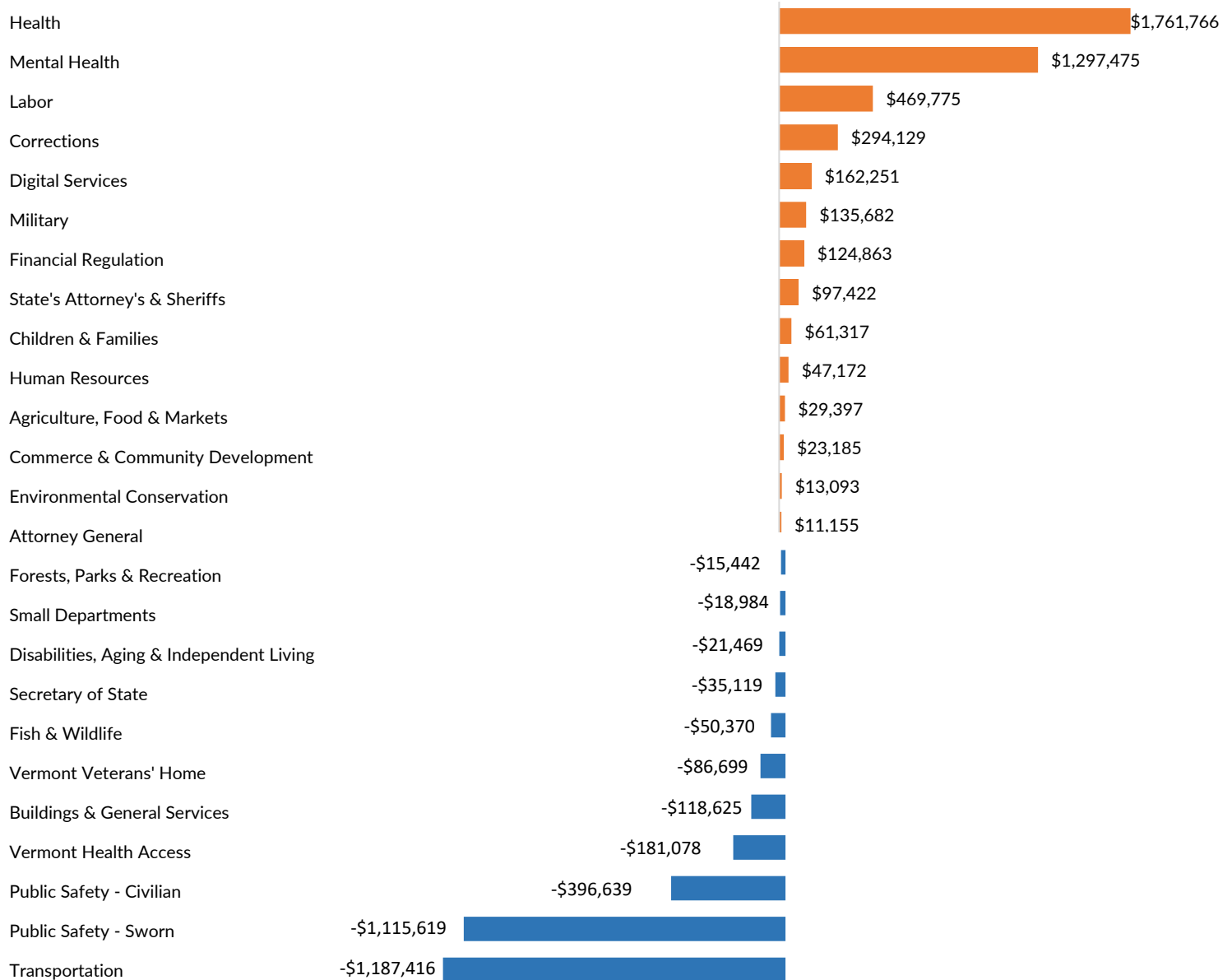
Table 51 Cash Overtime Costs by Department and Fiscal Year

Department	Fiscal Year					% Change FY '20
	2017	2018	2019	2020	2021	to FY '21
Administration	\$10,569	\$9,084	\$6,570	\$10,129	\$17,828	76.0%
Agriculture, Food & Markets	\$45,349	\$36,266	\$32,379	\$42,930	\$72,328	68.5%
Attorney General	\$18,814	\$24,103	\$26,067	\$32,286	\$43,441	34.6%
Buildings & General Services	\$405,639	\$338,455	\$433,684	\$396,171	\$277,546	-29.9%
Children & Families	\$998,144	\$1,127,055	\$1,227,162	\$1,088,984	\$1,150,301	5.6%
Commerce & Community Development	\$11,408	\$5,156	\$14,035	\$10,418	\$33,603	222.5%
Corrections	\$6,671,662	\$6,340,077	\$7,601,495	\$8,662,379	\$8,956,508	3.4%
Digital Services	\$37,017	\$24,718	\$103,378	\$163,795	\$326,046	99.1%
Disabilities, Aging & Independent Living	\$84,334	\$79,470	\$95,777	\$116,396	\$94,927	-18.4%
Education	\$20,733	\$43,200	\$60,595	\$75,979	\$73,009	-3.9%
Environmental Conservation	\$193,324	\$185,586	\$173,986	\$171,922	\$185,015	7.6%
Finance & Management	\$1,902	\$8,821	\$82,327	\$840	\$7,021	736.1%
Financial Regulation	\$3,941	\$7,758	\$19,139	\$33,355	\$158,218	374.4%
Fish & Wildlife	\$426,993	\$449,973	\$432,815	\$419,466	\$369,096	-12.0%
Forests, Parks & Recreation	\$78,656	\$105,790	\$75,398	\$66,099	\$50,658	-23.4%
Green Mountain Care Board	\$2,346	\$6,422	\$3,789	\$2,757	\$767	-72.2%
Health	\$219,191	\$212,580	\$152,558	\$777,299	\$2,539,065	226.7%
Human Resources	\$10,945	\$3,921	\$4,886	\$61,221	\$108,394	77.1%
Human Services	\$80,622	\$8,666	\$1,676	\$22,919	\$20,571	-10.2%
Labor	\$32,946	\$34,742	\$18,969	\$422,454	\$892,229	111.2%
Libraries	\$0	\$508	\$1,635	\$2,349	\$479	-79.6%
Liquor & Lottery	\$147,207	\$123,782	\$119,559	\$121,169	\$126,009	4.0%
Mental Health	\$957,371	\$986,136	\$979,342	\$1,268,328	\$2,565,803	102.3%
Military	\$349,838	\$317,118	\$397,180	\$360,118	\$495,800	37.7%
Natural Resources	\$1,819	\$2,070	\$2,237	\$1,814	\$902	-50.3%
Natural Resources Board	\$1,402	\$2,516	\$4,323	\$527		-100.0%
Public Safety - Civilian	\$1,311,880	\$1,566,209	\$1,344,165	\$1,425,785	\$1,029,146	-27.8%
Public Safety - Sworn	\$4,000,612	\$4,374,337	\$4,173,483	\$3,839,361	\$2,723,742	-29.1%
Public Service	\$1,338	\$1,851	\$1,200	\$1,093	\$1,895	73.3%
Secretary of State	\$19,383	\$41,559	\$64,501	\$45,851	\$10,731	-76.6%
Small Departments	\$111,472	\$137,931	\$139,151	\$160,817	\$141,833	-11.8%
State Treasurer	\$36,040	\$16,676	\$17,451	\$13,305	\$11,029	-17.1%
State's Attorney's & Sheriffs	\$46,324	\$71,321	\$69,985	\$74,361	\$171,783	131.0%
Taxes	\$25,806	\$32,200	\$55,436	\$43,918	\$45,614	3.9%
Transportation	\$3,783,267	\$4,392,221	\$4,858,930	\$4,315,583	\$3,128,167	-27.5%
Vermont Health Access	\$476,506	\$387,710	\$342,063	\$354,036	\$172,958	-51.1%
Vermont Veterans' Home	\$745,098	\$836,843	\$828,189	\$778,202	\$691,503	-11.1%
Total	\$21,413,529	\$22,390,411	\$23,999,134	\$25,384,416	\$26,693,962	
	% Change from Previous FY	4.6%	7.2%	5.8%	5.2%	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified, exempt and temporary) for Fiscal Years 2017 to 2021. "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 5.2% from Fiscal Year 2020 to Fiscal Year 2021. Five departments accounted for nearly 80% of the total cash overtime costs – Corrections, Public Safety, Transportation, Mental Health and Health.

Table 52 Departments with the Greatest Dollar Increase/Decrease in Cash Overtime – Fiscal Year 2020 vs. Fiscal Year 2021



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

The increase OR decrease in cash overtime for certain departments was directly related to the response to the COVID-19 pandemic.

Health saw an over \$1.7 million increase in cash overtime from Fiscal Year 2020 to Fiscal Year 2021 while Transportation saw a total decrease of almost \$1.2 million in cash overtime.

The increase OR decrease in cash overtime for certain departments was directly related to the response to the COVID-19 pandemic.

Table 53 Compensatory Hours Earned for Overtime by Department and Fiscal Year

Department	Fiscal Year					% Change FY '20
	2017	2018	2019	2020	2021	to FY '21
Administration	242	110	120	324	605	86.9%
Agriculture, Food & Markets	6,353	7,047	6,896	6,207	3,577	-42.4%
Attorney General	4	126	16	147	20	-86.2%
Buildings & General Services	7,415	5,954	7,233	6,366	4,052	-36.4%
Children & Families	23,249	20,513	21,828	16,911	11,251	-33.5%
Commerce & Community Development	2,506	2,533	2,301	1,773	1,620	-8.6%
Corrections	19,909	17,499	23,793	27,431	31,528	14.9%
Digital Services	1,392	1,271	4,087	4,720	5,287	12.0%
Disabilities, Aging & Independent Living	5,415	5,331	5,913	4,331	2,328	-46.2%
Education	4,124	4,726	5,120	3,545	1,531	-56.8%
Environmental Conservation	6,467	5,540	5,069	3,587	2,228	-37.9%
Finance & Management	1,046	2,553	2,005	1,079	1,370	26.9%
Financial Regulation	1,198	916	1,540	1,034	902	-12.7%
Fish & Wildlife	3,282	3,541	3,252	2,807	1,994	-29.0%
Forests, Parks & Recreation	3,423	3,475	3,703	3,035	2,365	-22.1%
Green Mountain Care Board	61	210	390	424	322	-24.0%
Health	11,021	12,297	10,524	12,454	11,633	-6.6%
Human Resources	528	388	304	308	204	-34.0%
Human Services	1,834	2,062	561	577	387	-32.9%
Labor	520	659	472	3,461	2,769	-20.0%
Libraries	205	204	226	210	8	-96.2%
Liquor & Lottery	630	855	907	991	941	-5.1%
Mental Health	9,094	7,980	8,238	7,726	5,814	-24.7%
Military	4,165	4,642	5,594	4,127	2,342	-43.3%
Natural Resources	238	361	105	60	57	-5.4%
Natural Resources Board	170	148	128	43	3	-93.0%
Public Safety - Civilian	6,845	6,744	6,175	7,267	3,784	-47.9%
Public Safety - Sworn	6,242	5,718	5,866	4,706	3,112	-33.9%
Public Service	697	391	478	535	469	-12.3%
Secretary of State	1,353	1,592	1,898	1,215	655	-46.0%
Small Department	874	714	583	798	306	-61.7%
State Treasurer	311	707	491	228	227	-0.8%
Taxes	4,484	3,733	2,915	1,106	2,361	113.5%
Transportation	35,536	37,909	39,295	37,665	27,654	-26.6%
Vermont Health Access	6,757	7,395	8,956	8,259	3,083	-62.7%
Vermont Veterans' Home	3,244	3,659	2,432	2,293	1,607	-29.9%
Total	180,951	179,637	189,531	177,750	138,396	
% Change from Previous FY		-0.7%	5.5%	-6.2%	-22.1%	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2017 to 2021. "Small Departments" have 15 or fewer employees (See Appendix C). Overtime reported in this Table includes compensatory time off earned for hours worked in excess of defined workday and/or workweek at either straight-time or time and time and one-half rates.

Compensatory time off earned for overtime was 138,396 hours in Fiscal Year 2021, a 22.1% decrease from Fiscal Year 2020.

Table 54 Compensatory Time Costs by Department and Fiscal Year

Department	Fiscal Year					% Change FY '20 to FY '21
	2017	2018	2019	2020	2021	
Administration	\$14,302	\$2,463	\$5,976	\$6,195	\$4,766	-23.1%
Agriculture, Food & Markets	\$187,393	\$211,915	\$231,155	\$208,508	\$120,691	-42.1%
Attorney General	\$9,672	\$6,351	\$9,463	\$7,010	\$996	-85.8%
Buildings & General Services	\$240,839	\$224,527	\$213,786	\$212,348	\$167,904	-20.9%
Children & Families	\$745,490	\$770,018	\$760,418	\$651,003	\$626,760	-3.7%
Commerce & Community Development	\$71,989	\$80,131	\$79,359	\$63,745	\$65,775	3.2%
Corrections	\$943,512	\$887,400	\$1,063,327	\$1,088,160	\$1,346,066	23.7%
Digital Services	\$50,185	\$50,996	\$188,057	\$169,465	\$208,896	23.3%
Disabilities, Aging & Independent Living	\$192,397	\$179,847	\$222,629	\$170,621	\$100,237	-41.3%
Education	\$123,919	\$145,676	\$150,544	\$123,940	\$92,161	-25.6%
Environmental Conservation	\$214,666	\$200,246	\$191,766	\$153,892	\$94,042	-38.9%
Finance & Management	\$37,240	\$92,242	\$111,022	\$33,962	\$46,138	35.8%
Financial Regulation	\$53,753	\$50,197	\$61,202	\$52,068	\$34,290	-34.1%
Fish & Wildlife	\$148,618	\$148,335	\$152,431	\$140,583	\$106,803	-24.0%
Forests, Parks & Recreation	\$84,928	\$106,346	\$107,020	\$133,599	\$71,474	-46.5%
Green Mountain Care Board	\$3,584	\$6,349	\$14,789	\$13,661	\$15,155	10.9%
Health	\$384,859	\$411,355	\$461,347	\$352,844	\$531,356	50.6%
Human Resources	\$24,023	\$17,284	\$16,573	\$17,385	\$12,128	-30.2%
Human Services	\$72,410	\$85,749	\$28,571	\$14,840	\$34,205	130.5%
Labor	\$19,251	\$16,155	\$16,886	\$18,850	\$107,738	471.6%
Libraries	\$7,524	\$6,968	\$9,458	\$5,863	\$3,054	-47.9%
Liquor & Lottery	\$16,811	\$18,836	\$22,218	\$29,182	\$27,686	-5.1%
Mental Health	\$451,105	\$426,047	\$407,149	\$403,827	\$333,972	-17.3%
Military	\$163,544	\$200,201	\$211,954	\$183,711	\$138,078	-24.8%
Natural Resources	\$14,560	\$11,770	\$8,676	\$6,724	\$3,408	-49.3%
Natural Resources Board	\$7,582	\$6,565	\$7,011	\$4,512	\$301	-93.3%
Public Safety - Civilian	\$247,190	\$244,180	\$214,907	\$243,684	\$190,073	-22.0%
Public Safety - Sworn	\$635,992	\$541,441	\$571,324	\$614,019	\$450,084	-26.7%
Public Service	\$28,491	\$24,346	\$20,446	\$16,572	\$10,804	-34.8%
Secretary of State	\$40,963	\$65,848	\$65,852	\$48,566	\$31,604	-34.9%
Small Departments	\$23,223	\$18,750	\$27,283	\$27,062	\$9,967	-63.2%
State Treasurer	\$6,513	\$13,371	\$35,708	\$8,063	\$4,060	-49.6%
State's Attorney's & Sheriffs	\$8,980	\$9,280	\$3,664	\$6,919	\$2,569	-62.9%
Taxes	\$144,900	\$120,237	\$124,692	\$57,932	\$45,488	-21.5%
Transportation	\$1,240,338	\$1,389,688	\$1,503,917	\$1,342,379	\$1,213,800	-9.6%
Vermont Health Access	\$279,444	\$212,552	\$292,677	\$278,510	\$181,154	-35.0%
Vermont Veterans' Home	\$188,534	\$231,699	\$230,297	\$109,500	\$126,775	15.8%
Total	\$7,131,411	\$7,237,524	\$7,846,245	\$7,019,704	\$6,560,455	-6.5%
% Change from Previous FY		1.5%	8.4%	-10.5%	-6.5%	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2017 to 2021. "Small Departments" have 15 or fewer employees (See Appendix C). Payment for compensatory time off as reported in this Table includes: (1) compensatory time actually used; and (2) payment of unused accrued compensatory time upon separation or as specified in the Labor Agreements.

Compensatory time costs decreased 6.5% from Fiscal Year 2020 to Fiscal Year 2021.

Table 55 COVID-19 Paid Leave by Department and Fiscal Year

Department	Fiscal Year		% Change FY '20
	2020	2021	to FY '21
Administration	\$767	\$223	-70.9%
Agriculture, Food & Markets	\$84,724	\$33,118	-60.9%
Attorney General	\$46,542	\$8,999	-80.7%
Buildings & General Services	\$881,427	\$334,520	-62.0%
Children & Families	\$1,103,370	\$188,119	-83.0%
Commerce & Community Development	\$40,603	\$8,279	-79.6%
Corrections	\$1,016,228	\$734,568	-27.7%
Digital Services	\$126,326	\$12,712	-89.9%
Disabilities, Aging & Independent Living	\$150,587	\$33,075	-78.0%
Education	\$15,869	\$4,980	-68.6%
Environmental Conservation	\$223,972	\$44,300	-80.2%
Finance & Management	\$7,768	\$7,831	0.8%
Financial Regulation	\$88,745	\$23,211	-73.8%
Fish & Wildlife	\$103,843	\$62,938	-39.4%
Forests, Parks & Recreation	\$101,749	\$28,018	-72.5%
Green Mountain Care Board	\$37,878	\$3,614	-90.5%
Health	\$510,507	\$215,606	-57.8%
Human Resources	\$17,499	\$5,073	-71.0%
Human Services	\$16,807	\$6,588	-60.8%
Labor	\$141,835	\$38,431	-72.9%
Libraries	\$380	\$0	-100.0%
Liquor & Lottery	\$23,495	\$1,814	-92.3%
Mental Health	\$319,451	\$665,212	108.2%
Military	\$315,270	\$148,429	-52.9%
Natural Resources	\$5,984	\$515	-91.4%
Natural Resources Board	\$8,107	\$499	-93.8%
Public Safety - Civilian	\$137,541	\$33,245	-75.8%
Public Safety - Sworn	\$70,860	\$124,982	76.4%
Public Service	\$41,371	\$25,022	-39.5%
Secretary of State	\$52,616	\$4,177	-92.1%
Small Departments	\$135,083	\$20,388	-84.9%
State Treasurer	\$15,709	\$2,673	-83.0%
Taxes	\$245,519	\$41,459	-83.1%
Transportation	\$2,013,813	\$237,046	-88.2%
Vermont Health Access	\$370,326	\$77,937	-79.0%
Vermont Veterans' Home	\$186,236	\$135,217	-27.4%
Total	\$8,658,807	\$3,312,817	
	% Change from Previous FY		-61.7%

A total of \$3,312,817 was paid in COVID paid leave in Fiscal Year 2021.

Source: The State’s Human Resource Information System (VTHR). Data include all Executive Branch employees (classified, exempt and temporary) for Fiscal Years 2020 to 2021. “Small Departments” have 15 or fewer employees (See Appendix C). COVID Paid Leave can be used by employees in the following situations when the employee is unable to work or telework: (a) Employees, symptomatic or otherwise, who are quarantined or required to self-isolate in accordance with the guidelines promulgated by the Vermont Department of Health (11 VDH");(b) Employees who are recommended to self-isolate in accordance with the guidelines promulgated by the VDH; (c) Employees who are caring for an individual who is quarantined or recommended to self-isolate in accordance with the guidelines promulgated by the VDH; (d) Employees who are caring for children due to a school or business closure; and (e) Employees who are prevented from reporting to work by their employer due to COVID-19 related concerns.

A total of \$3,312,817 was paid in COVID paid leave in Fiscal Year 2021.

Table 56 COVID-19 Premium Pay by Department and Fiscal Year

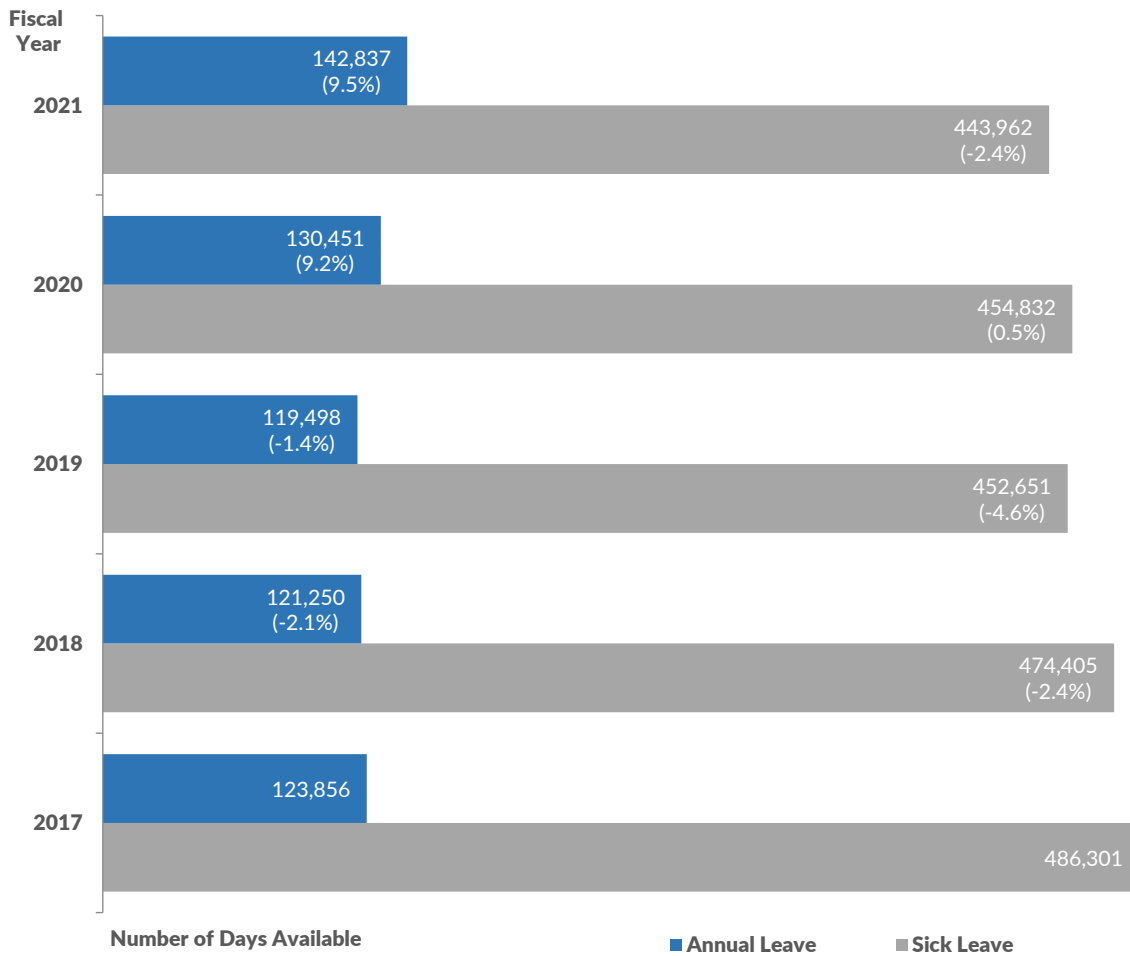
Department	Fiscal Year		% Change FY '20 to FY '21
	2020	2021	
Administration	\$0		n/a
Agriculture, Food & Markets	\$1,058	\$1,238	17.0%
Attorney General	\$0		n/a
Buildings & General Services	\$10,854	\$7,008	-35.4%
Children & Families	\$20,752	\$9,865	-52.5%
Commerce & Community Development	\$0		n/a
Corrections	\$593,748	\$282,669	-52.4%
Digital Services	\$518	\$191	-63.0%
Disabilities, Aging & Independent Living	\$798	\$173	-78.3%
Education	\$0		n/a
Environmental Conservation	\$0		n/a
Finance & Management	\$0		n/a
Financial Regulation	\$0		n/a
Fish & Wildlife	\$0		n/a
Forests, Parks & Recreation	\$0		n/a
Green Mountain Care Board	\$0		n/a
Health	\$20,408	\$32,101	57.3%
Human Resources	\$80	\$24	-70.1%
Human Services	\$44	\$191	337.9%
Labor	\$0		n/a
Libraries	\$0		n/a
Liquor & Lottery	\$215	\$132	-38.6%
Mental Health	\$62,248	\$28,100	-54.9%
Military	\$6		-100.0%
Natural Resources	\$0		n/a
Natural Resources Board	\$0		n/a
Public Safety - Civilian	\$4		-100.0%
Public Safety - Sworn	\$1,351	\$158	-88.3%
Public Service	\$0		n/a
Secretary of State	\$0		n/a
Small Departments	\$0		n/a
State Treasurer	\$0		n/a
Taxes	\$0		n/a
Transportation	\$1		-100.0%
Vermont Health Access	\$0		n/a
Vermont Veterans' Home	\$87,136	\$38,094	-56.3%
Total	\$799,220	\$399,945	
% Change from Previous FY		-50.0%	

A total of \$399,945 was paid in COVID-19 premium pay in Fiscal Year 2021.

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified, exempt and temporary) for Fiscal Years 2020 to 2021. "Small Departments" have 15 or fewer employees (See Appendix C). Payment of a \$1.50/hour per actual hour worked premium for employees (\$2.25 premium for overtime): Working in the Agency of Human Services (AHS) 24/7 Facilities - Correctional Facilities, Vermont Psychiatric Care Hospital/MTCR, the Juvenile Rehabilitation Center formally known as Woodside; the Department of Corrections Probation & Parole Offices; and Vermont Veteran's Home; Other AHS employees when they have direct, in person, face to face contact with a member of the public on an hour for hour basis; In Vermont State Police when they have direct, in person, face to face contact with a member of the public on an hour for hour basis. Finally, a 20% Premium paid on an hour for hour basis for hours actually worked by employees (20% premium for overtime) who are assigned to work in facilities providing care to a COVID-19 positive population or those who are required to interact directly with a COVID-19 positive individual.

A total of \$399,945 was paid in COVID-19 premium pay in Fiscal Year 2021.

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 2017 to 2021. 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.

19
Average number of accumulated annual leave days per employee.

Total annual leave balances increased (9.5%) in Fiscal Year 2021. Accumulated annual leave is paid off, in whole or in part, upon separation from employment.

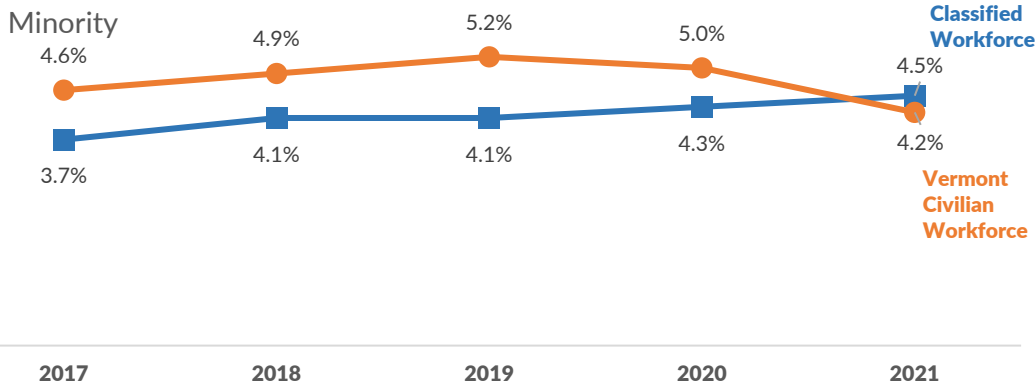
Total sick leave balances decreased (-2.4%) in Fiscal Year 2021.

60
Average number of accumulated sick leave days per employee.

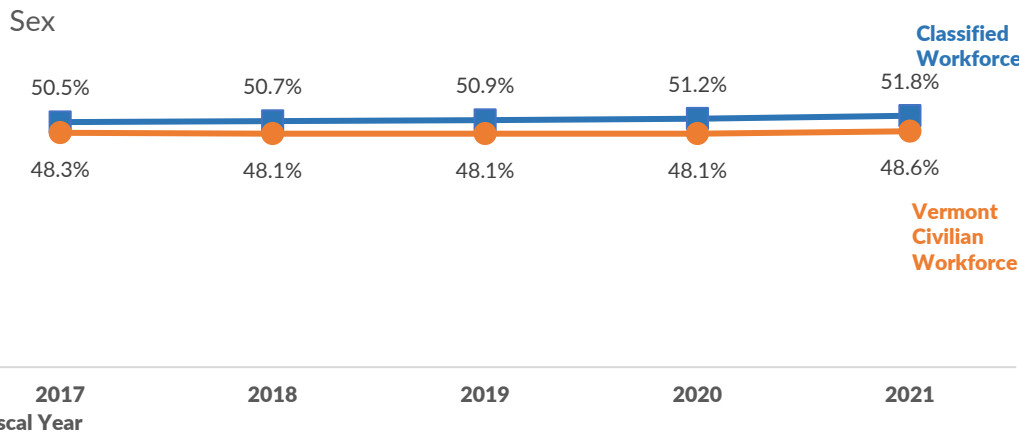
Annual leave balances grew dramatically starting in February 2020 as Stay Home, Stay Safe orders and travel restrictions took hold due to the COVID-19 pandemic. The increase in annual leave balances has continued into fiscal year 2021. Annual leave balances as of the end of Fiscal Year 2021 were at a multiyear high.

Equal Employment Opportunity

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



For Fiscal Year 2021, minority representation in the classified workforce was 4.5%.



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

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2017 to Fiscal Year 2021. See Appendix E for the definition of minority as used in this report.

NOTE: Labor Market and VT Population data from U.S. Department of Labor, Bureau of Labor Statistics (BLS) Local Unemployment Statistics (LAUS) program (<https://www.bls.gov/lau/ex14tables.htm>). 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 2021, minority representation in the classified workforce was 4.5%. This represents a small increase over Fiscal Year 2020 (4.3%). The U.S. Bureau of Labor Statistics estimates a 4.2% minority representation in the civilian workforce. However, this estimate as indicated in the Note above can be highly variable because of sampling. Vermont’s workforce has experienced unprecedented changes due to the COVID-19 pandemic. There are far fewer individuals in the civilian labor force likely affecting the calculation of the percent of minorities in the civilian workforce. So, this needs to be interpreted cautiously.

The latest census data indicates minorities represent 10.2% of Vermont’s total population⁶.

For Fiscal Year 2020, female representation in the classified workforce was 51.8%. The U.S. Bureau of Labor Statistics estimates a 48.6% female representation in the civilian workforce.

⁶ <https://www.census.gov/library/stories/state-by-state/vermont-population-change-between-census-decade.html>

Table 59 Minority and Sex Profile – Fiscal Year 2021

Minority employees had a lower average salary and a higher turnover rate compared to white employees.

Male and female employees have nearly identical average annual salaries.

	Gender			Ethnic Status		
	Female	Male	Total	Minority	White	Total
Number	3,808	3,550	7,358	Number	328*	7,030
Percent	51.8%	48.2%	100%	Percent	4.5%	95.5%
Annual Salary	\$64,852	\$64,354	\$64,609	Annual Salary	\$58,545	\$64,893
Turnover	10.6%	14.0%	12.2%	Turnover	22.6%	11.8%
Average Age	46.1	44.7	45.4	Average Age	42.2	45.6
Generation			Generation			
Pre-Baby Boom	0.1%	0.1%	0.1%	Pre-Baby Boom	0.0%	0.1%
Baby Boom	22.0%	20.5%	21.3%	Baby Boom	13.7%	21.7%
Generation X	42.5%	39.7%	41.1%	Generation X	38.4%	41.3%
Millennial	33.7%	36.5%	35.1%	Millennial	44.2%	34.6%
Gen Z	1.7%	3.2%	2.4%	Gen Z	3.7%	2.3%
Years of Service	10.7	11.1	10.9	Years of Service	6.9	11.1

*Detail on Minority Representation		Percent
Hispanic		29.9%
Black		22.3%
Asian/Pacific Islander		23.2%
American Indian/Alaskan Native		10.7%
Two or More Races		12.8%
Native Hawaiian/Other Pacific Islander		1.2%

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2021. See Appendix E for the definition of minority as used in this report.

For Fiscal Year 2021, minority employees had a lower average salary (\$58,545 vs. \$64,893) and a higher turnover rate (22.6% vs. 11.8%) compared to white employees.

Minority employees also had a lower average age (42.2 vs. 45.6) and a lower average years of service (6.9 vs. 11.1) compared to white employees.

Male and female employees have nearly identical average annual salaries.

Table 60 Voluntary Reported Veteran and Disability Status – Fiscal Year 2021

Status	Percent in Workforce	Percent in Vermont Population (est.)
Veteran	4.0%	5.9%
Individual with Disability	1.7%	10.6%

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2021. 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 2021

Minority Representation of Most Populous Job Titles FY '21			Job Titles with the Highest Minority Representation FY '21		
Job Title	Ave. Num.	% Minority	Job Title	Ave. Num.	% Minority
Correctional Officer I	287	8.4%	Trooper - Probationary	21	23.8%
Family Services Worker	198	7.6%	Associate Mental Health Specialist	21	14.3%
Trooper	158	7.0%	Correctional Educator	21	14.3%
Correctional Officer II	114	8.8%	Probation & Parole Officer II	29	13.8%
Transportation Journeyman Main. Worker	100	4.0%	Program Technician I	30	13.3%
Benefits Programs Specialist	95	7.4%	IT Specialist II	15	13.3%
Sergeant	89	1.1%	Financial Manager II	19	10.5%
Transportation Master Maintenance Worker	81	2.5%	PSAP Emergency Comm. Dispatcher I	19	10.5%
Administrative Services Coordinator I	74	2.7%	IT Systems Developer IV	19	10.5%
Probation & Parole Officer	70	5.7%	Administrative Services Coordinator II	39	10.3%
Licensed Nursing Assistant	64	7.8%	Custodian II	54	9.3%
Custodian II	54	9.3%	Education Programs Coordinator I	33	9.1%
Reach Up Case Manager II	53	0.0%	Correctional Officer II	114	8.8%
Mental Health Specialist	52	3.8%	Correctional Officer I	287	8.4%
Program Technician II	46	6.5%	Child Support Specialist II	25	8.0%
Financial Specialist III	46	4.3%	Licensed Nursing Assistant	64	7.8%
Environmental Analyst V -General	46	0.0%	Family Services Worker	198	7.6%
Correctional Facility Shift Supervisor	45	4.4%	Benefits Programs Specialist	95	7.4%
Family Services Supervisor	43	2.3%	Trooper	158	7.0%
Transportation Apprentice Main. Worker	41	2.4%	Financial Administrator I	29	6.9%
Administrative Assistant B	40	5.0%	Security Guard	30	6.7%
Administrative Services Coordinator II	39	10.3%	DVHA Program Consultant	15	6.7%
IT Systems Developer III	39	5.1%	Financial Administrator III	15	6.7%
Environmental Analyst VI	39	0.0%	Public Health Analyst III	15	6.7%
Financial Manager I	36	0.0%	Program Technician II	46	6.5%

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 2021. See Appendix E for the definition of minority as used in this report.

The most populous job title, Correctional Officer I with 8.4% minority representation, was above the classified workforce average for minority representation of 4.5%.

Other most populous job titles with above average minority representation include Administrative Services Coordinator II (10.3%), Custodian II (9.3%), Correctional Officer II (8.8%), and Licensed Nursing Assistant (7.8%).

The top job titles with the highest minority representation include Trooper – Probationary (23.8%), Associate Mental Health Specialist (14.3%), Correctional Educator (14.3%), Probation & Parole Officer II (13.8%), Program Technician I (13.3%), and IT Specialist II (13.3%).

Department Statistics

Table 62 Key Metrics by Department – Fiscal Year 2021 (Part 1)

Department	Num.	FTEs	Ave. Age	Ave. LOS	Pre-Baby Boom	Baby Boom	Gen X	Millennial	Gen Z	Female	Male	Minority
Administration	12	12.0	50.1	12.6	0%	33%	42%	25%	0%	83.3%	16.7%	0.0%
Agriculture, Food & Markets	127	127.0	42.7	9.7	0%	18%	32%	48%	2%	51.2%	48.8%	3.1%
Attorney General	32	32.0	50.2	13.5	0%	31%	53%	16%	0%	68.8%	31.3%	3.1%
Buildings & General Services	302	302.0	49.3	11.8	0%	36%	36%	24%	3%	29.1%	70.9%	6.3%
Children & Families	873	870.3	45.1	10.9	0%	16%	47%	36%	1%	81.8%	18.2%	4.1%
Commerce & Comm. Dev.	59	59.0	49.1	12.6	2%	31%	34%	34%	0%	64.4%	35.6%	3.4%
Corrections	882	882.0	42.1	11.4	0%	13%	40%	42%	4%	28.8%	71.2%	6.6%
Digital Services	317	316.1	47.1	10.6	0%	24%	43%	31%	2%	36.9%	63.1%	6.0%
Disabilities, Aging & Ind. Liv.	260	256.1	49.6	10.3	0%	35%	39%	26%	0%	75.0%	25.0%	3.8%
Education	145	144.7	48.5	9.4	0%	29%	41%	29%	1%	70.3%	29.7%	4.1%
Environmental Conservation	269	266.2	47.6	13.1	0%	28%	41%	30%	0%	48.7%	51.3%	3.0%
Finance & Management	25	25.0	47.4	11.5	0%	24%	44%	32%	0%	48.0%	52.0%	0.0%
Financial Regulation	85	84.7	48.4	10.9	0%	25%	53%	20%	2%	72.9%	27.1%	2.4%
Fish & Wildlife	130	129.8	44.5	14.5	0%	16%	40%	43%	1%	26.2%	73.8%	0.8%
Forests, Parks & Recreation	112	111.6	46.1	11.5	0%	24%	41%	35%	0%	37.5%	62.5%	1.8%
Green Mountain Care Board	21	20.8	42.1	8.6	0%	14%	29%	57%	0%	81.0%	19.0%	0.0%
Health	496	487.5	45.6	10.1	0%	23%	38%	37%	2%	81.5%	18.5%	5.0%
Human Resources	85	85.0	47.6	12.4	0%	31%	35%	34%	0%	76.5%	23.5%	1.2%
Human Services	41	41.0	50.7	12.0	0%	34%	44%	22%	0%	73.2%	26.8%	9.8%
Labor	201	201.0	49.1	11.1	0%	29%	42%	28%	0%	66.2%	33.8%	4.0%
Libraries	14	14.0	54.2	13.1	0%	57%	29%	14%	0%	71.4%	28.6%	0.0%
Liquor & Lottery	63	62.8	46.7	11.1	0%	19%	57%	21%	3%	44.4%	55.6%	3.2%
Mental Health	213	211.1	45.1	8.4	0%	22%	39%	36%	2%	63.8%	36.2%	7.5%
Military	139	137.8	44.7	10.2	0%	27%	29%	40%	4%	23.7%	76.3%	2.9%
Natural Resources	12	11.8	48.3	15.2	0%	33%	33%	33%	0%	75.0%	25.0%	0.0%
Natural Resources Board	21	20.8	48.7	14.5	0%	24%	48%	29%	0%	90.5%	9.5%	0.0%
Public Safety - Civilian	196	196.0	45.2	9.7	0%	26%	35%	36%	3%	48.0%	52.0%	5.1%
Public Safety - Sworn	336	336.0	37.6	10.2	0%	1%	38%	55%	5%	18.5%	81.5%	5.1%
Public Service	27	27.0	49.9	11.2	0%	22%	67%	11%	0%	44.4%	55.6%	0.0%
Secretary of State	63	63.0	45.4	9.5	0%	16%	44%	40%	0%	69.8%	30.2%	1.6%
Small Departments	34	33.8	49.2	11.8	0%	21%	53%	26%	0%	50.0%	50.0%	0.0%
State Treasurer	29	29.0	48.6	9.7	0%	24%	41%	34%	0%	62.1%	37.9%	6.9%
Taxes	126	126.0	48.4	10.8	0%	30%	41%	27%	2%	67.5%	32.5%	2.4%
Transportation	1138	1133.9	45.4	11.8	0%	21%	43%	32%	4%	29.5%	70.5%	3.2%
Vermont Health Access	323	320.8	44.5	7.8	0%	19%	40%	41%	1%	76.5%	23.5%	5.9%
Vermont Veterans' Home	150	148.0	45.9	9.1	0%	23%	41%	29%	7%	82.0%	18.0%	8.0%
Total	7358	7325.7	45.4	10.9	0%	21%	41%	35%	2%	51.8%	48.2%	4.5%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2021.

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 14a for definitions). See Appendix E for the definition of minority as used in this report.

Table 63 Key Metrics by Department – Fiscal Year 2021 (Part 2)

Department	Hires		Internal Move			Turnover					Total	Retirement Elig.	5
	Num.	Rate	Pro.	Dem.	Xfer.	Vol.	Invol.	Retire	Total	Move.	Outflow	Current FY '21	year FY '26
Administration	0	0.0%	3	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	33.3%
Agriculture, Food & Markets	13	10.3%	2	1	1	1.6%	0.0%	4.8%	7.1%	1.6%	8.8%	10.2%	19.7%
Attorney General	4	12.9%	4	0	1	3.2%	0.0%	3.2%	6.5%	3.3%	9.8%	6.3%	37.5%
Buildings & General Services	23	7.3%	7	1	0	6.7%	0.3%	5.7%	12.8%	1.0%	13.8%	16.2%	35.1%
Children & Families	61	6.8%	33	10	13	5.3%	3.1%	3.9%	12.3%	1.0%	13.4%	7.6%	18.1%
Commerce & Comm. Dev.	2	3.4%	1	0	1	0.0%	0.0%	3.4%	3.4%	0.0%	3.4%	16.9%	32.2%
Corrections	119	12.7%	71	9	14	17.1%	2.2%	3.6%	23.0%	1.3%	24.4%	7.0%	17.8%
Digital Services	19	5.9%	6	1	0	2.5%	0.0%	5.6%	8.0%	1.2%	9.3%	9.5%	25.9%
Disabilities, Aging & Ind. Liv.	22	8.3%	19	5	2	6.1%	0.0%	5.3%	11.4%	0.8%	12.2%	15.0%	30.0%
Education	5	3.5%	0	1	1	1.4%	0.0%	0.7%	2.1%	0.7%	2.8%	14.5%	24.8%
Environmental Conservation	6	2.2%	3	2	0	2.2%	0.0%	4.4%	6.5%	0.4%	6.9%	13.8%	27.9%
Finance & Management	1	3.9%	1	0	0	0.0%	0.0%	0.0%	0.0%	8.2%	8.2%	8.0%	28.0%
Financial Regulation	4	4.8%	2	0	1	2.4%	0.0%	1.2%	3.6%	0.0%	3.6%	7.1%	23.5%
Fish & Wildlife	4	3.0%	3	0	1	0.8%	1.5%	2.3%	4.5%	0.8%	5.3%	16.2%	35.4%
Forests, Parks & Recreation	6	5.4%	17	1	11	0.0%	0.0%	5.4%	5.4%	0.0%	5.4%	11.6%	25.9%
Green Mountain Care Board	1	5.1%	1	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%	19.0%
Health	50	10.2%	20	4	8	4.1%	0.4%	4.7%	9.4%	0.4%	9.8%	11.7%	22.2%
Human Resources	2	2.3%	2	0	0	2.3%	0.0%	3.4%	6.9%	1.2%	8.1%	14.1%	32.9%
Human Services	1	2.3%	1	1	2	7.0%	0.0%	4.7%	11.6%	4.8%	16.7%	14.6%	34.1%
Labor	28	14.2%	7	4	1	4.1%	0.5%	4.1%	8.6%	2.6%	11.3%	15.9%	30.3%
Libraries	0	0.0%	0	0	0	6.9%	0.0%	0.0%	6.9%	0.0%	6.9%	21.4%	50.0%
Liquor & Lottery	6	9.6%	0	0	0	1.6%	0.0%	6.4%	8.0%	0.0%	8.0%	9.5%	36.5%
Mental Health	34	16.0%	5	5	2	12.7%	1.9%	4.2%	18.8%	1.4%	20.3%	7.5%	16.4%
Military	9	6.5%	7	3	5	6.5%	0.0%	4.3%	10.9%	0.7%	11.6%	10.1%	30.2%
Natural Resources	0	0.0%	1	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	33.3%
Natural Resources Board	1	4.8%	1	0	0	0.0%	0.0%	4.8%	4.8%	0.0%	4.8%	19.0%	33.3%
Public Safety - Civilian	24	11.6%	21	2	2	11.6%	1.4%	4.8%	18.4%	4.4%	23.2%	9.7%	25.0%
Public Safety - Sworn	30	8.6%	53	0	58	4.9%	1.7%	6.6%	13.3%	0.0%	13.3%	2.4%	21.7%
Public Service	0	0.0%	6	0	0	3.4%	0.0%	6.8%	10.2%	3.4%	13.8%	3.7%	22.2%
Secretary of State	2	3.1%	0	0	0	4.7%	0.0%	6.2%	10.9%	1.6%	12.5%	7.9%	12.7%
Small Departments	4	11.3%	5	0	1	11.3%	0.0%	2.8%	14.1%	11.9%	26.9%	17.6%	20.6%
State Treasurer	0	0.0%	3	0	0	6.7%	0.0%	0.0%	6.7%	0.0%	6.7%	6.9%	20.7%
Taxes	7	5.4%	14	0	3	4.6%	0.8%	4.6%	10.8%	0.8%	11.6%	15.9%	29.4%
Transportation	88	7.6%	109	13	9	6.5%	0.8%	4.5%	11.9%	0.5%	12.5%	10.5%	25.1%
Vermont Health Access	17	5.3%	18	4	8	3.1%	0.6%	2.5%	6.2%	1.9%	8.1%	4.6%	16.1%
Vermont Veterans' Home	22	13.8%	7	1	1	15.6%	1.3%	7.5%	25.0%	0.0%	25.0%	10.7%	25.3%
Total	615	8.2%	453	68	146	6.7%	1.1%	4.3%	12.2%	1.1%	13.4%	10.0%	23.8%

Note: Hires – number of hires and hiring rate (See Note on Table 26). Turnover – Vol. = Voluntary, Invol. = Involuntary, Retire = Retirement (See Table 34). Internal Move = the promotion, demotion or transfer of the employee within the Department. 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 37). Retirement Eligibility (See Table 38).

Table 64 Key Metrics by Department – Fiscal Year 2021 (Part 3)

Department	Ave. per Employee				Temporary Usage			
	Ave. Salary	Cash OT	Comp OT	Sick Lve. Use	Ann. Lve. Use	Num.	Hours	Gross Wages
	Wages	Hrs.	Days	Days				
Administration	\$77,343	\$1,486	50.4	5.4	11.1	0	0	\$0
Agriculture, Food & Markets	\$67,838	\$572	54.7	9.1	11.7	18	8,415	\$180,372
Attorney General	\$68,284	\$1,374	0.5	18.5	32.1	5	2,634	\$66,547
Buildings & General Services	\$49,340	\$883	23.1	11.4	13.4	41	20,486	\$314,887
Children & Families	\$65,038	\$1,262	24.3	9.5	12.3	129	80,500	\$2,624,248
Commerce & Comm. Dev.	\$69,310	\$426	39.0	6.7	11.0	49	14,945	\$223,104
Corrections	\$58,742	\$9,528	25.4	11.8	12.8	39	18,532	\$474,033
Digital Services	\$74,829	\$1,007	12.6	8.0	10.8	5	3,739	\$94,863
Disabilities, Aging & Ind. Liv.	\$71,518	\$358	22.4	7.5	11.6	36	21,916	\$516,409
Education	\$67,723	\$493	36.1	7.2	11.2	4	2,130	\$49,255
Environmental Conservation	\$69,142	\$668	18.4	8.2	13.0	19	4,265	\$108,653
Finance & Management	\$79,232	\$275	78.6	8.3	9.7	0	0	\$0
Financial Regulation	\$82,392	\$1,759	18.4	8.8	12.4	9	3,795	\$68,158
Fish & Wildlife	\$69,776	\$2,761	24.5	9.3	14.6	36	19,319	\$392,570
Forests, Parks & Recreation	\$61,794	\$427	33.1	8.0	11.8	457	232,269	\$3,313,161
Green Mountain Care Board	\$81,826	\$0	20.0	6.6	9.4	0	0	\$0
Health	\$68,643	\$5,127	21.4	6.6	8.8	109	42,413	\$912,325
Human Resources	\$72,277	\$1,245	3.5	7.6	11.7	1	83	\$1,726
Human Services	\$81,656	\$453	13.1	4.6	11.5	6	1,431	\$45,637
Labor	\$57,741	\$4,361	2.4	8.0	9.9	45	26,931	\$561,218
Libraries	\$59,840	\$33	15.6	5.2	12.2	1	948	\$20,448
Liquor & Lottery	\$58,555	\$2,013	14.5	10.3	13.2	16	2,510	\$90,947
Mental Health	\$62,832	\$12,002	38.7	9.8	11.4	10	2,925	\$69,935
Military	\$56,210	\$3,485	40.5	11.0	13.0	24	18,929	\$342,435
Natural Resources	\$67,560	\$82	9.5	8.1	20.1	0	0	\$0
Natural Resources Board	\$68,716	\$0	6.1	6.4	13.3	1	411	\$8,865
Public Safety - Civilian	\$62,453	\$4,708	29.8	8.1	11.7	165	43,019	\$971,009
Public Safety - Sworn	\$80,733	\$7,836	16.9	9.7	13.1	26	9,764	\$207,912
Public Service	\$78,944	\$64	16.2	11.0	13.4	0	0	\$0
Secretary of State	\$66,900	\$165	29.4	8.6	11.3	1	1,044	\$25,289
Small Departments	\$79,361	\$3,612	16.4	22.0	39.8	14	6,583	\$177,577
State Treasurer	\$72,743	\$359	16.4	4.9	11.2	2	2,831	\$84,993
Taxes	\$62,481	\$341	22.5	9.6	11.8	17	8,782	\$174,897
Transportation	\$59,578	\$2,663	33.8	11.0	13.7	87	21,303	\$487,272
Vermont Health Access	\$67,503	\$535	27.8	10.4	11.7	11	7,186	\$157,575
Vermont Veterans' Home	\$51,448	\$4,068	15.2	13.2	13.7	64	41,890	\$738,447
Total	\$64,609	\$3,483	25.2	9.7	12.5	1,447	671,927	\$13,504,766

Note: Ave. Salary = Average Base Salary for Full-Time Classified employees. Ave. per Employee – Cash OT (Cash Overtime -See Table 51), Comp. OT Hrs. = Compensatory Time earned for overtime (See Table 53), Sick Lve. Use. = Sick Leave Used (See Table 50), Ann. Lve. Use = Annual leave Used (See Table 57). Temporary usage (See Table 66a & b).



3. Reports Required by The General Assembly

Table 65 Limited Service Positions Authorized – Fiscal Year 2021

Department	New Pool	JFO	Legislature	Total
Agriculture		3		3
Children and Families		5	17	22
Commerce & Community Development		2		2
Disabilities, Aging & Independent Living		7		7
Environmental Conservation		1	2	3
Health		68	1	69
Human Services		2		2
Labor	9			9
Mental Health		1		1
Public Safety		3		3
Public Service Department		2		2
State Treasurer	1			1
Transportation Agency/DMV	9			9
Total	19	94	20	133

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 2021

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		2	13	2		18	8,415	\$180,372
Attorney General		1		3	1			5	2,634	\$66,547
Buildings & General Services		37		2		2		41	20,486	\$314,887
Cannabis Control Board				1				1	75	\$1,712
Children & Families	29	31	5	58		6	1	129	80,500	\$2,624,248
Commerce & Community Dev.				5	40	4		49	14,945	\$223,104
Corrections	1	36		2				39	18,532	\$474,033
Criminal Justice Training Council		1		1				2	1,425	\$73,254
Defender General							1	1	675	\$13,790
Digital Services		1		5				5	3,739	\$94,863
Disabilities, Aging & Ind. Living	1	5	12	12		6		36	21,916	\$516,409
Education			2	1	2			4	2,130	\$49,255
Enhanced 911				1				1	1,065	\$15,947
Environmental Conservation		1	2	5	9	3		19	4,265	\$108,653
Financial Regulation	1	2			7			9	3,795	\$68,158
Fish & Wildlife				26	12	2		36	19,319	\$392,570
Forest, Parks & Recreation			2	13	448		1	457	232,269	\$3,313,161
Governor's Office				2		1		2	1,401	\$30,232
Health	60	7	5	27	2	13		109	42,413	\$912,325
Human Resources		1						1	83	\$1,726
Human Services	6							6	1,431	\$45,637
Labor	34	1		2	4	4		45	26,931	\$561,218
Libraries				1				1	948	\$20,448
Liquor Control		1				15		16	2,510	\$90,947
Mental Health		10						10	2,925	\$69,935
Military	2	7		7	8	1		24	18,929	\$342,435
Natural Resources Board				1				1	411	\$8,865
Public Safety - Civilian	3	12	18	78	1	74	1	165	43,019	\$971,009
Public Safety - Sworn		2	3	9		1	14	26	9,764	\$207,912
Public Service Board						1		1	1	\$125
Secretary of State				1				1	1,044	\$25,289
State Treasurer			2	1				2	2,831	\$84,993
State's Attorneys & Sheriffs		2				3		5	1,880	\$41,398
Taxes		1	3	3	12	1		17	8,782	\$174,897
Transportation	3	1		11	69	5		87	21,303	\$487,272
Vermont Commission on Women				1				1	61	\$1,118
Vermont Health Access	1	2		8				11	7,186	\$157,575
Vermont Veterans' Home	15	14	17	16	4			64	41,890	\$738,447
Total	156	177	71	305	632	144	18	1,447	671,927	\$13,504,766

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 2017 to FY 2021

State Totals	Fiscal Year				
	2017	2018	2019	2020	2021
Number	2,093	2,008	2,046	1,733	1,435
% Change from Previous FY	0.3%	-4.1%	1.9%	-15.3%	-17.2%
Hours	1,005,086	931,788	926,560	776,208	671,927
% Change from Previous FY	-0.8%	-7.3%	-0.6%	-16.2%	-13.4%
Wages	\$16,647,759	\$15,799,374	\$16,016,644	\$14,481,902	\$13,504,766
% Change from Previous FY	3.2%	-5.1%	1.4%	-9.6%	-6.7%

Source: The State’s Human Resource Information System (VTHR). Data include only temporary employees of the Executive Branch for Fiscal Years 2017 to 2021.

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 65a 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 68a accurately shows the number of individuals who worked as temporary employees within each category. The “Grand Total” under “Total for Department” shows the sum across all departments (1,447) but the actual total of unique temporary employees (shown in Table 66a) was 1,435 because 12 individuals worked in more than one department.

In Fiscal Year 2021, 1,435 individuals worked as temporary employees for 671,927 hours and were paid a total of \$13,504,766 in gross wages.

Table 66b above compares the use of temporary employees for Fiscal Years 2017 to 2021. Fiscal Year 2021 saw a significant decrease from Fiscal Year 2020 in both the number of unique temporary employees (-17.2%), and total hours (-13.4%). Total gross wages were down (-6.7%).

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 2021

Department	Number of Contracts	Amount Expended	Maximum Amount
Administration	19	\$407,089	\$3,434,220
Agriculture	31	\$231,599	\$1,432,166
Attorney General	16	\$141,539	\$882,844
Auditor of Accounts	6	\$108,602	\$3,909,850
Buildings & General Services	80	\$4,427,211	\$38,763,127
Children and Families	128	\$5,885,684	\$63,948,518
Commerce & Community Development	22	\$1,481,053	\$2,625,036
Corrections	28	\$21,374,759	\$69,367,885
Crime Victims' Services Center	9	\$32,849	\$508,441
Criminal Justice Council	1	\$3,318	\$10,000
Defender General	118	\$4,916,984	\$5,977,330
Digital Services	24	\$3,359,317	\$15,086,479
Disabilities, Aging, and Independent Living	43	\$1,623,721	\$11,751,871
Education	133	\$768,697	\$3,185,245
Enhanced 911 Board	1	\$100,000	\$100,000
Environmental Conservation	51	\$547,196	\$3,401,521
Financial Regulation	1	\$35,000	\$35,000
Fish & Wildlife	95	\$1,427,531	\$3,701,417
Forests, Parks & Recreation	105	\$863,603	\$19,465,954
Health	44	\$6,581,305	\$22,657,579
Human Resources	4	\$96,350	\$191,450
Human Services	83	\$54,005,436	\$336,074,893
Labor	5	\$146,400	\$1,267,999
Libraries	18	\$25,535	\$200,400
Liquor & Lottery	75	\$615,255	\$10,284,000
Mental Health	46	\$718,398	\$175,756,753
Military	113	\$15,015,043	\$41,934,413
Natural Resources	10	\$49,523	\$1,004,724
Public Safety	36	\$952,344	\$8,211,073
Public Service	24	\$501,863	\$1,940,775
Public Utilities Commission	3	\$45,486	\$82,750
Secretary of State	5	\$24,310	\$209,925
State Treasurer	17	\$911,301	\$12,139,000
State's Attorneys and Sheriffs	2	\$386	\$29,936
Taxes	5	\$131,016	\$329,731
Transportation	27	\$607,914	\$2,985,488
Vermont Health Access	19	\$21,356,048	\$163,627,062
Vermont Veterans' Home	4	\$301,681	\$1,738,187
Total	1,451	\$149,821,343	\$1,028,253,040

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

Table 67 contains information on contracts newly issued during Fiscal Year 2021 (7/1/20 - 6/30/21).

According to 3 V.S.A. §341(2) "Contract for services" means an agreement or combination or series of agreements by which an entity or individual agrees with an agency to provide services as a contractor, rather than as an employee. "

Expended amount means the amount of payment released for the contract in Fiscal Year 2021. "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.

Table 68 Executive Branch Privatization Contracts – Fiscal Year 2021

Contractor	CorVel Enterprise Comp., Inc.,
Summary of Work	<p>The State of Vermont contracted with CorVel Enterprise Comp., Inc. to provide Risk Management Third Party Administration services including but not limited to the following:</p> <p>Claim handling services for all qualified workers' compensation and general liability claims; Managed Care services for State of Vermont claimants; Risk Management Information Services; 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.</p> <p>Further details can be seen in the service contract #41005.</p>
Cost of Contract	Fiscal Years 2021 (partial), 2022 and 2023 (partial) - \$1,898,999.
Duration of Contract	January 1, 2021 and end on December 31, 2022 (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 contract for services valued at \$25,000.00 or more per year, which is 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 results 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 2021

In Fiscal Year 2021 there were no contractors who were paid through the state's payroll system.

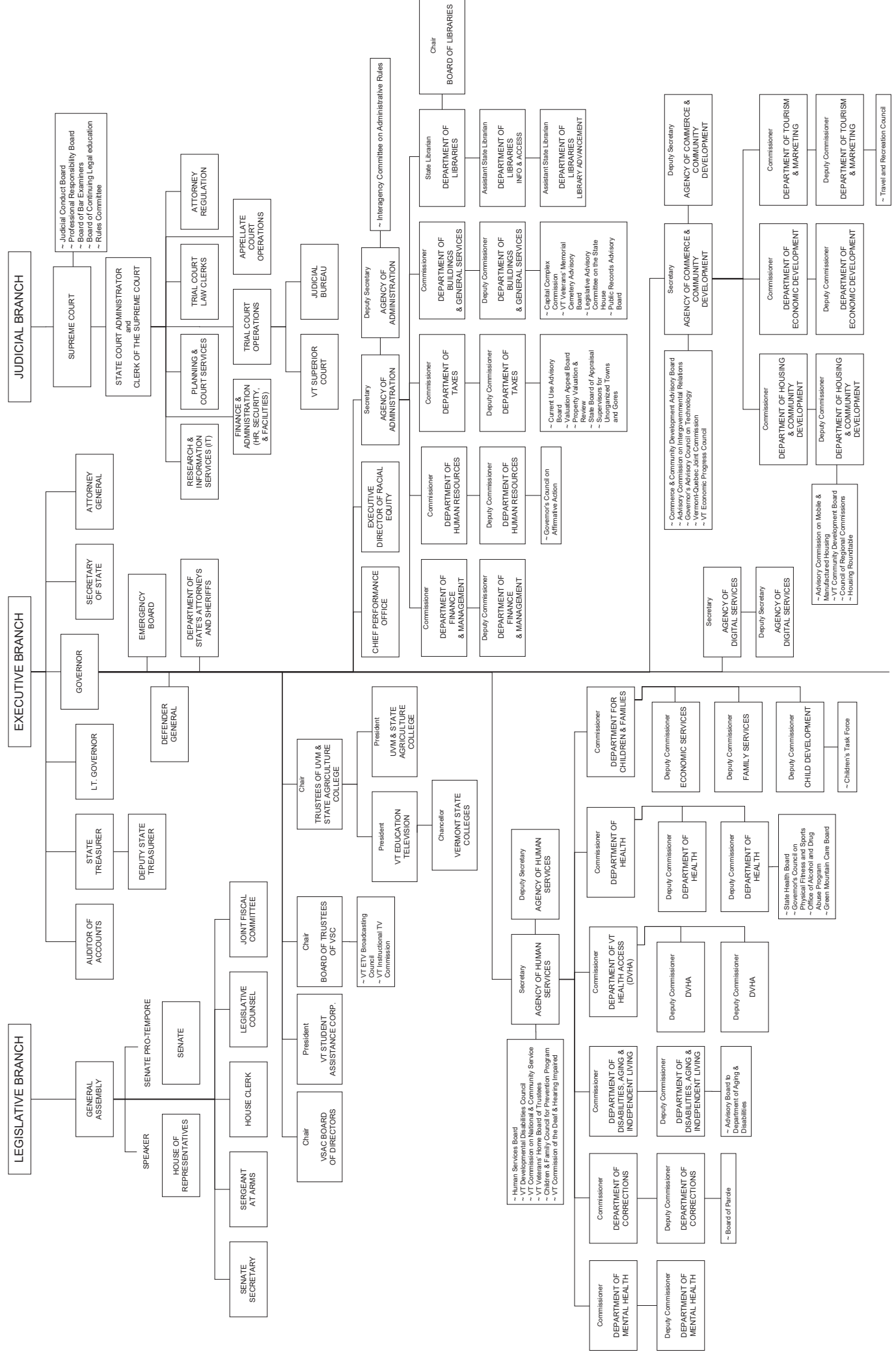
Source: The State's Human Resource Information System (VTHR).

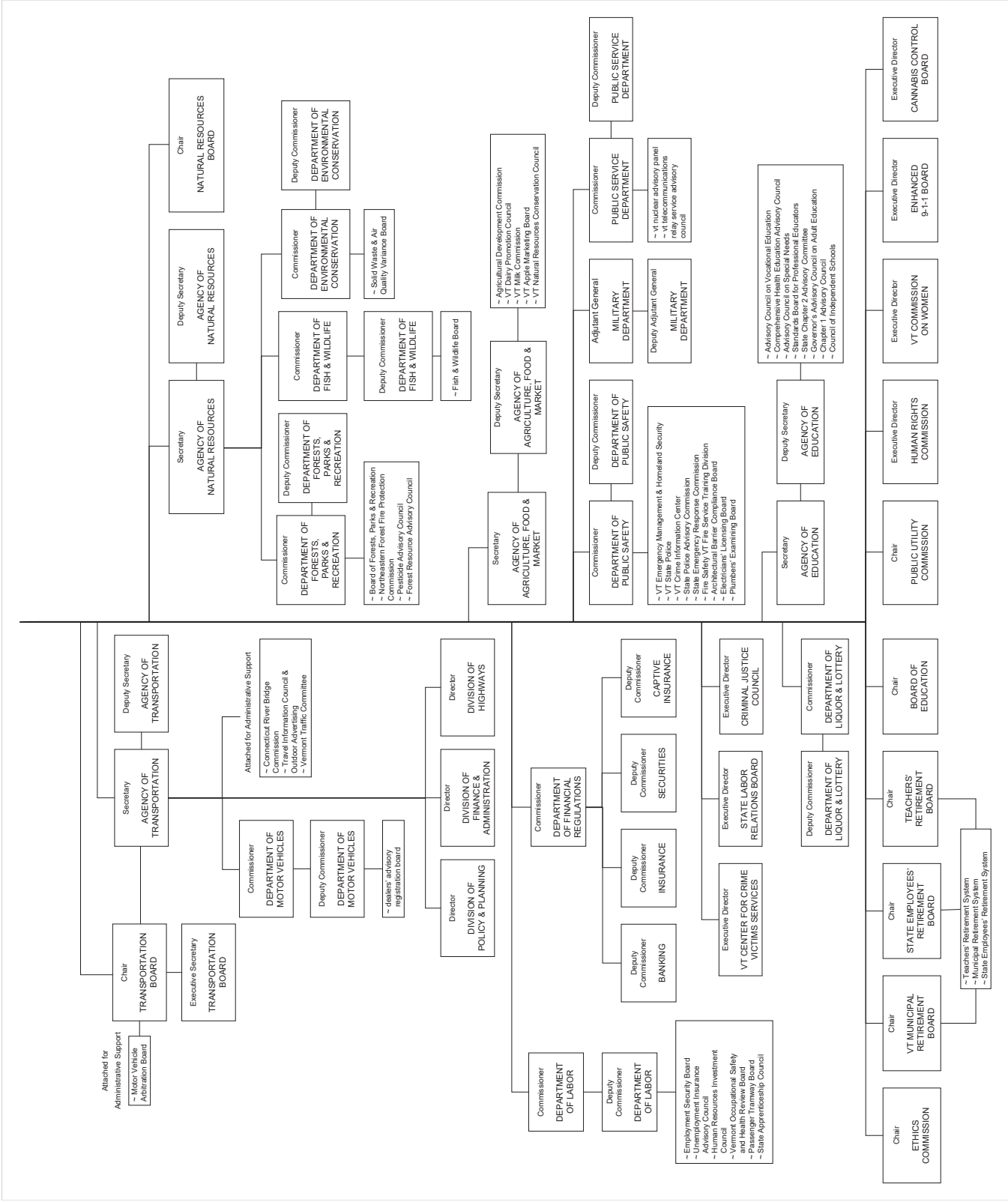
Appendix A – State of Vermont Organizational Chart

Source: Department of Human Resources

STATE OF VERMONT: LEADERSHIP ORGANIZATIONAL CHART

UPDATED: 01/06/2022





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	
Cannabis Control Board	Cannabis Control Board	Yes
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 & Lottery, Department of	Liquor & Lottery	
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	
State Ethics Commission	State Ethics Commission	Yes
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 2021 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).
- (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 2021 year-end. One year is added to age and creditable service to determine eligibility in the next fiscal year. This process is repeated for each subsequent fiscal year.

Data on employee age was obtained from the State’s Human Resource Information System (VTHR). Data on years of creditable service was obtained from the Office of the State Treasurer, Retirement Division. Creditable service includes time spent as an active employee, as well as credit for prior service, military duty and purchased service.

Appendix E – Definition of Minority as used in this Report

The State and Local Government Information Report (EEO-4), EEOC Form 164, also referred to as the EEO-4 Report, is a mandatory biennial data collection that requires all State and local governments with 100 or more employees to submit demographic workforce data, including data by race/ethnicity, sex, job category, and salary band. The filing by eligible State and local governments is required under section 709(c) of Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C. 2000e-8(c), 29 CFR 1602.30 and .32-.37. See <https://www.eeocdata.org/EEO4/home/index>

The State of Vermont, as required, files the EEO-4 report and uses the race/ethnicity categories as defined by the EEOC.

Below are definitions of the EEO-4 race and ethnicity categories. Because in most cases sample sizes for most EEO-4 race/ethnicity categories are too small to report individually, in this report they are aggregated under the term “minority.” At this point in time, the use of the term “minority” is consistent with EEOC usage to describe these categories.

The following categories are aggregated under the term minority in this report: Hispanic or Latino; Black or African American; Native Hawaiian or other Pacific Islander; Asian or Pacific Islander; American Indian or Alaska Native; and Two or More Races.

Definitions of the EEO-4 race and ethnicity categories are as follows:

Hispanic or Latino - A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

White (Not Hispanic or Latino) - A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Black or African American (Not Hispanic or Latino) - A person having origins in any of the black racial groups of Africa.

Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino) - A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

Asian (Not Hispanic or Latino) - A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

American Indian or Alaska Native (Not Hispanic or Latino) - A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.

Two or More Races (Not Hispanic or Latino) - All persons who identify with more than one of the above five races (White, Black or African American, Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native).