



STATE OF VERMONT
WORKFORCE REPORT
FISCAL YEAR 2022

2022

Philip B. Scott, Governor
Beth Fastiggi, Commissioner

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Agency of Administration

January 13, 2023

Governor Scott and Members of the General Assembly:

It is my pleasure to present the State's Workforce Report for Fiscal Year 2022. 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 blue ink that reads "Beth Fastiggi".

Beth Fastiggi
Commissioner

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State of Vermont Workforce Report Fiscal Year 2022

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 2022

Workforce Characteristics	Classified	Exempt	Total
Number of Employees	7,407	652	8,059
FTEs (Full-Time Equivalents)	7,372.6	642.3	8,015.0
Full-Time Employees (FTE = 1)	7,299	623	7,922
Part-Time Employees (FTE <1)	108	29	137
Average Age	45.1	47.4	45.3
Percent Pre-Baby Boom	0.1%	0.2%	0.1%
Percent Baby Boom	18.0%	22.2%	18.4%
Percent Generation X	40.6%	43.1%	40.8%
Percent Millennial	37.5%	33.0%	37.2%
Percent Generation Z	3.8%	1.5%	3.6%
Average Years of Service	10.5	8.8	10.3
Percent Represented by a Bargaining Unit	92.5%	5.1%	85.5%
Talent Acquisition			
Number of Hires	1,188	117	1,305
Percent of Hires Female	54.0%	59.8%	54.6%
Percent of Hires Underrepresented Racial & Ethnic Groups (UREG)	10.6%	7.7%	10.3%
Average Age of Hires	36.4	39.8	36.7
Percent Pre-Baby Boom	0.0%	0.0%	0.0%
Percent Baby Boom	5.7%	6.8%	5.8%
Percent Generation X	24.3%	35.0%	25.3%
Percent Millennial	51.4%	50.4%	51.3%
Percent Generation Z	18.5%	7.7%	17.5%
Turnover			
Turnover Rate	15.3%	17.5%	15.3%
Number of Employees Separated	1,131	114	1,245
Percent Voluntary Terminations	66.0%	77.2%	67.0%
Percent Retirements	27.3%	21.2%	26.7%
Percent Involuntary Terminations	5.5%	0.9%	5.1%
Retirement Eligibility			
Percent Eligible End of Fiscal Year 2022	8.9%	n/a	n/a
Number Eligible End of Fiscal Year 2022	658	n/a	n/a
Percent Eligible within Five Years (End of Fiscal Year 2027)	21.9%	n/a	n/a
Number Eligible within Five Years (End of Fiscal Year 2027)	1,624	n/a	n/a
Compensation			
Average Annual Salary (Full-time, base rate only)	\$66,717	\$93,849	\$68,851
Total Cash Overtime Costs	\$26,957,783	\$233,038	\$27,190,821
Total Compensatory Hours Earned for Overtime	141,342	269	141,611
Average Total Compensation (Total Pay Plus Benefits) per Employee	\$111,453	\$138,816	\$113,561
Average Benefits Paid as a Percent of Total Compensation	35.4%	31.8%	35.1%
Equal Employment Opportunity			
Underrepresented Racial & Ethnic Groups (UREG)	5.1%	3.2%	4.9%
Female Representation	52.2%	54.8%	52.5%

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2022. See Appendix E for the definition of Underrepresented Racial and Ethnic Groups (UREG) 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 2022. 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	16	16.0	7	7.0	23	23.0
Agriculture	129	128.3	6	6.0	135	134.3
Attorney General	32	32.0	49	47.8	81	79.8
Auditor of Accounts	12	12.0	4	4.0	16	16.0
Buildings & General Services	305	305.0	6	6.0	311	311.0
Cannabis Control Board	5	5.0	5	5.0	10	10.0
Children & Families	900	896.7	25	25.0	925	921.7
Commerce & Community Development	72	72.0	19	19.0	91	91.0
Corrections	819	819.0	19	19.0	838	838.0
Criminal Justice Council	9	9.0	1	1.0	10	10.0
Defender General			76	75.8	76	75.8
Digital Services	319	318.6	16	16.0	335	334.6
Disabilities, Aging & Independent Living	283	278.7	6	6.0	289	284.7
Education	144	143.8	6	6.0	150	149.8
Enhanced 911	8	8.0	1	1.0	9	9.0
Environmental Conservation	284	279.8	3	3.0	287	282.8
Finance & Management	21	21.0	3	3.0	24	24.0
Financial Regulation	76	75.7	15	15.0	91	90.7
Fish & Wildlife	136	136.0	1	1.0	137	137.0
Forests, Parks & Recreation	114	113.6	2	2.0	116	115.6
Governor's Office			11	11.0	11	11.0
Green Mountain Care Board	18	18.0	10	10.0	28	28.0
Health	564	555.5	7	7.0	571	562.5
Human Resources	91	90.0	6	6.0	97	96.0
Human Services	44	44.0	14	14.0	58	58.0
Labor	206	206.0	14	14.0	220	220.0
Libraries	15	15.0	2	2.0	17	17.0
Lieutenant Governor			2	2.0	2	2.0
Liquor & Lottery	58	57.8	3	3.0	61	60.8
Mental Health	187	184.8	11	11.0	198	195.8
Military	140	139.2	4	4.0	144	143.2
Natural Resources	13	12.3	18	17.8	31	30.1
Natural Resources Board	20	19.8	2	2.0	22	21.8
Public Safety - Civilian	200	200.0	7	6.5	207	206.5
Public Safety - Sworn	322	322.0	1	1.0	323	323.0
Public Service	36	35.5	17	16.6	53	52.1
Public Service Board	5	5.0	20	20.0	25	25.0
Secretary of State	67	67.0	10	9.8	77	76.8
State Ethics Commission			2	1.0	2	1.0
State Treasurer	29	29.0	4	4.0	33	33.0
State's Attorneys & Sheriffs *			161	156.3	161	156.3
Taxes	124	123.8	12	12.0	136	135.8
Transportation **	1,145	1,142.5	17	16.8	1,162	1,159.3
Vermont Commission on Women	2	2.0	1	1.0	3	3.0
Vermont Health Access	309	306.2	12	12.0	321	318.2
Vermont Human Rights Commission			5	5.0	5	5.0
Vermont Labor Relations Board			2	1.6	2	1.6
Vermont Veterans' Home	128	127.2	6	6.0	134	133.2
VOSHA Review Board			1	0.5	1	0.5
Total	7,407	7,372.6	652	642.3	8,059	8,015.0

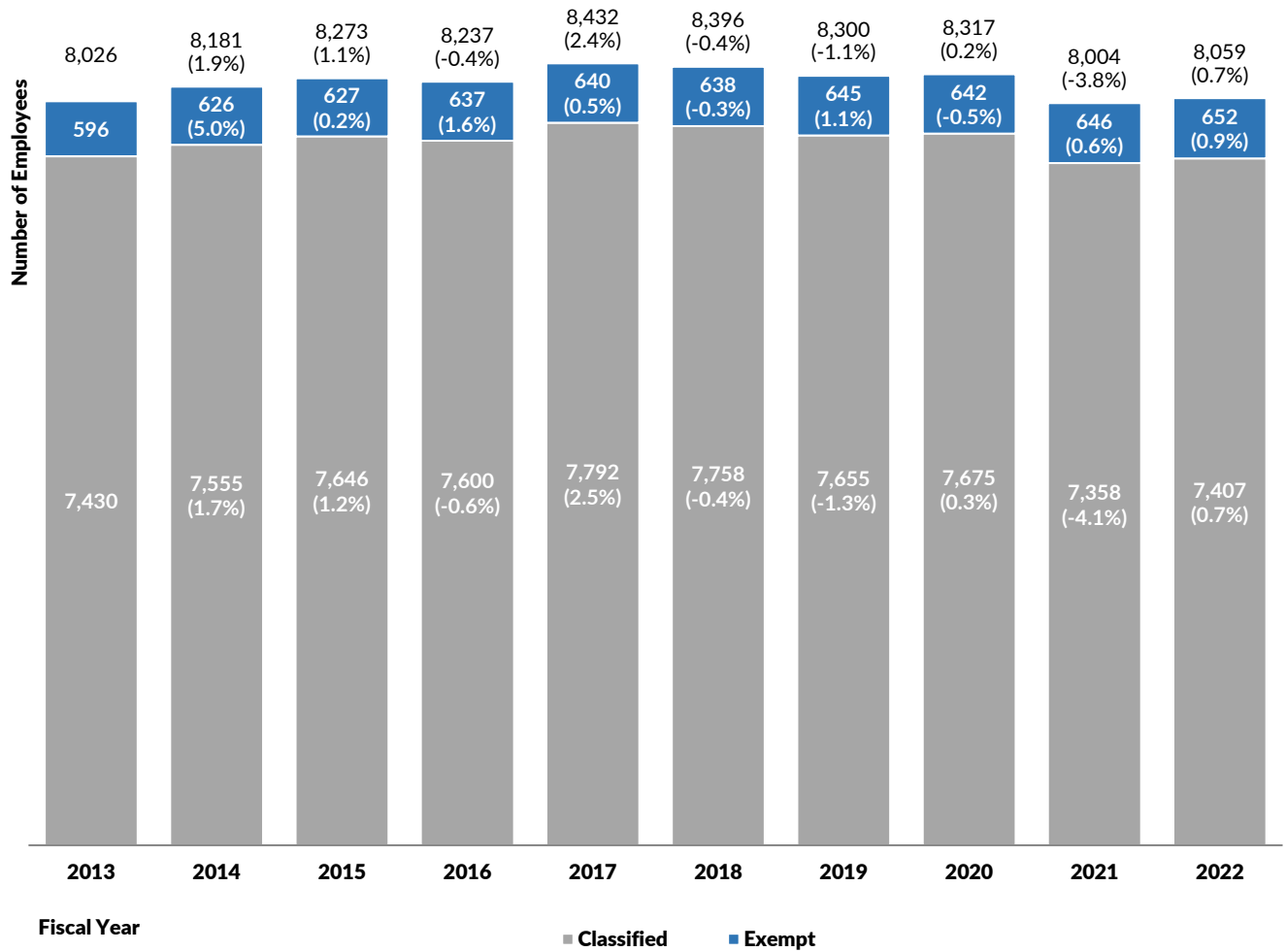
NOTE: FTEs are "Full-Time Equivalents". One FTE is based on a full-time employee's standard hours, which for most employees is 2,080 hours per year (some protective service employees have standard hours greater than 2,080). To calculate the FTE for a part-time employee, total authorized hours are divided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

*NOTE: For 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 251 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 2022.

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 2013 to 2022. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

Table 1 shows that at the end of Fiscal Year 2022 there were 8,059 Executive Branch employees, or 8,015.0 FTE’s.

Table 2 displays the number of Executive Branch employees from 2013 to 2022.

Fiscal Year 2022 total headcount increased slightly from Fiscal Year 2021 by .7%.

Comparing Fiscal Year 2013 to Fiscal Year 2022, the overall number of Executive Branch employees has increased by 0.4%, with classified employees decreasing by 0.3% and exempt employees increasing by 9.4%.

From Fiscal Year 2021 to Fiscal Year 2022 the number of Executive Branch Employees increased only slightly (0.7%).

Table 3 Executive Branch Positions by Department as of June 30, 2022

Department	Positions			Vacancy Rate %	Position Type		
	Filled	Vacant	Total		Perm.	Limited	Exempt
Administration	22	3	25	12%	16	1	8
Agriculture	135	10	145	7%	112	26	7
Attorney General	82	9	91	10%	36	0	55
Auditor of Accounts	15	1	16	6%	12	0	4
Buildings & General Services	308	37	345	11%	331	8	6
Cannabis Control Board	10	10	20	50%	15	0	5
Children & Families	921	70	991	7%	896	64	31
Commerce & Community Development	92	7	99	7%	63	17	19
Corrections	834	213	1,047	20%	1,025	1	21
Criminal Justice Training Council	12	2	14	14%	11	1	2
Defender General	75	8	83	10%	0	0	83
Digital Services	336	53	389	14%	320	51	18
Disabilities, Aging & Independent Living	285	21	306	7%	254	46	6
E911 Board	9	1	10	10%	9	0	1
Education	150	14	164	9%	153	4	7
Environmental Conservation	286	39	325	12%	245	77	3
Finance & Management	25	3	28	11%	25	0	3
Financial Regulation	91	14	105	13%	88	1	16
Fish & Wildlife	138	8	146	5%	127	17	2
Forests, Parks & Recreation	116	10	126	8%	112	12	2
Governor's Office	11	3	14	21%	0	0	14
Green Mountain Care Board	27	5	32	16%	22	0	10
Health	581	78	659	12%	390	261	8
Human Resources	97	3	100	3%	94	0	6
Human Services	60	5	65	8%	39	11	15
Labor	217	43	260	17%	203	42	15
Libraries	17	1	18	6%	16	0	2
Lieutenant Governor	2	0	2	0%	0	0	2
Liquor Control	62	9	71	13%	66	1	4
Mental Health	192	91	283	32%	269	4	10
Military	139	26	165	16%	86	75	4
Natural Resources	31	4	35	11%	10	6	19
Natural Resources Board	23	5	28	18%	22	0	6
Public Safety - Civilian	241	34	275	12%	229	36	10
Public Safety - Sworn	281	53	334	16%	327	7	0
Public Service	52	5	57	9%	27	11	19
Public Service Board	25	2	27	7%	5	0	22
Secretary of State	77	6	83	7%	71	0	12
State Ethics Commission	2	0	2	0%	0	0	2
State Treasurer	35	4	39	10%	32	1	6
State's Attorneys & Sheriffs *	160	17	177	10%	0	0	177
Taxes	134	16	150	11%	138	0	12
Transportation	1,157	123	1,280	10%	1,242	21	17
Vermont Commission on Women	3	0	3	0%	2	0	1
Vermont Health Access	319	54	373	14%	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	133	62	195	32%	182	6	7
VOSHA Review Board	1	0	1	0%	0	0	1
Total	8,028	1,188	9,216	12.9%	7,549	939	723

Fiscal Year 2022 ended with an overall vacancy rate of 12.9% or 1,188 vacant positions. This compares to an overall vacancy rate of 12.0% at the end of Fiscal Year 2021.

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.

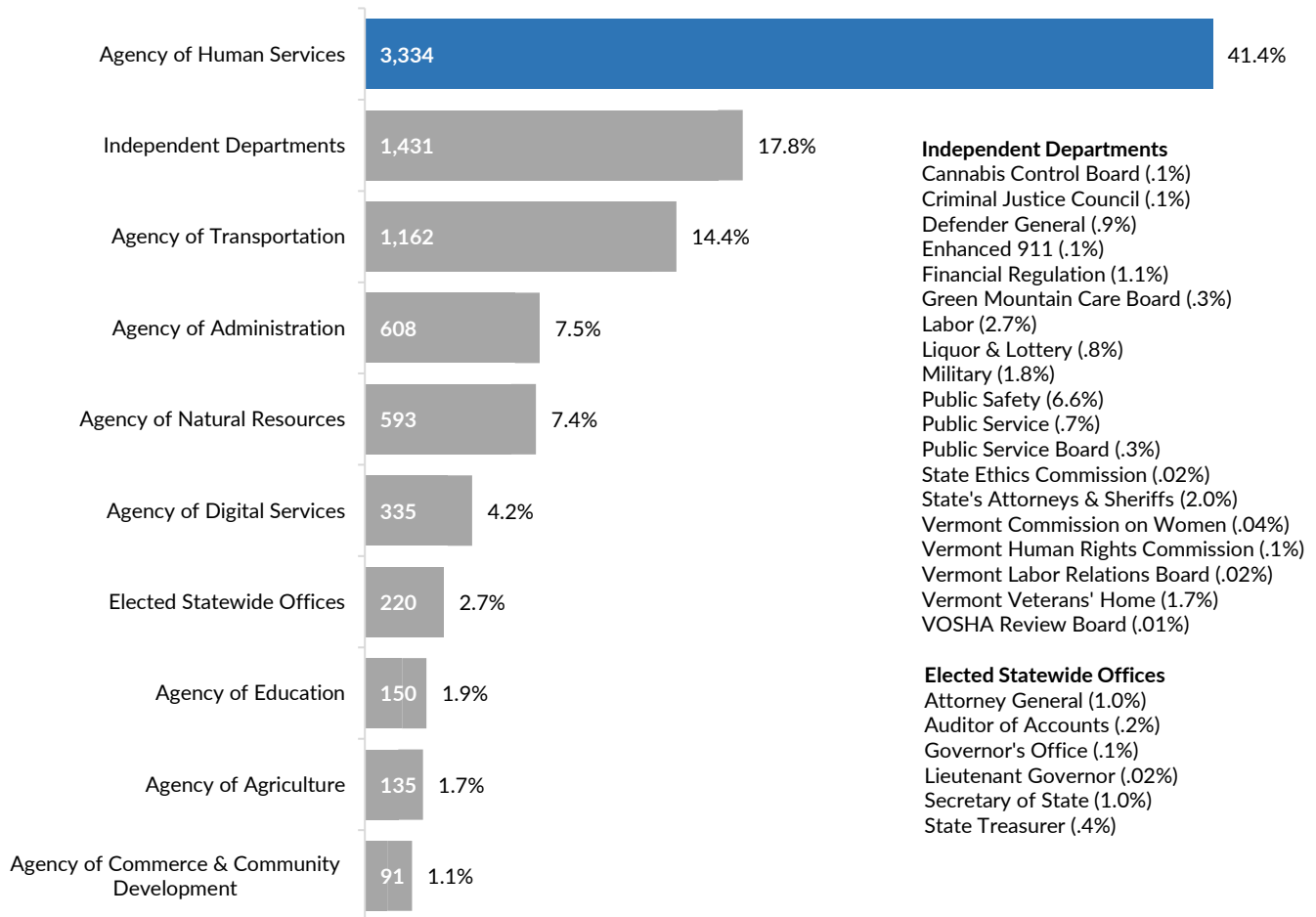
NOTE: A position may be double filled in job share situations, a short-term need to train a new employee by the vacating employee, and in the case of a long-term leave of an employee.

*NOTE: For 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 2022.

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 2022.

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

Table 3. As of June 30, 2022, there were 9,216 authorized Executive Branch positions – 7,549 permanent classified, 939 limited classified, and 723 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 1,188 vacant positions for an overall vacancy rate of 12.9%.

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.

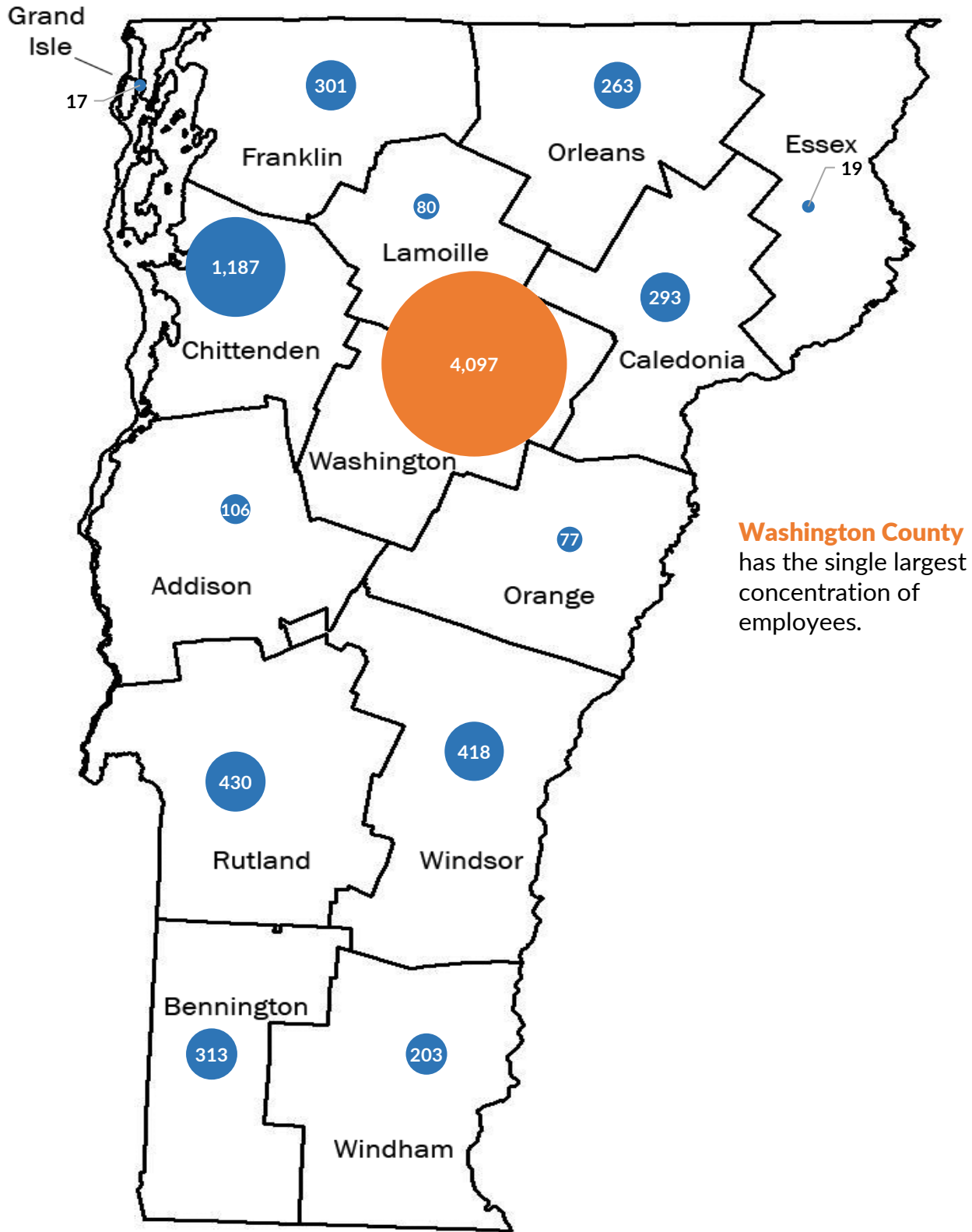
The Agency of Human Services has the largest single concentration of employees (41.4%).

Independent departments (those not under an agency structure) make up 17.8% of employees, with the Department of Public Safety being the largest independent department (6.6%).

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

The eight “super” agencies account for nearly 80% of all 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 2022. A small number of employees (255) 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 UREG
Addison	106	1.4%	\$62,590	49%	51%	3.8%
Bennington	313	4.0%	\$62,054	61%	39%	3.8%
Caledonia	293	3.8%	\$62,710	38%	62%	7.5%
Chittenden	1,187	15.2%	\$65,967	57%	43%	6.7%
Essex	19	0.2%	\$55,280	21%	79%	0.0%
Franklin	301	3.9%	\$62,930	45%	55%	7.3%
Grand Isle	17	0.2%	\$54,829	18%	82%	0.0%
Lamoille	80	1.0%	\$63,840	61%	39%	5.0%
Orange	77	1.0%	\$58,460	22%	78%	1.3%
Orleans	263	3.4%	\$61,804	37%	63%	5.7%
Rutland	430	5.5%	\$63,345	43%	57%	3.5%
Washington	4,097	52.5%	\$72,158	57%	43%	4.5%
Windham	203	2.6%	\$63,804	48%	52%	4.4%
Windsor	418	5.4%	\$62,237	38%	62%	4.8%
Total	7,804	100.0%	\$68,088	53%	47%	5.0%

Most Executive Branch employees (68%) worked in Washington and Chittenden counties.

More than half of all Executive Branch employees (52.5%) 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 2022. A small number of employees (255) 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. UREG is Underrepresented Racial and Ethnic Groups. See Appendix E for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report.

As of the end of Fiscal Year 2022 Executive Branch employees worked in every county in the state.

Most Executive Branch employees (68%) worked in Washington and Chittenden counties. More than half of all state employees (52.5%) now work in Washington County.

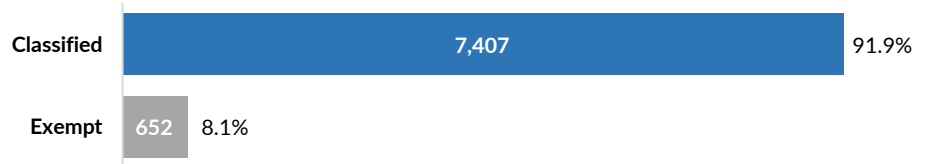
Comparing the employee population in Chittenden County to Washington County, the average salary is higher in Washington County (\$72,158 vs. \$65,967). The employee population in Chittenden County has the same representation of females (57%), but the percent of employees identifying as from Underrepresented Racial and Ethnic groups (UREG) is significantly higher than it is in Washington County (6.7% vs. 4.5%).

Table 7 Executive Branch Employee Profile

91.9% Classified Employees

8.1% Exempt Employees

State of Vermont workforce

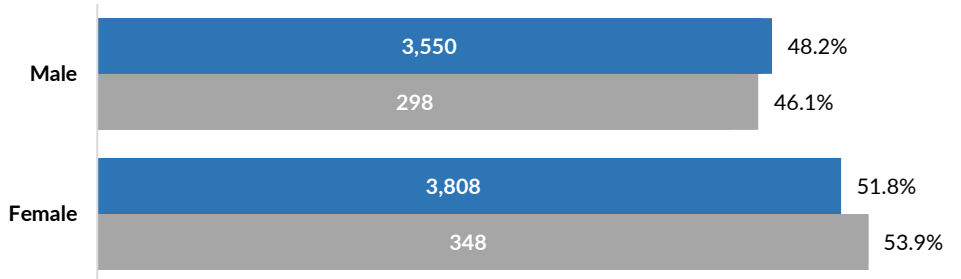


51.8% Classified Employees

53.9% Exempt Employees

Female employees make up the largest percentage of both classified and exempt employees

Sex Distribution of Classified and Exempt Employees

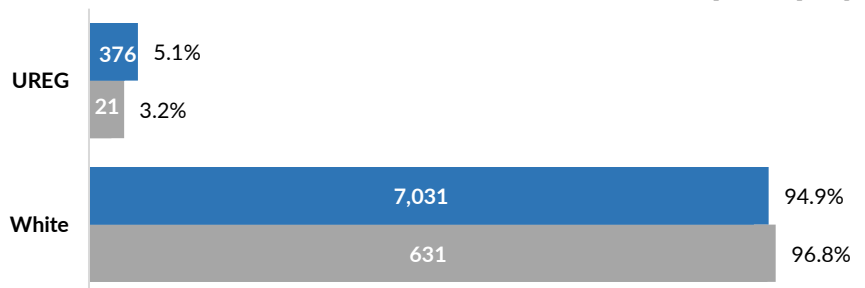


5.1% Classified Employees

3.2% Exempt Employees

Percent identify as from Underrepresented Racial and Ethnic Groups (UREG)

Racial/Ethnic Distribution of Classified and Exempt Employees



45.1 Classified Employees

47.4 Exempt Employees

Average Age

Age Distribution of Classified and Exempt Employees

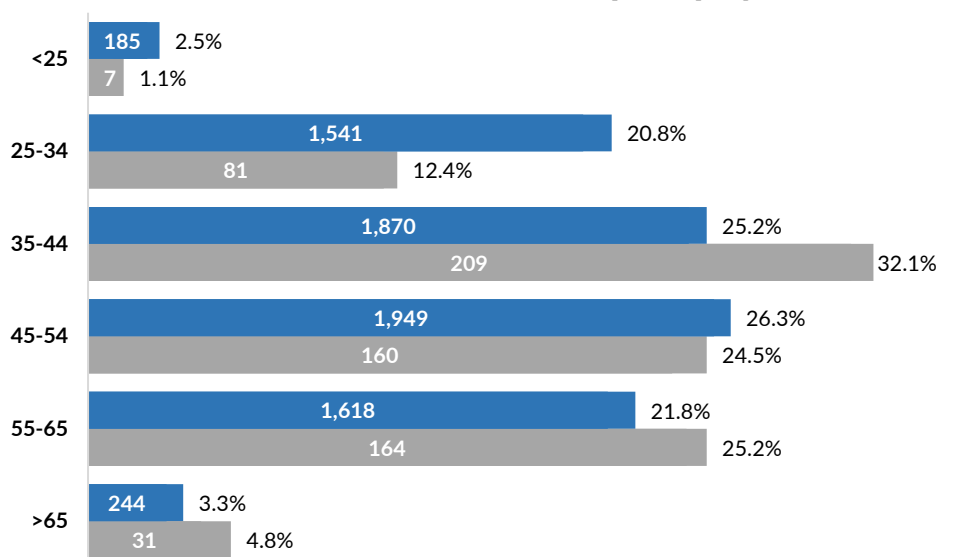


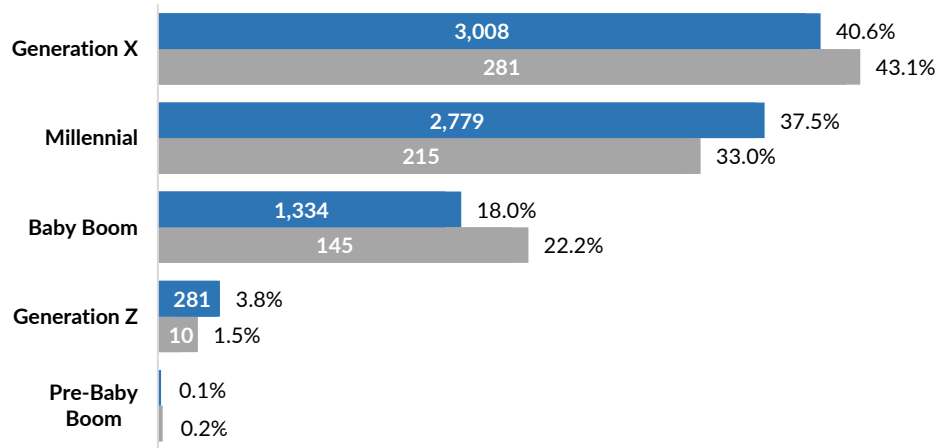
Table 7 Executive Branch Employee Profile (Continued)

40.6% Classified Employees

43.1% Exempt Employees

Generation X makes up the largest percentage of both classified and exempt employees

Generational Distribution of **Classified** and **Exempt Employees**

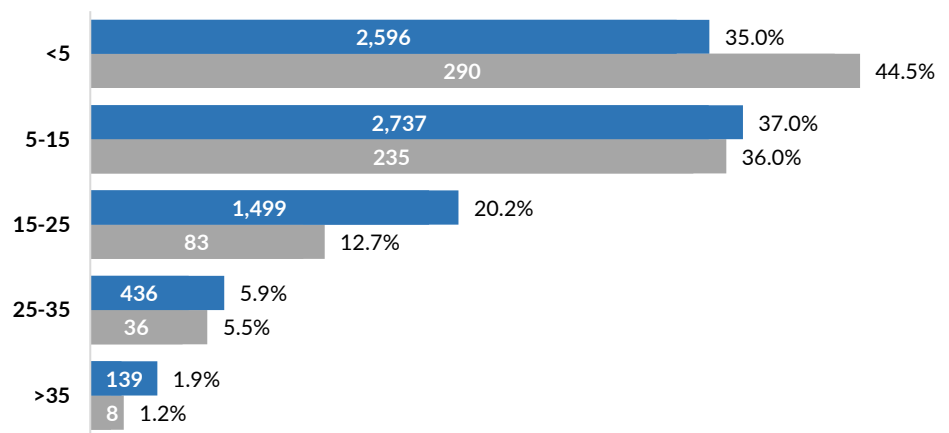


10.5 Classified Employees

8.8 Exempt Employees

Average Years of Service

Years of Service Distribution of **Classified** and **Exempt Employees**



\$66,717

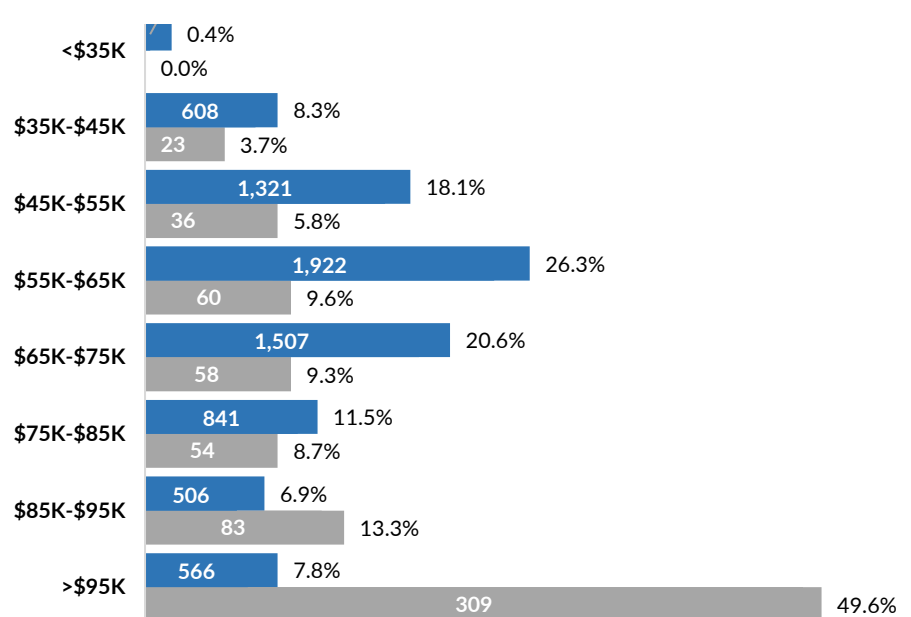
Classified Employees

\$93,849

Exempt Employees

Average Annual Salary

Salary Distribution of **Classified** and **Exempt Employees**



Source: The State's Human Resource Information System (VTHR). Data include all full-time Executive Branch employees (classified and exempt) for Fiscal Year 2022. 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. See Appendix E for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report. See Note on Table 15a for definitions of Generations.

Comparing classified employee and exempt employees, the sex balance is nearly identical; however, the percent of Underrepresented Racial and Ethnic Groups (UREG) is higher in the classified workforce (5.1%) than the exempt (3.2%).

The average age of classified employees was 45.1 years with the largest percentage (26.3%) being between 45 and 54. This is compared to the exempt workforce where the average age is slightly higher at 47.4 years and the largest percent (32.1%) being 35 to 44. The second largest concentration of exempt employees is 55 to 65 at 25.2%

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

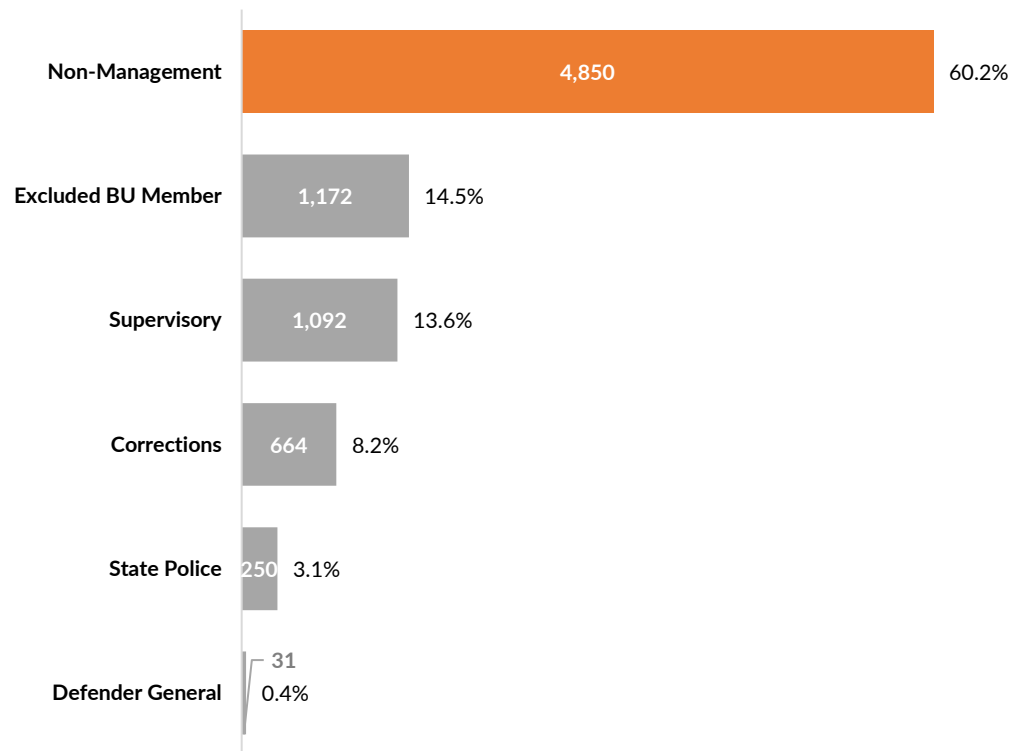
The average length of service for classified employees is 10.5 years compared to 8.8 years in the exempt workforce. Typically, the largest number of employees have five or fewer years of service. In Fiscal Year 2022 this was the case for exempt employees but for classified employees the largest percentage (37.0%) was employees with five to 15 years of experience. This anomaly was a result of high turnover in Fiscal Year 2022 (and Fiscal Year 2021), meaning more 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 \$66,717 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 \$93,849 with the largest percentage (49.6%) making greater than \$95,000 a year.

A total of 6,887 or 85% 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.

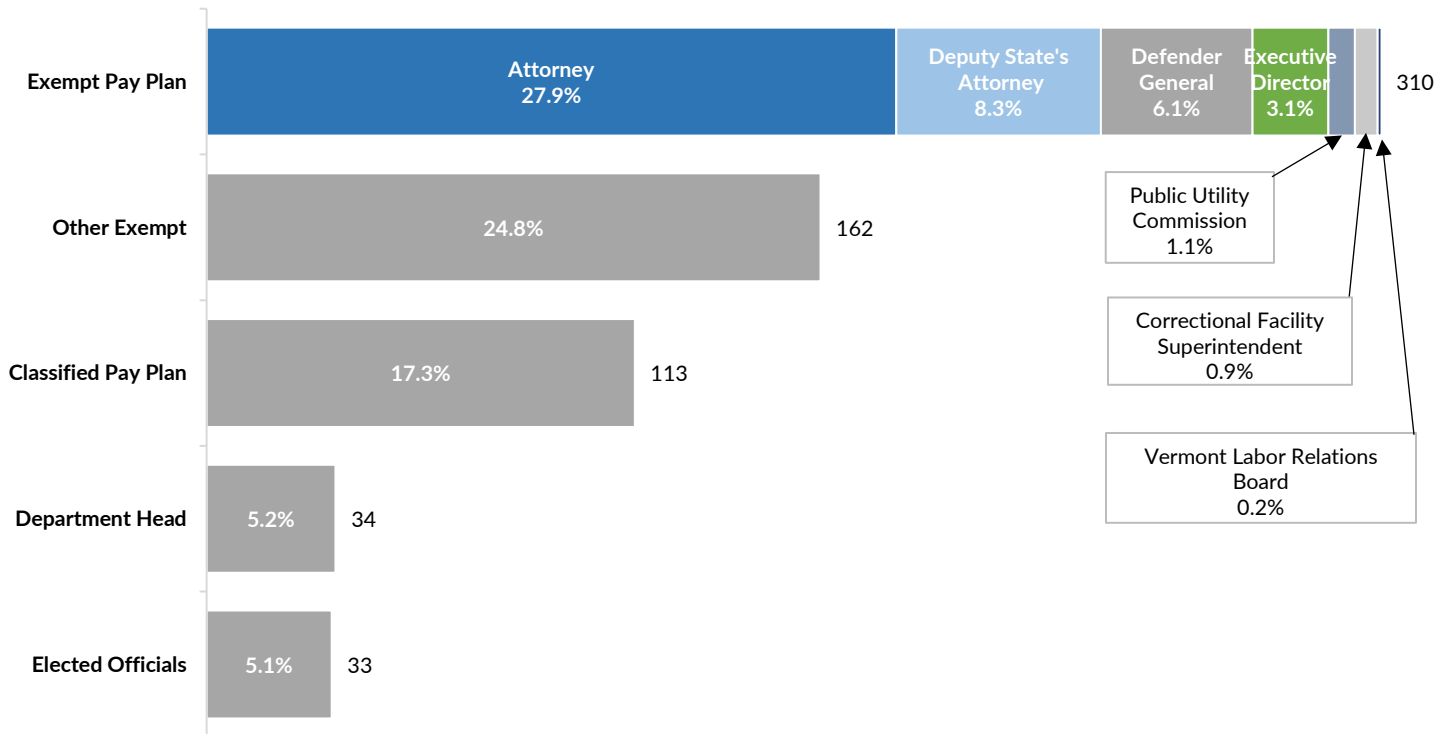
A total of 6,887 or 85% of Executive Branch employees are covered by one of the five collective bargaining units - State Police, Supervisory, Corrections, Defender General and, the largest, Non-Management.

Table 8 Executive Branch Employees by Bargaining Unit



Source: The State's Human Resource Information System (VTHR). Data include all full-time Executive Branch employees (classified and exempt) for Fiscal Year 2022.

Table 9 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 113 employees in this category the majority were in the following job titles: Victims Advocate (21.2%), Deputy Sheriff (17.7%), Administrative Secretary (11.5%), and Secretary IV (11.5%).
Other Exempts/Non-Pay Plan	Other positions exempted by statute from classified service. Of the 162 employees in this category the majority were in the following job titles: Deputy Commissioner (14.2%), Private Secretary (11.7%), Principal Assistant (9.9%), Executive Director (8.6%), Executive Assistant (4.9%), Deputy Secretary (4.3%) and Agency Director of Digital Services (3.7%).
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 Superintendent	Correctional Facility Superintendents
Executive Director	Executive Directors of certain boards, commissions, and councils
Public Utility Commission	Certain employees of the Public Utility Commission
VT. Labor Relations Board	Certain employees of the Vermont Labor Relations Board

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch exempt employees for Fiscal Year 2022. For 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 652 exempt employees almost half (47.5%) are in one of the seven exempt pay plans. The largest group was attorneys (42.3%) covered by the Attorney, State's Attorneys and Defender General exempt pay plans.

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



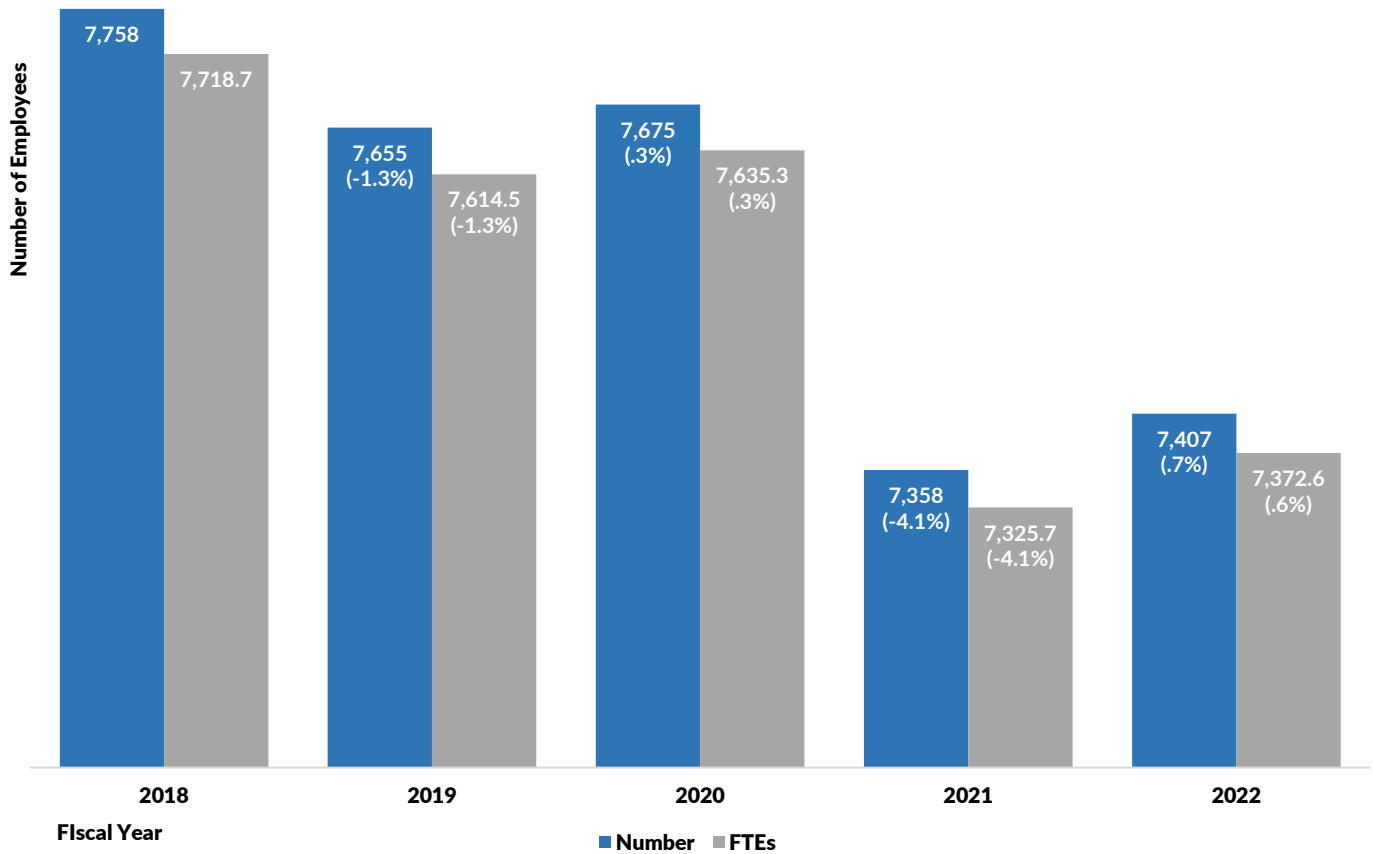
2. Classified Service Statistics

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 10 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 2018 to 2022. 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 2022 there were a total of 7,407 classified employees and 7,372.6 FTEs. Fiscal Year 2022's classified staffing level increased slightly from Fiscal Year 2021 in both number of employees 0.7% (49) and FTEs 0.6% (47.0).

Comparing Fiscal Year 2018 to Fiscal Year 2022, both the number of classified employees and FTEs decreased significantly, with the number of employees 4.5% fewer (351) and FTEs 4.5% fewer (346.0).

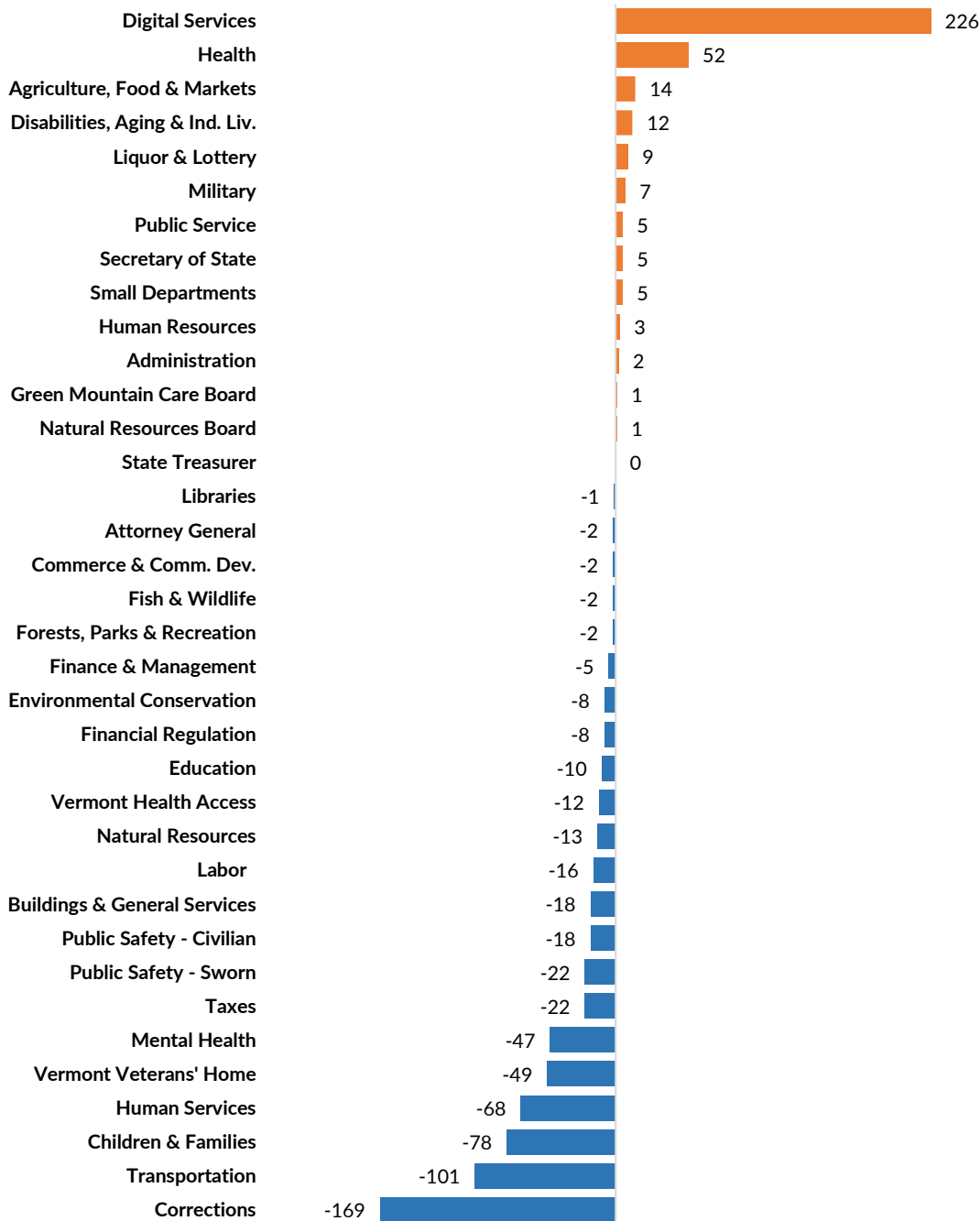
The Number of Classified Employees in Fiscal Year 2022 was 4.5% fewer than in Fiscal Year 2018.

Table 11 Number of Classified Employees and FTEs by Department by Fiscal Year

Department	Fiscal Year										% Change	
	2018		2019		2020		2021		2022		FY '18 to FY '22	
	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs
Administration	14	14.0	11	11.0	12	12.0	12	12.0	16	16.0	14.3%	14.3%
Agriculture, Food & Markets	115	115.0	116	116.0	124	124.0	127	127.0	129	128.3	11.5%	11.5%
Attorney General	34	34.0	34	34.0	30	30.0	32	32.0	32	32.0	-5.9%	-5.9%
Buildings & General Services	323	321.8	310	309.8	322	321.8	302	302.0	305	305.0	-5.6%	-5.2%
Children & Families	978	973.7	945	941.5	926	921.4	873	870.3	900	896.7	-8.3%	-7.9%
Commerce & Comm. Dev.	74	73.7	59	58.7	59	58.8	59	59.0	72	72.0	-2.7%	-2.3%
Corrections	988	987.1	960	959.3	982	981.4	882	882.0	819	819.0	-17.1%	-17.0%
Digital Services	93	93.0	332	331.8	327	326.3	317	316.1	319	318.6	242.5%	242.5%
Disabilities, Aging & Ind. Liv.	271	264.5	270	263.0	268	261.8	260	256.1	283	278.7	2.8%	5.4%
Education	154	153.8	133	132.8	141	140.8	145	144.7	144	143.8	-6.6%	-6.5%
Environmental Conservation	292	289.7	276	273.6	281	278.3	269	266.2	284	279.8	-4.2%	-3.4%
Finance & Management	26	26.0	24	24.0	25	25.0	25	25.0	21	21.0	-19.2%	-19.2%
Financial Regulation	84	83.8	80	79.6	83	82.7	85	84.7	76	75.7	-9.9%	-9.6%
Fish & Wildlife	138	137.8	136	135.5	134	133.8	130	129.8	136	136.0	-1.4%	-1.3%
Forests, Parks & Recreation	116	115.3	114	113.1	112	111.6	112	111.6	114	113.6	-2.1%	-1.5%
Green Mountain Care Board	17	16.8	18	17.8	19	18.8	21	20.8	18	18.0	5.9%	7.5%
Health	512	504.1	485	475.5	488	478.9	496	487.5	564	555.5	8.5%	10.2%
Human Resources	88	87.6	94	93.8	89	89.0	85	85.0	91	90.0	2.3%	2.7%
Human Services	112	112.0	42	41.8	44	44.0	41	41.0	44	44.0	-60.7%	-60.7%
Labor	222	222.0	198	198.0	192	192.0	201	201.0	206	206.0	-7.2%	-7.2%
Libraries	16	16.0	14	14.0	15	15.0	14	14.0	15	15.0	-6.3%	-6.3%
Liquor & Lottery	49	49.0	47	47.0	62	61.8	63	62.8	58	57.8	18.0%	18.0%
Mental Health	234	232.6	236	234.4	216	214.1	213	211.1	187	184.8	-21.0%	-20.6%
Military	133	132.2	137	136.2	142	140.8	139	137.8	140	139.2	4.7%	5.3%
Natural Resources	26	26.0	12	11.8	11	10.8	12	11.8	13	12.3	-52.6%	-52.6%
Natural Resources Board	19	18.8	21	20.8	21	20.8	21	20.8	20	19.8	4.2%	5.3%
Public Safety - Civilian	218	217.7	208	207.9	215	214.8	196	196.0	200	200.0	-8.3%	-8.1%
Public Safety - Sworn	344	344.0	348	347.8	355	354.6	336	336.0	322	322.0	-6.4%	-6.4%
Public Service	31	30.7	28	28.0	31	30.8	27	27.0	36	35.5	14.5%	15.8%
Secretary of State	62	62.0	63	63.0	67	67.0	63	63.0	67	67.0	8.1%	8.1%
Small Departments	36	35.4	36	35.8	36	35.8	34	33.8	41	41.0	13.9%	16.0%
State Treasurer	29	29.0	31	31.0	31	31.0	29	29.0	29	29.0	0.0%	0.0%
Taxes	146	145.8	128	128.0	133	132.8	126	126.0	124	123.8	-15.2%	-15.1%
Transportation	1246	1241.7	1180	1175.6	1189	1186.2	1138	1133.9	1145	1142.5	-8.3%	-8.0%
Vermont Health Access	321	317.0	339	335.2	324	320.7	323	320.8	309	306.2	-4.6%	-3.4%
Vermont Veterans' Home	177	175.6	173	171.0	169	166.0	150	148.0	128	127.2	-28.1%	-27.6%
Total	7758	7718.7	7655	7614.5	7675	7635.3	7358	7325.7	7407	7372.6	-4.5%	-4.5%
% Change from Prev. FY			-1.3%	-1.3%	0.3%	0.3%	-4.1%	-4.1%	0.7%	0.6%		

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2018 to 2022. "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 12 Increase/Decrease in Headcount by Department – Fiscal Year 2018 vs. Fiscal Year 2022



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

As illustrated in Table 12, from Fiscal Year 2018 to Fiscal Year 2022 most departments saw a decrease or slight increase in the number of employees. During this time there was an overall decrease of 351 employees. Most of the decrease (-317) was seen from Fiscal Year 2020 to Fiscal Year 2021 because of high turnover and a hiring freeze that was in effect for most of that fiscal year.

The Agency of Digital Services saw an increase that was driven by consolidation of staff from other departments in Fiscal Year 2019. The decrease of 169 employees in the Department of Corrections was largely due to high turnover rates among Correctional Officers, especially in the past two fiscal years, resulting in a high vacancy rate.

During this time there was an overall decrease of 351 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 that fiscal year.

The Agency of Digital Services increase was driven by consolidation of staff from other departments in Fiscal Year 2019.

The decrease of 169 employees in the Department of Corrections was largely due to high turnover rates among Correctional Officers, especially in the past two fiscal years, resulting in a high vacancy rate.

Table 13 Most Populous Classified Job Titles – Fiscal Year 2022

At the end of Fiscal Year 2022 there were 1,804 active classified job titles.

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

Job Title	Number of Employees
Correctional Officer I	228
Family Services Worker	183
Trooper	150
Transportation Operations Technician II	107
Benefits Programs Specialist	104
Correctional Officer II	100
Sergeant	84
Administrative Services Coordinator I	78
Transportation Operations Technician III	76
Probation & Parole Officer	57
Motor Vehicle Direct Client Services Specialist I	54
Custodian II	53
Reach Up Case Manager II	53
Transportation Operations Technician I	50
Financial Specialist III	49
Licensed Nursing Assistant	48
Program Technician II	44
Civil Engineer I	42
Environmental Analyst V - General	42
Mental Health Specialist	41
Family Services Supervisor	41
IT Systems Developer III	39
Community Correctional Officer	38
Administrative Services Coordinator II	37
Correctional Facility Shift Supervisor	37
Environmental Analyst VI	37
Transportation Senior Operations Technician	37
Administrative Assistant B	34
Environmental Analyst VII - General	34
Financial Manager I	33
AOT Area Maintenance Supervisor I	33

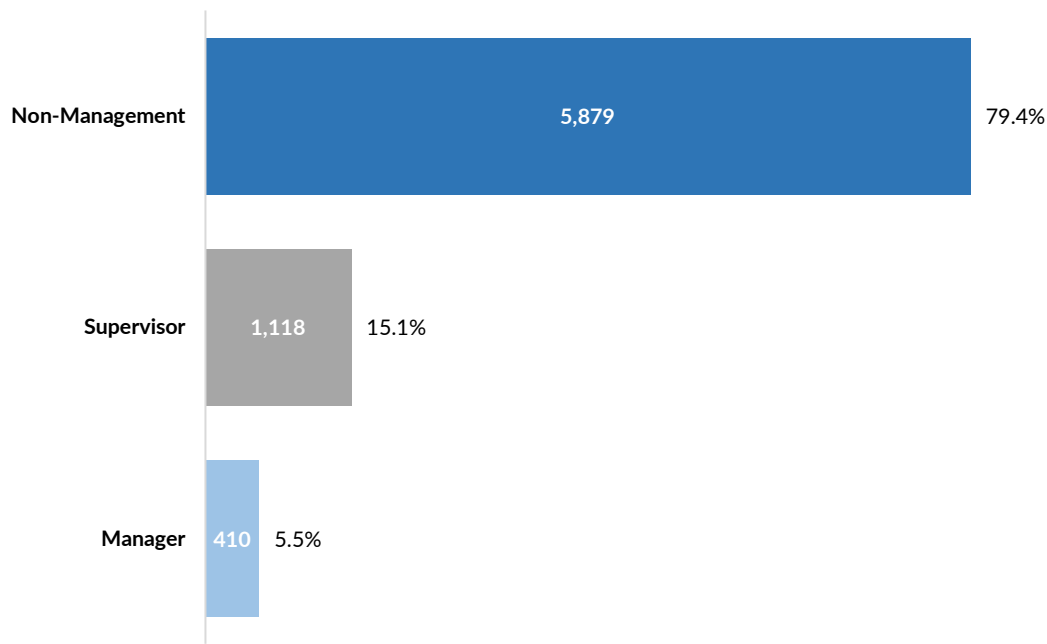
Source: The State’s Human Resource Information System (VTHR). Data only include classified employees of the Executive Branch for Fiscal Year 2022.

At the end of Fiscal Year 2022 there were 1,804 active classified job titles on record. The most populous was Correctional Officer I (228 employees).

Most classified job titles 1,032 (57.2%) had a single incumbent. Nearly 85% (1,545) had five or fewer incumbents.

Just 15.8% (1,167) of the classified workforce were employed in the ten most populous job titles.

Table 14 Management Profile – Fiscal Year 2022



The Manager/ Supervisor-to-staff ratio was 1 to 4.8.

There was a higher percent of female managers and supervisors.

Representation of individuals who identify as from Underrepresented Racial and Ethnic Groups (UREG) among managers and supervisors was lower than the average in the workforce. In fact, among managers only 1.7% or seven employees out of 410 identified as a UREG.

	Num.	Percent	Average Salary	Average Age	Average YOS	Percent Female	Percent Male	UREG
Manager	410	5.5%	\$99,835	50.1	15.7	50.2%	49.8%	1.7%
Supervisor	1,118	15.1%	\$80,450	47.7	14.4	53.1%	46.9%	2.5%
Non-Management	5,879	79.4%	\$61,766	44.3	9.3	52.2%	47.8%	5.8%
Total	7,407	100.0%	\$66,717	45.1	10.5	52.2%	47.8%	5.1%

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 YOS is average length (years) of service. UREG is underrepresented racial and ethnic groups. See Appendix E for the definition of UREG 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 2022, 5.5% of the workforce were designated managers and 15.1% designated supervisors, with the remaining 79.4% non-management.

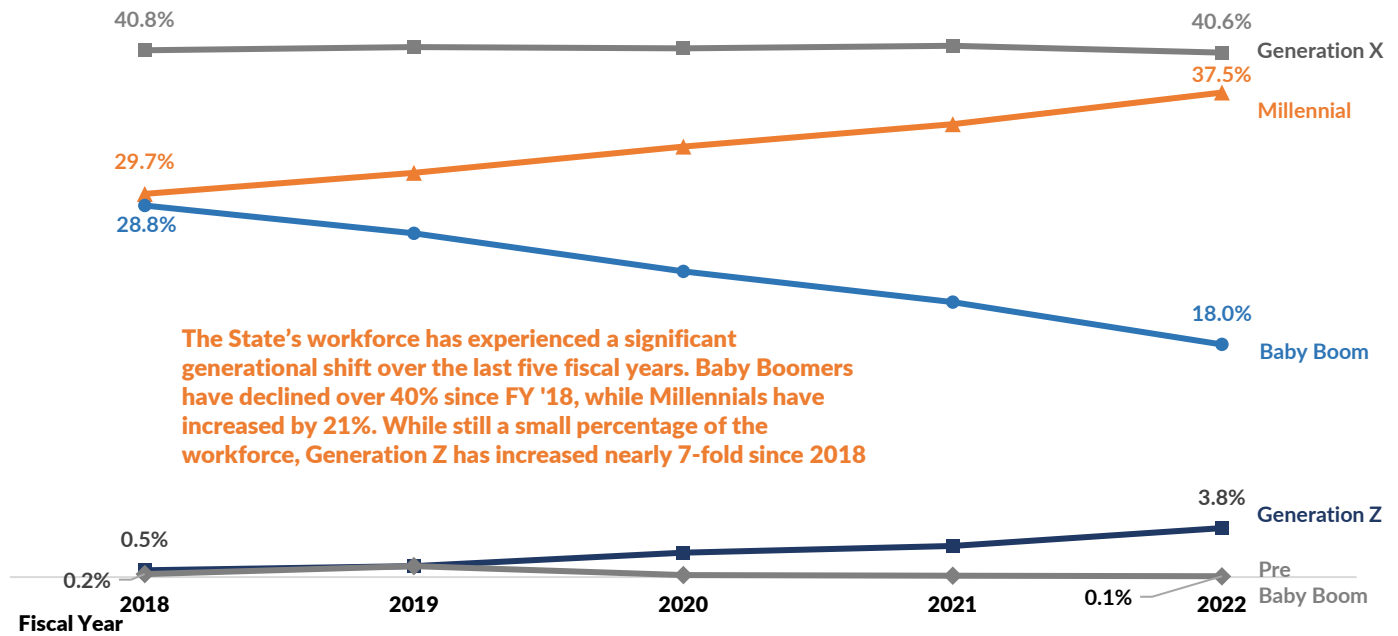
The Manager/Supervisor-to-staff ratio was 1 to 4.8¹.

There was a higher percent of female managers (50.2%) than male managers (49.8%), as well as supervisors (53.1% female, 46.9% male).

However, representation of individuals who identify as from Underrepresented Racial and Ethnic Groups (UREG) among managers and supervisors was the lower than the average in the workforce. In fact, among managers, only 1.7% or seven employees out of 410 identified as a UREG.

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

Table 15a Employee Distribution by Generation – Fiscal Year 2018 vs. Fiscal Year 2022



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2018 and 2022. Note: Generation Z are those born 1997 and later (age 25 or younger in 2022); Millennials are those born from 1981 to 1996 (age 26 to 41 in 2022); Generation X are those born from 1965 to 1980 (age 42 to 57 in 2021); the Baby Boom are those born from 1946 to 1964 (age 58 to 76 in 2022); and Pre-Baby Boom (or The Silent Generation) are those born from 1945 or earlier (age 77 or older in 2022). Source: <http://www.pewresearch.org/fact-tank/>

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.

The State's workforce has experienced a significant 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 (-40.2% from 2018 to 2022).

The Baby Boom generation continues to shrink, now (Fiscal Year 2022) only making up 18.0% of the workforce.

Generation X is now (Fiscal Year 2022) the generation with the highest percentage of classified employees (40.6%), with Millennials second to Generation X (37.5%).

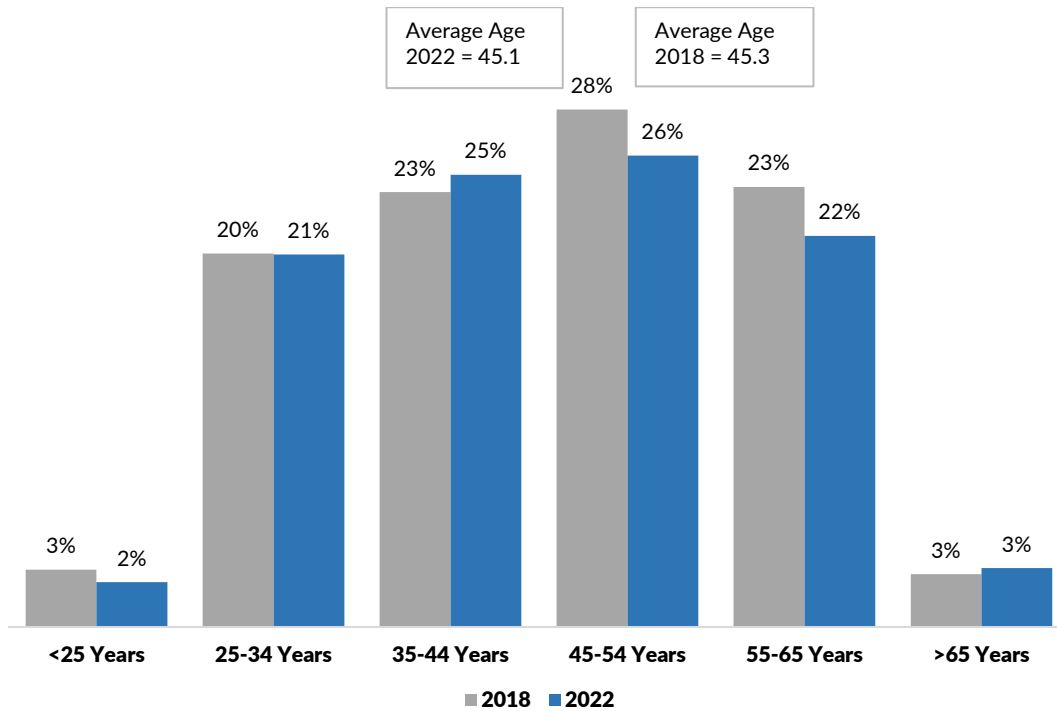
The first of Generation Z began entering the state's workforce around 2017 and now stand at 3.8% of the workforce. It is the most rapidly increasing generation - up some 7-fold from 2018.

If trends continue, in the next several years Millennials will equal or overtake Generation X as the largest percentage of the workforce, and Generation Z will surpass Baby Boomers.

Table 15b Employee Distribution by Generation – Data Table

Generation	2018	2019	2020	2021	2022
Baby Boom	2,232	2,037	1,817	1,567	1,334
Generation X	3,165	3,141	3,142	3,027	3,008
Millennial	2,302	2,396	2,559	2,580	2,779
Pre-Baby Boom	18	16	12	7	5
Generation Z	41	65	145	177	281
Total	7,758	7,655	7,675	7,358	7,407

Table 16a Age Distribution for Classified Employees – Fiscal Year 2018 vs. Fiscal Year 2022



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2018 and 2022.

Table 16 reflects the unusual dynamics of the last couple fiscal years. We saw high turnover and a hiring freeze which lasted much of Fiscal Year 2021. Turnover was highest among older age groups as they retired and in younger age groups where voluntary turnover rates were very high, especially in Fiscal Year 2022. See Table 35.

As a result, from fiscal year 2018 to fiscal year 22 there was a decrease in the less than 25 age group (-21.9%) and remaining static were 25-34 age group (-0.2%) and 35-44 age group (3.9%). On the other hand, there were significant decreases in the 45-54 (-8.9%) age group and 55-65 age group (-11.1%).

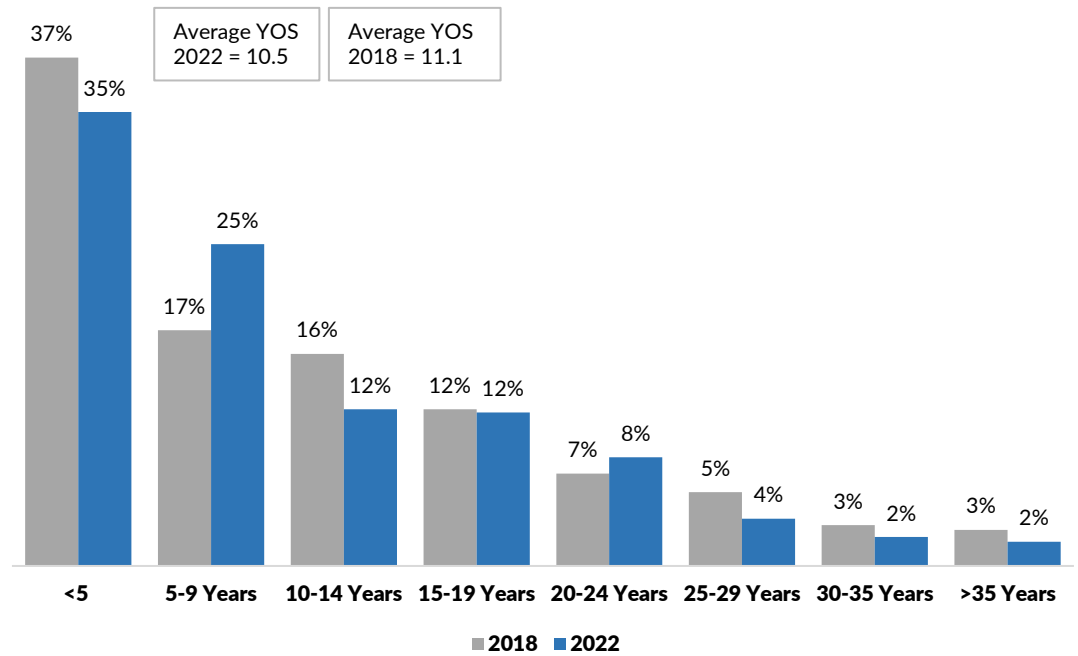
The average age of classified employees at the end of Fiscal Year 2022 was 45.1 compared to 45.3 in Fiscal year 2018.

Table 16b Age Distribution for Classified Employees – Data Table

Age Group	2018	2019	2020	2021	2022
<25 Years	237	188	216	177	185
25-34 Years	1,544	1,548	1,582	1,509	1,541
35-44 Years	1,799	1,798	1,804	1,783	1,870
45-54 Years	2,140	2,068	2,038	1,942	1,949
55-65 Years	1,820	1,802	1,783	1,684	1,618
>65 Years	218	251	252	263	244
Total	7,758	7,655	7,675	7,358	7,407

Table 17a Years of Service Distribution for Classified Employees – Fiscal Year 2018 vs. Fiscal Year 2022

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 2018 and 2022. 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 17 compares the years of service distribution in Fiscal Year 2018 to Fiscal Year 2022 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 36%, with those employees with 30-35 years (-29.2%) and greater than 35 years (-32.9%) also showing declines. This reflects the high number retirements in the past couple fiscal years (See Table 34 for more information on retirements).

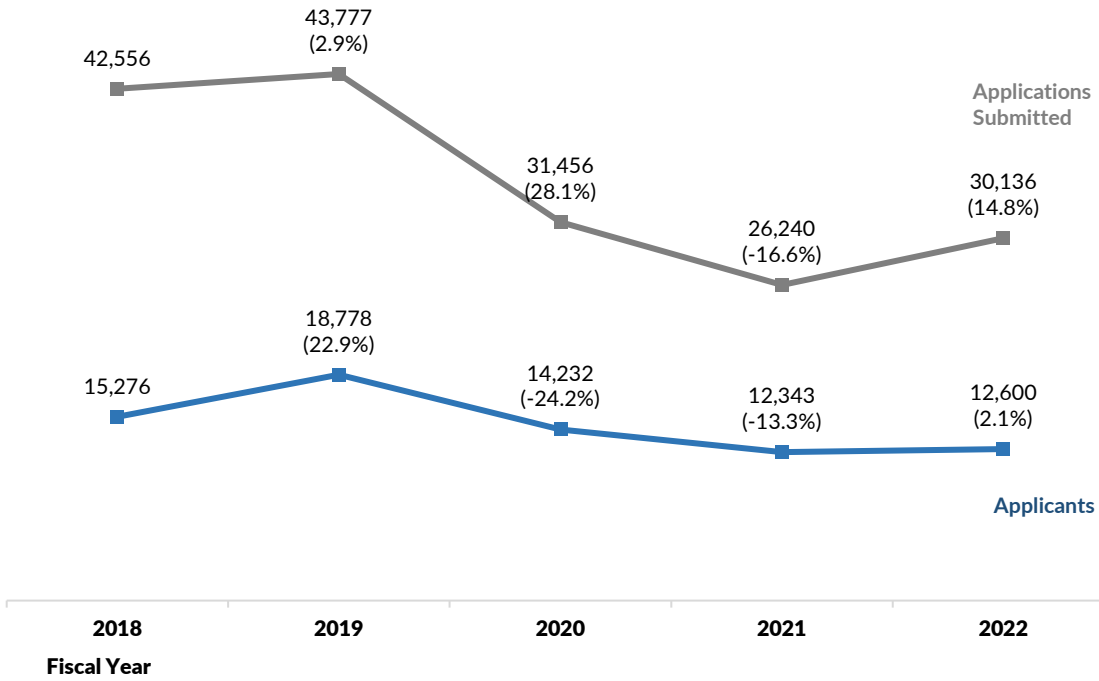
Typically, the largest number of employees have five or fewer years of service. In this comparison we see a drop of 10.8% in the number of employees with five or fewer years of service. This anomaly was a result of high turnover in Fiscal Year 2022, meaning more left employment in the first five years (the highest rates of turnover are for those individuals with five or fewer years of experience). See Table 35.

Table 17b Years of Service Distribution for Classified Employees – Data Table

Years of Service	2018	2019	2020	2021	2022
<5 Years	2,909	2,852	2,815	2,497	2,596
5-9 Years	1,349	1,515	1,676	1,820	1,840
10-14 Years	1,213	1,078	977	903	897
15-19 Years	897	909	874	874	878
20-24 Years	528	519	571	634	621
25-29 Years	422	355	347	284	271
30-35 Years	233	257	253	199	165
>35 Years	207	170	162	147	139
Total	7,758	7,655	7,675	7,358	7,407

Talent Acquisition

Table 18 Number of Job Applications and Applicants by Fiscal Year



Both the number of applications submitted and unique applicants were up over the low seen in Fiscal Year 2021, but still significantly fewer than what was seen pre-pandemic.

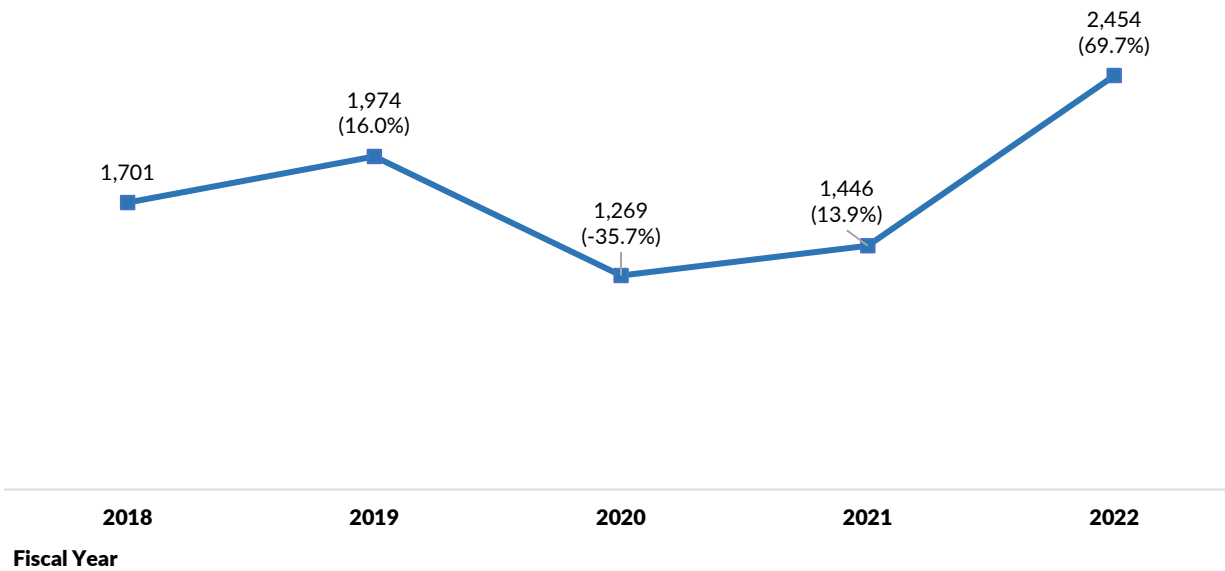
Source: SuccessFactors Recruiting. Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2018 to 2022. This includes all classified job postings, and some temporary and exempt job postings. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

In Fiscal Year 2022, 12,600 applicants submitted 30,136 applications for jobs with the State of Vermont.

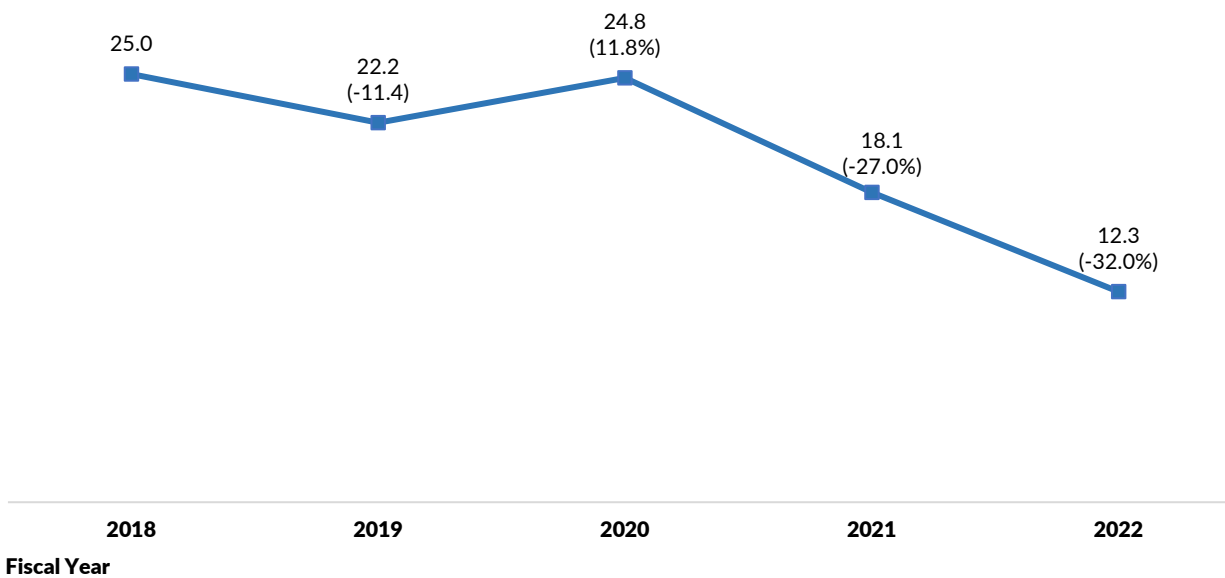
The number of applications submitted (14.8%) and unique applicants (2.1%) was up over the low seen in Fiscal Year 2021, but still significantly fewer than what was seen pre-pandemic.

Table 19 Job Application Activity by Fiscal Year

Job Openings Posted by Fiscal Year



Average Number of Applications per Job Opening



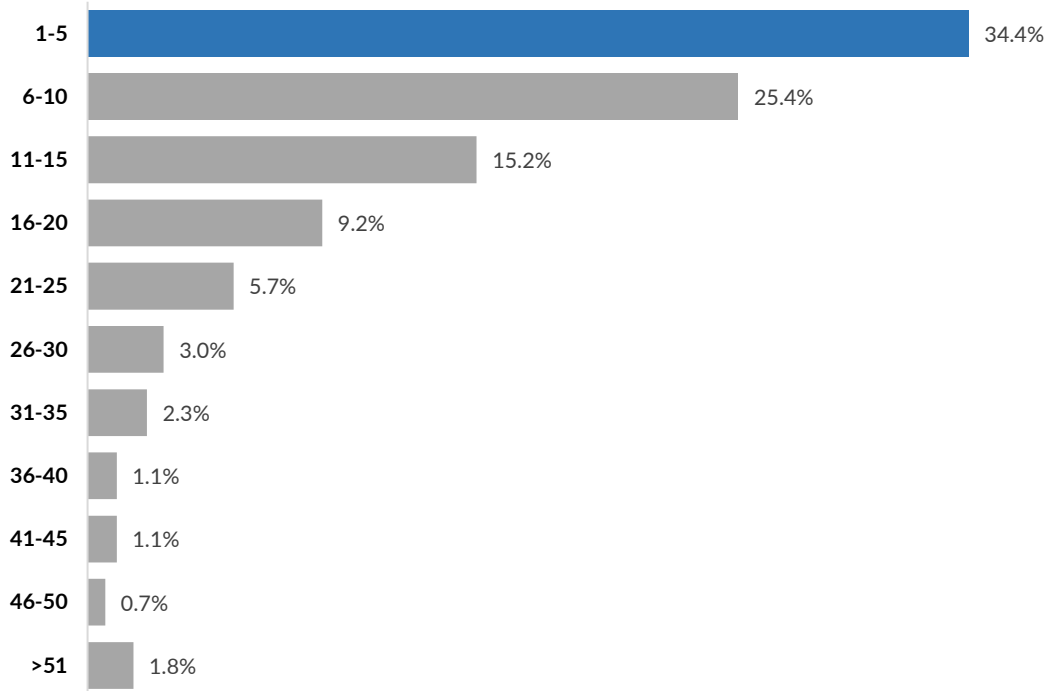
Source: SuccessFactors Recruiting. Data include both internal and external applicants who applied through the Department of Human Resources online application system during Fiscal Year 2018 to Fiscal Year 2022.

In Fiscal Year 2022 the number of job openings posted (2,454) was up (69.7%) from Fiscal Year 2021 to an unprecedented level.

The average number of applications per job opening decreased significantly (-32.0%) in Fiscal Year 2022 to 12.3.

While the number of job openings posted was at an unprecedented high the average number of applications per opening decreased to an unprecedented low.

Table 20 **Number of Applicants per Requisition – Fiscal Year 2022**



Source: SuccessFactors Recruiting, Fiscal Year 2022.

The average number of applications per job opening shown in Table 19 was 12.3. 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, over a third (34.4%) 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 Resignation²,” but reflects different expectations among job applicants. The bottom line is that all employers must compete for workers because there are far more open slots than job applicants.

Over a third of job openings had five or fewer applicants.

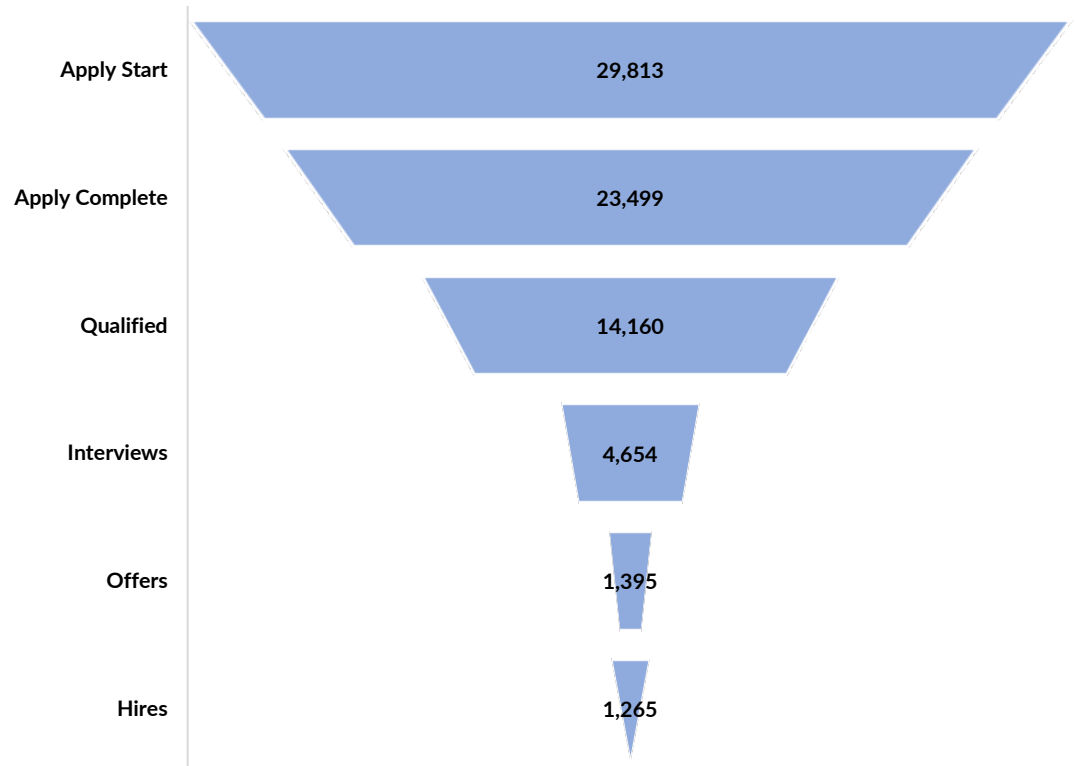
Even more striking is that nearly 60% of all job openings posted had 10 or fewer applicants. This illustrates the extreme competitiveness of the current labor market.

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

² 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

602,182
 Number of visits to
 the State of
 Vermont’s External
 Career Site.



Pass-Through Rates

Visit Conversion	5.0%	(Percent of Career Site Visits Starting Application)
Apply Conversion	78.8%	(Percent Completed Application after Starting)
Qualified Applicant Rate	60.3%	(Percent of Applicants Qualified)
Interviewed Applicant Rate	32.9%	(Percent of Qualified Applicants Interviewed)
Offer Rate	30.0%	(Percent of Interviewed Applicants Extended Offer)
Offer Acceptance Rate	90.7%	(Percent of Offers Accepted)

Source: SuccessFactors Recruiting Advanced Analytics, FY 2022. 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 2022 78.8% of external applicants who began an application completed it. Conversely, this means that 21.2% dropped off and did not complete the application.

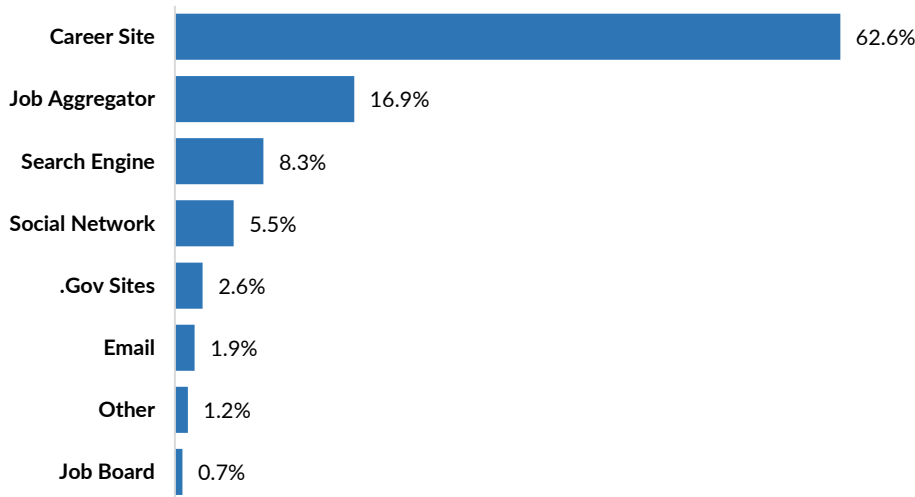
A little under 40% of applicants did not pass the first level of screening (minimum qualification review).

The offer acceptance rate was a bit over 90%.

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	358,797	17,867	5.0%	14,719	82.4%	8,971	60.9%	3,052	947	861
Google	87,867	1,907	2.2%	1,299	68.1%	723	55.7%	245	77	75
Email Subscription	30,356	448	1.5%	363	81.0%	238	65.6%	67	18	19
FaceBook	28,790	251	0.9%	139	55.4%	84	60.4%	39	16	15
.Gov Sites	23,764	938	3.9%	614	65.5%	379	61.7%	200	88	61
Indeed	15,183	5,003	33.0%	3,910	78.2%	2,330	59.6%	534	100	98
Bing	14,547	423	2.9%	340	80.4%	185	54.4%	75	32	29
CareerArc (Social Networks)	14,231	1,568	11.0%	1,120	71.4%	684	61.1%	224	50	49
Duck Duck Go	3,824	116	3.0%	71	61.2%	38	53.5%	21	7	6
Google Jobs	3,198	283	8.8%	193	68.2%	120	62.2%	49	20	16
Glass Door	418	152	36.4%	99	65.1%	61	61.6%	15	5	4

Percent of Completed Applications by Source Type



The top four sources for State of Vermont external hires are our career site, job aggregators, search engines, and social networks.

Source: SuccessFactors Recruiting Advanced Analytics. External applicants only.

In Fiscal Year 2022 most visits (60%), qualified applications (63%) and external hires (68%) came from applicants either coming directly to our career site or those redirected (via link) to our career site. It should be noted that these statistics don't necessarily reflect how an individual first finds our career site, which may be a job aggregator, social network, or search engine, but where a particular application comes from.

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 2,330 qualified candidates (16% of total) and 98 hires (8% of total).

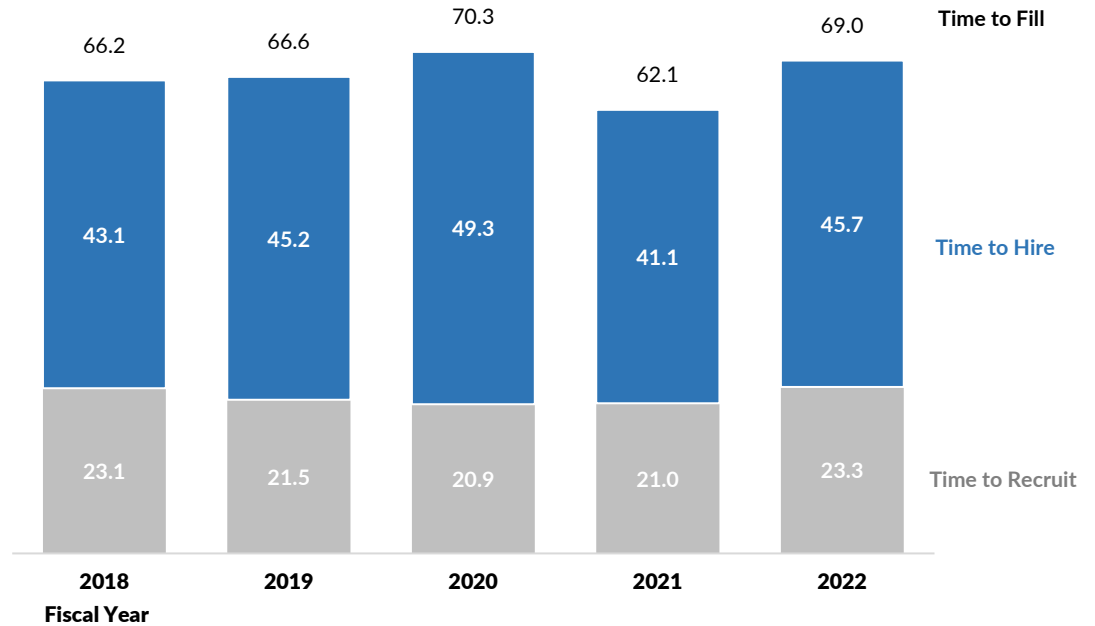
Search engines such as Google, Bing and Yahoo contribute the third highest number of complete applications. Google being the clear leader with 5.5% of qualified applicants and 5.9% of hires.

Social networks, such as Facebook, LinkedIn and Twitter or CareerArc (a service that sends job postings to Department of Human Resources' Facebook, LinkedIn and Twitter sites) comprise 6% percent of qualified applicants and 5% percent of hires.

Table 23 Time to Fill by Fiscal Year

66.8

The five-year average calendar days to fill.



In Fiscal Year 2022 unprecedented labor market conditions combined with a historic high turnover rate led to the highest number of job openings recruited and lowest number of applicants per job opening resulting in both increased time to recruit and time to hire.

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 2018 to Fiscal Year 2022 the overall time to fill increased by 4.2%. The five-year average time to fill was 66.8 calendar days – almost two and ½ months.

The increase in the average time to fill can be traced to two fiscal years where there were unusual factors that came into play. In fiscal year 2020 the increase in time to fill can be directly attributed to the impacts of the COVID-19 pandemic. And in Fiscal Year 2022 unprecedented labor market conditions combined with a historic high turnover rate (See Table 28) led to the highest number of job openings recruited and lowest number of applicants per job opening (See Table 18) resulting in both increased time to recruit and time to hire.

Table 24 Time to Fill by Department – Fiscal Year 2022

Department	Average Time to Recruit	Average Time to Hire	Average Time to Fill	Number of Job Requisitions
Administration	27.9	68.4	96.3	4
Agriculture	26.4	37.8	64.1	16
Attorney General	18.3	73.7	92.1	3
Auditor of Accounts	26.4	56.0	82.5	1
Buildings & General Services	21.2	47.0	68.2	46
Cannabis Control Board	15.4	14.1	29.5	1
Children and Families	22.1	34.1	56.2	165
Commerce & Community Development	20.6	39.4	60.0	24
Corrections	20.8	39.1	59.9	98
Digital Services	24.8	53.0	77.8	61
Disabilities Aging & Independent Living	27.5	24.3	51.8	56
Education	22.5	60.5	82.9	19
Enhanced 911 Board	19.3	41.0	60.4	1
Environmental Conservation	28.5	63.2	91.8	54
Finance & Management	23.6	28.4	52.0	8
Financial Regulation	27.0	57.3	84.3	12
Fish & Wildlife	29.1	68.6	97.7	12
Forests, Parks & Recreation	30.9	45.6	76.5	14
Green Mountain Care Board	25.9	38.6	64.5	7
Health	24.8	51.0	75.8	153
Human Resources	19.0	33.1	52.2	19
Human Services	20.1	41.3	61.3	8
Labor	24.7	50.3	75.0	37
Libraries	43.4	22.7	66.1	2
Liquor & Lottery	27.9	33.3	61.1	12
Mental Health	23.1	57.5	80.7	20
Military	19.3	49.6	68.8	30
Natural Resources Board	21.0	85.1	106.1	5
Public Safety	21.0	71.7	92.7	28
Public Service	26.4	57.5	83.9	7
Secretary of State	20.0	37.9	57.9	12
State Treasurer	27.4	28.3	55.8	4
Taxes	25.0	40.4	65.4	17
Transportation	22.6	47.1	69.8	172
Vermont Criminal Justice Council	20.0	61.8	81.8	3
Vermont Health Access	20.4	44.6	65.0	70
Vermont Veterans' Home	21.8	69.7	91.5	2
Total	23.3	45.7	69.0	1,203

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 23 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 were above the average time to fill.

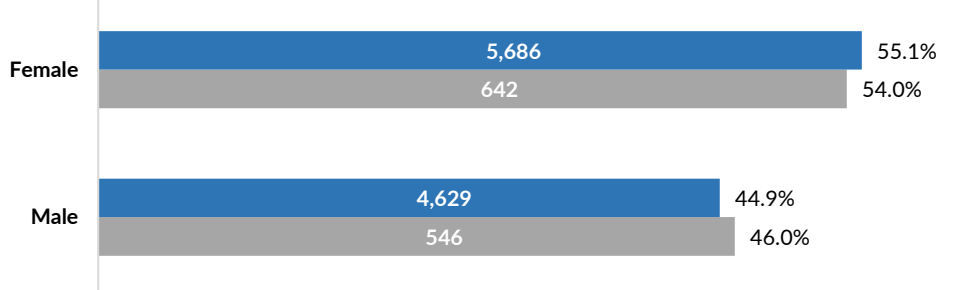
Departments with a substantial number of job requisitions whose time to fill was below average include Children and Families, Corrections and Disabilities, Aging and Independent Living.

Heat Map Legend
Above Average

Table 25 Profile of Applicants and Hires – Fiscal Year 2022

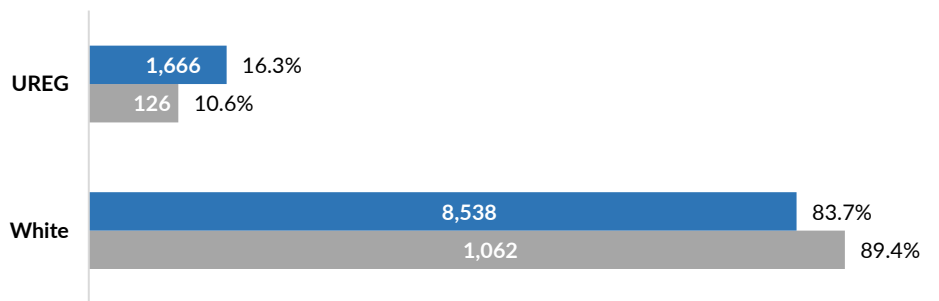
55.1% Female Applicants
54.0% Female Hires

Sex Distribution of Applicants and Hires



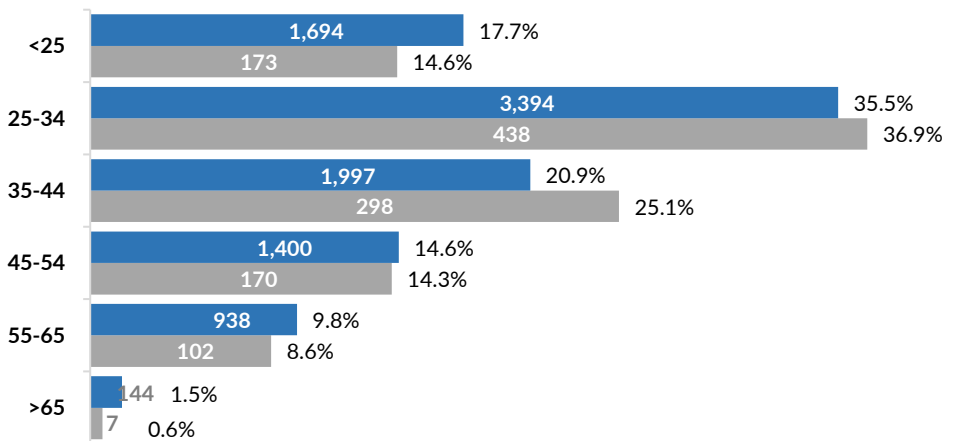
16.3% Applicants
10.6% Hires
 Those who identify as from Underrepresented Racial and Ethnic Groups (UREG)

Racial/Ethnic Distribution of Applicants and Hires



37.1 Applicants
36.4 Hires
 Average age

Age Distribution of Applicants and Hires



49.4% Applicants
51.4% Hires
 Percent Millennials, who make up the largest percentage of both applicants and hires.

Generational Distribution of Applicants and Hires

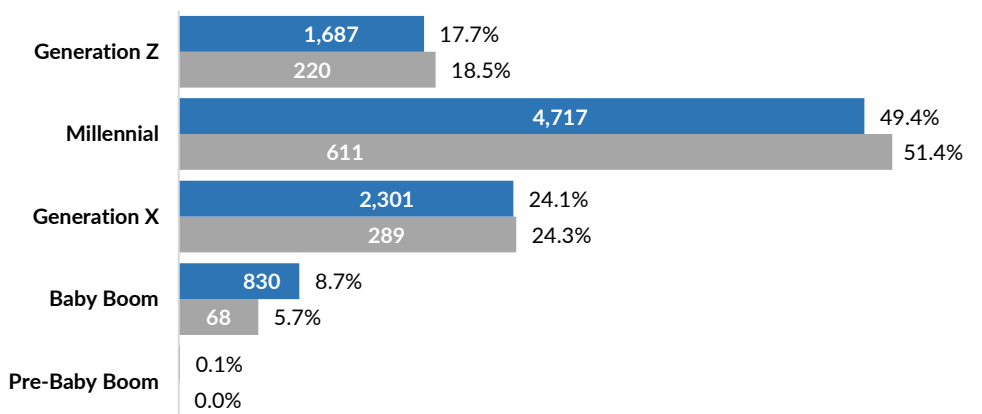
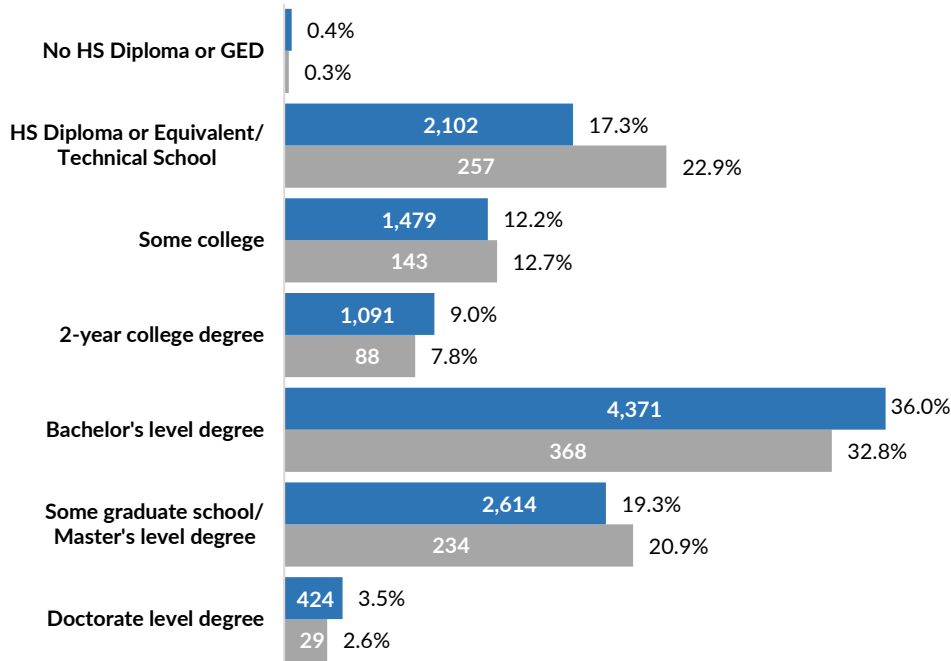


Table 25 Profile of Applicants and Hires – Fiscal Year 2022 (Cont.)

61.1% Applicants
56.2% Hires
 Percent who have a bachelor's level degree or higher.

Education Distribution of **Applicants** and **Hires**



Source: The State's Human Resource Information System (VTHR) and SuccessFactors Recruiting. UREG is underrepresented racial and ethnic groups. See Appendix E for the definition of UREG as used in this report. See Note on Table 15a for definitions of Generations.

Table 25 compares various characteristics of the Fiscal Year 2022 applicant pool and hires.

In Fiscal Year 2022 there were more female applicants (55.1%) than male (44.9%). The percentage of male and female hires is roughly equivalent to the percentage of male and female applicants.

Applicants who identify as from Underrepresented Racial and Ethnic Groups (UREG) made up 16.3% of the applicant pool in Fiscal Year 2022. This is the highest percentage of UREG applicants the State has seen (following last fiscal year's then highest percentage of 15.2%).

The number of UREG hires was 10.6%, which was 5.7% less than what we find in the applicant pool. This is slightly less than the 10.9% that we saw in Fiscal Year 2021 which was the highest percentage of UREG hires the State has seen. It is noteworthy that, because of the unprecedented number of hires in Fiscal Year 2022, in terms of sheer numbers there were almost twice as many UREG hires than in any previous fiscal year.

While the average age of the applicant pool was 37.1, the highest percentage of applicants (35.5%) were 25-34 years. This compares to the average age of new hires of 36.4, which is slightly less than in the applicant pool.

Almost half of all applicants were Millennials (49.4%), with Gen X a distant second (24.1%). Similarly, over half of all hires were Millennials (51.4%). Over 17% of applicants were Gen Z and nearly 19% of hires.

For Fiscal Year 2022 the largest percentage of applicants indicated they had a bachelor's degree (36.0%) and over 60% of all applicants (61.1%) had a bachelor's degree or higher.

In Fiscal Year 2022 the percentage of applicants identifying as from an Underrepresented Racial or Ethnic group (UREG) was the highest the State has ever seen.

Millennials make up the largest percentage of both applicants and hires.

Over 60% of all applicants (61.1%) had a bachelor's degree or higher.

Table 26 Hires by Department by Fiscal Year

Department	Fiscal Year									
	2018		2019		2020		2021		2022	
	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate
Administration	0	0.0%	0	0.0%	2	16.7%	0	0.0%	2	14.3%
Agriculture	14	12.3%	14	12.2%	17	14.2%	13	10.3%	13	10.2%
Attorney General	1	3.1%	3	8.7%	3	8.6%	4	12.9%	5	15.6%
Buildings & General Services	32	9.9%	33	10.5%	43	13.7%	23	7.3%	47	15.5%
Children & Families	109	11.1%	96	10.1%	74	7.9%	61	6.8%	140	15.7%
Commerce & Comm. Dev.	10	14.0%	2	3.3%	4	6.7%	2	3.4%	14	21.9%
Corrections	138	13.5%	165	16.8%	188	19.3%	119	12.7%	170	19.8%
Digital Services	5	5.3%	40	12.2%	28	8.5%	19	5.9%	47	14.9%
Disabilities, Aging & Ind. Liv.	21	7.8%	22	8.2%	22	8.3%	22	8.3%	44	16.8%
Education	28	19.0%	14	9.9%	25	18.2%	5	3.5%	17	11.6%
Environmental Conservation	23	8.0%	12	4.2%	22	7.9%	6	2.2%	44	15.8%
Finance & Management	3	13.0%	0	0.0%	2	8.3%	1	3.9%	3	12.5%
Financial Regulation	5	6.2%	6	7.5%	12	14.9%	4	4.8%	6	7.3%
Fish & Wildlife	5	3.6%	6	4.4%	12	8.9%	4	3.0%	17	12.9%
Forest, Parks & Recreation	10	9.0%	8	7.0%	8	7.0%	6	5.4%	12	10.6%
Green Mountain Care Board	5	25.6%	2	11.4%	3	16.2%	1	5.1%	3	15.4%
Health	53	10.6%	47	9.6%	45	9.3%	50	10.2%	129	24.6%
Human Resources	13	14.6%	9	10.2%	3	3.3%	2	2.3%	11	12.6%
Human Services	12	9.8%	8	14.0%	3	7.0%	1	2.3%	5	12.5%
Labor	24	10.5%	17	8.3%	17	8.7%	28	14.2%	47	22.8%
Libraries	8	59.3%	0	0.0%	2	13.8%	0	0.0%	3	20.7%
Liquor & Lottery	5	10.1%	7	15.2%	4	6.4%	6	9.6%	9	15.5%
Mental Health	30	12.8%	48	20.2%	32	14.2%	34	16.0%	25	12.3%
Military	27	21.5%	22	16.4%	17	12.3%	9	6.5%	32	23.0%
Natural Resources	1	3.8%	0	0.0%	0	0.0%	0	0.0%	2	16.7%
Natural Resources Board	2	10.5%	3	15.8%	1	4.8%	1	4.8%	2	9.3%
Public Safety - Civilian	28	12.7%	26	12.4%	30	14.1%	24	11.6%	40	19.8%
Public Safety - Sworn	41	11.9%	39	11.3%	36	10.3%	30	8.6%	30	9.1%
Public Service	3	9.2%	4	13.6%	4	13.8%	0	0.0%	6	20.0%
Secretary of State	5	8.1%	10	16.3%	8	12.5%	2	3.1%	10	15.0%
Small Department	5	14.7%	1	2.8%	2	5.5%	4	11.3%	5	14.3%
State Treasurer	4	13.1%	7	23.3%	2	6.3%	0	0.0%	4	13.8%
Taxes	14	9.6%	13	10.0%	16	12.2%	7	5.4%	17	13.7%
Transportation	99	7.9%	108	9.1%	136	11.5%	88	7.6%	156	13.7%
Vermont Health Access	47	14.8%	42	12.9%	27	8.0%	17	5.3%	46	14.3%
Vermont Veterans' Home	27	15.3%	34	19.4%	30	17.5%	22	13.8%	25	17.9%
Total	857	11.0%	869	11.3%	880	11.5%	615	8.2%	1,188	16.1%
% Change from Previous FY			1%	2%	1%	2%	-30%	-29%	93%	97%

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 2018 to 2022. 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.

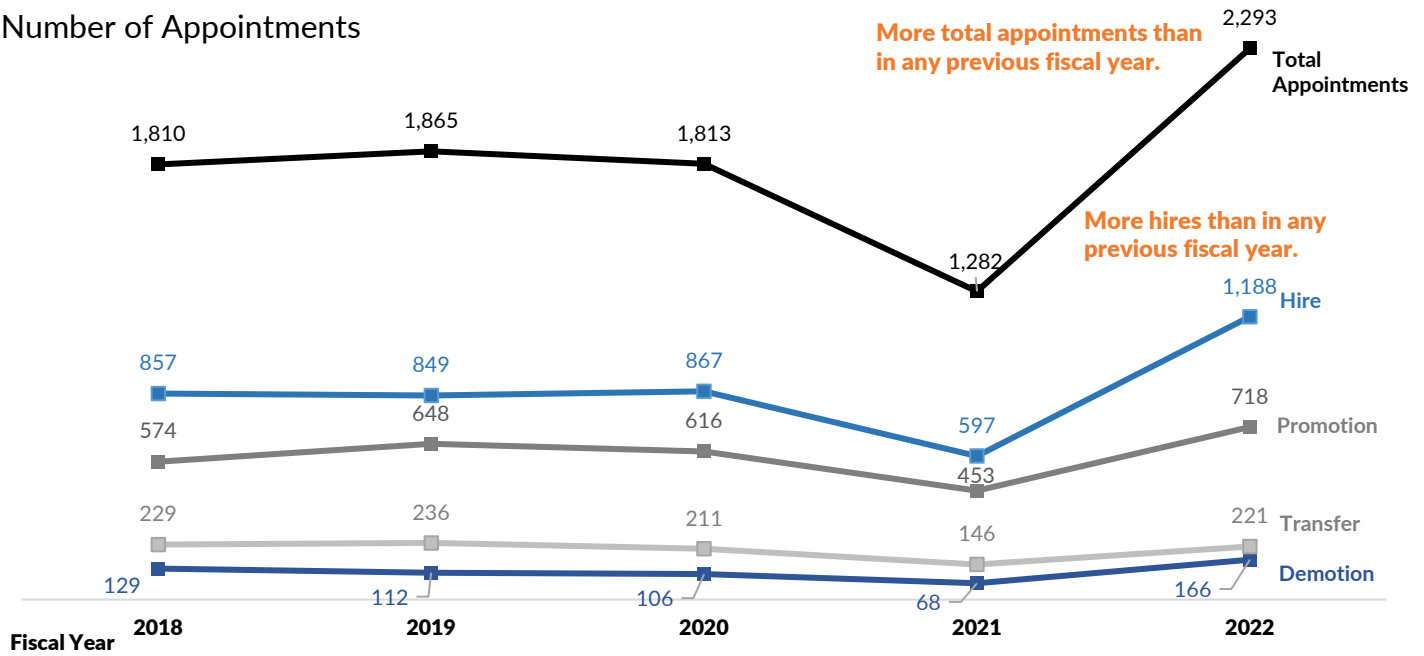
Fiscal Year 2022 had the highest number of hires than in any previous fiscal year.

In Fiscal Year 2022 there were 1,188 hires, for a hire rate of 16.1% of the overall workforce. This is the highest number of hires than in any previous fiscal year (as far back as we have reliable data). The hire rate is also a historic high and means that approximately 16% of the classified workforce was hired during Fiscal Year 2022.

Corrections (170), Transportation (156), Children & Families (140), and Health (129) had the greatest number of hires – 50% of all hires in Fiscal Year 2022.

Table 27 Total Appointments by Type by Fiscal Year

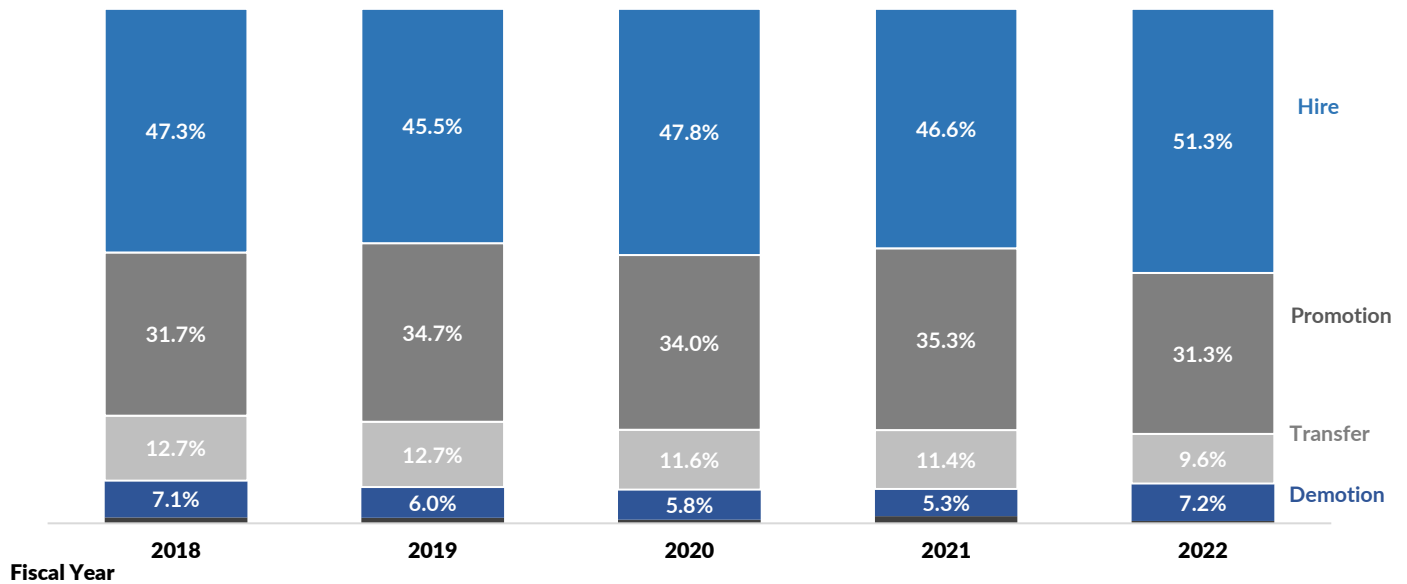
Number of Appointments



More total appointments than in any previous fiscal year.

More hires than in any previous fiscal year.

Percent Type of Appointments



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2018 to 2022. **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.

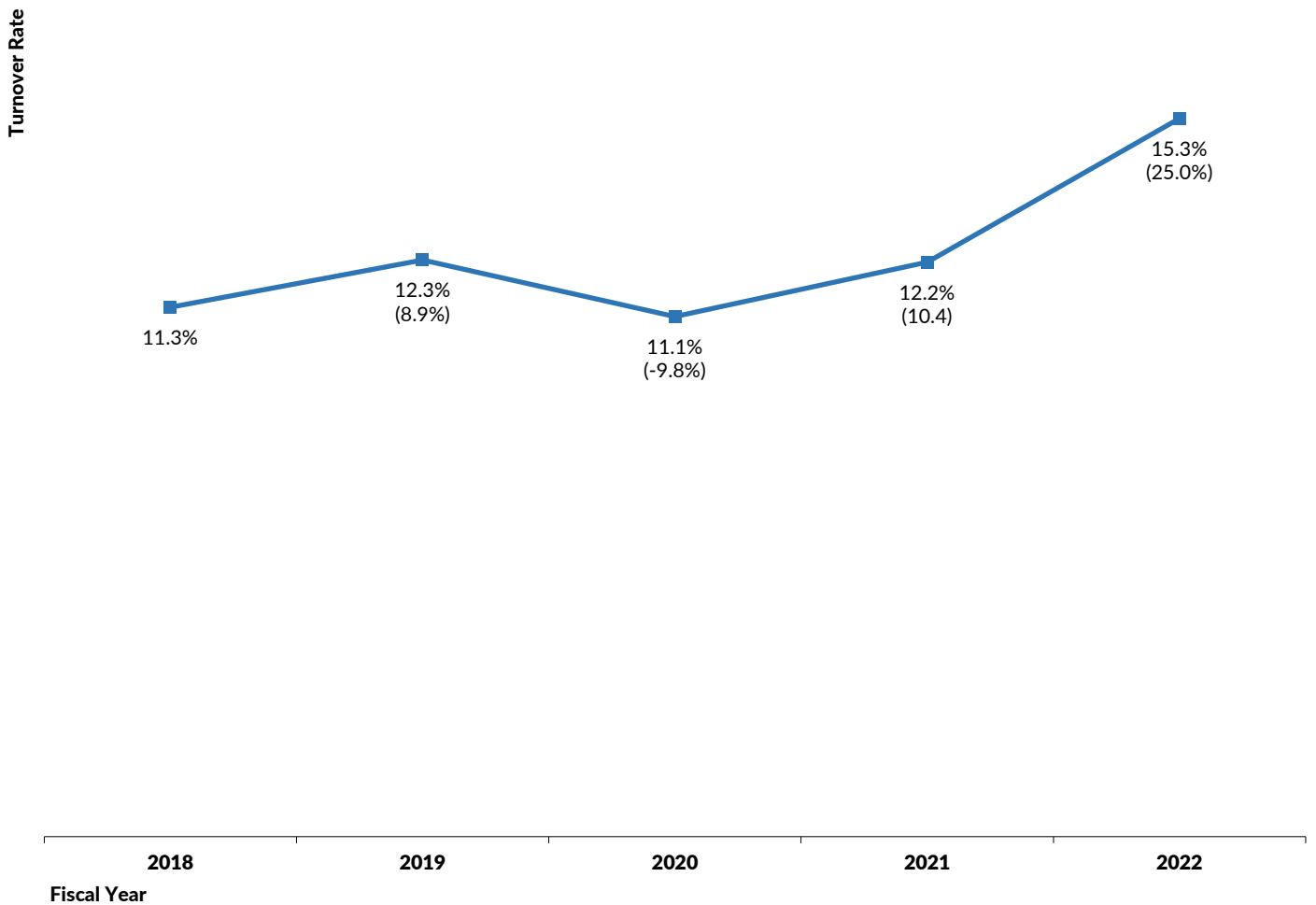
In Fiscal Year 2022 there were 2,293 appointments, 51.3% were hires, 31.3% were promotions, 9.6% were transfers, 7.2% demotions, and 0.5% RIF rehires.

There was unprecedented movement into and within state government in Fiscal Year 2022. There were more total appointments, hires, promotions, and demotions than any previous fiscal year.

There was unprecedented movement into and within state government in Fiscal Year 2022.

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 2018 to 2022. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

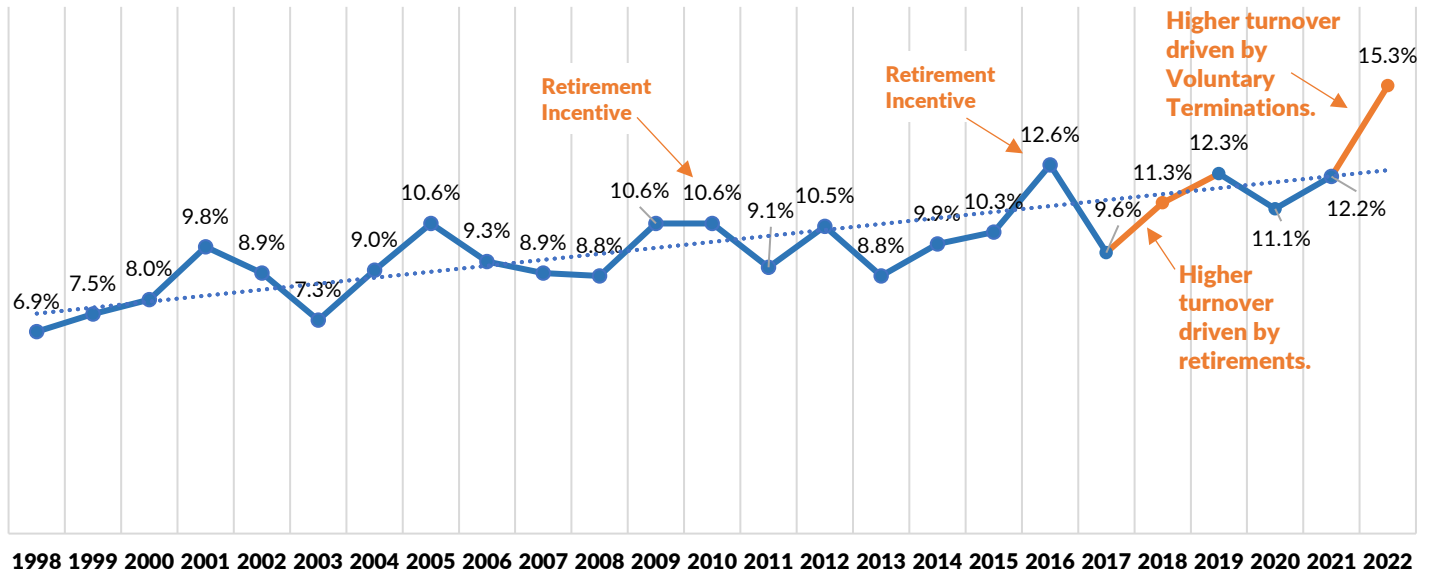
The turnover rate for Fiscal Year 2022 was 15.3%, an increase (25.0%) from Fiscal Year 2021. The higher rate was driven by a significant spike in voluntary terminations.

Fiscal Year 2022’s overall turnover rate was higher than in any prior fiscal year.

Fiscal Year 2022’s overall turnover rate was the higher than in any prior fiscal year (as far back as we have reliable data). See [Table 29](#).

The five-year average for turnover now stands at 12.4%.

Table 29 Historical View of Turnover – Fiscal Years 1998 to 2022



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 1998 to 2022. 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 2022. 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 12.4%.

In Fiscal Years 2019 and 2021 the high turnover rate was largely fueled by an increase in retirements. However, the high turnover in Fiscal Year 2022 was due to an unprecedented spike in voluntary turnover (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 12.7%.

The high turnover in Fiscal Year 2022 was due to an unprecedented spike in voluntary turnover.

Table 30 Turnover by Department by Fiscal Year

Department	Fiscal Year					Five Year
	2018	2019	2020	2021	2022	Average
Administration	14.3%	7.4%	0.0%	0.0%	0.0%	4.3%
Agriculture, Food & Markets	12.3%	10.4%	8.4%	7.1%	8.6%	9.4%
Attorney General	0.0%	5.8%	8.6%	6.5%	9.4%	6.0%
Buildings & General Services	9.3%	15.2%	10.8%	12.8%	14.1%	12.4%
Children & Families	12.1%	9.7%	9.0%	12.3%	11.8%	11.0%
Commerce & Community Development	15.4%	11.4%	5.0%	3.4%	9.4%	8.9%
Corrections	17.9%	18.6%	17.1%	23.0%	25.3%	20.4%
Digital Services	11.7%	13.1%	10.0%	8.0%	15.8%	11.7%
Disabilities, Aging & Independent Living	7.8%	9.0%	11.3%	11.4%	14.9%	10.9%
Education	12.2%	14.1%	11.6%	2.1%	8.9%	9.8%
Environmental Conservation	4.2%	5.7%	6.1%	6.5%	10.1%	6.5%
Finance & Management	21.7%	8.0%	8.3%	0.0%	12.5%	10.1%
Financial Regulation	8.6%	8.8%	11.2%	3.6%	13.3%	9.1%
Fish & Wildlife	4.3%	5.1%	10.4%	4.5%	9.8%	6.8%
Forests, Parks & Recreation	7.2%	9.7%	7.9%	5.4%	7.9%	7.6%
Green Mountain Care Board	20.5%	5.7%	10.8%	0.0%	30.8%	13.6%
Health	9.4%	12.0%	9.7%	9.4%	13.1%	10.7%
Human Resources	12.4%	9.0%	6.6%	6.9%	6.9%	8.3%
Human Services	11.4%	17.5%	2.3%	11.6%	17.5%	12.1%
Labor	11.8%	12.7%	11.8%	8.6%	17.4%	12.5%
Libraries	22.2%	6.5%	6.9%	6.9%	13.8%	11.3%
Liquor & Lottery	12.1%	10.9%	11.2%	8.0%	29.3%	14.3%
Mental Health	15.4%	16.8%	22.1%	18.8%	20.6%	18.7%
Military	17.5%	14.9%	10.9%	10.9%	21.6%	15.2%
Natural Resources	0.0%	8.7%	0.0%	0.0%	16.7%	5.1%
Natural Resources Board	21.1%	15.8%	4.8%	4.8%	4.7%	10.2%
Public Safety - Civilian	5.0%	11.9%	9.8%	18.4%	14.3%	11.9%
Public Safety - Sworn	11.6%	9.5%	8.8%	13.3%	14.0%	11.5%
Public Service	12.3%	23.7%	6.9%	10.2%	6.7%	12.0%
Secretary of State	4.8%	17.9%	9.4%	10.9%	7.5%	10.1%
Small Departments	8.8%	8.3%	2.7%	14.1%	14.3%	9.7%
State Treasurer	9.8%	16.7%	3.2%	6.7%	13.8%	10.0%
Taxes	8.2%	10.7%	9.9%	10.8%	16.9%	11.3%
Transportation	10.0%	11.1%	10.8%	11.9%	13.6%	11.5%
Vermont Health Access	12.3%	9.6%	9.1%	6.2%	14.6%	10.3%
Vermont Veterans' Home	9.1%	20.6%	19.2%	25.0%	34.4%	21.7%
Total	11.3%	12.3%	11.1%	12.2%	15.3%	12.4%

Over this five-fiscal-year timeframe departments with consistently higher than average yearly turnover include Corrections (20.4%) and Mental Health (18.7%).

For Fiscal Year 2022 over 80% of departments saw an increase in turnover over Fiscal Year 2021 and 50% saw their highest turnover rate in the past five fiscal years.

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2018 to 2022. "Small Departments" have 15 or fewer employees (See Appendices C & E). Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year.

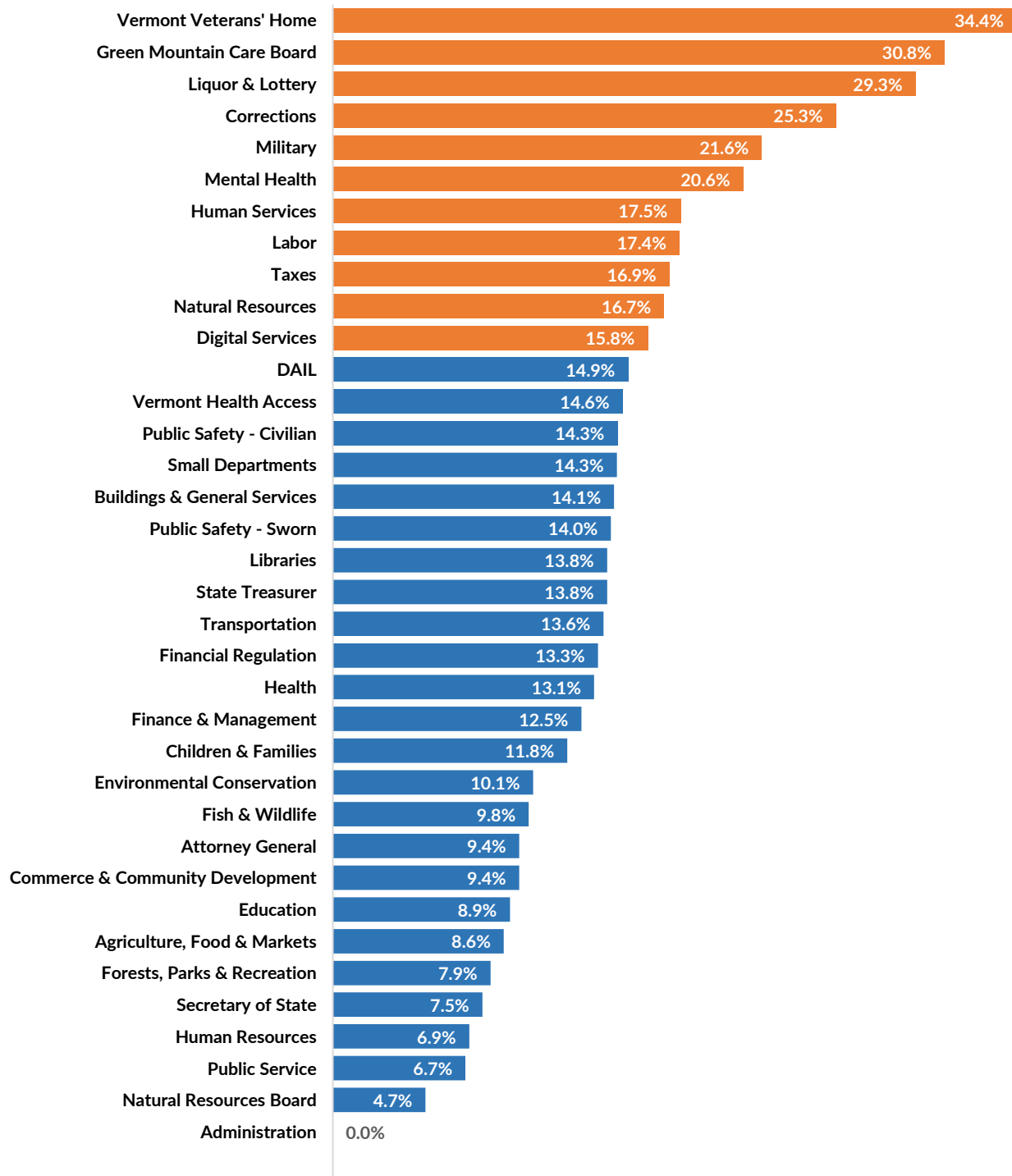
A heat map is used to show those departments who had turnover rates above the average for that fiscal year, as well as those whose five-year average is above the overall five-year average.

Heat Map Legend
Above Average

For Fiscal Year 2022 over 80% of departments saw an increase in turnover over Fiscal Year 2021 and 50% saw their highest turnover rate in the past five fiscal years.

Table 31 Departments with Above and Below Average Turnover – Fiscal Year 2022

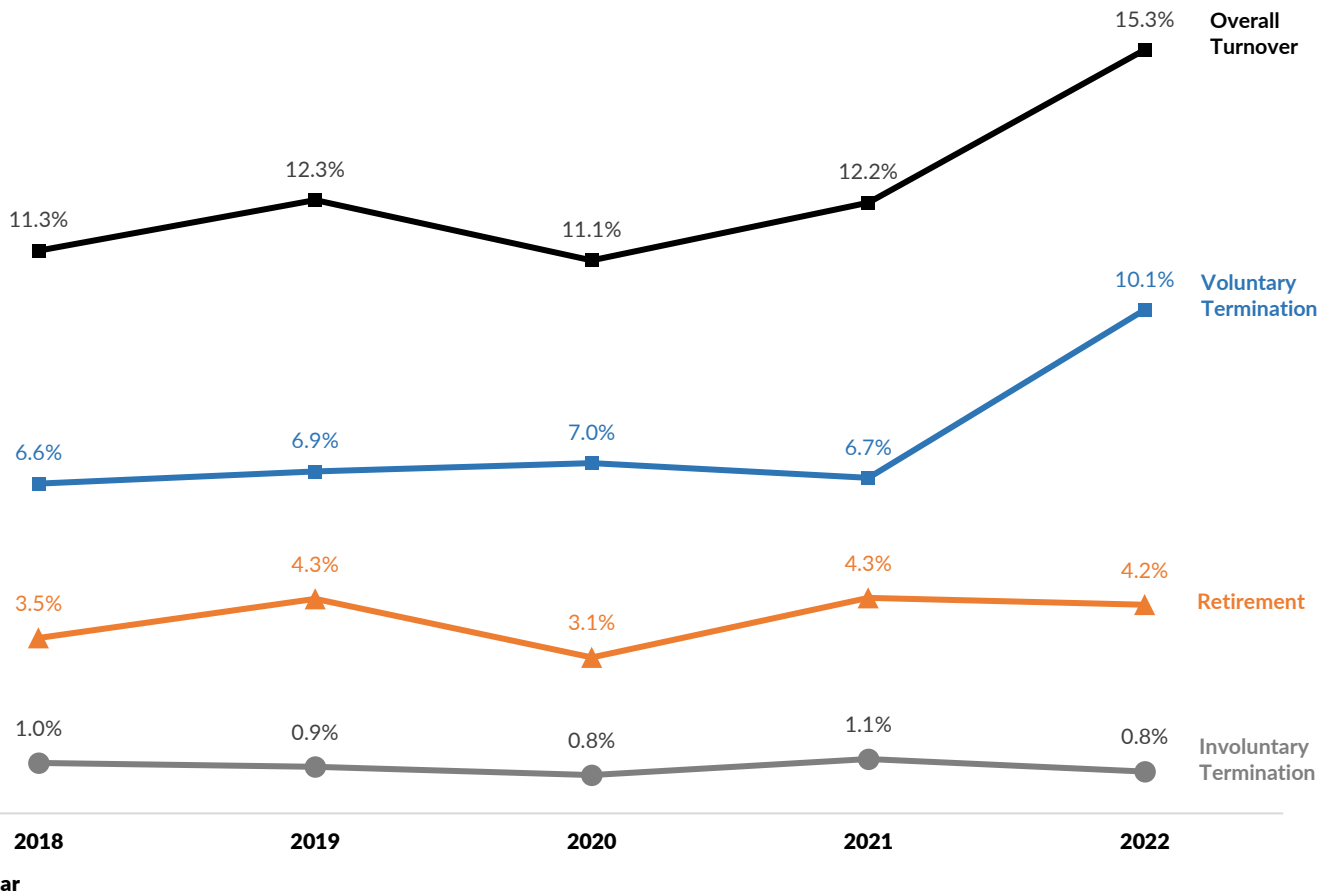
Departments Ranked: **Above** and **Below** Average Turnover Fiscal Year 2022



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2022. 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 2022 turnover and visually shows those **Above** and **Below** the average of 15.3%.

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 2018 to 2022. 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.

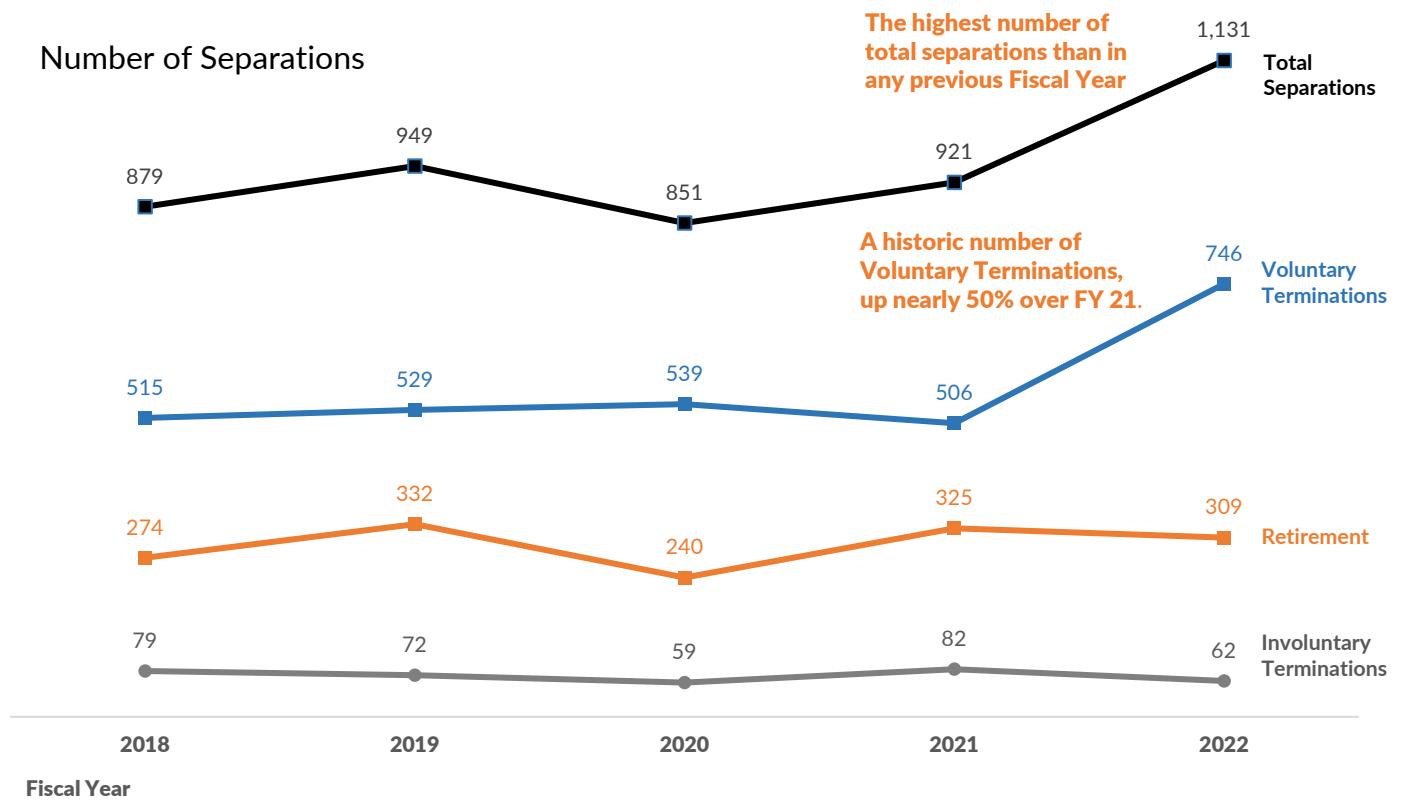
In Fiscal Year 2022 voluntary terminations made up the largest percentage of overall turnover and was higher than in any previous fiscal year.

The overall turnover rate was 15.3% for Fiscal Year 2021. This was higher than in any previous fiscal year (as far back as we have reliable data). See Table 29.

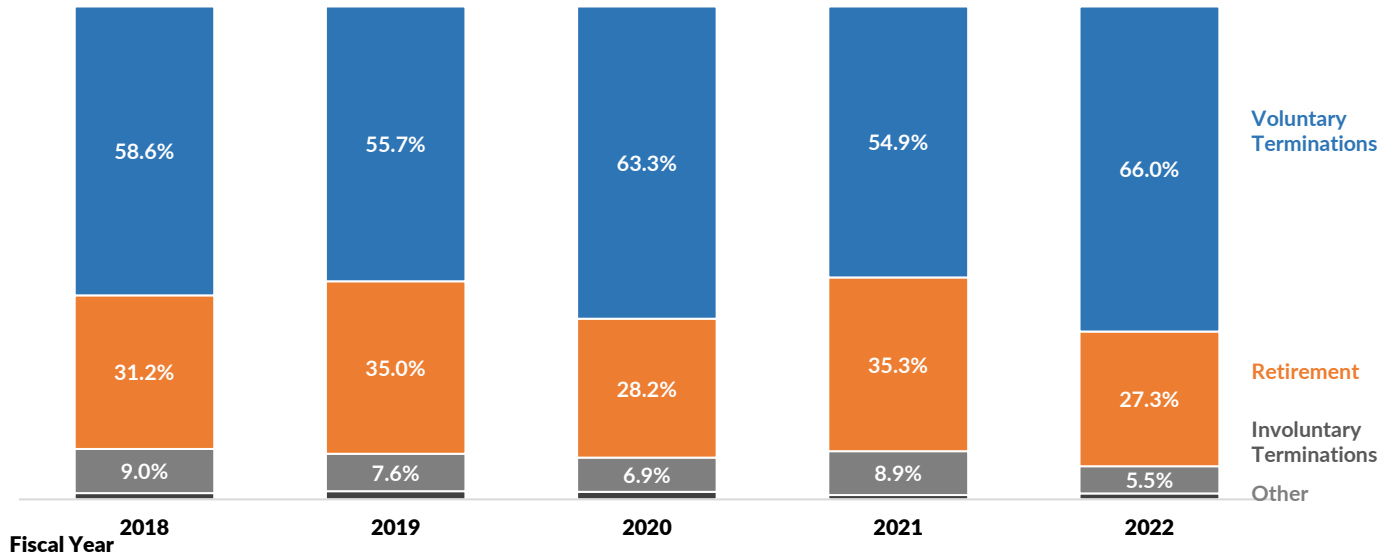
Voluntary terminations made up the largest percentage of overall turnover. In Fiscal Year 2021 the rate was 10.1% of overall turnover. This was the highest level of voluntary termination than in any previous fiscal year (as far back as we have reliable data).

The second largest component of overall turnover was retirements at 4.2%. This was down slightly from Fiscal Year 2021 (-3.2%).

Table 33 Separations by Reason by Fiscal Year



Percent Type of Separations



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2018 to 2022. **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 2022 were voluntary terminations at 746 (higher than any previous fiscal year), up nearly 50% from Fiscal Year 2021, accounting for 66.0% of all separations. The second largest number of separations were retirements at 309, down slightly (-4.9%) from Fiscal Year 2021.

A total of 1,131 employees separated during Fiscal Year 2022, Of the turnover in Fiscal Year 2022, 66.0% were voluntary terminations, 27.3% were retirements, 5.5% involuntary terminations, and 1.2% were “other.”

Table 34 Turnover Rates for Classified Job Titles – Fiscal Year 2022

Turnover of Most Populous Job Titles FY '22

Job Title	Ave. Num.	Turnover
Correctional Officer I	279	53.1%
Family Services Worker	205	13.2%
Trooper	152	11.9%
Correctional Officer II	105	21.0%
Transportation Journeyman Maintenance Worker	103	0.0%
Benefits Programs Specialist	100	12.0%
Sergeant	85	11.8%
Transportation Master Maintenance Worker	80	0.0%
Administrative Services Coordinator I	76	17.2%
Probation & Parole Officer	65	14.0%
Licensed Nursing Assistant	57	40.7%
Custodian II	55	23.9%
Reach Up Case Manager II	52	9.6%
Financial Specialist III	49	16.5%
Mental Health Specialist	48	33.3%
Program Technician II	47	21.3%
Environmental Analyst V - General	47	10.8%
Family Services Supervisor	43	4.7%
Correctional Facility Shift Supervisor	42	19.0%
IT Systems Developer III	40	15.0%
Transportation Apprentice Maintenance Worker	40	0.0%
Administrative Assistant B	40	12.7%
Environmental Analyst VI	40	10.1%
Administrative Services Coordinator II	37	24.7%
VT Healthcare Service Specialist II	36	8.3%

Job Titles with the Highest Turnover Rate FY '22

Job Title	Ave. Num.	Turnover
Motor Vehicle Direct Client Services Specialist I	16	103.2%
Registered Nurse II - CSN	11	66.7%
Correctional Officer I	279	53.1%
PSAP Emergency Communication Dispatcher I	21	52.4%
Airport Fire Fighter	20	41.0%
Licensed Nursing Assistant	57	40.7%
Financial Director IV	10	40.0%
Trooper - Probationary	27	37.7%
Mental Health Specialist	48	33.3%
VT Healthcare Service Specialist I	19	32.4%
Child Support Paralegal	13	30.8%
Child Support Specialist II	23	30.4%
Nurse Surveyor	10	30.0%
Administrative Services Coordinator IV	14	28.6%
PH Specialist - Emergency Preparedness	11	27.3%
IT System Administrator III	11	27.3%
Job Center Specialist II	27	26.4%
Health Program Administrator	12	26.1%
Public Health Analyst II	12	26.1%
Administrative Services Coordinator III	27	25.9%
Nurse Case Manager / URN I	28	25.0%
Administrative Services Coordinator II	37	24.7%
Information Center Representative II	13	24.0%
Custodian II	55	23.9%
Public Safety Barracks Clerk	13	23.1%

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2022. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year. This table shows the turnover rates for classified employees in the 25 most populous job titles, as well as the 25 classified job titles (with greater than 10 employees) with the highest turnover.

Correctional Officer I, our most populous job class, had a turnover rate of over 50% in Fiscal Year 2022.

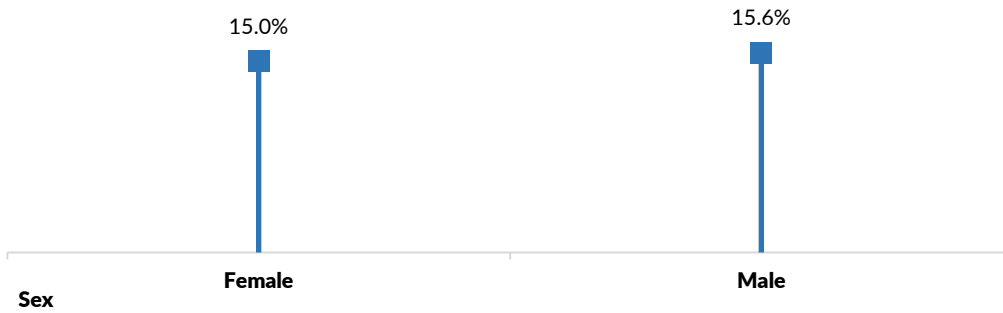
Correctional Officer I was the most populous job title and showed a high rate of turnover (53.1%).

Other populous job titles with high turnover include Licensed Nursing Assistant (40.7%), Mental Health Specialist (33.3%), Administrative Services Coordinator II (24.7%), and Custodian II (23.9%).

Job titles among those with the highest rates of turnover in Fiscal Year 2021 include Motor Vehicle Direct Client Services Specialist I (103.2%), Registered Nurse II – CSN (66.7%), Correctional Officer I (53.1%), PSAP Emergency Communication Dispatcher I (52.4%) and Airport Fire Fighter (41.0%).

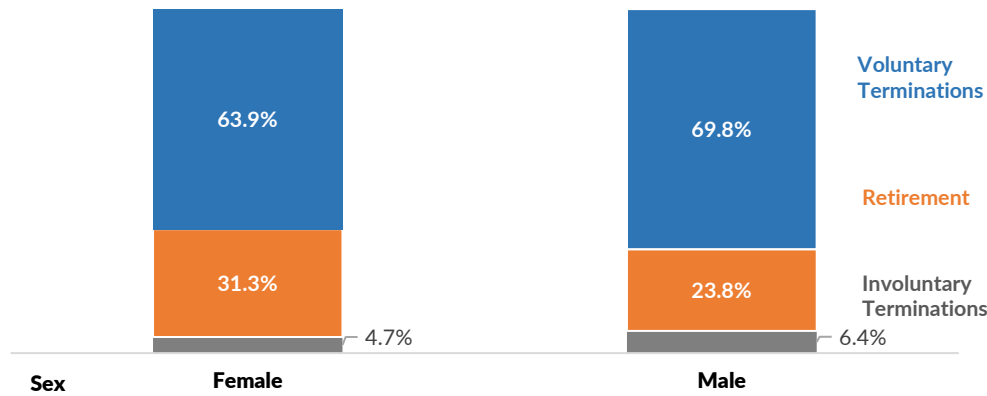
Table 35 Turnover Rate and Type of Separation by Employee Demographic – FY 2022

Turnover Rate by Sex



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

Percent Type of Separation by Sex



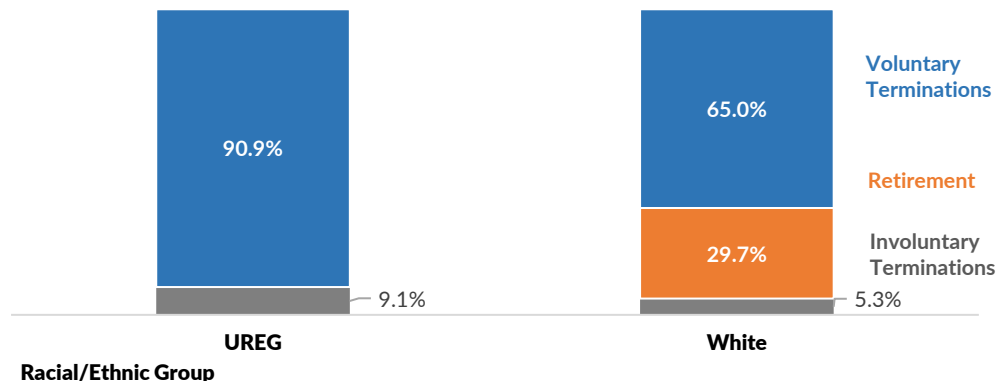
Voluntary separations were somewhat higher for male employees (69.8%) than female employees (63.9%).

Turnover Rate by Racial/Ethnic Group



Underrepresented Racial and Ethnic Groups (UREG) had a significantly higher turnover rate (22.1%) than white employees (14.7%).

Percent Type of Separation by Racial/Ethnic Group



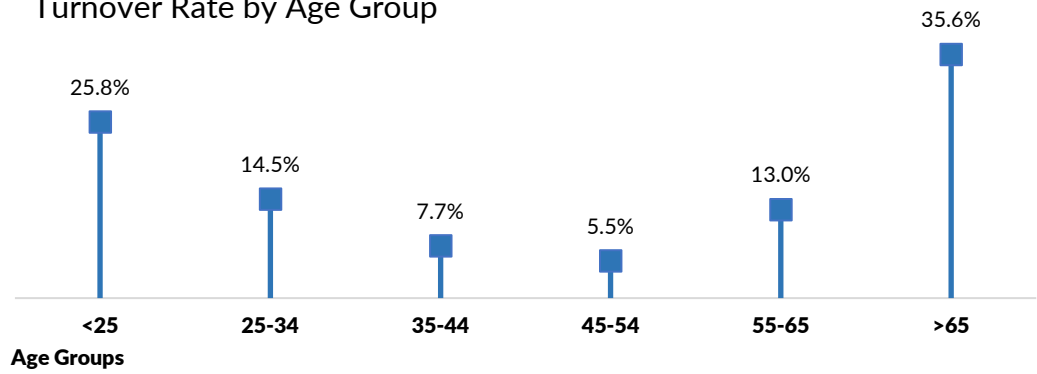
Voluntary separations made up over 90% of the separations of UREGs compared to only 65% among white employees.

Table 35 Turnover Rate and Type of Separation by Employee Demographic – FY 2022 (Cont.)

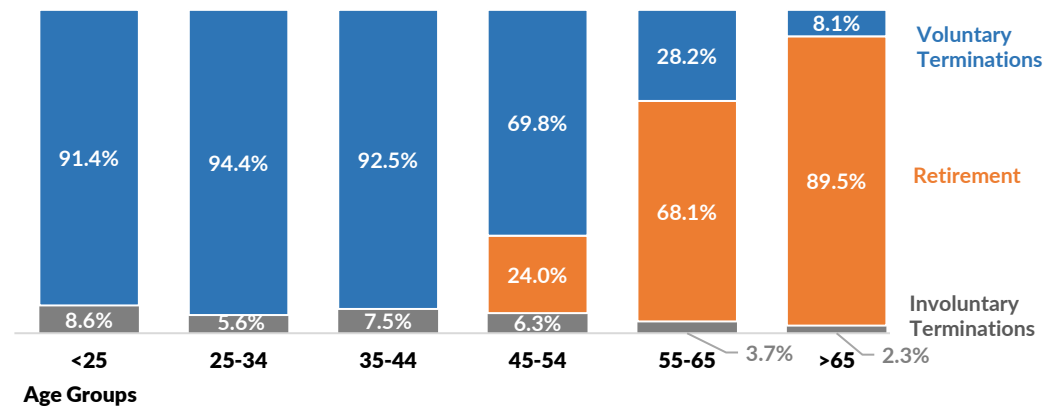
Turnover rates are highest for the youngest and oldest age groups.

However, the type of separation is significantly different for the younger and older age groups. Voluntary terminations are highest among the younger age groups while retirement is the primary reason for separations among the older age groups.

Turnover Rate by Age Group



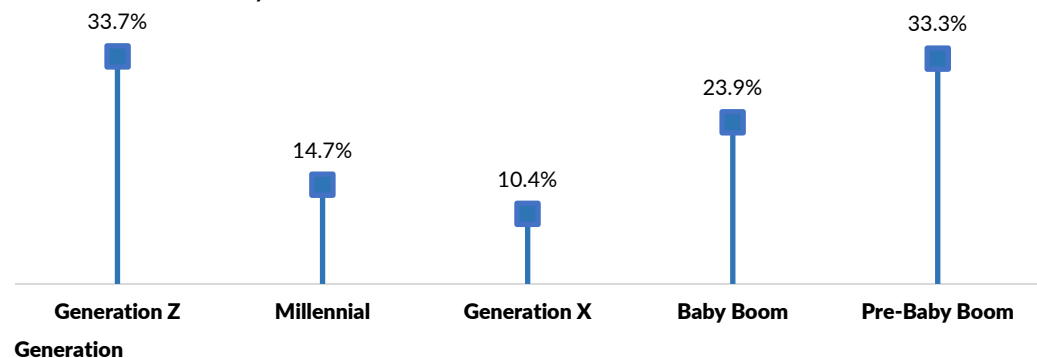
Percent Type of Separation by Age Group



Turnover rates are highest among Generation Z, Pre - Baby Boom and Baby Boom generations.

Separations for Gen Z, Millennials and Gen X are almost entirely voluntary separations. For Baby Boom and Pre - Baby Boom are almost entirely retirement.

Turnover Rate by Generation



Percent Type of Separation by Generation

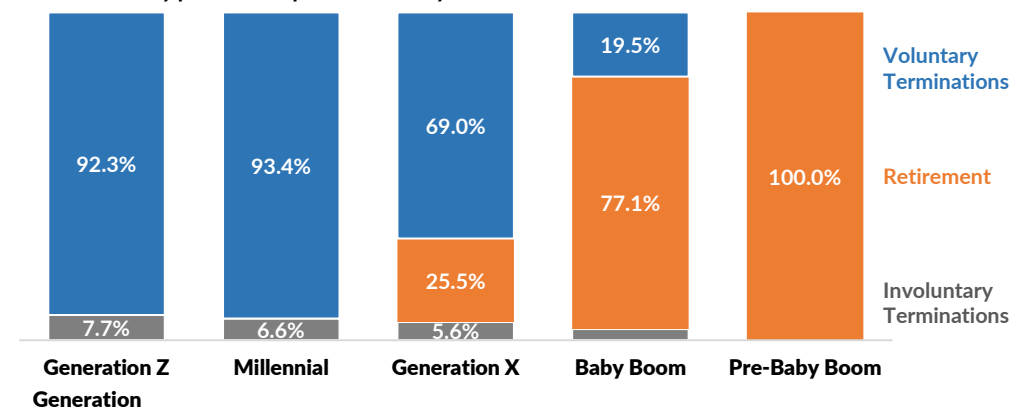
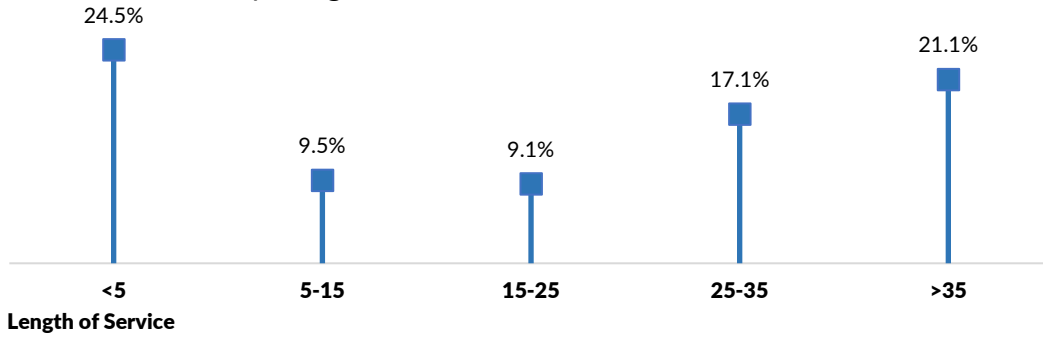


Table 35 Turnover Rate and Type of Separation by Employee Demographics – FY 2022 (Cont.)

Turnover Rate by Length of Service



Turnover rate is highest among those with fewer than five years of service.

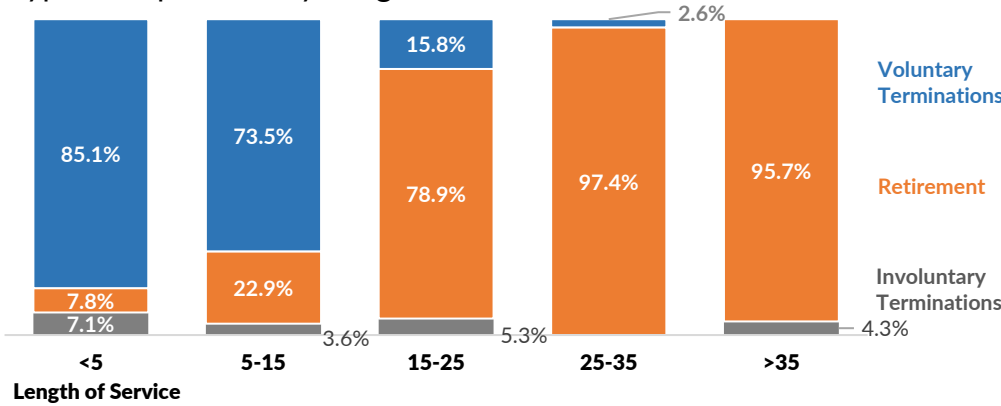
Voluntary separation and length of service has an inverse relationship – the percent of voluntary separation goes down as length of service increases.

Turnover rates are highest among non-management employees

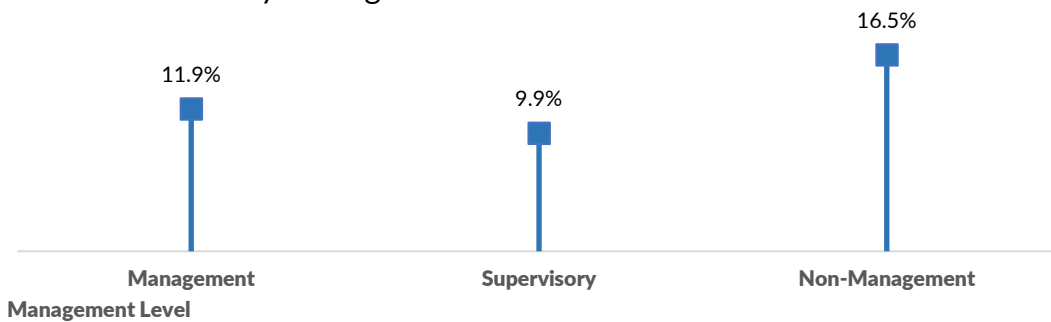
Interestingly, the type of separation for management and supervisory level jobs is almost evenly divided between voluntary termination and retirement.

Source: Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2022. See Table 32 for a definition of turnover and turnover types. See Appendix E for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report. See Note on Table 15a for definitions of Generations.

Type of Separation by Length of Service



Turnover Rate by Management Level



Type of Separation by Management Level

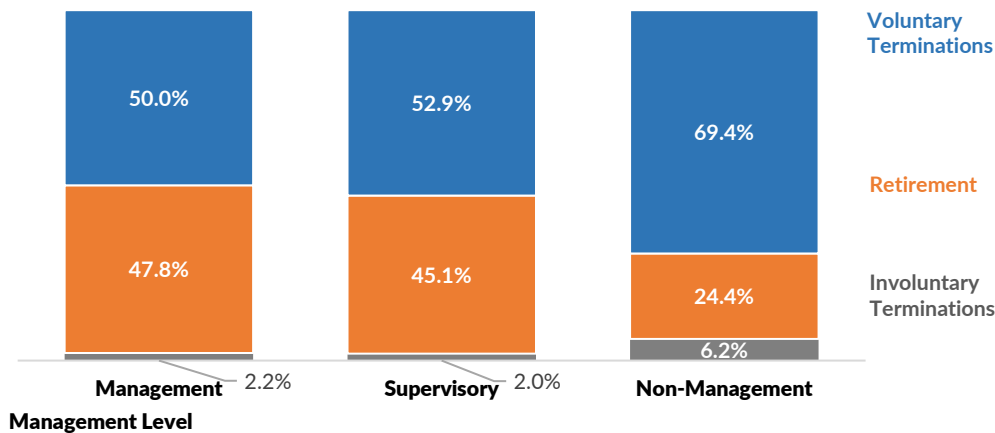
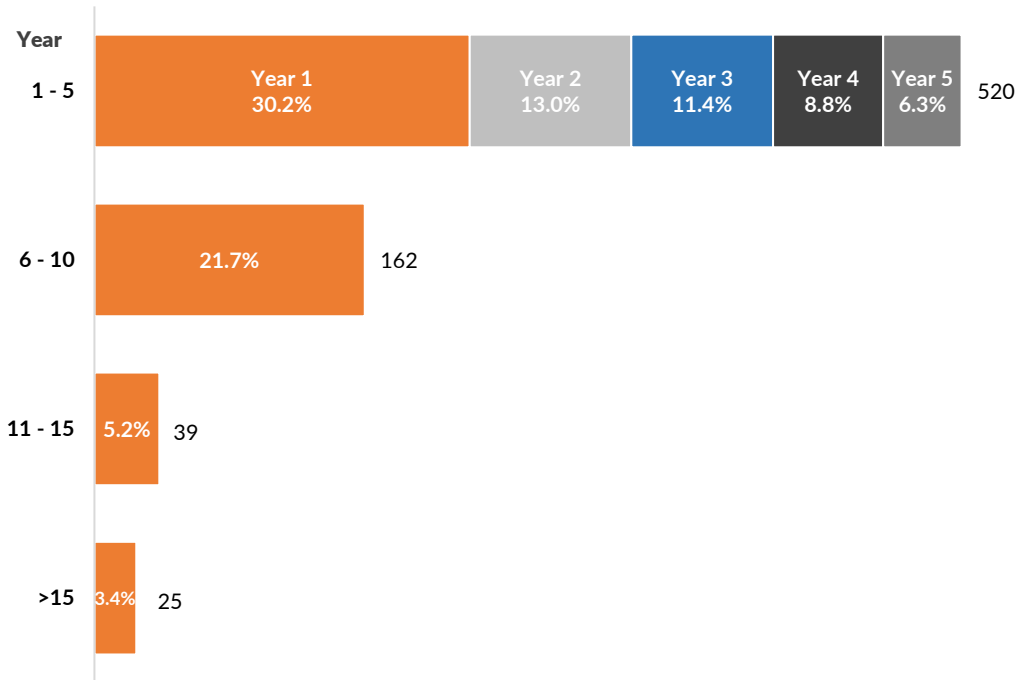
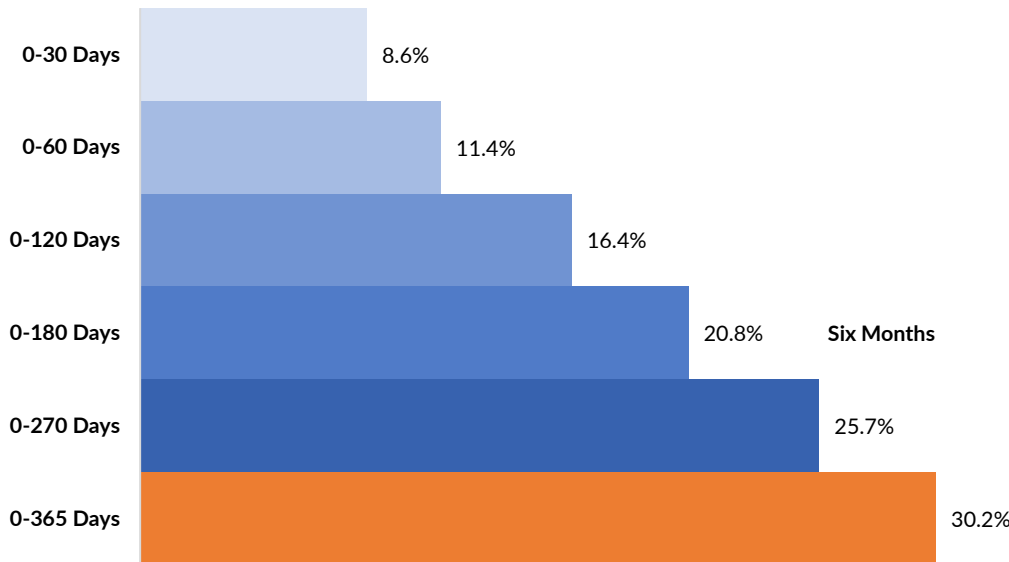


Table 36 Length of Services before Voluntary Termination - Fiscal Year 2022



For Fiscal Year 2022 nearly 70% (69.7%) of voluntary terminations occurred in the first five years of service. Over 30% occurred in the first year of employment.

Year 1 Detail - Days Before Voluntary Termination



A startling nearly 9% of hires didn't make it beyond 30 days. And nearly 21% did not complete six months.

Source: Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2022. See Table 32 for a definition of turnover and turnover types.

For Fiscal Year 2022 nearly 70% (69.7%) of voluntary terminations occurred in the first five years of service. Over 30% occurred in the first year of employment.

In looking at the detail of voluntary terminations in the first year, a startling nearly 9% didn't make it beyond 30 days. And nearly 21% did not complete six months (which is normally the initial probationary period).

Table 37 Turnover by Reason, including Employee Movement, by Department – Fiscal Year 2022

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	5.5%	0.0%	3.1%	8.6%	2.4%	11.1%
Attorney General	6.3%	0.0%	3.1%	9.4%	9.8%	19.7%
Buildings & General Services	9.9%	0.3%	3.9%	14.1%	2.7%	17.0%
Children & Families	7.9%	0.6%	3.3%	11.8%	3.9%	15.9%
Commerce & Community Dev.	1.6%	0.0%	7.8%	9.4%	6.5%	16.1%
Corrections	19.5%	1.7%	3.8%	25.3%	2.1%	27.7%
Digital Services	10.8%	0.6%	4.4%	15.8%	2.6%	18.6%
Disabilities, Aging & Ind. Liv.	8.0%	0.8%	5.7%	14.9%	0.8%	15.7%
Education	5.5%	0.0%	3.4%	8.9%	3.5%	12.5%
Environmental Conservation	4.3%	0.0%	5.4%	10.1%	2.2%	12.4%
Finance & Management	4.2%	0.0%	8.3%	12.5%	13.3%	26.7%
Financial Regulation	3.6%	0.0%	7.3%	13.3%	3.7%	17.3%
Fish & Wildlife	3.8%	0.0%	6.1%	9.8%	0.0%	9.8%
Forest, Parks & Recreation	5.3%	0.0%	2.6%	7.9%	2.7%	10.7%
Green Mountain Care Board	15.4%	0.0%	15.4%	30.8%	10.8%	43.2%
Health	8.6%	0.6%	3.8%	13.1%	2.1%	15.4%
Human Resources	3.4%	0.0%	3.4%	6.9%	3.5%	10.5%
Human Services	2.5%	2.5%	12.5%	17.5%	5.1%	23.1%
Labor	11.6%	1.0%	4.4%	17.4%	8.1%	26.2%
Libraries	6.9%	0.0%	6.9%	13.8%	7.1%	21.4%
Liquor & Lottery	17.2%	3.4%	8.6%	29.3%	1.7%	31.3%
Mental Health	17.7%	1.5%	1.5%	20.6%	4.5%	25.6%
Military	13.7%	0.0%	7.2%	21.6%	2.9%	24.8%
Natural Resources	16.7%	0.0%	0.0%	16.7%	0.0%	16.7%
Natural Resources Board	0.0%	0.0%	4.7%	4.7%	20.5%	25.6%
Public Safety - Civilian	9.4%	0.5%	4.4%	14.3%	5.6%	20.3%
Public Safety - Sworn	9.7%	0.6%	3.6%	14.0%	0.3%	14.3%
Public Service	3.3%	0.0%	3.3%	6.7%	0.0%	6.7%
Secretary of State	1.5%	0.0%	4.5%	7.5%	7.8%	15.6%
Small Department	14.3%	0.0%	0.0%	14.3%	0.0%	14.3%
State Treasurer	10.3%	0.0%	3.4%	13.8%	7.1%	21.4%
Taxes	10.5%	0.8%	4.8%	16.9%	3.3%	20.5%
Transportation	7.9%	1.1%	4.6%	13.6%	1.9%	15.6%
Vermont Health Access	10.9%	0.6%	3.1%	14.6%	6.7%	21.8%
Vermont Veterans' Home	25.8%	5.7%	2.2%	34.4%	0.0%	34.4%
Total	10.1%	0.8%	4.2%	15.3%	3.0%	18.5%

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.

The five departments that had the highest percentage of employee movement were Natural Resources Board (20.5%), Finance & Management (13.3%), Green Mountain Care Board (10.8%), Attorney General (9.8%), and Labor (8.1%) and this contributed substantially to their overall department outflow.

Source: Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2022. 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 the average for that turnover reason.

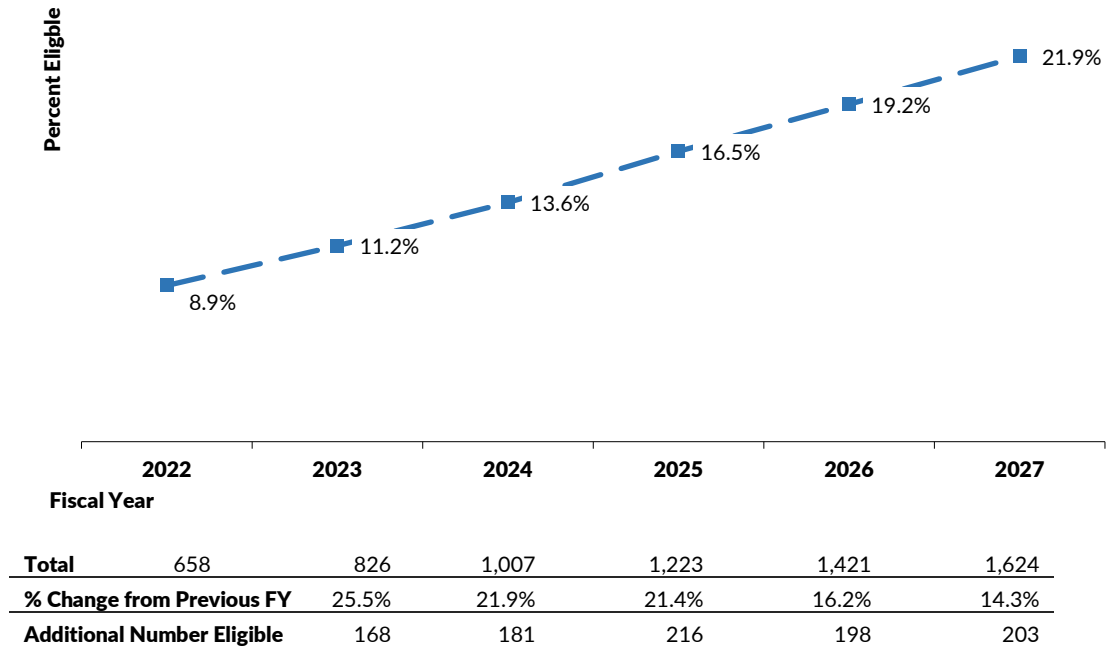
In addition, Table 37 shows employee movement, which is the promotion, demotion or transfer of the employee out of the department to another. Total Department Outflow is the combination of turnover (separations from state government) and employee movement.

Heat Map Legend
Above Average

Retirement Eligibility

In five years (Fiscal Year 2027) 21.9% of current employees are projected to be eligible for retirement.

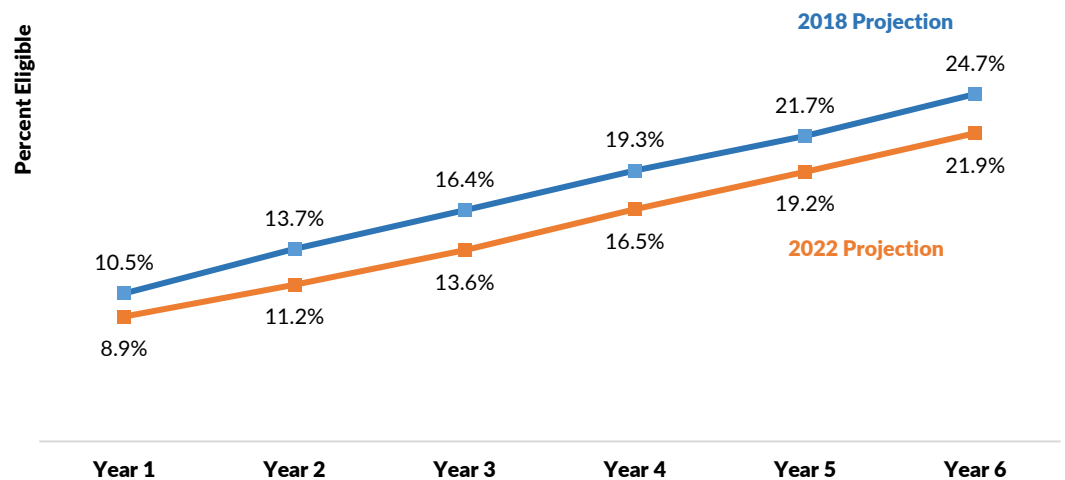
Table 38a Projected Retirement Eligibility by Fiscal Year



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 2022 year-end for normal retirement (does not include those eligible for early retirement. See Appendix D for a description of the method used to produce the retirement projections. Note: The projections of percent eligible are cumulative and do not account for retirements that will occur each fiscal year.

At the end of Fiscal Year 2022, 658 employees (8.9%) of the classified workforce were eligible for retirement. An additional 168 employees are projected to be eligible by the end of Fiscal Year 2023. In five years (Fiscal Year 2027) 21.9% or 1,624 current employees are projected to be eligible for retirement.

Table 38b 2018 vs. 2022 Projected Retirement Eligibility



The number of retirement eligible employees has dropped considerably because of previous fiscal years with very high retirement rates. Going forward, unless there are significant policy or macroeconomic changes, our retirement rate should revert to a more average level.

In the past several fiscal years there were a large number of retirements (See Table 32). In addition, a high percentage of those eligible did actually retire. (See Table 41a). Table 38b shows a comparison of the 2018 and 2022 projections. The results show that the number of retirement eligible employees has dropped considerably because of previous fiscal years with very high retirement rates. Going forward, unless there are significant policy or macroeconomic changes, our retirement rate should revert to a more average level.

Table 39 Projected Retirement Eligibility by Department

Department	Current Eligible				Projected Eligible			
	FY 2022		1 year (FY 2023)		3 Year (FY 2025)		5 Year (FY 2027)	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Administration	1	6.3%	1	6.3%	3	18.8%	5	31.3%
Agriculture	13	10.1%	14	10.9%	19	14.7%	22	17.1%
Attorney General	5	15.6%	7	21.9%	9	28.1%	14	43.8%
Buildings & General Services	48	15.7%	61	20.0%	84	27.5%	108	35.4%
Children & Families	49	5.4%	68	7.6%	103	11.4%	142	15.8%
Commerce & Community Development	7	9.7%	8	11.1%	14	19.4%	17	23.6%
Corrections	53	6.5%	65	7.9%	104	12.7%	140	17.1%
Digital Services	28	8.8%	38	11.9%	59	18.5%	76	23.8%
Disabilities, Aging & Independent Living	37	13.1%	43	15.2%	58	20.5%	81	28.6%
Education	21	14.6%	26	18.1%	28	19.4%	40	27.8%
Environmental Conservation	36	12.7%	43	15.1%	56	19.7%	65	22.9%
Finance & Management	2	9.5%	2	9.5%	4	19.0%	6	28.6%
Financial Regulation	4	5.3%	5	6.6%	10	13.2%	17	22.4%
Fish & Wildlife	18	13.2%	22	16.2%	33	24.3%	40	29.4%
Forests, Parks & Recreation	13	11.4%	16	14.0%	20	17.5%	25	21.9%
Green Mountain Care Board	1	5.6%	1	5.6%	1	5.6%	1	5.6%
Health	48	8.5%	56	9.9%	75	13.3%	104	18.4%
Human Resources	12	13.2%	18	19.8%	24	26.4%	27	29.7%
Human Services	3	6.8%	3	6.8%	7	15.9%	9	20.5%
Labor	28	13.6%	34	16.5%	44	21.4%	56	27.2%
Libraries	4	26.7%	5	33.3%	5	33.3%	6	40.0%
Liquor & Lottery	5	8.6%	6	10.3%	13	22.4%	19	32.8%
Mental Health	18	9.6%	21	11.2%	29	15.5%	39	20.9%
Military	10	7.1%	13	9.3%	23	16.4%	34	24.3%
Natural Resources	2	15.4%	3	23.1%	4	30.8%	5	38.5%
Natural Resources Board	3	15.0%	3	15.0%	6	30.0%	6	30.0%
Public Safety - Civilian	18	9.0%	22	11.0%	34	17.0%	41	20.5%
Public Safety - Sworn	8	2.5%	18	5.6%	47	14.6%	68	21.1%
Public Service	2	5.6%	2	5.6%	2	5.6%	7	19.4%
Secretary of State	4	6.0%	4	6.0%	4	6.0%	6	9.0%
Small Department	6	14.6%	6	14.6%	7	17.1%	8	19.5%
State Treasurer	3	10.3%	3	10.3%	5	17.2%	7	24.1%
Taxes	17	13.7%	19	15.3%	28	22.6%	36	29.0%
Transportation	103	9.0%	133	11.6%	202	17.6%	263	23.0%
Vermont Health Access	13	4.2%	20	6.5%	34	11.0%	47	15.2%
Vermont Veterans' Home	15	11.7%	17	13.3%	25	19.5%	37	28.9%
Total	658	8.9%	826	11.2%	1223	16.5%	1624	21.9%

Source: The State's Human Resource Information System (VTHR) and Office of the State Treasurer, Retirement Division. Data include only classified employees of the Executive Branch. Projections are based on employee's age and length of creditable service at Fiscal 2022 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 2027) – Transportation (263), Children & Families (142), Corrections (140), Buildings & General Services (108) and Health (104).

Table 40 Projected Retirement Eligibility for Classified Job Titles – Fiscal Year 2022

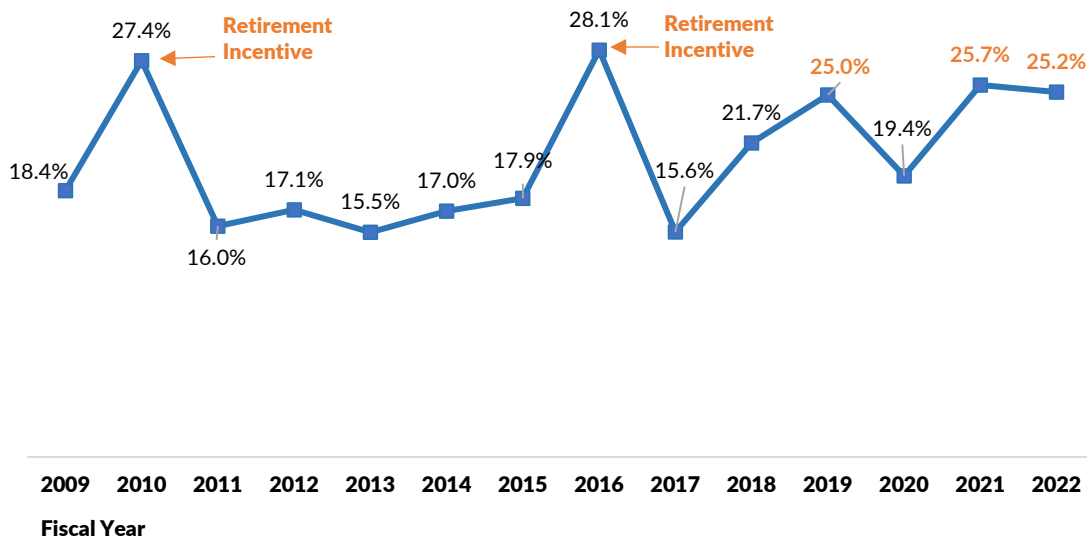
Projected Retirement Eligibility of Most Populous Job Titles				Job Titles with the Highest Projected Retirement Eligibility			
Job Title	Num.	Eligible FY '22	Five Year Projected Eligible	Job Title	Num.	Eligible FY '22	Five Year Projected Eligible
Correctional Officer I	228	0.0%	4.4%	Lieutenant	25	12.0%	76.0%
Family Services Worker	183	1.6%	6.0%	Financial Specialist II	15	40.0%	53.3%
Trooper	150	0.7%	4.7%	Nurse Case Manager / URN I	28	17.9%	50.0%
Transportation Operations Technician II	107	3.7%	17.8%	IT Systems Developer IV	23	21.7%	47.8%
Benefits Programs Specialist	104	4.8%	18.3%	Program Technician I	23	30.4%	43.5%
Correctional Officer II	100	5.0%	11.0%	AOT Technician VI	21	28.6%	42.9%
Sergeant	84	2.4%	32.1%	Financial Director I	17	29.4%	41.2%
Administrative Services Coordinator I	78	17.9%	37.2%	Education Programs Manager	15	13.3%	40.0%
Transportation Operations Technician III	76	9.2%	35.5%	Custodian II	53	15.1%	37.7%
Probation & Parole Officer	57	15.8%	33.3%	Fish & Wildlife Scientist III	16	25.0%	37.5%
Motor Vehicle Direct Client Servs Spec I	54	7.4%	16.7%	Administrative Services Coordinator I	78	17.9%	37.2%
Custodian II	53	15.1%	37.7%	Transportation Operations Tech. III	76	9.2%	35.5%
Reach Up Case Manager II	53	3.8%	18.9%	Probation & Parole Officer	57	15.8%	33.3%
Transportation Operations Technician I	50	0.0%	4.0%	IT Systems Developer III	39	17.9%	33.3%
Financial Specialist III	49	12.2%	20.4%	Administrative Assistant A	18	16.7%	33.3%
Licensed Nursing Assistant	48	10.4%	18.8%	IT Specialist IV	15	6.7%	33.3%
Program Technician II	44	11.4%	22.7%	Administrative Assistant B	34	20.6%	32.4%
Environmental Analyst V - General	42	4.8%	11.9%	Environmental Analyst V - General	34	11.8%	32.4%
Civil Engineer I	42	2.4%	2.4%	Sergeant	84	2.4%	32.1%
Mental Health Specialist	41	7.3%	17.1%	Public Health Nurse II	25	20.0%	32.0%
Family Services Supervisor	41	4.9%	17.1%	Community Correctional Prog. Supvsr	25	12.0%	32.0%
IT Systems Developer III	39	17.9%	33.3%	AOT Technician V	22	9.1%	31.8%
Community Correctional Officer	38	0.0%	2.6%	Financial Administrator I	26	11.5%	30.8%
Environmental Analyst VI	37	16.2%	24.3%	Financial Manager I	33	6.1%	30.3%
Transportation Senior Operations Tech.	37	13.5%	21.6%	Child Support Specialist II	22	9.1%	27.3%

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 2022 year-end. Please see Appendix D for a description of the method used to produce the retirement projections. This table shows projected retirement eligibility for classified employees in the 25 most populous job titles, as well as the 25 classified job titles (with 15 or more employees) with the highest projected retirement eligibility rates.

The most populous job titles with a high percentage of employees projected to be eligible for retirement in five years include Custodian II (37.7%), Administrative Services Coordinator I (37.2%), Transportation Operations Technician III (35.5%), Probation & Parole Officer (33.3%), and IT Systems Developer III (33.3%).

The top five job titles with the highest percentage of employees projected to be eligible for retirement in five years are Lieutenant (76.0%), Financial Specialist II (53.3%), Nurse Case Manager / URN I (50.0%), IT Systems Developer IV (47.8%) and Program Technician I (43.5%).

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



In Fiscal Year 2022 we again saw a high percent of employees who were eligible to retire actually retire comparable to a year with a retirement incentive.

Source: The State's Human Resource Information System (VTHR) and Office of the State Treasurer, Retirement Division. Data include only classified employees of the Executive Branch. Projections are based on employee's age and length of creditable service at the end of each fiscal year. Includes all classified employees eligible for normal retirement during each fiscal year. Does not include early retirements or disability retirements. Please see Appendix 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.

Before 2019 in years without a retirement incentive on average 17% of those eligible to retire actually retired. In years with retirement incentives the percentage increases to an average of nearly 28%. Since 2019 the percentage has increased to an average of almost 24%.

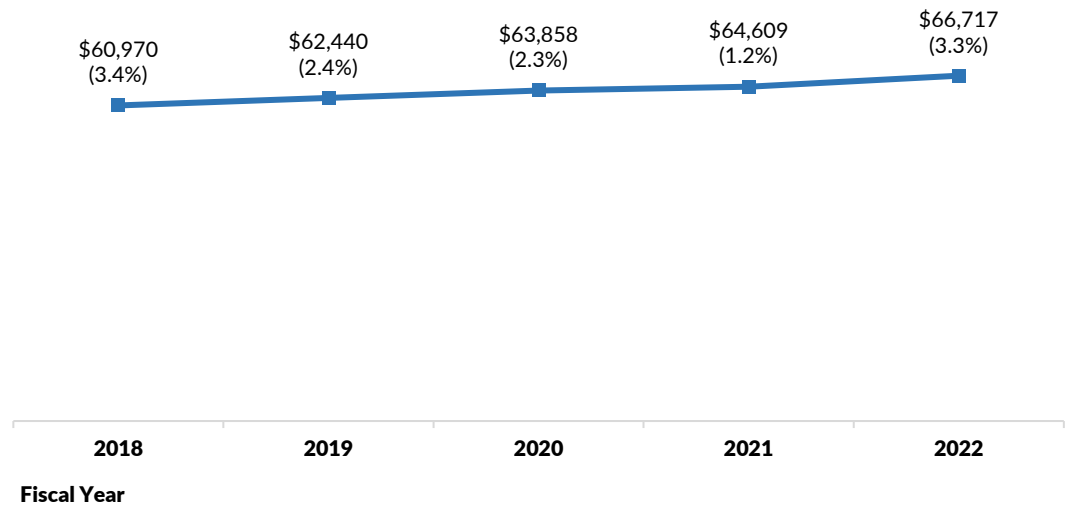
What is noteworthy is in the past three out of four fiscal years 25% or more of those employees eligible to retire did retire. This percentage is approximately the same as in a year with a retirement incentive.

The decision to retire is a complex decision that is influenced by multiple factors that is highly complicated to predict³. 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.).

³ 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 2022 was 3.3%, the highest since 2018.



Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2018 to 2022. Annual salary is base rate and does not include benefits or overtime. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

At the end of Fiscal Year 2022 the average base rate salary for full-time classified employees was \$66,717, a 3.3% increase from Fiscal Year 2021.

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.

Table 43 State of Vermont Negotiated Salary Adjustments for Classified Employees

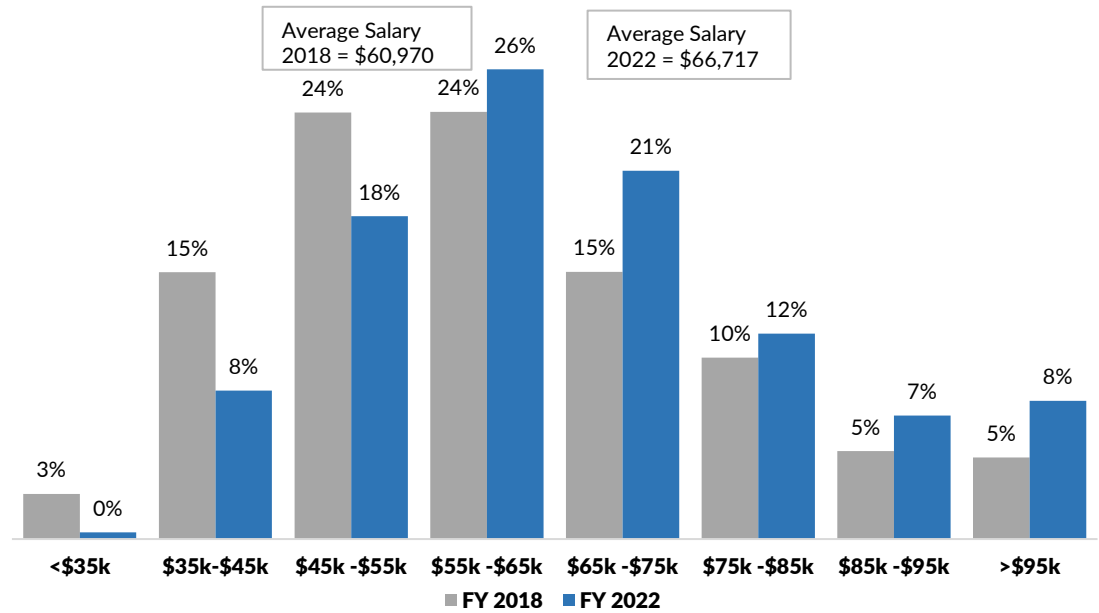
State of Vermont and Vermont State Employees' Association, Inc. (VSEA)				
Fiscal Year	Total Avg. Salary Adjustment	Steps %	Across Board Increase	Notes
1986	4.00%	0.00%	4.00%	
1987	8.00%	5.00%	3.00%	
1988	4.60%	1.60%	3.00%	
1989	6.10%	1.60%	4.50%	
1990	7.90%	2.40%	5.50%	
1991	5.90%	1.90%	4.00%	
1992	6.40%	1.90%	4.50%	
1993	1.90%	1.90%	0.00%	
1994	4.40%	1.90%	2.50%	
1995	3.30%	1.30%	2.00%	Steps delayed 3 months
1996	4.80%	1.80%	3.00%	
1997	3.80%	1.80%	2.00%	
1998	4.05%	1.80%	2.25%	
1999	4.80%	1.80%	3.00%	
2000	4.80%	1.80%	3.00%	
2001	4.80%	1.80%	3.00%	
2002	6.48%	1.98%	4.50%	ABI \$0.50/hr. (7/1/2001) and \$0.25/hr. (1/13/2002) = 4.50%
2003	4.98%	1.98%	3.00%	
2004	3.48%	1.98%	1.50%	
2005	4.48%	1.98%	2.50%	
2006	3.98%	1.98%	2.00%	
2007	3.98%	1.98%	2.00%	
2008	4.23%	1.98%	2.25%	
2009	3.50%	1.70%	1.80%	Classified managerial and confidential employees earning =/> \$60,000 a year did NOT receive the 1.8% across the board increase. (See Section 2(b) of Act 206 of the 2008 Legislative Session).
2010	3.50%	1.70%	1.80%	Classified managerial and confidential employees earning =/> \$60,000 a year also received the 1.8% across the board increase that was withheld during FY 2009. (See Section 2(b) of Act 206 of the 2008 Legislative Session)
2011	-3.00%	0.00%	-3.00%	3% salary decrease, steps frozen for two years.
2012	0.00%	0.00%	0.00%	No change in salary or step.
2013	5.94%	0.85%	2.00%	3.09% increase due to restoration from 3% pay decrease
2014	3.70%	1.70%	2.00%	
2015	4.20%	1.70%	2.50%	\$12.48 minimum wage
2016	4.20%	1.70%	2.50%	
2017	3.70%	1.70%	2.00%	
2018	4.15%	1.90%	2.25%	
2019	3.25%	1.90%	1.35%	
2020	3.25%	1.90%	1.35%	
2021	1.90%	1.90%	0.00%	One-Time \$1,400 payment, July 2020
2022	4.15%	1.90%	2.25%	

State of Vermont and Vermont Troopers' Association, Inc. (VTA)				
Fiscal Year	Total Avg. Salary Adjustment	Steps %	Across Board Increase	Notes
2011	0.00%	0.00%	0.00%	3% decrease through benefit concessions. Steps frozen one year
2012	0.00%	0.00%	0.00%	Benefit concessions continued, steps frozen for one year
2013	8.60%	1.30%	0.00%	New pay chart established. Estimated value = +7.3%
2014	2.60%	2.60%	0.00%	
2015	2.60%	2.60%	0.00%	
2015	4.60%	2.60%	2.00%	
2016	4.50%	2.50%	2.00%	
2017	4.50%	2.50%	2.00%	
2018	4.75%	2.50%	2.25%	
2019	3.95%	2.70%	1.25%	
2020	4.95%	2.70%	2.25%	
2021	2.60%	2.60%	0.00%	One-Time \$1,400 payment, July 2020.
2022	4.95%	2.60%	2.25%	

Source: Department of Human Resources

Table 44a Annual Salary Distribution for Full-Time Classified Employees – Fiscal Year 2018 vs. Fiscal Year 2022

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 2018 and 2022. Annual salary is base rate and does not include benefits or overtime.

In Fiscal Year 2022 the largest number of full-time classified employees earned between \$55,000 and \$65,000 in base rate annual salary.

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

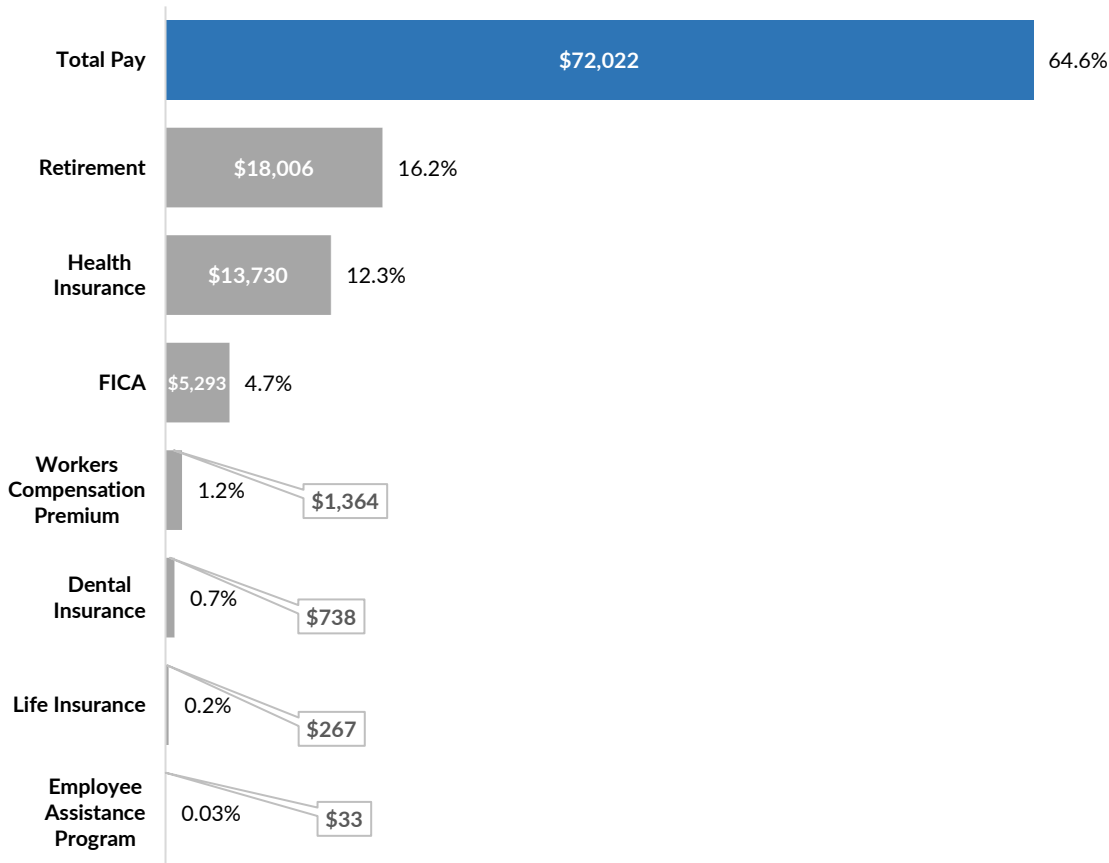
This is primarily the result of a significant decrease in both the number of employees and job classes at lower pay grades and an increase in the number of employees and job classes at higher pay grades (See Tables 48 & 49). In addition, in Fiscal Year 2022 classified employees saw across the board increase of 2.25% (See Table 43)

From Fiscal Year 2018 to Fiscal Year 2022, decreases were seen in the less than \$35,000 range (-85%), the \$35,000-\$45,000 range (-47%), and the \$45,000 - \$55,000 range (-28%). Increases were seen in the \$65,000-\$75,000 range (32%), the \$75,000-\$85,000 range (8%), the \$85,000-\$95,000 range (35%) and while a small percentage of the workforce, the number of employees making greater than \$95,000 also increased (62%).

Table 44b Annual Salary Distribution for Full-Time Classified Employees – Data Table

Salary Range	2018	2019	2020	2021	2022
<\$35,000	193	170	143	119	28
\$35,000-\$45,000	1,142	902	800	698	608
\$45,000-\$55,000	1,825	1,846	1,690	1,483	1,321
\$55,000-\$65,000	1,828	1,714	1,925	1,966	1,922
\$65,000-\$75,000	1,143	1,301	1,254	1,256	1,507
\$75,000-\$85,000	776	756	755	760	841
\$85,000-\$95,000	376	417	500	498	506
>\$95,000	349	418	481	471	566
Total	7,632	7,524	7,548	7,251	7,299

Table 45 Total Compensation for Classified Executive Branch Employees – Fiscal Year 2022



Average total compensation for classified Executive Branch employees for Fiscal Year 2022 was \$111,453.

On average, employer-paid benefits represent 35.4% of total compensation.

Detail of Total Compensation - Executive Branch Classified ¹ Employees Fiscal Year 2022

Pay	Total	Cost per Employee ³	% of Total Compensation
Total Pay ²	\$547,867,782	\$72,022	64.6%
Subtotal	\$547,867,782	\$72,022	64.6%
Employer Paid Benefits			
FICA (Social Security and Medicare Deductions)	\$40,267,058	\$5,293	4.7%
Workers Compensation Premium ⁴	\$10,373,286	\$1,364	1.2%
Retirement (State share of retirement contribution)	\$136,975,416	\$18,006	16.2%
Health Insurance (State 80% share)	\$104,445,175	\$13,730	12.3%
Dental Insurance (State 100% share)	\$5,611,353	\$738	0.7%
Life Insurance (State 75% share)	\$2,033,464	\$267	0.2%
Employee Assistance Program	\$247,350	\$33	0.03%
Subtotal	\$299,953,102	\$39,431	35.4%
Total Compensation (Pay + Benefits)	\$847,820,884	\$111,453	100.0%

¹ Includes bargaining unit and non-bargaining unit employees.

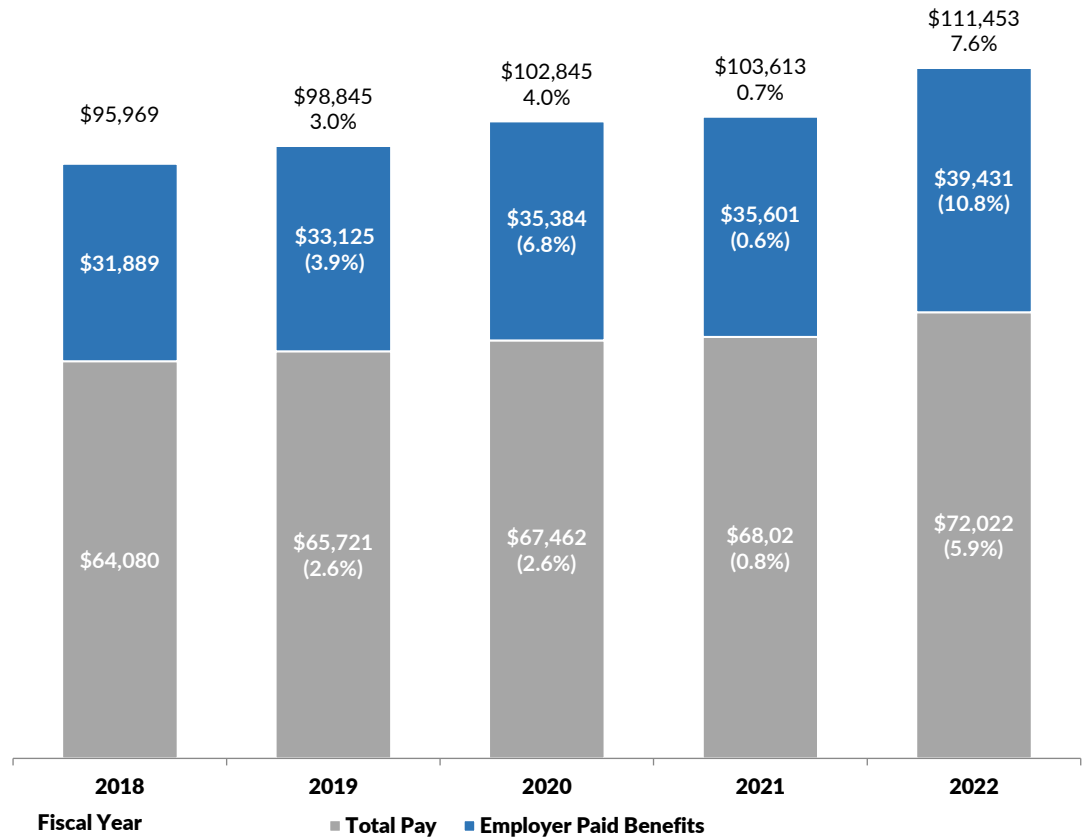
² Includes all categories in which employees were paid: salary, leave, overtime, shift differential, etc. Does not include expense reimbursements, such as for mileage.

³ Based on the average number of classified employees during FY '22 (7,607).

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 2018 to 2022. 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 45 for a listing of major employer paid benefits. Total compensation is Total Pay plus Employer Paid Benefits.

Average Total Pay was \$72,022 for Fiscal Year 2022, up 5.9% from Fiscal Year 2021.

Average Employer Paid Benefits increased significantly 10.8% from Fiscal Year 2021 to \$39,431 for Fiscal Year 2022.

Average Total Compensation for Fiscal Year 2022 was \$111,453 up 7.6% from Fiscal Year 2021.

Average total pay rose 5.9%. Part of that increase is an anomaly because there were 27 pay periods in the fiscal year instead of the normal 26 (added about 3.8%). Also reflected was a 2.25% across the board increase.

The significant increase in employer paid benefits was primarily driven by an increase in employer retirement contribution of 19%.

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

Plan Type	Fiscal Year				
	2018	2019	2020	2021	2022
Medical					
SelectCare	6,397	6,301	6,362	6,261	6,141
TotalChoice	340	340	307	305	322
TOTAL All Plans	6,737	6,641	6,669	6,566	6,463
% of Classified Employees	87.2%	86.8%	87.1%	85.1%	85.0%
% Change from Previous FY		-1.4%	0.4%	-1.6%	-1.6%
SelectCare (Percent of Total)	95.0%	95.0%	95.4%	95.4%	95.0%
TotalChoice (Percent of Total)	5.0%	5.0%	4.6%	4.6%	5.0%
Dental					
Dental Enrollment	6,972	6,774	6,817	6,701	6,401
% of Classified Employees	90.3%	88.5%	89.1%	86.9%	84.1%
% Change from Previous FY		-2.8%	0.6%	-1.7%	-4.7%
Life Insurance					
Life Enrollment	6,234	6,354	6,535	6,415	6,368
% of Classified Employees	80.7%	83.0%	85.4%	83.2%	83.7%
% Change from Previous FY		1.9%	2.8%	-1.9%	-0.7%
Flexible Spending Accounts					
Health Care	865	984	929	945	979
% of Classified Employees	11.2%	12.9%	12.1%	12.3%	12.4%
% Change from Previous FY		13.8%	-5.6%	1.7%	3.5%
Dependent Care	158	185	168	155	167
% of Classified Employees	2.0%	2.4%	2.2%	2.0%	2.0%
% Change from Previous FY		17.1%	-9.2%	-8.4%	7.2%

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

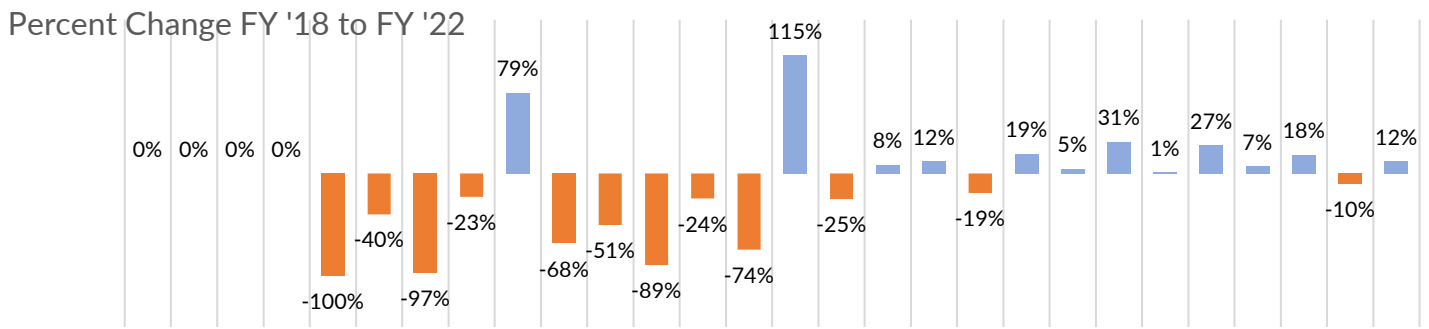
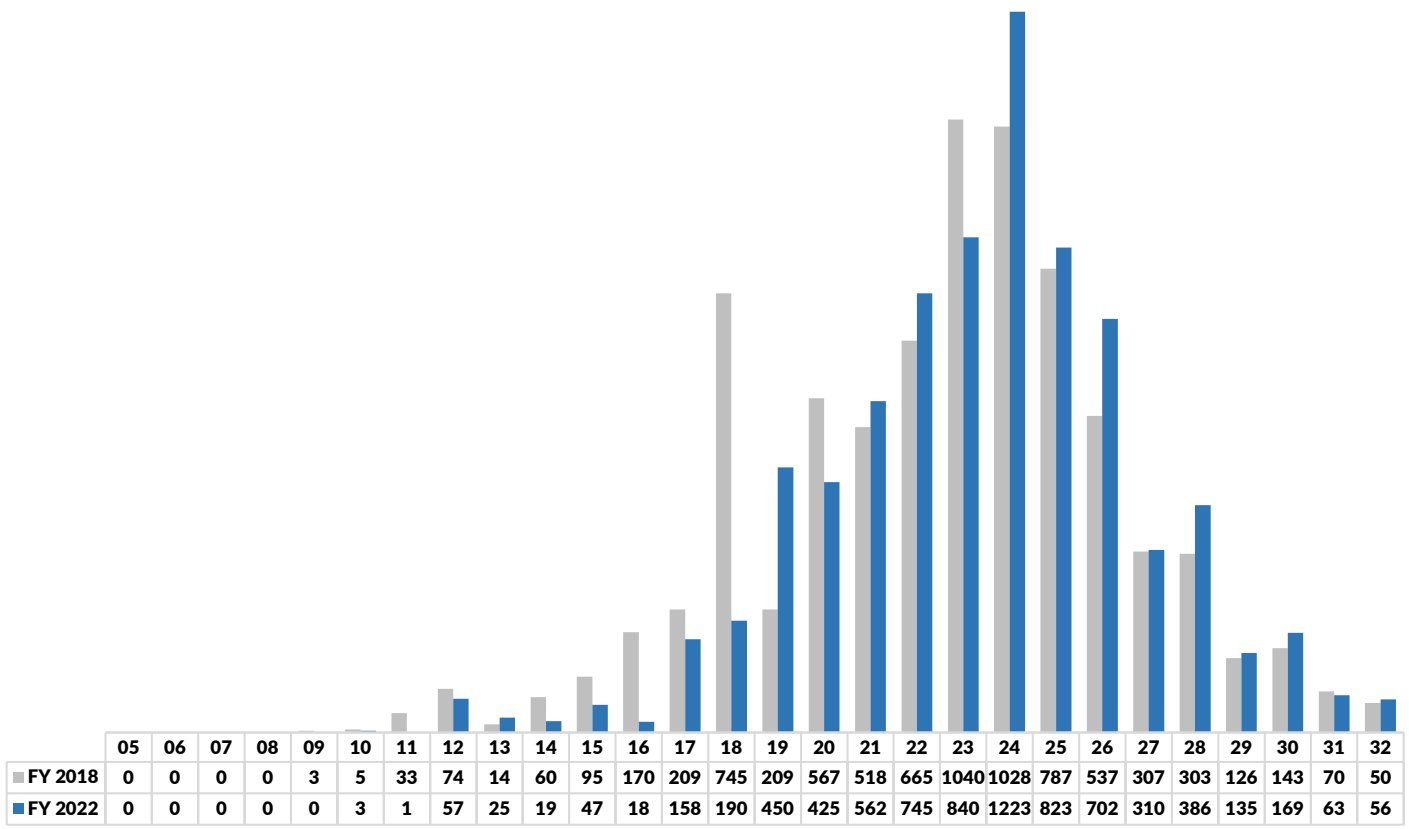
Almost 84% of active classified employees were enrolled in the life insurance benefit.

Enrollment in Health Care flexible spending accounts was up slightly.

Dependent Care flexible spending account enrollment was up over 7%.

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2018 to 2022. "SelectCare" is a "Point of Service" (POS) Plan in which enrollees decide whether 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 2018 vs. Fiscal Year 2022



Source: The State's Human Resource Information System (VTHR). Data include all classified Executive Branch employees for Fiscal Years 2018 and 2022.

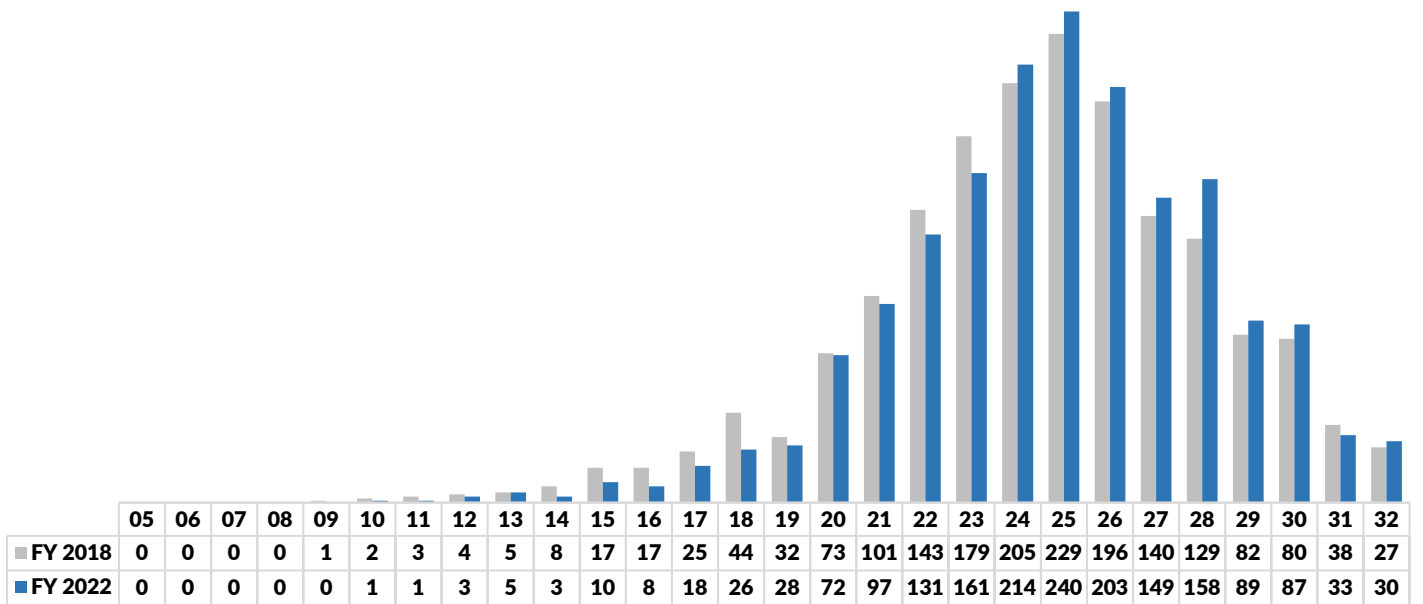
The distribution of employees has shifted to higher pay grades.

In Fiscal Year 2022 the largest number of employees were assigned to pay grade 24 (1,223 or 16.5%). This is a significant shift from Fiscal Year 2018 when pay grade 23 had the largest number of employees (1,040 or 13.5%).

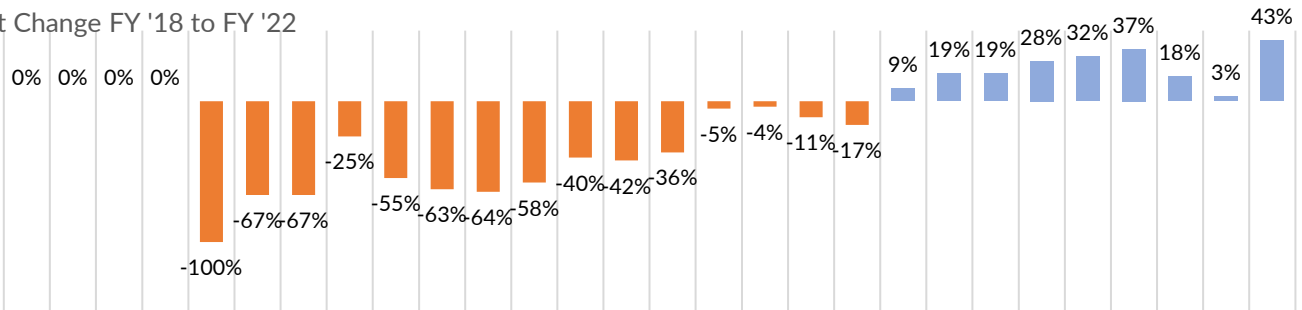
In Fiscal Year 2022 there were no employees assigned to pay grade 5 through 9. There was a total of 170 or 2.3% of employees assigned to pay grade 10 through 16. For all intents and purposes, the number of pay grades has been compressed from 28 (5 to 32) to only 16 (17 to 32).

Generally, there were fewer employees in jobs assigned to pay grade 23 and lower – a 20% decrease from Fiscal Year 2018 to Fiscal Year 2022 than there were employees assigned to pay grade 24 or higher, which increased 15%.

Table 49 Number of Job Classes by Pay Grade – Fiscal Year 2018 vs. Fiscal Year 2022



Percent Change FY '18 to FY '22



Source: The State’s Human Resource Information System (VTHR). Data include all classified Executive Branch employees for Fiscal Years 2018 and 2022. Job classes are assigned to a pay grade in the salary plan.

From Fiscal Year 2018 to Fiscal Year 2022 the number of job classes assigned to pay grade 23 and lower declined by 21% while those at pay grade 24 and higher increased 21%.

Over 90% of job classes are assigned to pay grade 20 to pay grade 30, which indicates a severe level of compression in range (See also Table 48).

Over 90% of job classes are assigned to pay grade 20 to pay grade 30, which indicates a severe level of compression in range.

Table 50 Classification Reviews – Fiscal Year 2018 to Fiscal Year 2022

Reason	FY 2018		FY 2019		FY 2020		FY 2021		FY 2022	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Job Class found properly assigned to Pay Grade	71	6.6%	67	4.2%	24	2.8%	21	4.0%	101	7.2%
Decentralized Reallocation	169	15.6%	185	11.7%	178	21.1%	171	32.3%	126	9.0%
Reclassification with change in Pay Grade	842	77.8%	1,327	84.0%	642	76.1%	338	63.8%	1,179	83.9%
Total	1,082	100.0%	1,579	100.0%	844	100.0%	530	100.0%	1,406	100.0%
Estimated Annualized Cost	\$4,293,426		\$5,697,093		\$3,353,775		\$2,114,259		\$6,279,988	

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

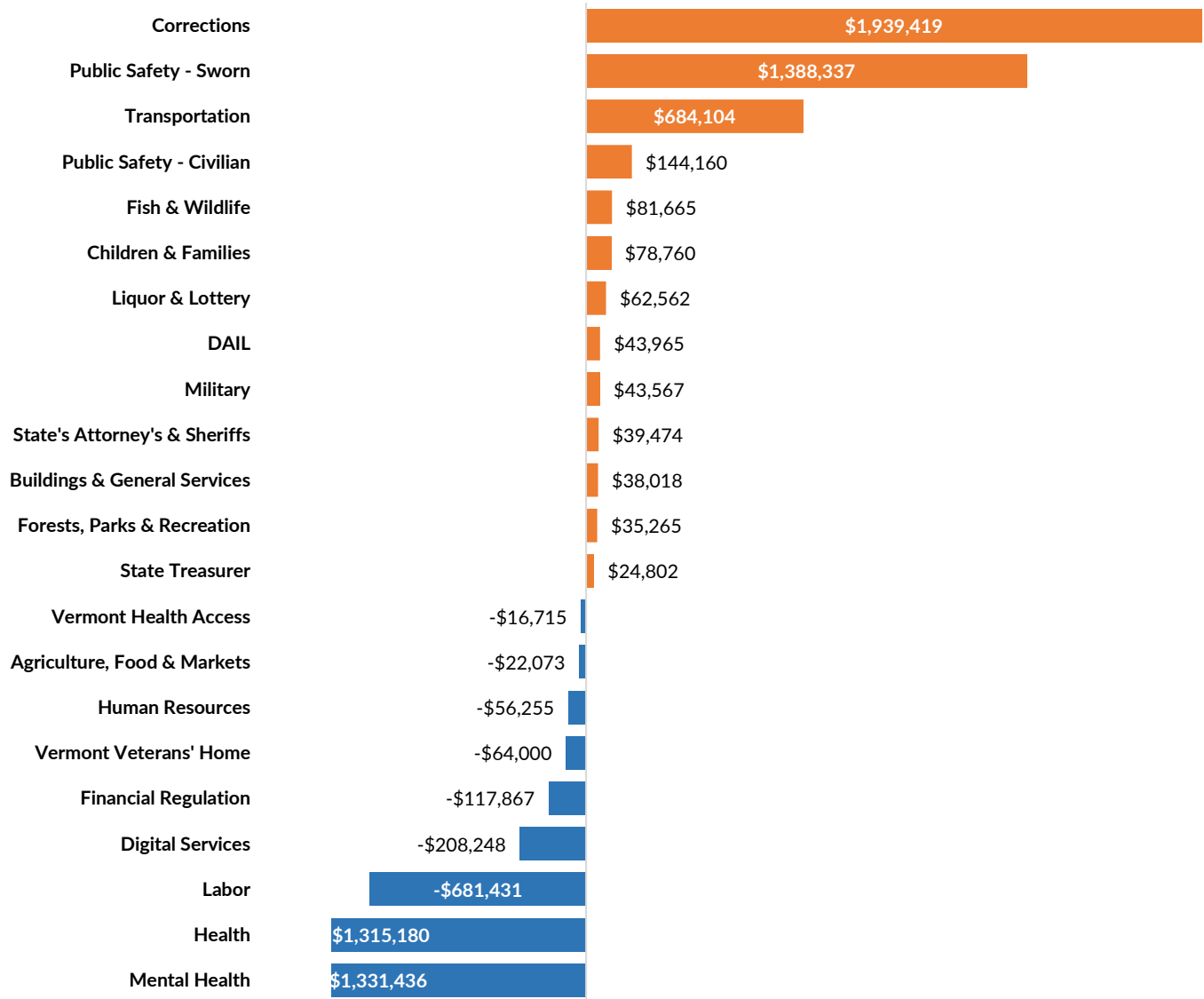
Department	Fiscal Year					% Change FY '21 to FY '22
	2018	2019	2020	2021	2022	
Administration	\$9,084	\$6,570	\$10,129	\$17,828	\$9,302	-47.8%
Agriculture, Food & Markets	\$36,266	\$32,379	\$42,930	\$72,328	\$50,255	-30.5%
Attorney General	\$24,103	\$26,067	\$32,286	\$43,441	\$48,247	11.1%
Buildings & General Services	\$338,455	\$433,684	\$396,171	\$277,546	\$315,563	13.7%
Children & Families	\$1,127,055	\$1,227,162	\$1,088,984	\$1,150,301	\$1,229,061	6.8%
Commerce & Community Development	\$5,156	\$14,035	\$10,418	\$33,603	\$32,040	-4.7%
Corrections	\$6,340,077	\$7,601,495	\$8,662,379	\$8,956,508	\$10,895,926	21.7%
Digital Services	\$24,718	\$103,378	\$163,795	\$326,046	\$117,798	-63.9%
Disabilities, Aging & Independent Living	\$79,470	\$95,777	\$116,396	\$94,927	\$138,892	46.3%
Education	\$43,200	\$60,595	\$75,979	\$73,009	\$81,855	12.1%
Environmental Conservation	\$185,586	\$173,986	\$171,922	\$185,015	\$198,305	7.2%
Finance & Management	\$8,821	\$82,327	\$840	\$7,021	\$8,233	17.3%
Financial Regulation	\$7,758	\$19,139	\$33,355	\$158,218	\$40,351	-74.5%
Fish & Wildlife	\$449,973	\$432,815	\$419,466	\$369,096	\$450,761	22.1%
Forests, Parks & Recreation	\$105,790	\$75,398	\$66,099	\$50,658	\$85,923	69.6%
Green Mountain Care Board	\$6,422	\$3,789	\$2,757	\$767	\$2,131	178.1%
Health	\$212,580	\$152,558	\$777,299	\$2,539,065	\$1,223,885	-51.8%
Human Resources	\$3,921	\$4,886	\$61,221	\$108,394	\$52,139	-51.9%
Human Services	\$8,666	\$1,676	\$22,919	\$20,571	\$15,505	-24.6%
Labor	\$34,742	\$18,969	\$422,454	\$892,229	\$210,798	-76.4%
Libraries	\$508	\$1,635	\$2,349	\$479	\$1,101	130.1%
Liquor & Lottery	\$123,782	\$119,559	\$121,169	\$126,009	\$188,571	49.6%
Mental Health	\$986,136	\$979,342	\$1,268,328	\$2,565,803	\$1,234,368	-51.9%
Military	\$317,118	\$397,180	\$360,118	\$495,800	\$539,367	8.8%
Natural Resources	\$2,070	\$2,237	\$1,814	\$902	\$4,153	360.7%
Natural Resources Board	\$2,516	\$4,323	\$527	\$0	\$323	n/a
Public Safety - Civilian	\$1,566,209	\$1,344,165	\$1,425,785	\$1,029,146	\$1,173,306	14.0%
Public Safety - Sworn	\$4,374,337	\$4,173,483	\$3,839,361	\$2,723,742	\$4,112,079	51.0%
Public Service	\$1,851	\$1,200	\$1,093	\$1,895	\$7,860	314.8%
Secretary of State	\$41,559	\$64,501	\$45,851	\$10,731	\$9,822	-8.5%
Small Departments	\$137,931	\$139,151	\$160,817	\$141,833	\$148,082	4.4%
State Treasurer	\$16,676	\$17,451	\$13,305	\$11,029	\$35,831	224.9%
State's Attorney's & Sheriffs	\$71,321	\$69,985	\$74,361	\$171,783	\$211,257	23.0%
Taxes	\$32,200	\$55,436	\$43,918	\$45,614	\$38,320	-16.0%
Transportation	\$4,392,221	\$4,858,930	\$4,315,583	\$3,128,167	\$3,812,271	21.9%
Vermont Health Access	\$387,710	\$342,063	\$354,036	\$172,958	\$156,244	-9.7%
Vermont Veterans' Home	\$836,843	\$828,189	\$778,202	\$691,503	\$627,503	-9.3%
Total	\$22,390,411	\$23,999,134	\$25,384,416	\$26,693,962	\$27,507,428	
	% Change from Previous FY	7.2%	5.8%	5.2%	3.0%	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified, exempt and temporary) for Fiscal Years 2018 to 2022. "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.

Corrections saw a 22% increase, totaling almost \$2 million, from FY 21 to FY 22.

Overtime costs increased 3.0% from Fiscal Year 2021 to Fiscal Year 2022. Just three departments accounted for over 70% of the total cash overtime costs – Corrections, Public Safety, and Transportation.

Table 52 Departments with the Greatest Dollar Increase/Decrease in Cash Overtime – Fiscal Year 2021 vs. Fiscal Year 2022



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

The decrease in cash overtime for certain departments, namely Labor, Health, and Mental Health, was the result of the comparison to Fiscal Year 2021, which saw very high cash overtime costs directly related to the response to the COVID-19 pandemic. Those pressures were reduced in Fiscal Year 2022.

Corrections saw an over \$1.9 million increase in cash overtime from Fiscal Year 2021 to Fiscal Year 2021 which was related to high turnover and difficulties in staffing.

The decrease in cash overtime for certain departments was the result of reduced costs in the post pandemic Fiscal Year 2022.

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

Department	Fiscal Year					% Change FY '21 to FY '22
	2018	2019	2020	2021	2022	
Administration	110	120	324	605	382	-36.8%
Agriculture, Food & Markets	7,047	6,896	6,207	3,577	4,257	19.0%
Attorney General	126	16	147	20	83	309.3%
Buildings & General Services	5,954	7,233	6,366	4,052	5,380	32.8%
Children & Families	20,513	21,828	16,911	11,251	11,131	-1.1%
Commerce & Community Development	2,533	2,301	1,773	1,620	1,323	-18.4%
Corrections	17,499	23,793	27,431	31,528	37,346	18.5%
Digital Services	1,271	4,087	4,720	5,287	4,162	-21.3%
Disabilities, Aging & Independent Living	5,331	5,913	4,331	2,328	3,042	30.7%
Education	4,726	5,120	3,545	1,531	1,805	17.9%
Environmental Conservation	5,540	5,069	3,587	2,228	3,079	38.2%
Finance & Management	2,553	2,005	1,079	1,370	1,784	30.2%
Financial Regulation	916	1,540	1,034	902	688	-23.7%
Fish & Wildlife	3,541	3,252	2,807	1,994	3,007	50.8%
Forests, Parks & Recreation	3,475	3,703	3,035	2,365	2,711	14.6%
Green Mountain Care Board	210	390	424	322	137	-57.6%
Health	12,297	10,524	12,454	11,633	5,662	-51.3%
Human Resources	388	304	308	204	285	40.0%
Human Services	2,062	561	577	387	597	54.0%
Labor	659	472	3,461	2,769	649	-76.6%
Libraries	204	226	210	8	118	1370.3%
Liquor & Lottery	855	907	991	941	888	-5.7%
Mental Health	7,980	8,238	7,726	5,814	3,657	-37.1%
Military	4,642	5,594	4,127	2,342	3,139	34.0%
Natural Resources	361	105	60	57	105	84.9%
Natural Resources Board	148	128	43	3	17	475.0%
Public Safety - Civilian	6,744	6,175	7,267	3,784	3,014	-20.3%
Public Safety - Sworn	5,718	5,866	4,706	3,112	4,811	54.6%
Public Service	391	478	535	469	467	-0.6%
Secretary of State	1,592	1,898	1,215	655	639	-2.5%
Small Department	714	583	798	306	715	134.0%
State Treasurer	707	491	228	227	309	36.5%
Taxes	3,733	2,915	1,106	2,361	1,119	-52.6%
Transportation	37,909	39,295	37,665	27,654	29,496	6.7%
Vermont Health Access	7,395	8,956	8,259	3,083	3,942	27.9%
Vermont Veterans' Home	3,659	2,432	2,293	1,607	1,668	3.8%
Total	179,637	189,531	177,750	138,396	141,611	
	% Change from Previous FY	5.5%	-6.2%	-22.1%	2.3%	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2018 to 2022. "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 141,611 hours in Fiscal Year 2022, a 2.3% increase from Fiscal Year 2021.

Table 54 Compensatory Time Costs by Department and Fiscal Year

Department	Fiscal Year					% Change FY '21 to FY '22
	2018	2019	2020	2021	2022	
Administration	\$2,463	\$5,976	\$6,195	\$4,766	\$22,194	365.7%
Agriculture, Food & Markets	\$211,915	\$231,155	\$208,508	\$120,691	\$168,384	39.5%
Attorney General	\$6,351	\$9,463	\$7,010	\$996	\$3,818	283.4%
Buildings & General Services	\$224,527	\$213,786	\$212,348	\$167,904	\$219,109	30.5%
Children & Families	\$770,018	\$760,418	\$651,003	\$626,760	\$465,290	-25.8%
Commerce & Community Development	\$80,131	\$79,359	\$63,745	\$65,775	\$45,288	-31.1%
Corrections	\$887,400	\$1,063,327	\$1,088,160	\$1,346,066	\$1,724,926	28.1%
Digital Services	\$50,996	\$188,057	\$169,465	\$208,896	\$282,130	35.1%
Disabilities, Aging & Independent Living	\$179,847	\$222,629	\$170,621	\$100,237	\$144,050	43.7%
Education	\$145,676	\$150,544	\$123,940	\$92,161	\$56,069	-39.2%
Environmental Conservation	\$200,246	\$191,766	\$153,892	\$94,042	\$113,902	21.1%
Finance & Management	\$92,242	\$111,022	\$33,962	\$46,138	\$69,802	51.3%
Financial Regulation	\$50,197	\$61,202	\$52,068	\$34,290	\$35,181	2.6%
Fish & Wildlife	\$148,335	\$152,431	\$140,583	\$106,803	\$145,005	35.8%
Forests, Parks & Recreation	\$106,346	\$107,020	\$133,599	\$71,474	\$113,468	58.8%
Green Mountain Care Board	\$6,349	\$14,789	\$13,661	\$15,155	\$8,554	-43.6%
Health	\$411,355	\$461,347	\$352,844	\$531,356	\$475,332	-10.5%
Human Resources	\$17,284	\$16,573	\$17,385	\$12,128	\$12,685	4.6%
Human Services	\$85,749	\$28,571	\$14,840	\$34,205	\$25,407	-25.7%
Labor	\$16,155	\$16,886	\$18,850	\$107,738	\$41,568	-61.4%
Libraries	\$6,968	\$9,458	\$5,863	\$3,054	\$3,004	-1.6%
Liquor & Lottery	\$18,836	\$22,218	\$29,182	\$27,686	\$30,724	11.0%
Mental Health	\$426,047	\$407,149	\$403,827	\$333,972	\$327,140	-2.0%
Military	\$200,201	\$211,954	\$183,711	\$138,078	\$176,919	28.1%
Natural Resources	\$11,770	\$8,676	\$6,724	\$3,408	\$5,246	53.9%
Natural Resources Board	\$6,565	\$7,011	\$4,512	\$301	\$316	4.9%
Public Safety - Civilian	\$244,180	\$214,907	\$243,684	\$190,073	\$142,636	-25.0%
Public Safety - Sworn	\$541,441	\$571,324	\$614,019	\$450,084	\$545,391	21.2%
Public Service	\$24,346	\$20,446	\$16,572	\$10,804	\$21,956	103.2%
Secretary of State	\$65,848	\$65,852	\$48,566	\$31,604	\$43,086	36.3%
Small Departments	\$18,750	\$27,283	\$27,062	\$9,967	\$25,701	157.9%
State Treasurer	\$13,371	\$35,708	\$8,063	\$4,060	\$12,958	219.1%
State's Attorney's & Sheriffs	\$9,280	\$3,664	\$6,919	\$2,569	\$11,000	328.2%
Taxes	\$120,237	\$124,692	\$57,932	\$45,488	\$69,349	52.5%
Transportation	\$1,389,688	\$1,503,917	\$1,342,379	\$1,213,800	\$1,431,062	17.9%
Vermont Health Access	\$212,552	\$292,677	\$278,510	\$181,154	\$136,513	-24.6%
Vermont Veterans' Home	\$231,699	\$230,297	\$109,500	\$126,775	\$132,789	4.7%
Total	\$7,237,524	\$7,846,245	\$7,019,704	\$6,560,455	\$7,287,954	11.1%
% Change from Previous FY		8.4%	-10.5%	-6.5%	11.1%	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2018 to 2022. "Small Departments" have 15 or fewer employees (See Appendix C). Payment for compensatory time off as reported in this Table includes: (1) compensatory time actually used; and (2) payment of unused accrued compensatory time upon separation or as specified in the Labor Agreements.

Compensatory time costs increased 11.1% from Fiscal Year 2021 to Fiscal Year 2022.

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

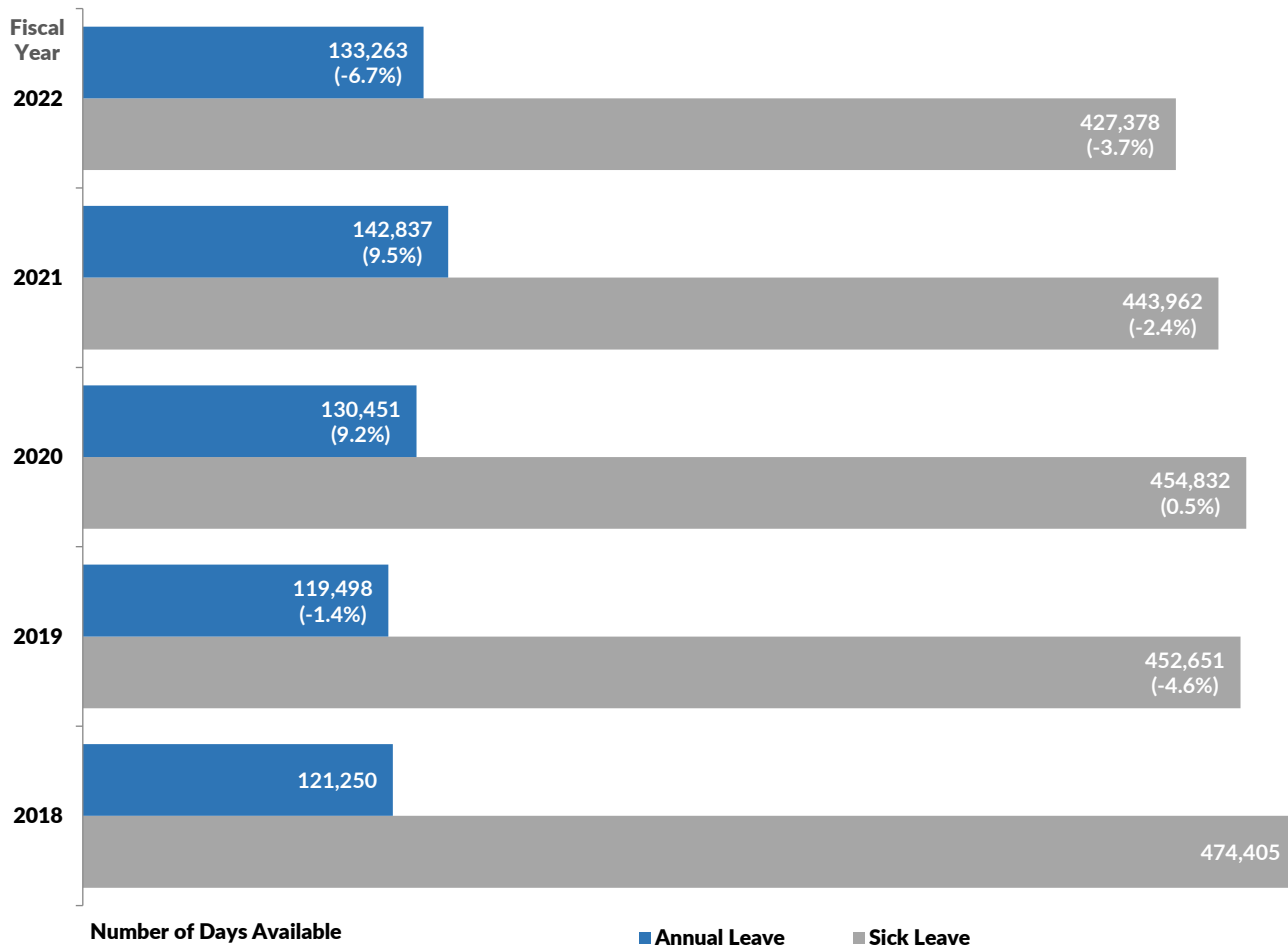
Department	2020	Fiscal Year 2021	2022	% Change FY '21 to FY '22
Administration	\$767	\$223	\$0	-100.0%
Agriculture, Food & Markets	\$84,724	\$33,118	\$5,502	-83.4%
Attorney General	\$46,542	\$8,999	\$0	-100.0%
Buildings & General Services	\$881,427	\$334,520	\$41,426	-87.6%
Children & Families	\$1,103,370	\$188,119	\$120,470	-36.0%
Commerce & Community Development	\$40,603	\$8,279	\$581	-93.0%
Corrections	\$1,016,228	\$734,568	\$376,332	-48.8%
Digital Services	\$126,326	\$12,712	\$21,835	71.8%
Disabilities, Aging & Independent Living	\$150,587	\$33,075	\$11,302	-65.8%
Education	\$15,869	\$4,980	\$6,725	35.1%
Environmental Conservation	\$223,972	\$44,300	\$3,475	-92.2%
Finance & Management	\$7,768	\$7,831	\$0	-100.0%
Financial Regulation	\$88,745	\$23,211	\$1,138	-95.1%
Fish & Wildlife	\$103,843	\$62,938	\$2,872	-95.4%
Forests, Parks & Recreation	\$101,749	\$28,018	\$1,727	-93.8%
Green Mountain Care Board	\$37,878	\$3,614	\$3,844	6.4%
Health	\$510,507	\$215,606	\$22,554	-89.5%
Human Resources	\$17,499	\$5,073	\$7,230	42.5%
Human Services	\$16,807	\$6,588	\$0	-100.0%
Labor	\$141,835	\$38,431	\$28,943	-24.7%
Libraries	\$380	\$0	\$0	n/a
Liquor & Lottery	\$23,495	\$1,814	\$4,801	164.6%
Mental Health	\$319,451	\$665,212	\$76,291	-88.5%
Military	\$315,270	\$148,429	\$37,422	-74.8%
Natural Resources	\$5,984	\$515	\$435	-15.5%
Natural Resources Board	\$8,107	\$499	\$0	-100.0%
Public Safety - Civilian	\$137,541	\$33,245	\$20,530	-38.2%
Public Safety - Sworn	\$70,860	\$124,982	\$94,157	-24.7%
Public Service	\$41,371	\$25,022	\$305	-98.8%
Secretary of State	\$52,616	\$4,177	\$10,596	153.7%
Small Departments	\$135,083	\$20,388	\$1,086	-94.7%
State Treasurer	\$15,709	\$2,673	\$1,302	-51.3%
Taxes	\$245,519	\$41,459	\$16,374	-60.5%
Transportation	\$2,013,813	\$237,046	\$134,171	-43.4%
Vermont Health Access	\$370,326	\$77,937	\$42,790	-45.1%
Vermont Veterans' Home	\$186,236	\$135,217	\$44,970	-66.7%
Total	\$8,658,807	\$3,312,817	\$1,147,595	
	% Change from Previous FY	-61.7%	-65.4%	

A total of \$1,147,595 was paid in COVID paid leave in Fiscal Year 2022.

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified, exempt and temporary) for Fiscal Years 2021 to 2022. "Small Departments" have 15 or fewer employees (See Appendix C). COVID Paid Leave, which was discontinued on April 4, 2022, was able to be used by employees in the following situations when the employee was 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 were recommended to self-isolate in accordance with the guidelines promulgated by the VDH; (c) Employees who were caring for an individual who is quarantined or recommended to self-isolate in accordance with the guidelines promulgated by the VDH; (d) Employees who were caring for children due to a school or business closure; and (e) Employees who were prevented from reporting to work by their employer due to COVID-19 related concerns.

A total of \$1,147,595 was paid in COVID paid leave in Fiscal Year 2022, a decrease of 65.4% from Fiscal Year 2021.

Table 56 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 2018 to 2022. The percentages noted in parentheses reflect the percent change from the previous fiscal year. Sick and annual leave accrue each pay period at a rate based on an employee’s years of service. There is no limit placed on the total accumulation of earned sick leave hours. Accumulation of annual leave is capped at different levels based on an employee’s years of service, and is paid off, in whole or in part, upon separation from employment. For purposes of this Table the number of days is based on an 8-hour day and is rounded to the nearest day. (Some protective services employees have a “standard day” that is greater than eight hours). Leave balances as reported here are as of the end of each fiscal year.

Total annual leave balances decreased (-6.7%) in Fiscal Year 2022. Accumulated annual leave is paid off, in whole or in part, upon separation from employment.

Total sick leave balances decreased (-3.7%) in Fiscal Year 2022.

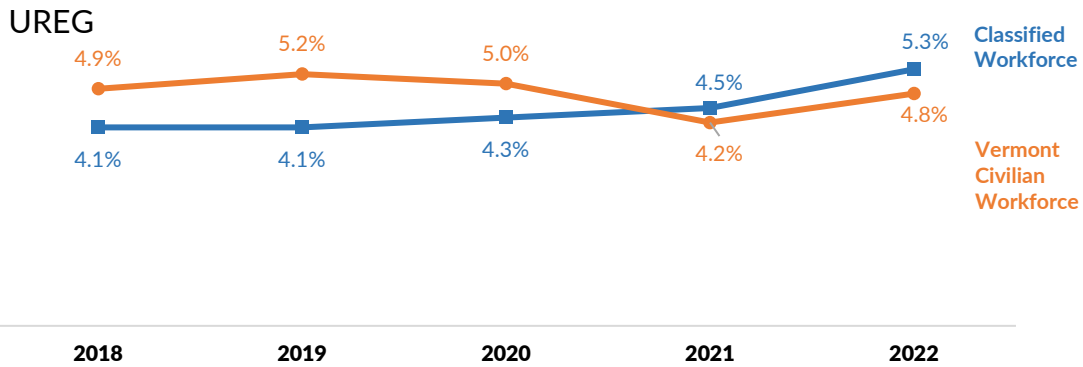
Annual leave balances grew dramatically starting in February 2020 as Stay Home, Stay Safe orders and travel restrictions took hold due to the COVID-19 pandemic. The increase in annual leave balances has continued into Fiscal Year 2021. Annual leave balances as of the end of Fiscal Year 2021 were at a multiyear high. In Fiscal Year 2022 as immunization for COVID-19 became more widespread and as travel and other restrictions lessened, annual leave use increase so overall balances decreased for the first time in two fiscal years.

18
Average number of accumulated annual leave days per employee.

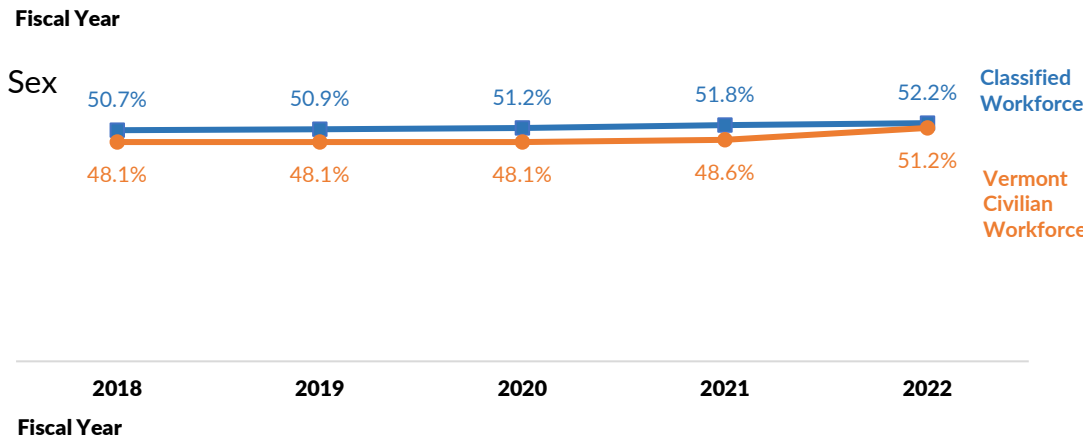
58
Average number of accumulated sick leave days per employee.

Equal Employment Opportunity

Table 57 Underrepresented Racial and Ethnic Groups (UREG) and Sex Composition of Classified Workforce Compared to Vermont Civilian Workforce



For Fiscal Year 2022, representation of Underrepresented Racial and Ethnic Groups (UREG) in the classified workforce was 5.3%.



UREG representation in the classified workforce was over 5% for the first time ever.

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 Underrepresented Racial and Ethnic Groups (UREG) 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 2022, representation of Underrepresented Racial and Ethnic Groups (UREG) in the classified workforce was 5.3%. This represents a noteworthy nearly 18% increase over Fiscal Year 2021, bringing UREG representation in the classified workforce over 5% for the first time ever.

The U.S. Bureau of Labor Statistics estimates a 4.8% UREG representation in the civilian workforce. However, this estimate 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 UREGs in the civilian workforce. So, this needs to be interpreted cautiously.

For Fiscal Year 2022, female representation in the classified workforce was 52.2%. The U.S. Bureau of Labor Statistics estimates a 51.2% female representation in the civilian workforce.

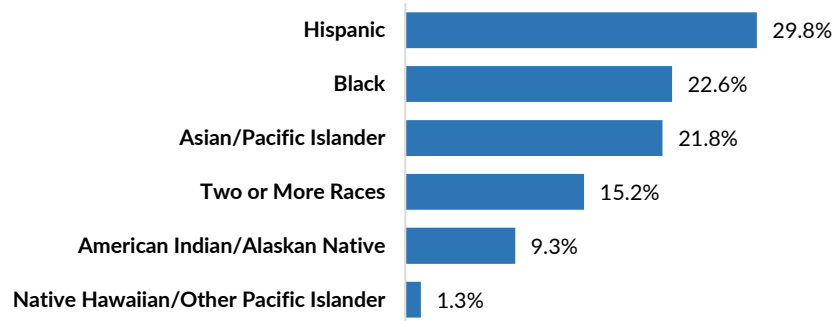
Table 58 Underrepresented Racial and Ethnic Groups (UREG) and Sex Profile – Fiscal Year 2022

Underrepresented Racial and Ethnic Groups (UREG) 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			Race/Ethnic Identification		
	Female	Male	Total	UREG	White	Total
Number	3,870	3,537	7,407	376*	7,031	7,407
Percent	52.2%	47.8%	100%	5.1%	94.9%	100%
Average Salary	\$66,640	\$66,800	\$66,717	\$59,807	\$67,089	\$66,717
Turnover	15.0%	15.6%	15.3%	22.1%	14.7%	15.1%
Average Age	45.5	44.6	45.1	41.9	45.3	45.1
Generation						
Pre-Baby Boom	0.0%	0.1%	0.1%	0.0%	0.1%	0.1%
Baby Boom	18.4%	17.6%	18.0%	12.0%	18.3%	18.0%
Generation X	41.4%	39.8%	40.6%	34.8%	40.9%	40.6%
Millennial	37.2%	37.9%	37.5%	47.1%	37.0%	37.5%
Gen Z	3.0%	4.6%	3.8%	6.1%	3.7%	3.8%
Ave. Years of Service	10.1	10.8	10.5	6.4	10.7	10.5

* Detail on UREG Representation



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2022. See Appendix E for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report. See Note on Table 15a for definitions of Generations.

For Fiscal Year 2022, Underrepresented Racial and Ethnic Groups (UREG) employees had a lower average salary (\$59,807 vs. \$67,089) and a higher turnover rate (22.1% vs. 14.7%) compared to white employees.

UREG employees also had a lower average age (41.9 vs. 45.3) and a lower average years of service (6.4 vs. 10.7) compared to white employees.

Male and female employees have nearly identical average annual salaries.

Table 59 Underrepresented Racial and Ethnic Groups (UREG) Representation for Classified Job Titles – Fiscal Year 2022

UREG Representation of Most Populous Job Titles FY '22			Job Titles with the Highest UREG Representation FY '22		
Job Title	Ave. Num.	% UREG	Job Title	Ave. Num.	% UREG
Correctional Officer I	228	15.4%	Registered Nurse II - CSN	19	21.1%
Family Services Worker	183	10.9%	Correctional Services Specialist I	16	18.8%
Trooper	150	9.3%	MV Direct Client Services Specialist I	54	18.5%
Transportation Operations Technician II	107	3.7%	Probation & Parole Officer II	30	16.7%
Benefits Programs Specialist	104	5.8%	Associate Mental Health Specialist	19	15.8%
Correctional Officer II	100	5.0%	IT Systems Developer II	19	15.8%
Sergeant	84	0.0%	Correctional Officer I	228	15.4%
Administrative Services Coordinator I	78	3.8%	Civil Engineer III	15	13.3%
Transportation Operations Technician III	76	2.6%	Program Technician I	23	13.0%
Probation & Parole Officer	57	5.3%	Corrections Services Specialist II	24	12.5%
MV Direct Client Services Specialist I	54	18.5%	Family Services Worker Trainee	16	12.5%
Custodian II	53	9.4%	Mental Health Specialist	41	12.2%
Reach Up Case Manager II	53	1.9%	Correctional Educator	25	12.0%
Transportation Operations Technician I	50	2.0%	Civil Engineer I	42	11.9%
Financial Specialist III	49	2.0%	Administrative Services Coordinator IV	17	11.8%
Licensed Nursing Assistant	48	4.2%	Public Health Analyst III	17	11.8%
Program Technician II	44	9.1%	Education Programs Coordinator I	26	11.5%
Civil Engineer I	42	11.9%	Family Services Worker	183	10.9%
Environmental Analyst V - General	42	0.0%	PSAP Emergency Comm Dispatcher I	19	10.5%
Mental Health Specialist	41	12.2%	IT Systems Developer III	39	10.3%
Family Services Supervisor	41	2.4%	Custodian II	53	9.4%
IT Systems Developer III	39	10.3%	Trooper	150	9.3%
Community Correctional Officer	38	5.3%	Program Technician II	44	9.1%
Administrative Services Coordinator II	37	8.1%	Child Support Specialist II	22	9.1%
Correctional Facility Shift Supervisor	37	2.7%	Administrative Services Coordinator II	37	8.1%
Environmental Analyst VI	37	2.7%	Financial Administrator I	26	7.7%
Transportation Senior Operations Tech	37	5.4%	Administrative Services Tech IV	28	7.1%

Source: The State's Human Resource Information System (VTHR). This table shows UREG 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 UREG representation for Fiscal Year 2022. See Appendix E for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report.

The most populous job title, Correctional Officer I with 15.4% representation of Underrepresented Racial and Ethnic Groups (UREG), was above the classified workforce average for UREG representation of 5.3%.

Other most populous job titles with above average UREG representation include MV Direct Client Services Specialist I (18.5%), Mental Health Specialist (12.2%), Civil Engineer I (11.9%), and Family Services Worker (10.9%).

The top job titles with the highest UREG representation include Registered Nurse II – CSN (21.1%), Correctional Services Specialist I (18.8%), MV Direct Client Services Specialist I (18.5%), Probation & Parole Officer II (16.7%) and Associate Mental Health Specialist (15.8%), and IT Systems Developer II (15.8%).

Department Statistics

Table 60 Key Metrics by Department – Fiscal Year 2022 (Part 1)

Department	Num.	FTEs	Ave. Age	Ave. LOS	Generation					Female	Male	UREG
					Pre-Baby Boom	Baby Boom	Gen X	Millennial	Gen Z			
Administration	16	16.0	49.7	11.8	0%	25%	50%	25%	0%	75.0%	25.0%	0.0%
Agriculture, Food & Markets	129	128.3	42.5	9.4	0%	16%	32%	51%	2%	51.2%	48.8%	3.9%
Attorney General	32	32.0	49.4	12.1	0%	34%	47%	19%	0%	71.9%	28.1%	6.3%
Buildings & General Services	305	305.0	49.3	11.6	0%	32%	38%	25%	4%	27.9%	72.1%	6.6%
Children & Families	900	896.7	44.7	10.4	0%	13%	46%	38%	3%	82.1%	17.9%	4.9%
Commerce & Comm. Dev.	72	72.0	47.2	9.7	0%	22%	38%	40%	0%	66.7%	33.3%	4.2%
Corrections	819	819.0	42.3	11.6	0%	11%	40%	43%	6%	30.4%	69.6%	8.5%
Digital Services	319	318.6	45.9	10.2	0%	20%	39%	38%	3%	31.0%	69.0%	7.8%
Disabilities, Aging & Ind. Liv.	283	278.7	48.9	9.7	0%	29%	40%	30%	0%	78.1%	21.9%	3.5%
Education	144	143.8	48.3	9.3	0%	26%	40%	33%	1%	71.5%	28.5%	4.9%
Environmental Conservation	284	279.8	46.1	11.5	0%	21%	39%	38%	1%	49.3%	50.7%	3.5%
Finance & Management	21	21.0	47.6	10.4	0%	33%	33%	29%	5%	52.4%	47.6%	0.0%
Financial Regulation	76	75.7	48.9	10.5	0%	24%	53%	21%	3%	75.0%	25.0%	3.9%
Fish & Wildlife	136	136.0	43.3	13.2	0%	11%	39%	47%	3%	23.5%	76.5%	1.5%
Forests, Parks & Recreation	114	113.6	45.8	10.9	0%	20%	40%	39%	0%	35.1%	64.9%	2.6%
Green Mountain Care Board	18	18.0	38.9	6.9	0%	6%	22%	72%	0%	88.9%	11.1%	5.6%
Health	564	555.5	43.9	8.7	0%	18%	35%	43%	4%	81.2%	18.8%	5.1%
Human Resources	91	90.0	47.5	11.3	0%	26%	37%	36%	0%	79.1%	20.9%	2.2%
Human Services	44	44.0	46.7	10.7	0%	18%	45%	34%	2%	75.0%	25.0%	9.1%
Labor	206	206.0	48.3	10.2	0%	26%	42%	31%	2%	65.0%	35.0%	4.9%
Libraries	15	15.0	51.3	11.5	0%	47%	27%	27%	0%	73.3%	26.7%	6.7%
Liquor & Lottery	58	57.8	47.6	11.2	0%	21%	55%	21%	3%	41.4%	58.6%	3.4%
Mental Health	187	184.8	46.2	9.4	0%	22%	40%	35%	3%	60.4%	39.6%	8.0%
Military	140	139.2	43.2	8.6	0%	20%	29%	43%	9%	23.6%	76.4%	2.1%
Natural Resources	13	12.3	48.1	14.2	0%	31%	31%	38%	0%	76.9%	23.1%	7.7%
Natural Resources Board	20	19.8	48.4	14.8	0%	20%	50%	30%	0%	85.0%	15.0%	0.0%
Public Safety - Civilian	200	200.0	45.0	9.4	0%	21%	38%	35%	7%	48.5%	51.5%	6.5%
Public Safety - Sworn	322	322.0	37.8	10.3	0%	2%	37%	53%	9%	18.9%	81.1%	4.7%
Public Service	36	35.5	47.7	9.3	0%	17%	58%	25%	0%	50.0%	50.0%	0.0%
Secretary of State	67	67.0	44.8	9.0	0%	10%	48%	42%	0%	68.7%	31.3%	1.5%
Small Departments	41	41.0	47.5	10.5	0%	20%	39%	41%	0%	56.1%	43.9%	4.9%
State Treasurer	29	29.0	48.5	10.2	0%	28%	34%	38%	0%	58.6%	41.4%	6.9%
Taxes	124	123.8	48.2	10.6	0%	27%	37%	34%	2%	69.4%	30.6%	2.4%
Transportation	1145	1142.5	45.2	11.4	0%	18%	44%	33%	5%	29.8%	70.2%	3.8%
Vermont Health Access	309	306.2	44.6	8.1	0%	17%	40%	41%	2%	76.4%	23.6%	5.5%
Vermont Veterans' Home	128	127.2	48.3	9.6	0%	26%	45%	24%	5%	77.3%	22.7%	6.3%
Total	7407	7372.6	45.1	10.5	0%	18%	41%	38%	4%	52.2%	47.8%	5.1%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2022.

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 15a for definitions). See Appendix E for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report.

Table 61 Key Metrics by Department – Fiscal Year 2022 (Part 2)

Department	Hires		Internal Move			Turnover				Total Move.	Total Outflow	Retirement Elig. Current FY '22	5 year FY '27
	Num.	Rate	Pro.	Dem.	Xfer.	Vol.	Invol.	Retire	Total				
Administration	2	14.3%	2	1	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	31.3%
Agriculture, Food & Markets	13	10.2%	10	0	1	5.5%	0.0%	3.1%	8.6%	2.4%	11.1%	10.1%	17.1%
Attorney General	5	15.6%	4	0	1	6.3%	0.0%	3.1%	9.4%	9.8%	19.7%	15.6%	43.8%
Buildings & General Services	47	15.5%	19	6	9	9.9%	0.3%	3.9%	14.1%	2.7%	17.0%	15.7%	35.4%
Children & Families	140	15.7%	101	23	31	7.9%	0.6%	3.3%	11.8%	3.9%	15.9%	5.4%	15.8%
Commerce & Comm. Dev.	14	21.9%	21	2	6	1.6%	0.0%	7.8%	9.4%	6.5%	16.1%	9.7%	23.6%
Corrections	170	19.8%	122	20	32	19.5%	1.7%	3.8%	25.3%	2.1%	27.7%	6.5%	17.1%
Digital Services	47	14.9%	26	6	8	10.8%	0.6%	4.4%	15.8%	2.6%	18.6%	8.8%	23.8%
Disabilities, Aging & Ind. Liv.	44	16.8%	32	9	9	8.0%	0.8%	5.7%	14.9%	0.8%	15.7%	13.1%	28.6%
Education	17	11.6%	5	0	0	5.5%	0.0%	3.4%	8.9%	3.5%	12.5%	14.6%	27.8%
Environmental Conservation	44	15.8%	17	2	6	4.3%	0.0%	5.4%	10.1%	2.2%	12.4%	12.7%	22.9%
Finance & Management	3	12.5%	4	1	0	4.2%	0.0%	8.3%	12.5%	13.3%	26.7%	9.5%	28.6%
Financial Regulation	6	7.3%	6	1	1	3.6%	0.0%	7.3%	13.3%	3.7%	17.3%	5.3%	22.4%
Fish & Wildlife	17	12.9%	11	2	0	3.8%	0.0%	6.1%	9.8%	0.0%	9.8%	13.2%	29.4%
Forests, Parks & Recreation	12	10.6%	29	3	3	5.3%	0.0%	2.6%	7.9%	2.7%	10.7%	11.4%	21.9%
Green Mountain Care Board	3	15.4%	1	0	3	15.4%	0.0%	15.4%	30.8%	10.8%	43.2%	5.6%	5.6%
Health	129	24.6%	57	14	22	8.6%	0.6%	3.8%	13.1%	2.1%	15.4%	8.5%	18.4%
Human Resources	11	12.6%	18	3	4	3.4%	0.0%	3.4%	6.9%	3.5%	10.5%	13.2%	29.7%
Human Services	5	12.5%	12	0	1	2.5%	2.5%	12.5%	17.5%	5.1%	23.1%	6.8%	20.5%
Labor	47	22.8%	18	7	10	11.6%	1.0%	4.4%	17.4%	8.1%	26.2%	13.6%	27.2%
Libraries	3	20.7%	0	1	0	6.9%	0.0%	6.9%	13.8%	7.1%	21.4%	26.7%	40.0%
Liquor & Lottery	9	15.5%	4	1	1	17.2%	3.4%	8.6%	29.3%	1.7%	31.3%	9.6%	20.9%
Mental Health	25	12.3%	12	2	0	17.7%	1.5%	1.5%	20.6%	4.5%	25.6%	7.1%	24.3%
Military	32	23.0%	12	0	3	13.7%	0.0%	7.2%	21.6%	2.9%	24.8%	15.4%	38.5%
Natural Resources	2	16.7%	1	1	9	16.7%	0.0%	0.0%	16.7%	0.0%	16.7%	15.0%	30.0%
Natural Resources Board	2	9.3%	3	1	1	0.0%	0.0%	4.7%	4.7%	20.5%	25.6%	9.0%	20.5%
Public Safety - Civilian	40	19.8%	24	3	4	9.4%	0.5%	4.4%	14.3%	5.6%	20.3%	2.5%	21.1%
Public Safety - Sworn	30	9.1%	27	2	35	9.7%	0.6%	3.6%	14.0%	0.3%	14.3%	5.6%	19.4%
Public Service	6	20.0%	3	3	0	3.3%	0.0%	3.3%	6.7%	0.0%	6.7%	6.0%	9.0%
Secretary of State	10	15.0%	3	1	3	1.5%	0.0%	4.5%	7.5%	7.8%	15.6%	14.6%	19.5%
Small Departments	5	14.3%	12	2	6	14.3%	0.0%	0.0%	14.3%	0.0%	14.3%	10.3%	24.1%
State Treasurer	4	13.8%				10.3%	0.0%	3.4%	13.8%	7.1%	21.4%	13.7%	29.0%
Taxes	17	13.7%	17	4	2	10.5%	0.8%	4.8%	16.9%	3.3%	20.5%	9.0%	23.0%
Transportation	156	13.7%	139	36	34	7.9%	1.1%	4.6%	13.6%	1.9%	15.6%	4.2%	15.2%
Vermont Health Access	46	14.3%	32	9	9	10.9%	0.6%	3.1%	14.6%	6.7%	21.8%	11.7%	28.9%
Vermont Veterans' Home	25	17.9%	4	2	2	25.8%	5.7%	2.2%	34.4%	0.0%	34.4%	8.6%	32.8%
Total	1188	16.1%	808	168	256	10.1%	0.8%	4.2%	15.3%	3.0%	18.5%	8.9%	21.9%

Note: Hires – number of hires and hiring rate (See Note on Table 26). Turnover – Vol. = Voluntary, Invol. = Involuntary, Retire = Retirement (See Table 32). 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 39).

Table 62 Key Metrics by Department – Fiscal Year 2022 (Part 3)

Department	Ave. Salary	Ave. per Employee				Temporary Usage		
		Cash OT Wages	Comp OT Hrs.	Sick Lve. Use	Ann. Lve. Use	Num.	Hours	Gross Wages
Administration	\$77,562	\$664	27.3	5.2	13.5	1	267	\$6,917
Agriculture, Food & Markets	\$69,839	\$373	33.3	9.5	15.5	20	11,700	\$229,999
Attorney General	\$68,669	\$1,505	2.6	19.1	45.7	9	2,177	\$57,332
Buildings & General Services	\$51,858	\$1,029	17.7	13.8	14.5	45	26,656	\$411,292
Children & Families	\$65,955	\$1,370	12.5	11.9	15.8	129	79,434	\$2,656,780
Commerce & Comm. Dev.	\$69,502	\$485	20.7	10.6	17.0	62	18,815	\$288,171
Corrections	\$60,947	\$12,690	43.6	13.4	15.4	24	9,802	\$303,131
Digital Services	\$76,073	\$373	13.2	10.3	15.0	2	2,086	\$41,734
Disabilities, Aging & Ind. Liv.	\$73,807	\$496	11.6	10.2	15.3	47	28,716	\$713,710
Education	\$69,591	\$558	12.4	9.5	14.3	4	3,094	\$71,481
Environmental Conservation	\$70,245	\$698	11.1	10.6	15.9	41	20,058	\$426,164
Finance & Management	\$78,015	\$343	74.3	7.4	12.7			
Financial Regulation	\$85,336	\$400	8.3	9.8	19.0	12	5,575	\$133,729
Fish & Wildlife	\$70,613	\$3,374	22.8	12.5	16.2	84	45,357	\$846,282
Forests, Parks & Recreation	\$63,785	\$671	23.9	10.2	15.8	546	282,395	\$4,439,642
Green Mountain Care Board	\$78,586	\$104	7.0	8.1	16.6	1	655	\$34,829
Health	\$69,408	\$2,227	10.8	9.5	14.7	106	58,128	\$1,305,974
Human Resources	\$73,263	\$596	3.3	8.2	15.9	2	226	\$7,521
Human Services	\$83,350	\$386	14.9	9.8	18.4	1	343	\$9,384
Labor	\$59,264	\$1,008	3.1	13.7	16.1	29	15,799	\$335,793
Libraries	\$63,841	\$76	8.1	5.1	15.7	1	570	\$9,619
Liquor & Lottery	\$63,998	\$3,241	15.3	10.7	13.8	14	2,708	\$42,368
Mental Health	\$65,707	\$5,937	17.7	12.7	15.7	17	4,758	\$118,718
Military	\$56,957	\$3,841	22.6	12.8	15.4	26	13,594	\$267,275
Natural Resources	\$66,950	\$346	7.0	15.7	39.8			
Natural Resources Board	\$70,735	\$15	0.8	6.1	17.9	1	77	\$2,423
Public Safety - Civilian	\$63,923	\$5,523	14.9	10.3	13.4	190	46,095	\$1,092,022
Public Safety - Sworn	\$82,668	\$12,482	14.6	9.5	16.3	26	9,955	\$214,884
Public Service	\$79,700	\$262	15.6	9.8	15.0	1	40	\$4,025
Secretary of State	\$69,432	\$148	9.6	9.6	15.5			
Small Departments	\$79,961	\$4,230	14.9	36.3	59.0	6	1,816	\$41,110
State Treasurer	\$73,655	\$1,236	10.7	8.6	13.8	6	2,133	\$67,859
Taxes	\$65,263	\$274	9.0	11.8	15.8	21	13,078	\$277,971
Transportation	\$63,280	\$3,309	25.9	12.6	15.6	111	32,357	\$756,660
Vermont Health Access	\$68,791	\$478	12.2	11.1	14.9	15	8,850	\$232,138
Vermont Veterans' Home	\$56,726	\$4,148	12.0	15.4	15.4	59	31,241	\$638,494
Total	\$66,717	\$3,652	19.1	11.7	15.8	1,659	778,554	\$16,085,431

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, Ann. Lve. Use = Annual leave Used. Temporary usage (See Table 64a & 64b).



3. Reports Required by The General Assembly

Table 63 Limited Service Positions Authorized – Fiscal Year 2022

Department	New Pool	JFO	Legislature	Total
Administration			1	1
Agriculture	1	1		2
Buildings & General Services	1			1
Children and Families		11	5	16
Commerce & Community Development			8	8
Defender General		8		8
Digital Services		1		1
Disabilities Aging & Independent Living		12		12
Education			2	2
Environmental Conservation	2	17	4	23
Financial Regulation		1		1
Fish & Wildlife			2	2
Health		58		58
Human Services		3		3
Joint Fiscal Office		1		1
Judiciary		19		19
Labor	4			4
Mental Health		1		1
Military		8		8
Natural Resources			2	2
Public Safety			1	1
Public Service Department		6		6
State's Attorneys and Sheriffs			1	1
Total	8	147	26	181

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 64a Use of Temporary Employees – Fiscal Year 2022

Department	Temporary Categories							Total for Department		
	Bona Fide Emergency	Fill Ins	Intermittent	Part-Time On-Going	Seasonal	Sporadic	Other	Num.	Hours	Gross Wages
Administration				1				1	267	\$6,917
Agriculture				5	13	2		20	11,700	\$229,999
Attorney General		1		5	2		1	9	2,177	\$57,332
Buildings & General Services		41		3	1			45	26,656	\$411,292
Cannabis Control Board				2				2	321	\$7,397
Children & Families	23	30	1	67		8		129	79,434	\$2,656,780
Commerce & Community Dev.				9	55	6		62	18,815	\$288,171
Corrections	1	22		1				24	9,802	\$303,131
Criminal Justice Training Council		1						1	160	\$9,760
Digital Services				2				2	2,086	\$41,734
Disabilities, Aging & Ind. Living		8	10	16	1	13		47	28,716	\$713,710
Education				2	2			4	3,094	\$71,481
Enhanced 911				1				1	1,245	\$21,274
Environmental Conservation			2	13	23	7		41	20,058	\$426,164
Financial Regulation	1				7	5		12	5,575	\$133,729
Fish & Wildlife				49	38			84	45,357	\$846,282
Forest, Parks & Recreation			4	32	522		1	546	282,395	\$4,439,642
Governor's Office						1		1	48	\$722
Green Mountain Care Board				1				1	655	\$34,829
Health	47	7	3	35	1	15		106	58,128	\$1,305,974
Human Resources				1		1		2	226	\$7,521
Human Services	1							1	343	\$9,384
Labor	22		1	1	1	3		29	15,799	\$335,793
Libraries						1		1	570	\$9,619
Liquor & Lottery		1	1			12		14	2,708	\$42,368
Mental Health		17						17	4,758	\$118,718
Military	1	9		10	5	1		26	13,594	\$267,275
Natural Resources Board			1					1	77	\$2,423
Public Safety - Civilian	1	19	15	95	1	81	1	190	46,095	\$1,092,022
Public Safety - Sworn		2	2	8		1	13	26	9,955	\$214,884
Public Service Board						1		1	40	\$4,025
State Treasurer			2	2		3		6	2,133	\$67,859
State's Attorneys & Sheriffs		3	7	1		3		14	4,542	\$127,686
Taxes		2	1	7	11	4		21	13,078	\$277,971
Transportation	1	1	2	9	97	2		111	32,357	\$756,660
Vermont Health Access		2	1	12	6			15	8,850	\$232,138
Vermont Labor Relations Board			1					1	42	\$1,958
Vermont Veterans' Home	8	18	15	16				59	31,241	\$638,494
Total	106	184	69	406	786	170	16	1,673	783,096	\$16,213,116

Source: The State's Human Resource Information System (VTHR). Please see Table 64b for additional source information and Special Note.

Table 64b Summary of Use of Temporary Employees by Fiscal Year

Summary of Temporary Usage FY 2018 to FY 2022

State Totals	Fiscal Year				
	2018	2019	2020	2021	2022
Number	2,008	2,046	1,733	1,435	1,656
% Change from Previous FY	-4.1%	1.9%	-15.3%	-17.2%	15.4%
Hours	931,788	926,560	776,208	671,927	783,096
% Change from Previous FY	-7.3%	-0.6%	-16.2%	-13.4%	16.5%
Wages	\$15,799,374	\$16,016,644	\$14,481,902	\$13,504,766	\$16,213,116
% Change from Previous FY	-5.1%	1.4%	-9.6%	-6.7%	20.1%

Source: The State’s Human Resource Information System (VTHR). Data include only temporary employees of the Executive Branch for Fiscal Years 2018 to 2022.

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 64a 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 64a 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 1,673) but the actual total of unique temporary employees (shown in Table 64a) was 1,656 because 17 individuals worked in more than one department.

In Fiscal Year 2022, 1,656 individuals worked as temporary employees for 783,096 hours and were paid a total of \$16,213,116 in gross wages.

Table 66b above compares the use of temporary employees for Fiscal Years 2018 to 2022. Fiscal Year 2022 saw a significant increase from Fiscal Year 2021 in both the number of unique temporary employees (15.4%), total hours (16.5%), and total gross wages (20.1%).

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 65 Executive Branch Contracts for Services Created in Fiscal Year 2022

Department	Number of Contracts	Amount Expended	Maximum Amount
Administration	52	\$375,927	\$1,806,150
Agriculture	36	\$418,977	\$2,430,404
Attorney General	7	\$18,754	\$244,709
Auditor of Accounts	2	\$82,862	\$102,862
Buildings & General Services	138	\$2,158,401	\$14,228,450
Cannabis Control Board	2	\$90,000	\$170,000
Children and Families	122	\$29,804,470	\$201,053,980
Commerce & Community Development	28	\$272,108	\$1,210,833
Corrections	17	\$1,157,960	\$10,355,584
Crime Victims' Services Center	8	\$95,135	\$129,286
Criminal Justice Council	3	\$155,648	\$218,888
Defender General	123	\$8,003,747	\$18,423,556
Digital Services	22	\$2,904,838	\$71,802,623
Disabilities, Aging, and Independent Living	147	\$5,783,511	\$254,556,236
Education	139	\$1,266,687	\$2,866,582
Environmental Conservation	65	\$3,249,606	\$156,138,406
Financial Regulation	14	\$1,114,486	\$3,336,529
Fish & Wildlife	66	\$759,677	\$2,898,768
Forests, Parks & Recreation	125	\$3,061,480	\$27,562,202
Green Mountain Care Board	10	\$161,286	\$1,750,829
Health	94	\$28,318,146	\$108,317,069
Human Resources	6	\$371,536	\$1,699,222
Human Rights Commission	1	\$4,000	\$8,000
Human Services	41	\$4,890,724	\$13,113,020
Labor	6	\$6,596,885	\$18,178,605
Libraries	25	\$179,244	\$1,393,670
Liquor & Lottery	46	\$159,855	\$106,370,019
Mental Health	28	\$2,856,627	\$80,294,841
Military	112	\$5,001,558	\$12,878,708
Natural Resources	13	\$107,478	\$857,573
Public Safety	39	\$853,661	\$5,653,112
Public Service	24	\$971,698	\$2,925,959
Secretary of State	7	\$335,914	\$431,900
State Treasurer	3	\$7,059,904	\$25,475,000
State's Attorneys and Sheriffs	1	\$56,636	\$80,000
Taxes	5	\$3,611	\$129,350
Transportation	61	\$1,319,572	\$36,846,588
Vermont Health Access	19	\$46,437,703	\$145,341,331
Vermont Veterans' Home	13	\$3,707,508	\$7,497,500
VOSHA Review Board	1	\$300	\$24,500
Total	1,671	\$170,168,118	\$1,338,802,844

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 2022. "Released" means the amount of payment authorized to be released, upon receipt and processing of a valid vendor invoice. It usually but does not always coincide with the actual payment. Contracts may be written for duration of multiple years. Maximum amount may reflect a multiple year contract.

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

Table 65 contains information on contracts newly issued during Fiscal Year 2022 (7/1/21 - 6/30/22).

Table 66 Executive Branch Privatization Contracts – Fiscal Year 2022

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 67 Contractors Paid Through Payroll – Fiscal Year 2022

In Fiscal Year 2022 there were no contractors who were paid through the state's payroll system.

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

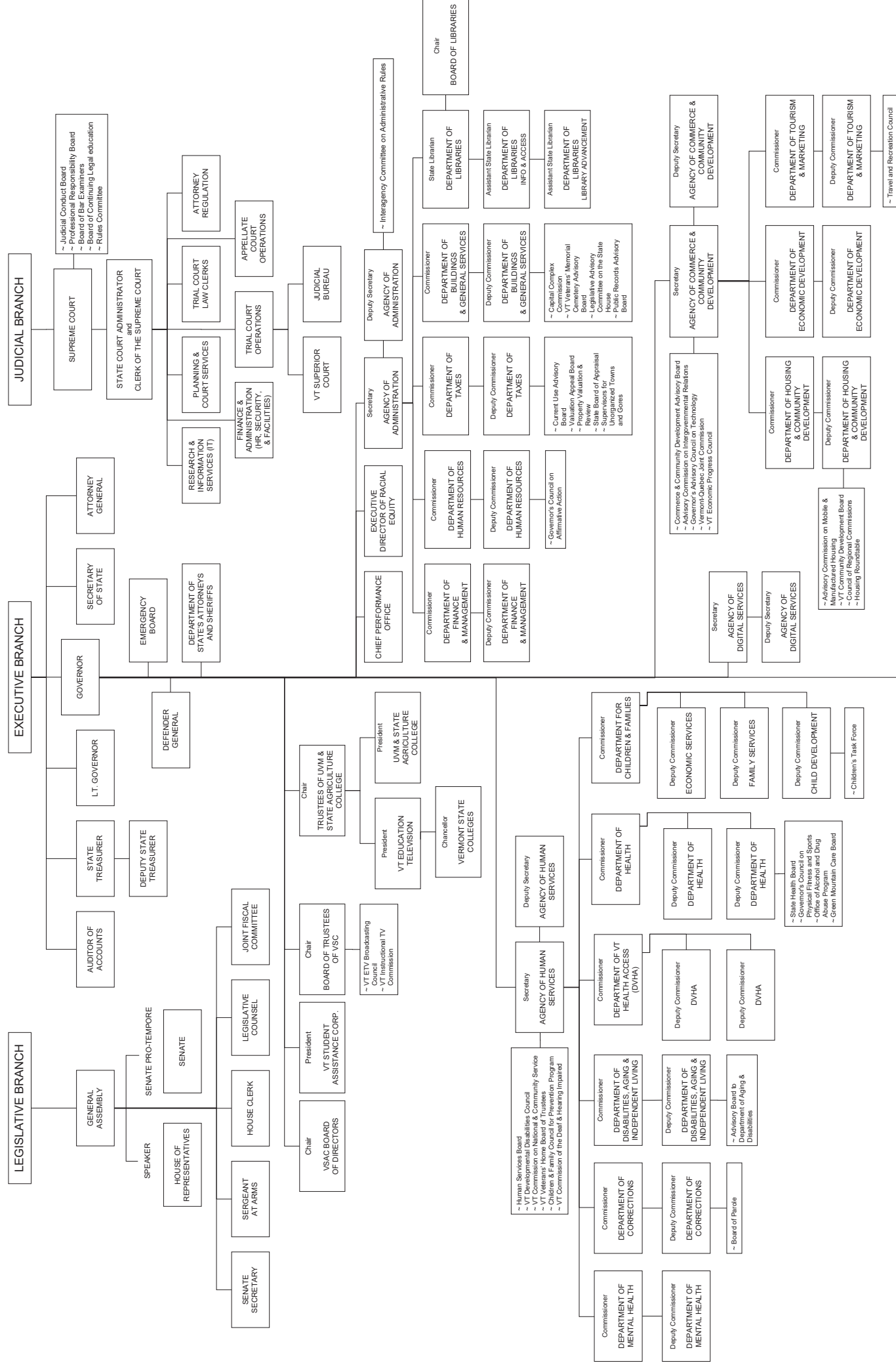
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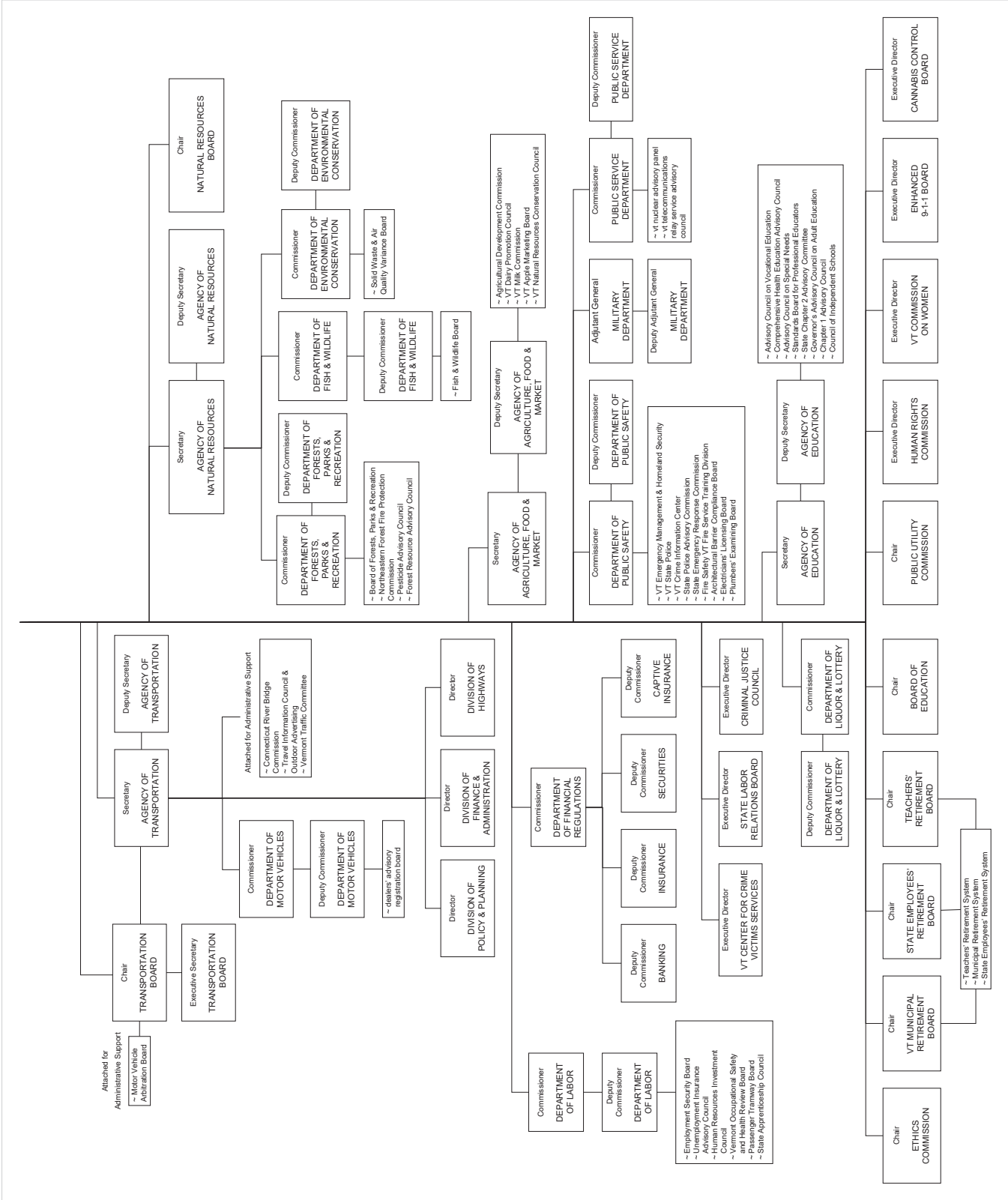
Appendix A – State of Vermont Organizational Chart

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 Council	Criminal Justice 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 2022 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 2022 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 Underrepresented Racial and Ethnic Groups 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 “Underrepresented Racial and Ethnic Groups” (UREG).

The following categories are aggregated under the term UREG 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).