



**State of Vermont**  
**Department of Human Resources**  
**Office of the Commissioner**  
110 State Street, Drawer 20  
Montpelier, VT 05620-3001  
[www.humanresources.vermont.gov](http://www.humanresources.vermont.gov)

*Agency of Administration*

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

**TO: Joint Fiscal Committee  
Government Accountability Committee  
House Committee on Government Operations  
Senate Committee on Government Operations**

**FROM: Maribeth Spellman, Commissioner**

**DATE: November 12, 2014**

**SUBJECT: Position Pilot Program – Status Report**

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#### Overview

Section E.100(d) of Act 179 established a position pilot program with the goal of assisting participating departments in more effectively managing cost of overtime, compensatory time, temporary employees, and contractual work by removing the position cap with the goal of maximizing resources to the greatest benefit of Vermont taxpayers. The organizations authorized to participate in the position pilot were the Agency of Transportation (AOT), the Department of Children and Families (DCF), the Department of Environmental Conservation (DEC), and the Department of Buildings and General Services (BGS). Section E.100(d)(6) requires that, “[o]n or before November 2014, the Commissioner of Human Resources shall provide the Joint Fiscal Committee and the House and Senate Committees on Government Operations a report of any employee impacts such as reduction in force rights that may arise from the implementation of the Pilot.” Accordingly, this report is submitted for your consideration.

#### Current status

I am pleased to report that the position pilot has not resulted in reduction in force in the pilot organizations and there have been no reports of the program resulting in negative impacts to employees. The pilot has resulted in a positive impact on employees in part because departments have used the pilot to convert temporary positions to classified positions in cases where the work is more appropriately performed by classified employees (either limited service or permanent). The Department for Children and Families, AOT and DEC have all submitted

requests and created positions under the position pilot. The position requests have been reasonable, based on organizational needs, and reflect a deliberate process by the requesting organizations.

The Department for Children and Families made requests for positions under the pilot on two occasions.

- In July 2014, DCF requested 27 positions in family services as part of their response to rapid systems change to address recent child fatalities. The flexibility provided by the position pilot had an incredibly positive impact on both workload and morale. Prior to the pilot caseloads averaged 21 to 1. With the position pilot DCF was able to bring that ratio down to 16 to 1; closer to the recommended national average of 12 to 1. The only challenge reported by DCF was difficulty finding enough qualified candidates, especially in Washington County.
- At the end of August 2014, DCF was authorized to convert up to 113 temporary positions in the Health Access Eligibility Unit (HEAU). To date we have created 73 positions for HAEU to convert from the temporary positions. The DCF reports that the conversion of the 73 positions helped them with both recruitment and retention and has greatly reduced the high turnover in temporary employees.

The Department of Environmental Conservation made one request for positions under the pilot.

- DEC requested 17 positions and is still in the process of recruiting and interviewing to fill the requested positions. DEC first concentrated on creating nine positions to help address their use of temporary staff to do ongoing and full-time work. Two of the positions were filled with former temporary employees.
- Eight of the requested positions will be used to address key areas of need and critical program initiatives in alignment with their FY 2013-2015 Strategic Plan.

The Agency of Transportation made one request under the pilot on October 23, 2014. The positions were effective November 11, 2014. AOT asked to create 24 positions at this time to achieve cost savings by reducing consultant costs through hiring classified employees. AOT spent over \$20 million on consultants in FY14, and anticipates these positions will reduce consultant costs by over \$1 million. AOT expects to reduce overtime costs, draw down additional federal funds, and receive more state fund revenues through the investment in new staff. In addition to cost savings, and equally important, the new positions will assist AOT with advancing their strategic plan goals, improving outcomes for the travelling public, and achieving efficiencies in the Agency.

Discussions are ongoing with the Department of Buildings and General Services on appropriate use of their pilot authority within current budgetary constraints. BGS has identified eight positions which they intend to create once they are able to identify financial resources to support those positions on an ongoing basis.

Attached you will find pilot position detail by Agency or Department. The lists indicates if the position is filled or vacant. If the position resulted in the reduction of the use of temporary employees you will find notes to that effect.

### Moving forward

Since coming to DHR in September of this year, Deputy Commissioner Kari Miner and I have made it a priority to visit with every Agency and Department within State government to listen and learn what is working well and what is not working well in relation to human resource functions and services. Organizations have consistently relayed to us their frustration over the lack of flexibility they have to adjust organizational focus based upon changing organizational needs. In short, it is difficult to deliver the high quality services Vermonters rightly deserve if organizations do not have the flexibility to structure their organizations in a way that most effectively and efficiently deliver those services. The Legislature's willingness to authorize the position pilot has been greatly appreciated by the organizations trusted with this responsibility and is being viewed throughout State government as a positive first step in a continuing conversation about organizational structure and position management.

Total Positions:	Classified & Exempt		Temporary		reg change	temp change
	1-Jul-14	31-Oct-14	1-Jul-14	31-Oct-14		
Buildings & General Services	334	334	66	56	0	-10
Children and Families	1050	1163	167	112	113	-55
Environmental Conservation	295	314	27	23	19	-4
Transportation	1292	1295	220	185	3	-35
Executive Branch	8659	8836	1336	1079	177	-257

Pilot Positions Authorized:	July	August	September	October	November	Total
Buildings & General Services						
Children and Families	27		113			140
Environmental Conservation			17			17
Transportation				24		24
Grand Total	27	0	130	24	0	181

Pilot Positions Created:	July	August	September	October	November (anticipated)	Total	#filled
Buildings & General Services							n/a
Children and Families	25		73		2	100	78
Environmental Conservation			10	6	1	17	2
Transportation					24	24	n/a
Grand Total	25	0	83	6	27	141	80

7/1/2014 9/11/2014 10/23/2014 11/11/2014

Classified Positions must be filled through an open competitive process. The State's recruitment process requires jobs to be posted for a minimum of 10 days before hiring managers may begin the selection process. It is not unusual for the recruitment and selection process to take at least a month, and in the case of hard to fill positions it can take several months.

**Department for Children and Families - June 16, 2014 Pilot Request - Twenty-Seven  
Classified Positions Authorized, Including Conversion of Eight Temporary Positions and  
Two Contracts**

	<b>Position Number Created Effective July 1, 2014</b>	<b>Title</b>	<b>Filled/ Vacant</b>	<b><i>Incumbent was Previously Employed as a Temp</i></b>
1	751186	Policy & Operations Manager	filled	
2	751187	Woodside Asst Ops Director	filled	
3	751188	Domestic Violence Specialist	vacant	
4	751189	Clinical Social Worker	vacant	
5	751190	Administrative Assistant A	filled	yes
6	751191	Social Services Supervisor	filled	
7	751192	Social Services Supervisor	filled	
8	751193	Social Worker	filled	
9	751194	Social Worker	filled	
10	751195	Social Worker	vacant	
11	751196	Social Worker	filled	
12	751197	Social Worker	filled	
13	751198	Social Worker	filled	
14	751199	Social Worker	filled	
15	751200	Social Worker Trainee	filled	
16	751201	Social Worker	filled	
17	751202	Social Worker	filled	
18	751203	Social Worker	filled	
19	751204	Social Worker	filled	
20	751205	Social Worker	filled	
21	751206	Social Worker	filled	
22	751207	Social Worker	filled	
23	751208	Social Worker	vacant	
24	751209	Social Worker	filled	
25	751210	Social Worker	filled	
26	not created	Foster Care Manager	n/a	
27	not created	Post Permanance Manager	n/a	

**Department of Environmental Conservation - August 13, 2014 Pilot Request -  
Seventeen Classified Positions Authorized, Including Converting Nine  
Temporary Positions.**

	<b>Position Number</b>	<b>Created Effective</b>	<b>Title</b>	<b>filled/vacant</b>	<b>Incumbent was Previously Employed as a Temp</b>
1	660422	9/11/2014	Env & Agriculture Lab Director	vacant	
2	660423	9/11/2014	Program Services Clerk	vacant	
3	660424	9/11/2014	Environmental Engineer III	vacant	
4	660425	9/11/2014	Auditor B	vacant	
5	660426	9/11/2014	Environ Tech III AC: General	vacant	
6	660427	9/11/2014	Administrative Assistant B	filled	yes
7	660428	9/11/2014	Environ Tech III AC: Admin	vacant	
8	660429	9/11/2014	Env Anal II AC: General	vacant	
9	660430	9/11/2014	Environ Tech III AC: Admin	filled	yes
10	660431	9/11/2014	Administrative Assistant B	vacant	
11	660432	9/11/2014	ANR Regulatory Policy Analyst	vacant	
12	660433	10/19/2014	Env Analyst IV AC: General	vacant	
13	660434	10/19/2014	Environ Tech III AC: Admin	vacant	
14	660435	10/19/2014	Environmental Analyst VI	vacant	
15	660436	10/19/2014	Env Analyst V AC: General	vacant	
16	660437	10/19/2014	Env Enforcement Off	vacant	
17	Not Created				

**Department for Children and Families - August 26, 2014 Pilot Request - Classified  
Limited Service Positions Authorized To Convert Up To 113 Temporary Positions**

	<b>Position Number Created Effective 9/11/14</b>	<b>Title</b>	<b>Filled/ Vacant</b>	<b>Incumbent was Previously Employed as a Temp</b>
1	751227	Benefits Prog Spec AC HAEU	filled	yes
2	751228	Benefits Prog Spec AC HAEU	filled	yes
3	751229	Benefits Prog Spec AC HAEU	filled	
4	751230	Benefits Prog Spec AC HAEU	filled	yes
5	751231	Benefits Prog Spec AC HAEU	filled	yes
6	751232	Benefits Prog Spec AC HAEU	filled	yes
7	751233	Benefits Prog Spec AC HAEU	filled	
8	751234	Benefits Prog Spec AC HAEU	filled	
9	751235	Benefits Prog Spec AC HAEU	filled	
10	751236	Benefits Prog Spec AC HAEU	filled	
11	751237	Benefits Prog Spec AC HAEU	filled	yes
12	751238	Benefits Prog Spec AC HAEU	filled	yes
13	751239	Benefits Prog Spec AC HAEU	filled	yes
14	751240	Benefits Prog Spec AC HAEU	filled	yes
15	751241	Benefits Prog Spec AC HAEU	filled	yes
16	751242	Benefits Prog Spec AC HAEU	filled	yes
17	751243	Benefits Prog Spec AC HAEU	filled	yes
18	751244	Benefits Prog Spec AC HAEU	filled	yes
19	751245	Benefits Prog Spec AC HAEU	filled	yes
20	751246	Benefits Prog Spec AC HAEU	filled	yes
21	751247	Benefits Prog Spec AC HAEU	filled	yes
22	751248	Benefits Prog Spec AC HAEU	filled	
23	751249	Benefits Prog Spec AC HAEU	filled	yes
24	751250	Benefits Prog Spec AC HAEU	filled	yes
25	751251	Benefits Prog Spec AC HAEU	filled	yes
26	751252	Benefits Prog Spec AC HAEU	filled	
27	751253	Benefits Prog Spec AC HAEU	filled	yes
28	751254	Benefits Prog Spec AC HAEU	filled	
29	751255	Benefits Prog Spec AC HAEU	filled	
30	751256	Benefits Prog Spec AC HAEU	filled	yes
31	751257	Benefits Prog Spec AC HAEU	filled	
32	751258	Benefits Prog Spec AC HAEU	filled	yes
33	751259	Benefits Prog Spec AC HAEU	filled	yes
34	751260	Benefits Prog Spec AC HAEU	filled	yes
35	751261	Benefits Prog Spec AC HAEU	filled	yes
36	751262	Benefits Prog Spec AC HAEU	filled	yes
37	751263	Benefits Prog Spec AC HAEU	filled	
38	751264	Benefits Prog Spec AC HAEU	vacant	
39	751265	Benefits Prog Spec AC HAEU	filled	yes

	<b>Position Number Created Effective 9/11/14</b>	<b>Title</b>	<b>Filled/ Vacant</b>	<b>Incumbent was Previously Employed as a Temp</b>
40	751266	Benefits Prog Spec AC HAEU	filled	
41	751267	DCF Health Care Prog Spec	filled	yes
42	751268	Benefits Prog Spec AC HAEU	filled	
43	751269	Benefits Prog Spec AC HAEU	filled	
44	751270	Benefits Prog Spec AC HAEU	filled	yes
45	751271	Benefits Prog Spec AC HAEU	filled	
46	751272	Benefits Prog Spec AC HAEU	filled	yes
47	751273	Benefits Prog Spec AC HAEU	filled	yes
48	751274	Benefits Prog Spec AC HAEU	filled	yes
49	751275	Benefits Prog Spec AC HAEU	filled	yes
50	751276	Benefits Prog Spec AC HAEU	filled	
51	751277	Benefits Prog Spec AC HAEU	filled	yes
52	751278	Benefits Prog Spec AC HAEU	filled	
53	751279	Benefits Prog Spec AC HAEU	filled	yes
54	751280	Benefits Prog Spec AC HAEU	filled	
55	751281	Benefits Prog Spec AC HAEU	filled	
56	751282	Benefits Prog Spec AC HAEU	vacant	
57	751283	Benefits Prog Spec AC HAEU	vacant	
58	751284	Benefits Prog Spec AC HAEU	filled	
59	751285	Benefits Prog Spec AC HAEU	vacant	
60	751286	Benefits Prog Spec AC HAEU	vacant	
61	751287	Benefits Prog Spec AC HAEU	vacant	
62	751288	Benefits Prog Spec AC HAEU	vacant	
63	751289	Benefits Prog Spec AC HAEU	vacant	
64	751290	Benefits Prog Spec AC HAEU	vacant	
65	751291	Benefits Prog Spec AC HAEU	vacant	
66	751292	Benefits Prog Spec AC HAEU	vacant	
67	751293	Benefits Prog Spec AC HAEU	vacant	
68	751294	Benefits Prog Spec AC HAEU	vacant	
69	751295	Benefits Prog Spec AC HAEU	vacant	
70	751296	Benefits Prog Spec AC HAEU	vacant	
71	751297	Program Technician I	filled	yes
72	751298	Program Services Clerk	filled	
73	751299	Program Services Clerk	vacant	

**Agency of Transportation - October 23, 2014 Pilot Request - Twenty-Four Classified Positions Authorized**

	<b>Position Number</b>	<b>Anticipate Effective</b>	<b>Working Title</b>
1	n/a	11/11/2014	Commercial Vehicle Enforcement Officer
2	n/a	11/11/2014	Project Manager
3	n/a	11/11/2014	Civil Engineer
4	n/a	11/11/2014	Civil Engineer
5	n/a	11/11/2014	Civil Engineer
6	n/a	11/11/2014	Civil Engineer
7	n/a	11/11/2014	Civil Engineer
8	n/a	11/11/2014	Civil Engineer
9	n/a	11/11/2014	Civil Engineer
10	n/a	11/11/2014	Civil Engineer
11	n/a	11/11/2014	Civil Engineer
12	n/a	11/11/2014	Civil Engineer
13	n/a	11/11/2014	Civil Engineer
14	n/a	11/11/2014	Civil Engineer
15	n/a	11/11/2014	Civil Engineer
16	n/a	11/11/2014	Civil Engineer
17	n/a	11/11/2014	Civil Engineer
18	n/a	11/11/2014	AOT Planning Coordinator
19	n/a	11/11/2014	Marketing Specialist
20	n/a	11/12/2014	Civil Engineer
21	n/a	11/11/2014	Go! VT Program Manager
22	n/a	11/11/2014	State Airport Operations Specialist
23	n/a	11/11/2014	Business Process Manager
24	n/a	11/11/2014	Administrative Assistant