



STATE OF VERMONT
WORKFORCE REPORT
FISCAL YEAR 2024

2024

Philip B. Scott, Governor
Beth Fastiggi, Commissioner

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Agency of Administration

January 13, 2025

Governor Scott and Members of the General Assembly:

It is my pleasure to present the State's Workforce Report for Fiscal Year 2024. 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 2024

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

Prepared by:

Vermont Department of Human Resources

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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 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. Recruitment and vacancy data updated weekly can be found on DHR's [Statewide Recruitment and Vacancies Dashboard](#).

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.

Executive Branch at a Glance – Fiscal Year 2024

Workforce Characteristics	Classified	Exempt	Total
Number of Employees	7,856	700	8,556
FTEs (Full-Time Equivalents)	7,820.8	689.1	8,509.9
Full-Time Employees (FTE = 1)	7,746	668	8,414
Part-Time Employees (FTE <1)	110	32	142
Average Age	44.9	47.7	45.1
Percent Pre-Baby Boom	0.04%	0.0%	0.04%
Percent Baby Boom	13.3%	17.6%	13.7%
Percent Generation X	39.3%	43.0%	39.6%
Percent Millennial	40.0%	37.1%	39.8%
Percent Generation Z	7.4%	2.3%	6.9%
Average Years of Service	10.1	8.6	10.0
Percent Represented by a Bargaining Unit	92.5%	4.3%	85.3%
Talent Acquisition			
Number of Hires	1,126	91	1,217
Percent of Hires Female	52.1%	57.1%	52.5%
Percent of Hires Underrepresented Racial & Ethnic Groups (UREG)	12.7%	14.3%	12.8%
Average Age of Hires	36.6	40.8	36.9
Percent Pre-Baby Boom	0.0%	0.0%	0.0%
Percent Baby Boom	3.9%	9.9%	4.4%
Percent Generation X	23.4%	24.2%	23.4%
Percent Millennial	46.3%	54.9%	46.9%
Percent Generation Z	26.5%	11.0%	25.3%
Turnover			
Turnover Rate	11.5%	12.6%	11.6%
Number of Employees Separated	890	87	978
Percent Voluntary Terminations	69.5%	79.3%	70.4%
Percent Retirements	22.2%	20.7%	22.0%
Percent Involuntary Terminations	8.3%	0.0%	7.6%
Retirement Eligibility			
Percent Eligible End of Fiscal Year 2024	8.8%	n/a	n/a
Number Eligible End of Fiscal Year 2024	689	n/a	n/a
Percent Eligible within Five Years (End of Fiscal Year 2029)	20.8%	n/a	n/a
Number Eligible within Five Years (End of Fiscal Year 2029)	1,635	n/a	n/a
Compensation			
Average Annual Salary (Full-time, base rate only)	\$71,854	\$103,075	\$74,333
Total Cash Overtime Costs	\$38,453,331	\$388,105	\$38,841,416
Total Compensatory Hours Earned for Overtime	147,863	987	148,849
Average Total Compensation (Total Pay Plus Benefits) per Employee	\$127,488	\$156,807	\$129,882
Average Benefits Paid as a Percent of Total Compensation	37.2%	34.0%	36.9%
Equal Employment Opportunity			
Underrepresented Racial & Ethnic Groups (UREG)	6.3%	5.1%	6.2%
Female Representation	52.2%	56.9%	52.6%

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2024. See Appendix D 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 2024. The data presented include all Executive Branch employees (exempt and classified). It 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	18	18.0	14	14.0	32	32.0
Agriculture	144	144.0	6	6.0	150	150.0
Attorney General	35	35.0	49	48.0	84	83.0
Auditor of Accounts	12	12.0	3	3.0	15	15.0
Buildings & General Services	311	311.0	6	6.0	317	317.0
Cannabis Control Board	17	17.0	5	5.0	22	22.0
Children & Families	921	915.6	27	27.0	948	942.6
Commerce & Community Development	74	74.0	19	18.6	93	92.6
Corrections	925	925.0	19	19.0	944	944.0
Criminal Justice Council	10	10.0	1	1.0	11	11.0
Defender General			76	75.1	76	75.1
Digital Services	338	337.8	17	17.0	355	354.8
Disabilities, Aging & Independent Living	312	303.7	6	6.0	318	309.7
Education	156	155.8	6	6.0	162	161.8
Enhanced 911	9	8.9	1	1.0	10	9.9
Environmental Conservation	330	326.4	3	3.0	333	329.4
Finance & Management	27	27.0	4	4.0	31	31.0
Financial Regulation	84	83.4	16	16.0	100	99.4
Fish & Wildlife	140	140.0	2	2.0	142	142.0
Forests, Parks & Recreation	128	126.4	2	2.0	130	128.4
Governor's Office			11	11.0	11	11.0
Green Mountain Care Board	17	17.0	10	10.0	27	27.0
Health	587	580.8	6	6.0	593	586.8
Human Resources	95	94.0	6	6.0	101	100.0
Human Services	55	55.0	17	17.0	72	72.0
Labor	208	207.9	13	13.0	221	220.9
Libraries	16	16.0	2	2.0	18	18.0
Lieutenant Governor			2	2.0	2	2.0
Liquor & Lottery	65	64.8	5	5.0	70	69.8
Mental Health	188	187.4	9	9.0	197	196.4
Military	140	138.7	4	4.0	144	142.7
Natural Resources	21	20.9	16	16.0	37	36.9
Natural Resources Board	22	21.8	6	6.0	28	27.8
Office of the Child, Youth			2	2.0	2	2.0
Public Safety - Civilian	212	211.6	8	7.5	220	219.1
Public Safety - Sworn	313	312.0	1	1.0	314	313.0
Public Service	46	46.0	19	18.6	65	64.6
Public Utility Commission	4	4.0	22	22.0	26	26.0
Secretary of State	69	69.0	12	12.0	81	81.0
State Ethics Commission			2	1.0	2	1.0
State Treasurer	34	34.0	6	6.0	40	40.0
State's Attorneys & Sheriffs			177	171.7	177	171.7
Taxes	130	130.0	13	13.0	143	143.0
Transportation	1,175	1,174.3	18	17.6	1,193	1,191.9
Vermont Commission on Women	2	2.0	1	1.0	3	3.0
Vermont Health Access	342	340.0	13	13.0	355	353.0
Vermont Human Rights Commission			7	7.0	7	7.0
Vermont Labor Relations Board			2	1.6	2	1.6
Vermont Pension Investment Commission	3	3.0	1	1.0	4	4.0
Vermont Veterans' Home	121	119.8	6	6.0	127	125.8
VOSHA Review Board			1	0.5	1	0.5
Total	7,856	7,820.8	700	689.1	8,556	8,509.9

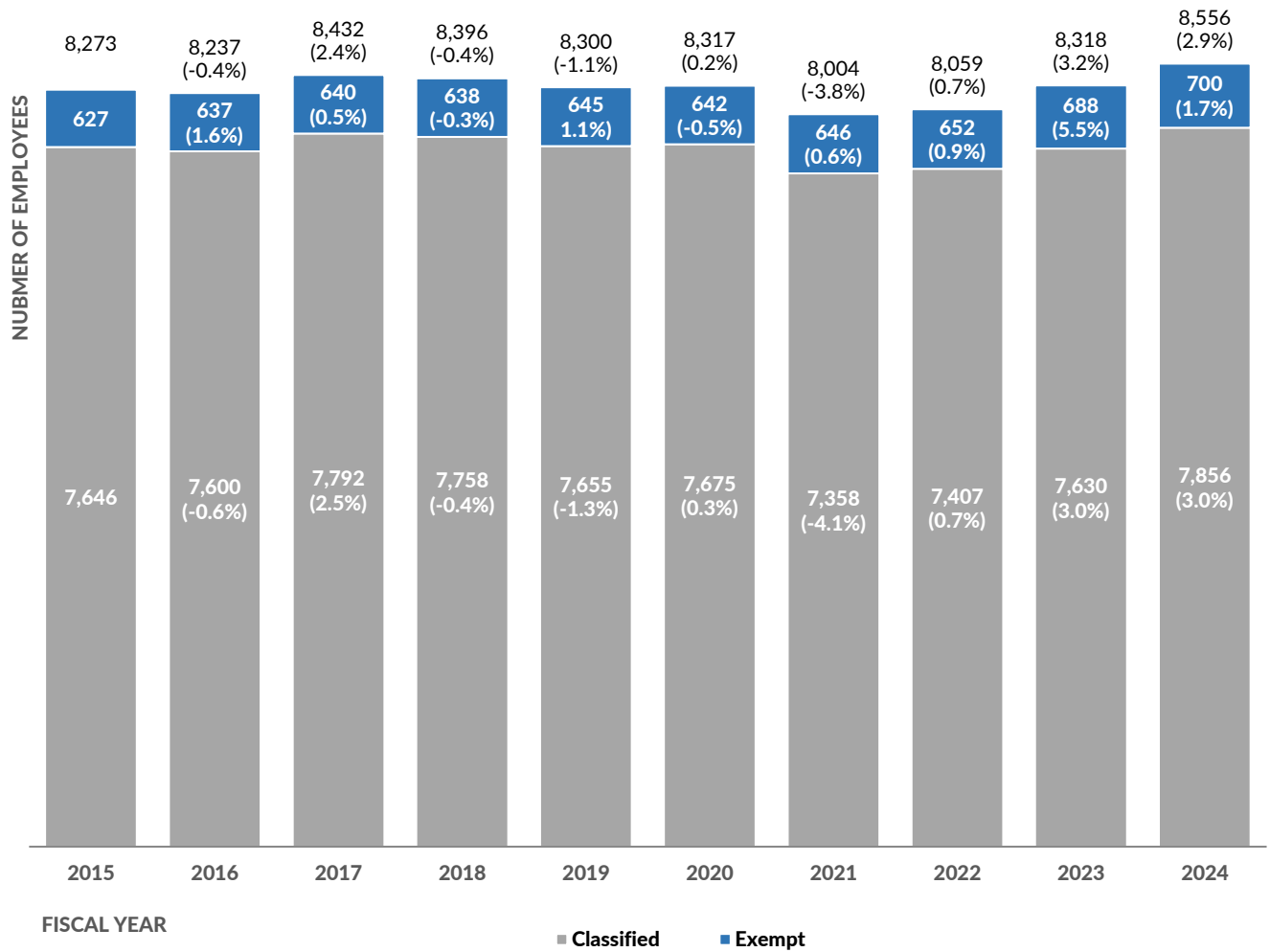
NOTE: FTEs are "Full-Time Equivalents". One FTE is based on a full-time employee's standard hours, which for most employees is 2,080 hours per year (some protective service employees have standard hours greater than 2,080). To calculate the FTE for a part-time employee, total authorized hours are divided 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 215 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 2024.

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 2014 to 2023. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

Table 1 shows that at the end of Fiscal Year 2023 there were 8,556 Executive Branch employees, or 8,509.9 FTE’s.

Table 2 displays the number of Executive Branch employees from 2015 to 2024.

Fiscal Year 2024 total headcount increased from Fiscal Year 2023 by 2.9%.

Comparing Fiscal Year 2015 to Fiscal Year 2024, the overall number of Executive Branch employees has increased by 3.4%, with classified employees increasing by 2.7% and exempt employees increasing by 11.6%.

It should be noted that in Fiscal Year 2024 the classified employee headcount includes over 200 limited service positions above the typical “baseline” for this type of position that was seen in Fiscal Year 2020 and earlier (See Table 66).

From Fiscal Year 2023 to Fiscal Year 2024 the number of Executive Branch Employees increased by 2.9%.

In Fiscal Year 2024 the classified employee headcount includes over 200 more limited service positions than was seen in seen in Fiscal Year 2020.

Table 3 Executive Branch Positions by Department as of June 30, 2024

Department	Positions			Vacancy Rate %	Position Type		
	Filled	Vacant	Total		Perm.	Limited	Exempt
Administration	32	7	39	18%	16	5	18
Agriculture, Food & Mrkts	150	6	156	4%	115	34	7
Attorney General	85	7	92	8%	35	1	56
Auditor of Accounts	15	1	16	6%	12	0	4
Buildings & General Services	313	38	351	11%	335	10	6
Cannabis Control Board	22	3	25	12%	20	0	5
Children and Families	940	78	1,018	8%	909	78	31
Commerce & Community Development	91	17	108	16%	63	25	20
Corrections	938	111	1,049	11%	1,024	4	21
Defender General's Office	75	10	85	12%	0	0	85
Digital Services Agency	353	37	390	9%	321	51	18
Disabilities Aging Independent Living	316	21	337	6%	268	63	6
Education	161	14	175	8%	162	6	7
Enhanced 911 Board	10	1	11	9%	10	0	1
Environmental Conservation	331	34	365	9%	246	116	3
Executive Office	11	3	14	21%	0	0	14
Finance & Management	30	3	33	9%	25	4	4
Financial Regulation	100	7	107	7%	90	1	16
Fish & Wildlife	142	4	146	3%	127	17	2
Forests, Parks & Recreation	128	8	136	6%	112	22	2
Green Mountain Care Board	27	7	34	21%	23	0	11
Health	596	53	649	8%	389	252	8
Human Resources	99	9	108	8%	102	0	6
Human Rights Commission	7	0	7	0%	0	0	7
Human Services	71	5	76	7%	44	16	16
Labor	221	43	264	16%	206	43	15
Labor Relations Board	2	0	2	0%	0	0	2
Libraries	18	2	20	10%	16	2	2
Lieutenant Governor	2	0	2	0%	0	0	2
Liquor and Lottery	70	4	74	5%	69	0	5
Mental Health	198	111	309	36%	290	9	10
Military	145	21	166	13%	86	76	4
Natural Resources	37	8	45	18%	17	10	18
Natural Resources Board	28	0	28	0%	22	0	6
Office of the Child, Youth, Family Adv.	2	0	2	0%	0	0	2
Public Safety - Civilian	259	34	293	12%	244	39	10
Public Safety - Sworn	265	65	330	20%	318	12	0
Public Service Department	65	8	73	11%	30	22	21
Public Utility Commission	25	5	30	17%	5	0	25
Secretary of State	80	4	84	5%	72	0	12
State Ethics Commission	1	1	2	50%	0	0	2
State Treasurer	40	3	43	7%	37	0	6
State's Attorneys and Sheriffs	174	45	219	21%	0	0	219
Taxes	140	27	167	16%	153	0	14
Transportation	1,192	119	1,311	9%	1,252	41	18
Vermont Commission on Women	3	0	3	0%	2	0	1
Vermont Criminal Justice Council	11	4	15	27%	12	1	2
Vermont Health Access	354	24	378	6%	358	5	15
Vermont Pension Investment Commission	4	0	4	0%	3	0	1
Vermont Veterans' Home	130	65	195	33%	182	6	7
VOSHA Review Board	1	0	1	0%	0	0	1
Total	8,510	1,085	9,587	11.3%	7,822	971	794

Fiscal Year 2024 ended with an overall vacancy rate of 11.3% or 1,085 vacant positions. This compares to an overall vacancy rate of 11.9% at the end of Fiscal Year 2023.

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.

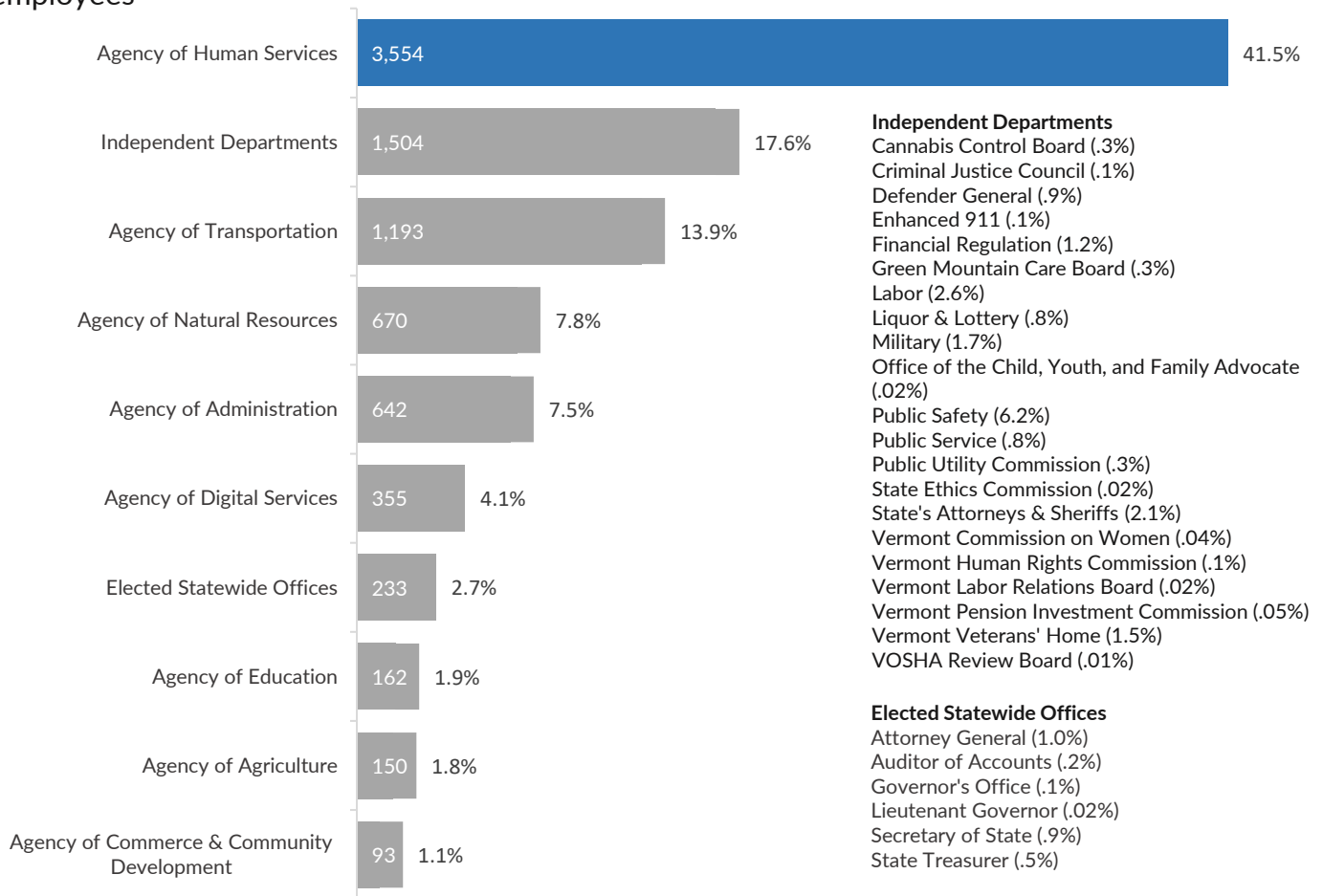
NOTE: A position may be double filled in job share situations, a short-term need to train a new employee by the vacating employee, and in the case of a long-term leave of an employee.

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 2024.

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 2024.

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

Table 3. As of June 30, 2024, there were 9,587 authorized Executive Branch positions – 7,822 permanent classified, 971 limited classified, and 794 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 1,085 vacant positions for an overall vacancy rate of 11.3%, continuing the high vacancy rates that we've seen since Fiscal Year 2021. Prior to Fiscal Year 2021 vacancy rates were typically around 7%.

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 (41.5%).

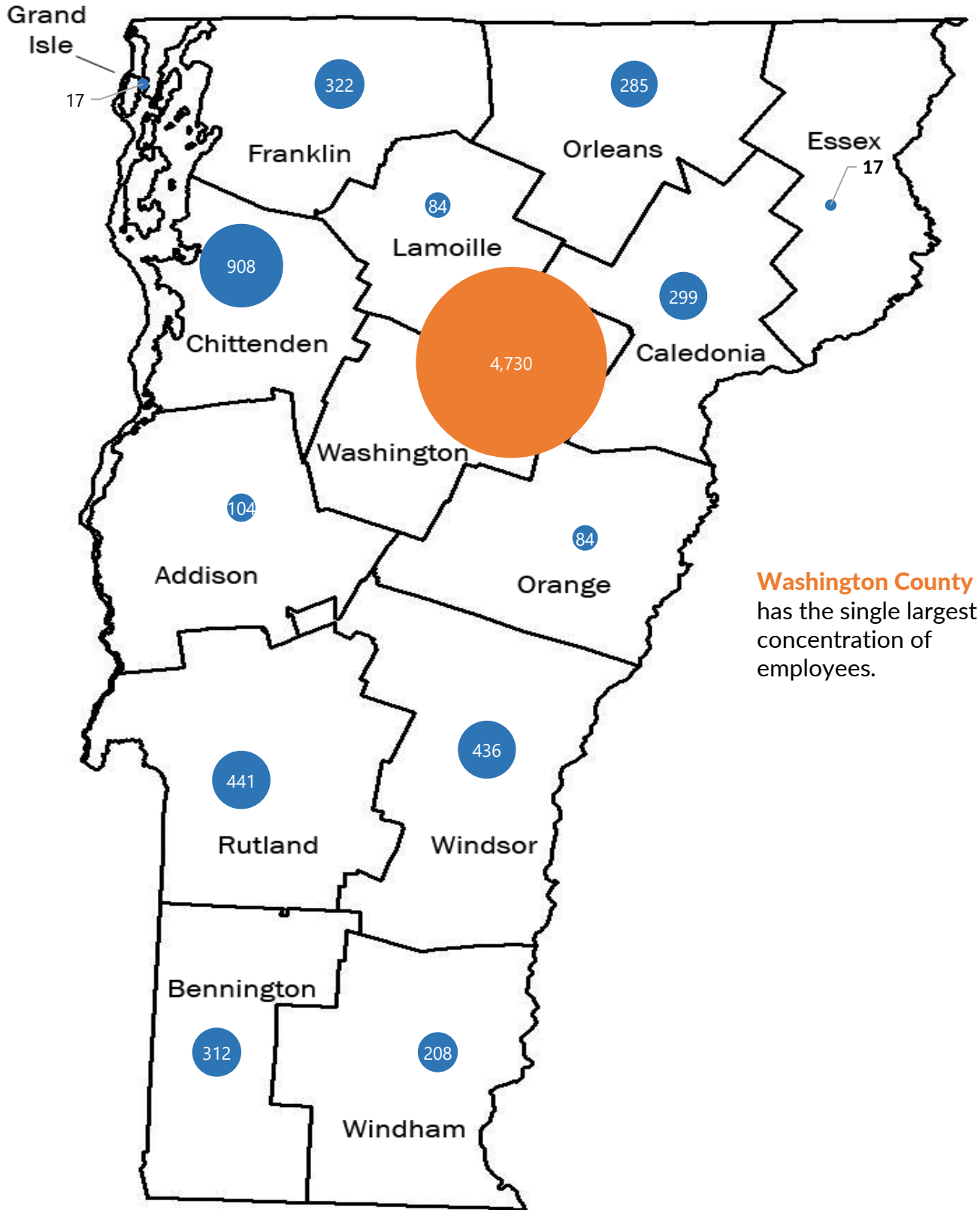
Independent departments (those not under an agency structure) make up 17.6% of employees, with the Department of Public Safety being the largest independent department (6.2%).

Elected Statewide Offices account for 2.8% of Executive Branch employees.

Fiscal Year 2024 saw a vacancy rate of 11.3% continuing the high vacancy rates that we've seen since Fiscal Year 2021. Prior to Fiscal Year 2021 vacancy rates were typically around 7%.

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 2024. A small number of employees (309) 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	104	1.3%	\$70,933	50%	50%	1.9%
Bennington	312	3.8%	\$68,137	59%	41%	7.1%
Caledonia	299	3.6%	\$66,585	35%	65%	7.7%
Chittenden	908	11.0%	\$69,199	48%	52%	8.5%
Essex	17	0.2%	\$62,171	6%	94%	5.9%
Franklin	322	3.9%	\$65,766	43%	57%	8.7%
Grand Isle	17	0.2%	\$60,738	24%	76%	5.9%
Lamoille	84	1.0%	\$68,341	58%	42%	4.8%
Orange	84	1.0%	\$64,896	26%	74%	1.2%
Orleans	285	3.5%	\$65,796	40%	60%	7.7%
Rutland	441	5.3%	\$68,153	43%	57%	3.9%
Washington	4,730	57.4%	\$77,822	59%	41%	5.8%
Windham	208	2.5%	\$70,561	48%	52%	4.8%
Windsor	436	5.3%	\$66,255	37%	63%	7.3%
Total	8,247	100.0%	\$73,518	53%	47%	6.2%

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

More than half of all Executive Branch employees (57.4%) 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 2024. A small number of employees (309) 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 D for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report.

As of the end of Fiscal Year 2024 Executive Branch employees worked in every county in the state.

Most Executive Branch employees (68.4%) worked in Washington and Chittenden counties. More than half of all state employees (57.4%) now work in Washington County.

Table 7 Executive Branch Employee Profile

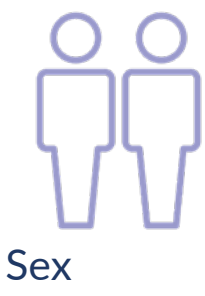


Classified

7,856
(91.8%)

Exempt

700
(8.2%)



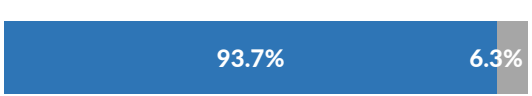
Female | Male



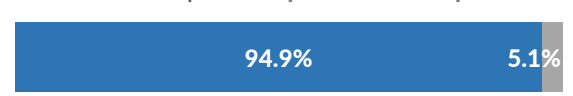
Female | Male



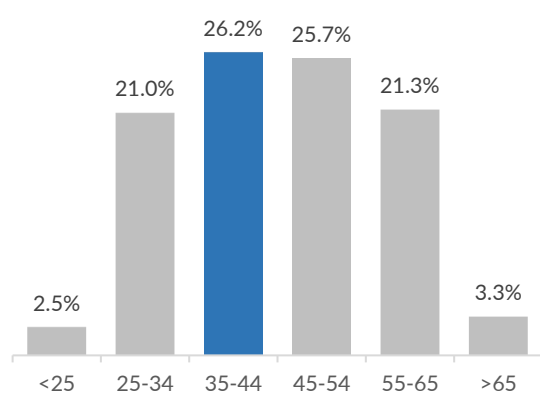
White | Underrepresented Groups



White | Underrepresented Groups



Average Age = 44.9



Average Age = 47.7

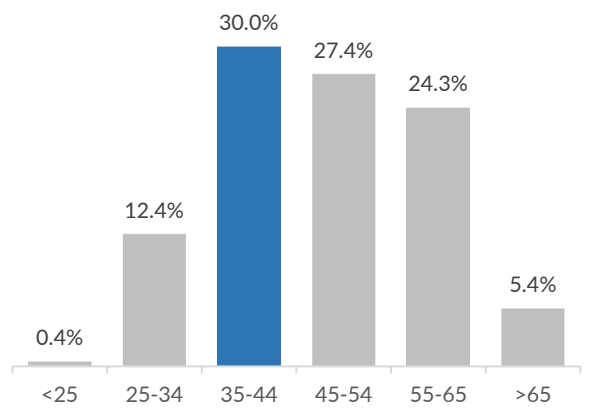
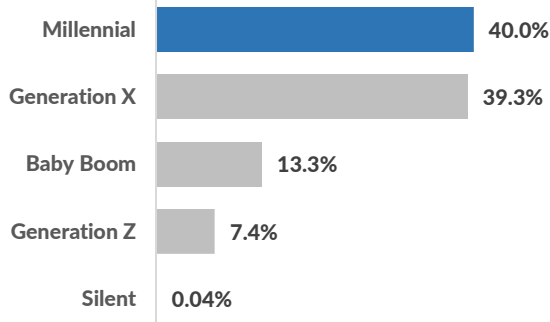


Table 7 Executive Branch Employee Profile (Continued)

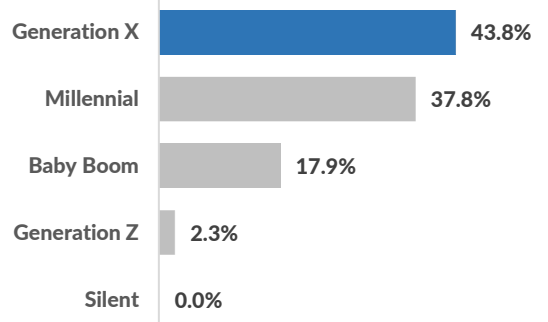


Generation

Classified

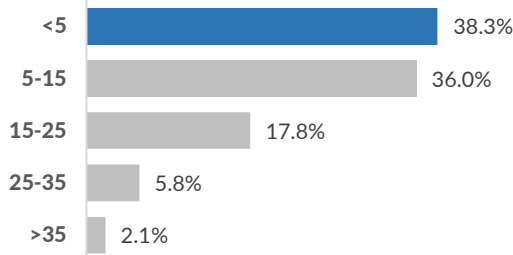


Exempt

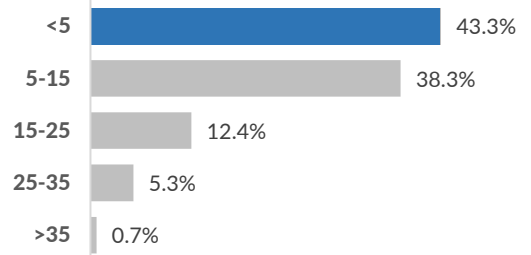


Service

Average Length of Service = 10.1

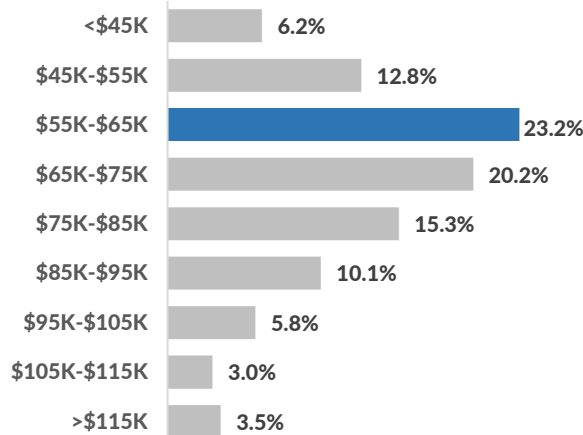


Average Length of Service = 8.6

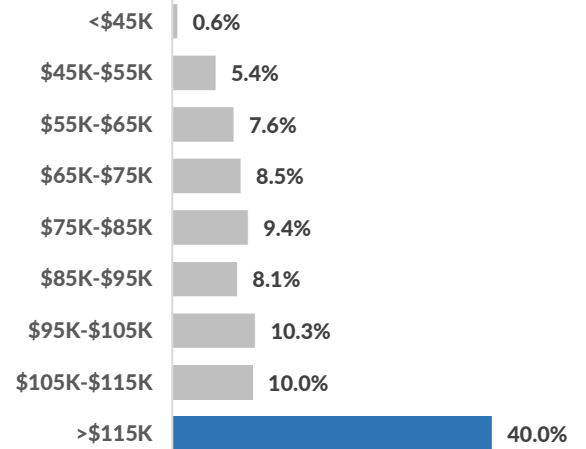


Salary

Average Annual Salary = \$71,854



Average Annual Salary = \$103,075



Source: The State's Human Resource Information System (VTHR). Data include all full-time Executive Branch employees (classified and exempt) for Fiscal Year 2024. 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 D for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report. See Note on Table 15b for definitions of Generations.

Comparing classified and exempt employees, there is a higher percentage of female exempt employees (56.9%) compared to classified (52.2%). However, the percentage of Underrepresented Racial and Ethnic Groups (UREG) is higher in the classified workforce (6.3%) than the exempt (5.1%).

The average age of classified employees was 44.9 years with the largest percentage (26.2%) being between 35 and 44. This is compared to the exempt workforce where the average age is slightly higher at 47.7 years and the largest percent (30.0%) is also 35 to 44.

The largest percentage of classified employees were Millennials (40.0%). This is the first fiscal year that Millennials outnumbered Generation X (see [Table 15a](#) for more details). The largest percentage of exempt employees were Generation X (43.8%).

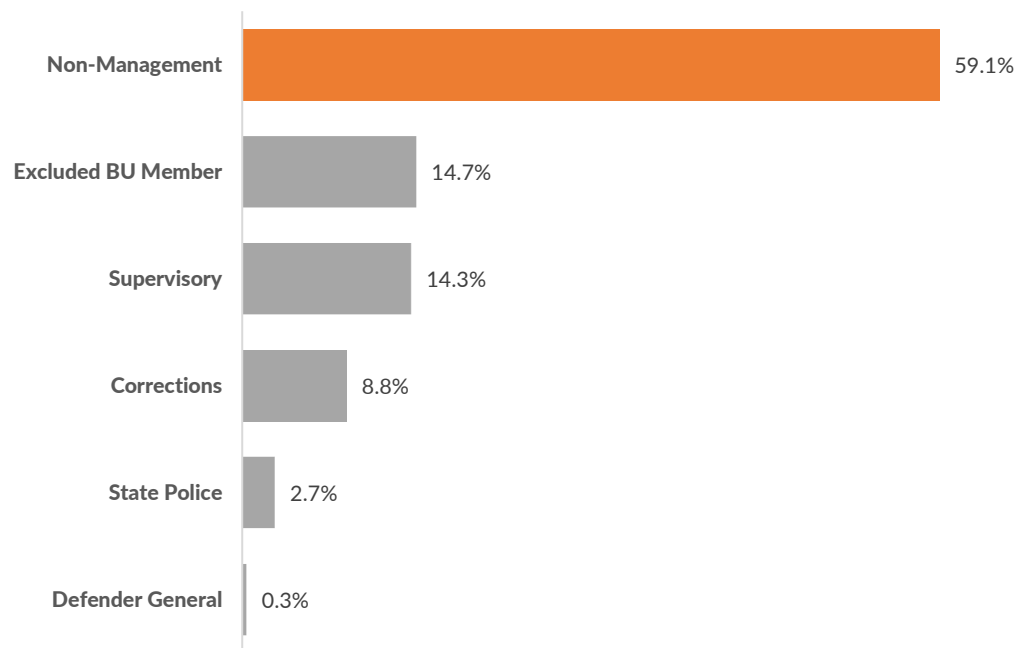
The average length of service for classified employees is 10.1 years compared to 8.6 years in the exempt workforce. Typically, the largest number of employees have five or fewer years of service. This is the case in Fiscal Year 2024; however, for classified employees there is only a slight difference with those with five or fewer years at 38.3% and 36.0% for employees with five to 15 years of experience. This anomaly was a result of high turnover in last three fiscal years, 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 34](#).

The average annual base salary for full-time classified employees was \$71,854 with the largest percentage earning between \$55,000 and \$65,000. This is compared to exempt employees where the average base salary for full-time employees was \$103,075 with the largest percentage (40.0%) earning greater than \$115,000 a year.

A total of 7,086 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.

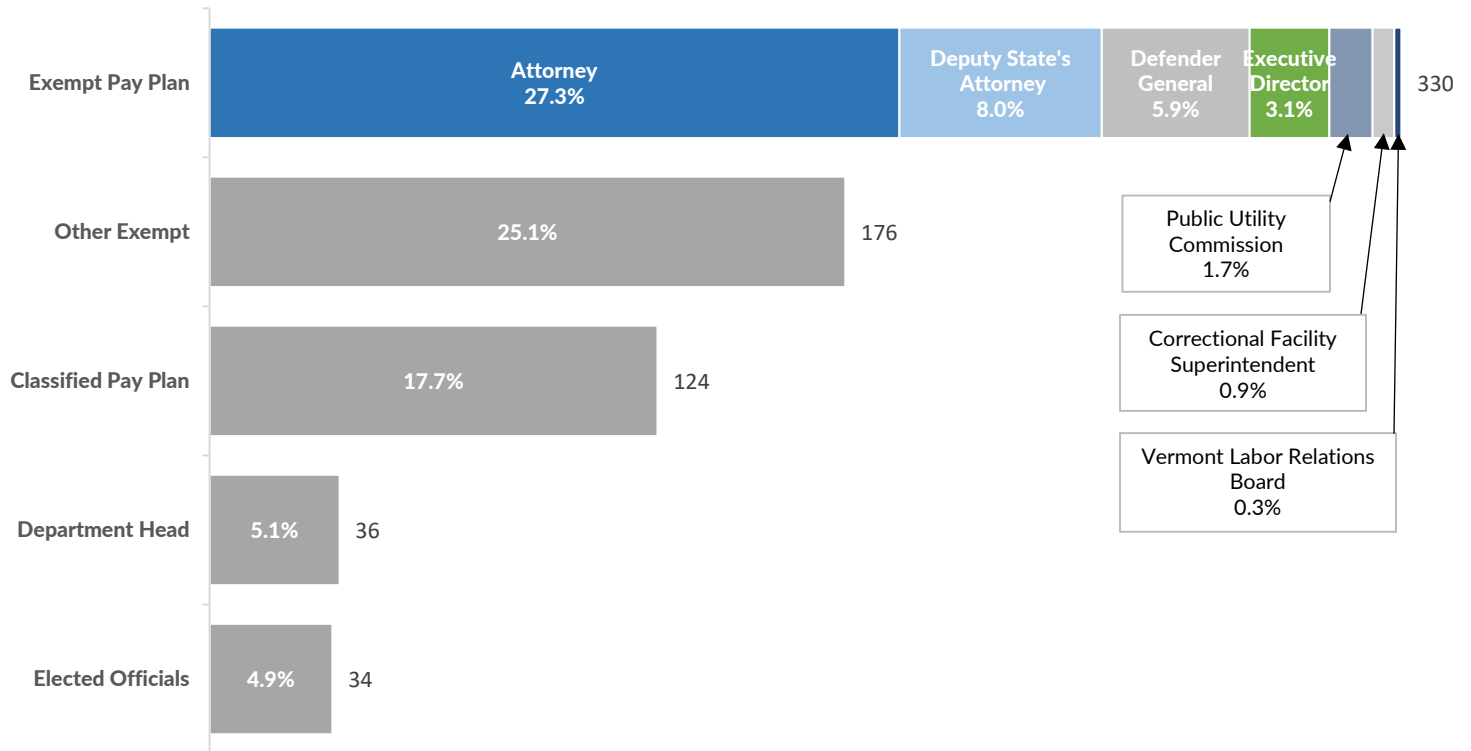
A total of 7,295 or 85% of Executive Branch employees are covered by one of the five collective bargaining units - State Police, Supervisory, Corrections, Defender General, or the largest unit, Non-Management.

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 2024.

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 124 employees in this category the majority were in the following job titles: Victims Advocate (22.6%), Deputy Sheriff (16.9%), Secretary IV (14.5%), Administrative Secretary (11.3%).
Other Exempts/Non-Pay Plan	Other positions exempted by statute from classified service. Of the 176 employees in this category the majority were in the following job titles: Deputy Commissioner (13.6%), Private Secretary (11.4%), Principal Assistant (9.7%), Executive Director (8.7%), Executive Assistant (4.0%), Deputy Secretary (2.8%) and Agency Director of Digital Services (3.4%).
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 2024. 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 700 exempt employees almost half (47.1%) are in one of the seven exempt pay plans. The largest group was attorneys (41.1%) 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.



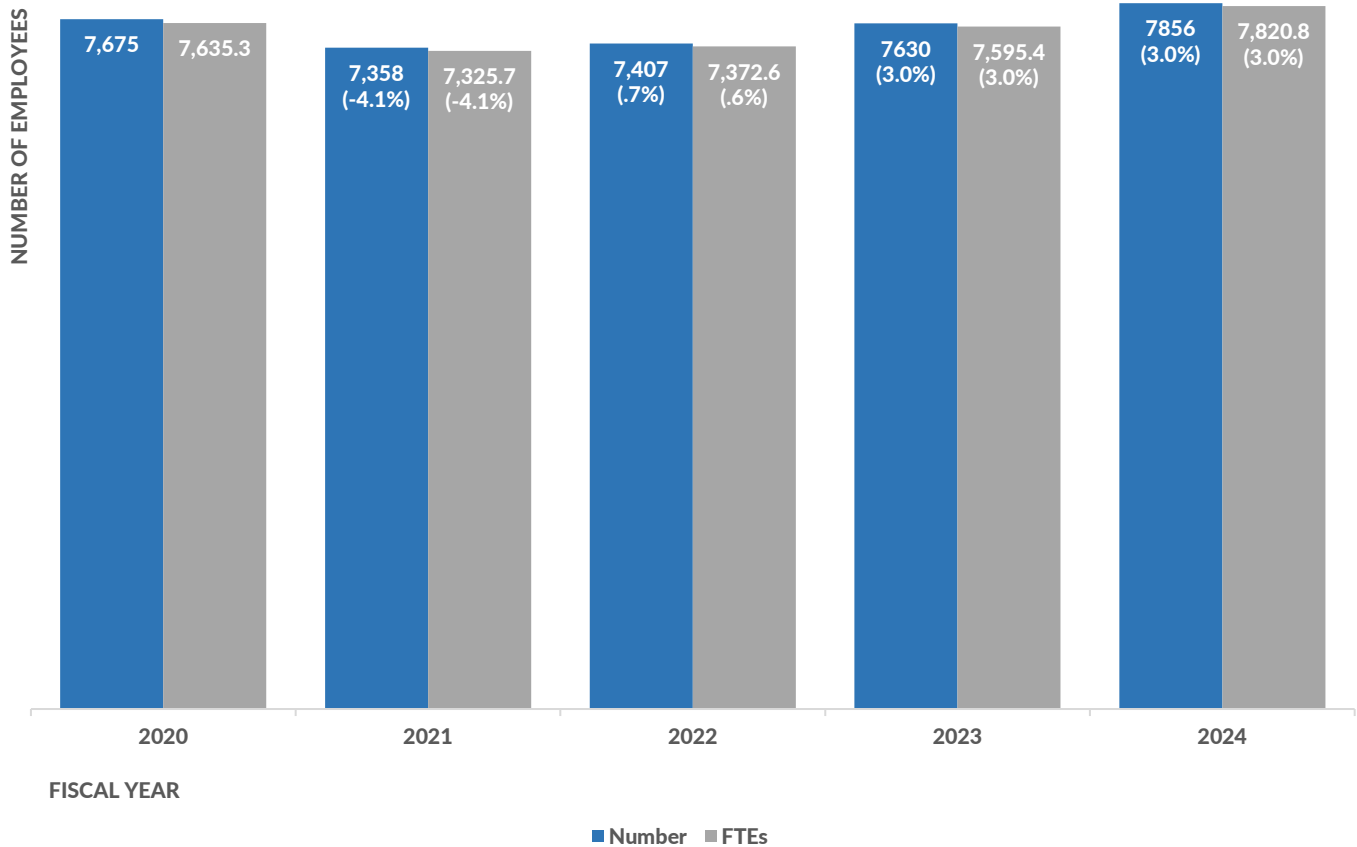
2. Classified Service Statistics

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 2020 to 2024. 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 2024 there were a total of 7,856 classified employees and 7,820.8 FTEs. Fiscal Year 2024's classified staffing level increased substantially from Fiscal Year 2023 in both number of employees 3.0% (226) and FTEs 3.0% (225.4).

Comparing Fiscal Year 2020 to Fiscal Year 2024, both the number of classified employees and FTEs increased, with the number of employees 2.4% more (181) and FTEs 2.4% more (185.5).

The number of classified employees has increased steadily since the low reached in 2021 due to the pandemic. However, it should be noted that in last three fiscal years the classified employee headcount includes over 200 more limited service positions than pre-pandemic "baseline" years (See Table 66).

The number of classified employees has increased steadily since the low reached in 2021 due to the pandemic.

In Fiscal Year 2024 the classified employee headcount includes over 200 more limited service positions than was seen in Fiscal Year 2020.

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

Department	2020		2021		Fiscal Year 2022		2023		2024		% Change FY '20 to FY '24	
	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs
Administration	12	12.0	12	12.0	16	16.0	18	18.0	18	18.0	50.0%	50.0%
Agriculture, Food & Markets	124	124.0	127	127.0	129	128.3	136	135.3	144	144.0	16.1%	16.1%
Attorney General	30	30.0	32	32.0	32	32.0	33	33.0	35	35.0	16.7%	16.7%
Buildings & General Services	322	321.8	302	302.0	305	305.0	307	307.0	311	311.0	-3.4%	-3.4%
Children & Families	926	921.4	873	870.3	900	896.7	892	887.4	921	915.6	-0.5%	-0.6%
Commerce & Comm. Dev.	59	58.8	59	59.0	72	72.0	72	72.0	74	74.0	25.4%	25.9%
Corrections	982	981.4	882	882.0	819	819.0	875	875.0	925	925.0	-5.8%	-5.7%
Digital Services	327	326.3	317	316.1	319	318.6	334	333.8	338	337.8	3.4%	3.5%
Disabilities, Aging & Ind. Liv.	268	261.8	260	256.1	283	278.7	303	295.2	312	303.7	16.4%	16.0%
Education	141	140.8	145	144.7	144	143.8	142	141.8	156	155.8	10.6%	10.7%
Environmental Conservation	281	278.3	269	266.2	284	279.8	320	316.2	330	326.4	17.4%	17.3%
Finance & Management	25	25.0	25	25.0	21	21.0	26	26.0	27	27.0	8.0%	8.0%
Financial Regulation	83	82.7	85	84.7	76	75.7	77	76.5	84	83.4	1.2%	0.8%
Fish & Wildlife	134	133.8	130	129.8	136	136.0	137	137.0	140	140.0	4.5%	4.6%
Forests, Parks & Recreation	112	111.6	112	111.6	114	113.6	114	113.6	128	126.4	14.3%	13.2%
Green Mountain Care Board	19	18.8	21	20.8	18	18.0	21	21.0	17	17.0	-10.5%	-9.3%
Health	488	478.9	496	487.5	564	555.5	587	580.6	587	580.8	20.3%	21.3%
Human Resources	89	89.0	85	85.0	91	90.0	92	91.0	95	94.0	6.7%	5.6%
Human Services	44	44.0	41	41.0	44	44.0	47	46.8	55	55.0	25.0%	25.0%
Labor	192	192.0	201	201.0	206	206.0	207	207.0	208	207.9	8.3%	8.3%
Libraries	15	15.0	14	14.0	15	15.0	16	16.0	16	16.0	6.7%	6.7%
Liquor & Lottery	62	61.8	63	62.8	58	57.8	63	62.8	65	64.8	4.8%	4.9%
Mental Health	216	214.1	213	211.1	187	184.8	173	171.8	188	187.4	-13.0%	-12.5%
Military	142	140.8	139	137.8	140	139.2	140	139.4	140	138.7	-1.4%	-1.5%
Natural Resources	11	10.8	12	11.8	13	12.3	18	18.0	21	20.9	90.9%	92.8%
Natural Resources Board	21	20.8	21	20.8	20	19.8	20	20.0	22	21.8	4.8%	4.8%
Public Safety - Civilian	215	214.8	196	196.0	200	200.0	194	194.0	212	211.6	-1.4%	-1.5%
Public Safety - Sworn	355	354.6	336	336.0	322	322.0	311	310.0	313	312.0	-11.8%	-12.0%
Public Service	31	30.8	27	27.0	36	35.5	40	40.0	46	46.0	48.4%	49.6%
Secretary of State	67	67.0	63	63.0	67	67.0	67	67.0	69	69.0	3.0%	3.0%
Small Departments	36	35.8	34	33.8	41	41.0	54	54.0	57	56.9	58.3%	59.2%
State Treasurer	31	31.0	29	29.0	29	29.0	33	33.0	34	34.0	9.7%	9.7%
Taxes	133	132.8	126	126.0	124	123.8	125	124.8	130	130.0	-2.3%	-2.1%
Transportation	1189	1186.2	1138	1133.9	1145	1142.5	1170	1168.9	1175	1174.3	-1.2%	-1.0%
Vermont Health Access	324	320.7	323	320.8	309	306.2	340	337.7	342	340.0	5.6%	6.0%
Vermont Veterans' Home	169	166.0	150	148.0	128	127.2	126	124.0	121	119.8	-28.4%	-27.8%
Total	7675	7635.3	7358	7325.7	7407	7372.6	7630	7595.4	7856	7820.8	2.4%	2.4%
% Change from Prev. FY			-4.1%	-4.1%	0.7%	0.6%	3.0%	3.0%	3.0%	3.0%		

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2020 to 2024. "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 2020 vs. Fiscal Year 2024



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

As illustrated in Table 12, from Fiscal Year 2020 to Fiscal Year 2024 most departments saw a decrease or slight increase in the number of employees. During this time there was an overall increase of 181 employees.

The decrease of 57 employees in the Department of Corrections was largely due to high turnover rates among Correctional Officers, resulting in a high vacancy rate. However, the total headcount increased nearly 6% from Fiscal Year 2023 to Fiscal Year 2024 showing a reversal of the trend.

The increase seen in the Department of Health was driven by a sharp increase in the number of filled limited service positions (See Table 66).

The number of classified employees in Fiscal Year 2024 was up significantly after reaching a low in 2021 due to the pandemic.

The decrease of 57 employees in the Department of Corrections was largely due to high turnover rates among Correctional Officers resulting in a high vacancy rate.

The increase seen in the Department of Health was driven by a sharp increase in the number of filled limited service positions.

Table 13 Most Populous Classified Job Titles – Fiscal Year 2024

Job Title	Number of Employees
Correctional Officer I	315
Family Services Worker	163
Trooper	156
Transportation Operations Technician II	146
Benefits Programs Specialist	107
Correctional Officer II	91
Transportation Operations Technician III	80
Sergeant	79
Administrative Services Coordinator I	68
Administrative Services Coordinator II	66
Environmental Analyst V - General	63
Reach Up Case Manager II	54
BGS Custodian II	53
Program Technician II	52
MV Direct Client Services Specialist I	48
Probation & Parole Officer	47
Transportation Operations Technician I	47
Family Services Supervisor	46
AOT Area Maintenance Supervisor II	43
Environmental Analyst VI	43
Public Health Specialist II	42
Correctional Facility Shift Supervisor	41
Administrative Services Coordinator III	40
Environmental Analyst VII - General	40
Licensed Nursing Assistant	40
Transportation Senior Operations Technician	40
Financial Administrator II	39
Financial Manager I	39
Administrative Services Technician IV	36
Financial Administrator III	36

Source: The State’s Human Resource Information System (VTHR). Data only include classified employees of the Executive Branch for Fiscal Year 2024.

At the end of Fiscal Year 2024 there were 1,905 active classified job titles on record. The most populous was Correctional Officer I (315 employees).

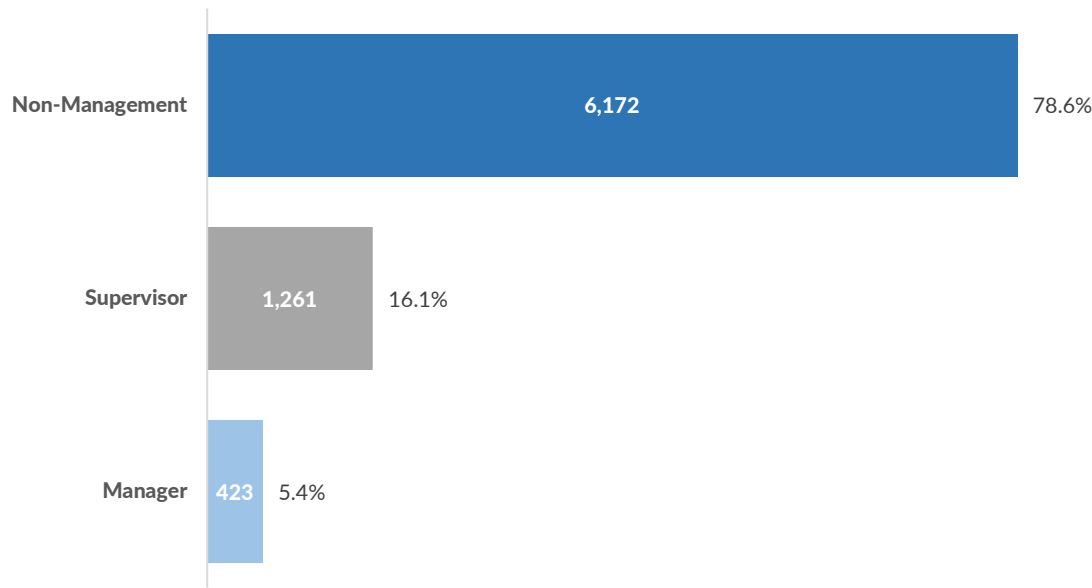
Most classified job titles 1,055 (55.4%) had a single incumbent. Nearly 85% (1,545) had five or fewer incumbents.

Just 16.2% (1,271) of the classified workforce were employed in the ten most populous job titles.

At the end of Fiscal Year 2024 there were 1,905 active classified job titles. This is a ratio of one job class for every 4.2 employees.

Well over half of all classified job titles had a single incumbent.

Table 14 Management Profile – Fiscal Year 2024



The Manager/ Supervisor-to-staff ratio was 1 to 4.7.

The 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 3.1% or 13 employees out of 423 identified as a UREG.

	Num	Percent	Average Salary	Average Age	Average LOS	Percent Female	Percent Male	UREG
Manager	423	5.4%	\$108,249	50.8	16.4	48.5%	51.5%	3.1%
Supervisor	1,261	16.1%	\$86,778	47.7	14.0	53.6%	46.4%	3.9%
Non-Management	6,172	78.6%	\$66,258	43.9	8.9	52.1%	47.9%	7.0%
Total	7,856	100.0%	\$71,854	44.9	10.1	52.2%	47.8%	6.3%

*Hispanic or Latino; Black or African American; Native Hawaiian or Other Pacific Islander; Asian or Pacific Islander; American Indian or Alaska Native; or Two or More Races.

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2024. 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 D 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 2024, 5.4% of the workforce were designated managers and 16.1% designated supervisors, with the remaining 78.6% non-management.

The Manager/Supervisor-to-staff ratio was 1 to 4.7¹.

There was a slightly higher percent of male managers (51.5%) than female managers (48.5%); however, there was a higher percentage of female supervisors (53.6% female, 46.4% male).

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 3.1% or 13 employees out of 423 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 2024

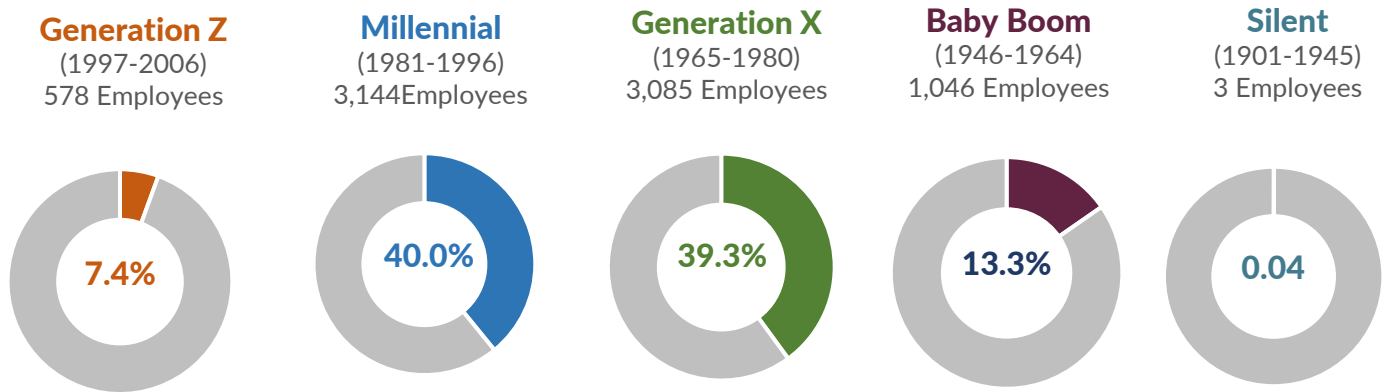
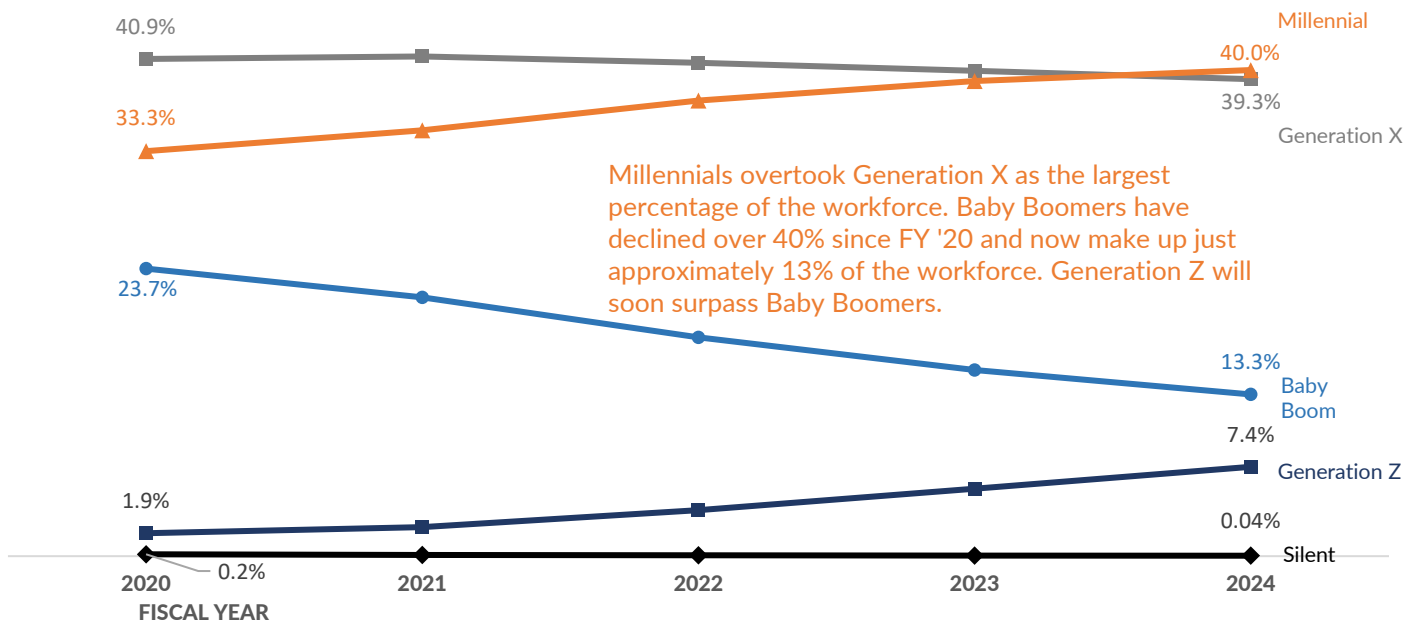


Table 15b Employee Distribution by Generation – Fiscal Year 2020 vs. Fiscal Year 2024



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2020 to 2024. Note: Generation Z are those born 1997 and later (age 27 or younger in 2024); Millennials are those born from 1981 to 1996 (age 28 to 43 in 2024); Generation X are those born from 1965 to 1980 (age 44 to 59 in 2024); the Baby Boom are those born from 1946 to 1964 (age 60 to 78 in 2024); and The Silent Generation are those born from 1945 or earlier (age 79 or older in 2024). <http://www.pewresearch.org/fact-tank/>

In FY 2024 Millennials overtook Generation X as the largest percentage of the workforce.

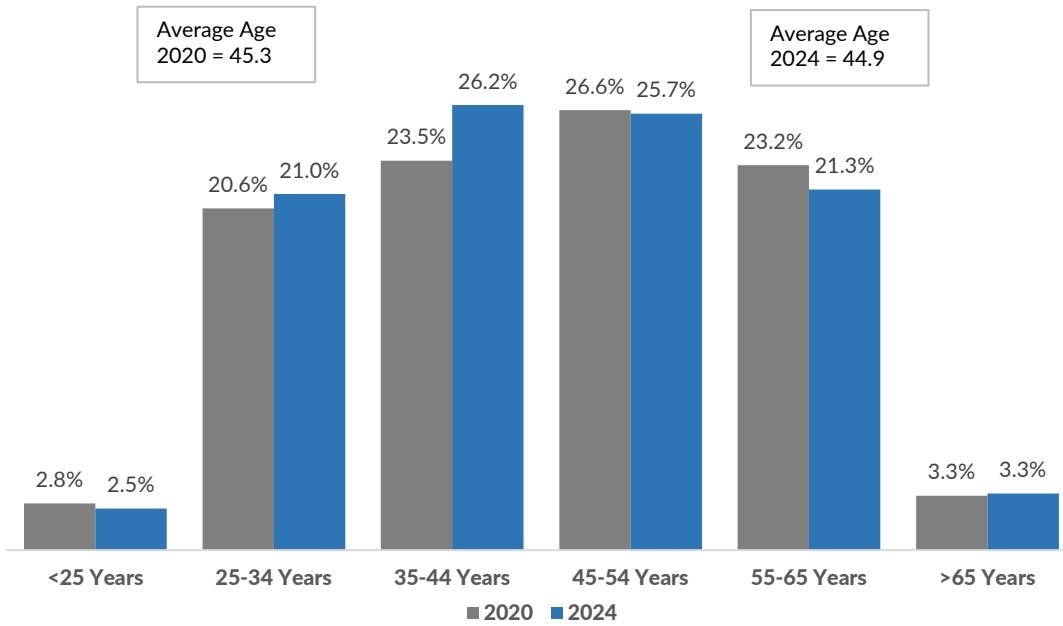
The State’s workforce has experienced a significant generational shift over the last five fiscal years.

Generation X has stayed flat now just under 40% of the workforce. In Fiscal Year 2024 Millennials became the generation with the largest percentage of the workforce (40.0%). The Baby Boom generation continues to decline rapidly as a percent of the workforce (-42.4% from 2020 to 2024) now (Fiscal Year 2024) only making up 13.3% of the workforce.

Generation Z will soon surpass Baby Boomers.

The first of Generation Z began entering the state's workforce around 2017 and now stand at 7.4% of the workforce. It is the most rapidly increasing generation - up more than 4-fold from 2020.

Table 16 Age Distribution for Classified Employees – Fiscal Year 2020 vs. Fiscal Year 2024



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2020 and 2024.

The age distribution as shown in Table 16 reflects only minor changes comparing Fiscal Year 2020 and Fiscal Year 2024. There is a modest increase in those employees in the 35-44 year age group (14.2%) and a modest decrease in the 55-65 year age group (-6.3%).

The average age of classified employees at the end of Fiscal Year 2024 was 44.9 compared to 45.3 in Fiscal Year 2020. This is the second fiscal year in a row in which the average age was below 45.

In Fiscal Year 2024 the average age remained below 45.

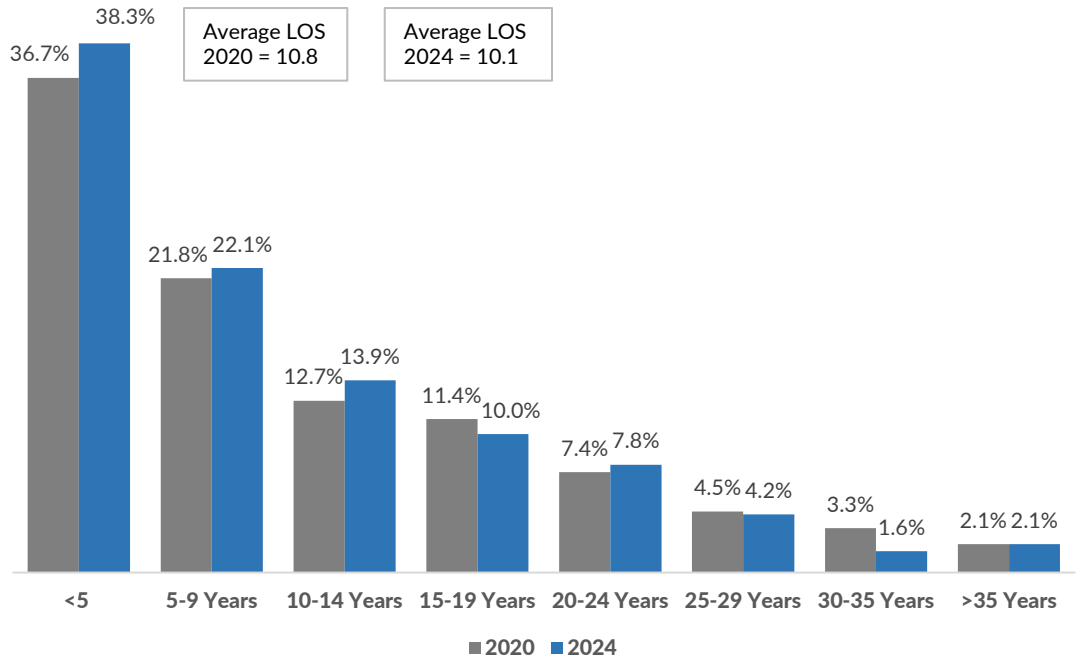
Contrary to common belief, the State of Vermont workforce is not “graying.” The average age is decreasing, and Millennials and Generation Z are rapidly growing as a percentage of the workforce while Baby Boomers are rapidly leaving the workforce.

Distribution for Classified Employees – Data Table

Age Group	2020	2021	2022	2023	2024
<25 Years	216	177	185	212	193
25-34 Years	1,582	1,509	1,541	1,614	1,649
35-44 Years	1,804	1,783	1,870	1,953	2,061
45-54 Years	2,038	1,942	1,949	1,973	2,021
55-65 Years	1,783	1,684	1,618	1,625	1,670
>65 Years	252	263	244	253	262
Total	7,675	7,358	7,407	7,630	7,856

Table 17 Years of Service Distribution for Classified Employees – Fiscal Year 2020 vs. Fiscal Year 2024

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 2020 and 2024. 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 2020 to Fiscal Year 2024 and shows that there has been a significant decrease in those employees with higher years of service.

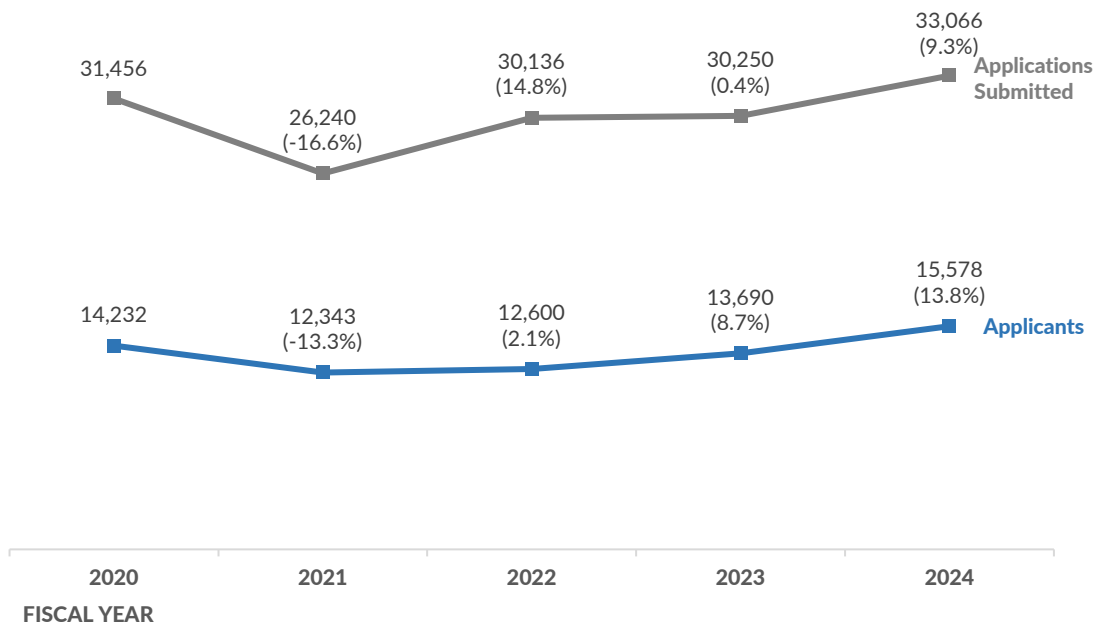
The 30-35 years of service group saw a significant drop of nearly 52%, with those employees with 25-29 years of service (-4.6%) also showing a decline.

Years of Service Distribution for Classified Employees – Data Table

Years of Service	2020	2021	2022	2023	2024
<5 Years	2,815	2,497	2,596	2,813	3,012
5-9 Years	1,676	1,820	1,840	1,761	1,733
10-14 Years	977	903	897	976	1,094
15-19 Years	874	874	878	890	788
20-24 Years	571	634	621	587	614
25-29 Years	347	284	271	312	331
30-35 Years	253	199	165	142	122
>35 Years	162	147	139	149	162
Total	7,675	7,358	7,407	7,630	7,856

Talent Acquisition

Table 18a Number of Job Applications and Applicants by Fiscal Year



The number of applications submitted increased significantly year over year.

Both applications submitted and unique applicants are approaching those seen pre-pandemic.

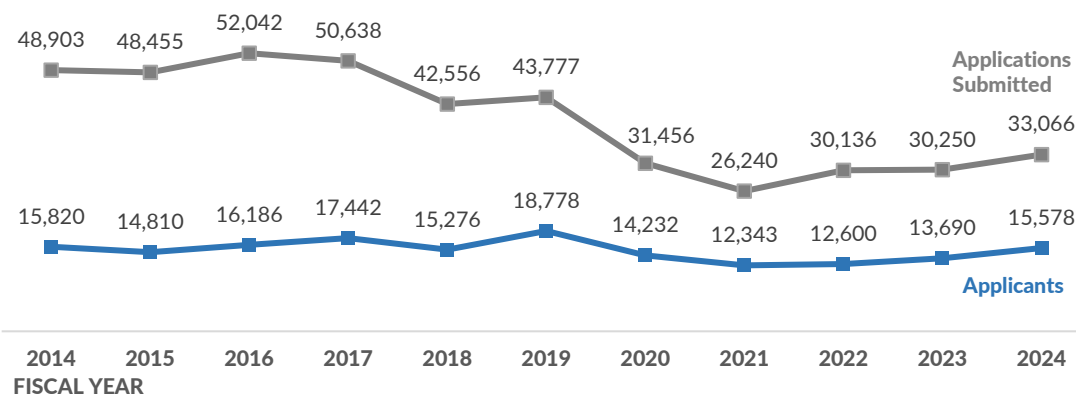
Source: SuccessFactors Recruiting. Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2019 to 2023. This includes all classified job postings, and some temporary and exempt job postings. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

In Fiscal Year 2024, 15,578 applicants submitted 33,066 applications for jobs with the State of Vermont.

The number of applications submitted was up significantly (9.3%) and unique applicants saw a significant increase also (13.8%). These numbers are approaching those seen pre-pandemic where it was routine to see 40k to 50k applications from 15k to 17k applicants.

Pre pandemic the state averaged about 48k applications submitted per year compared to around 31k per year post pandemic – a decline of 35%.

Table 18b Historical View of Number of Job Applications and Applicants by FY

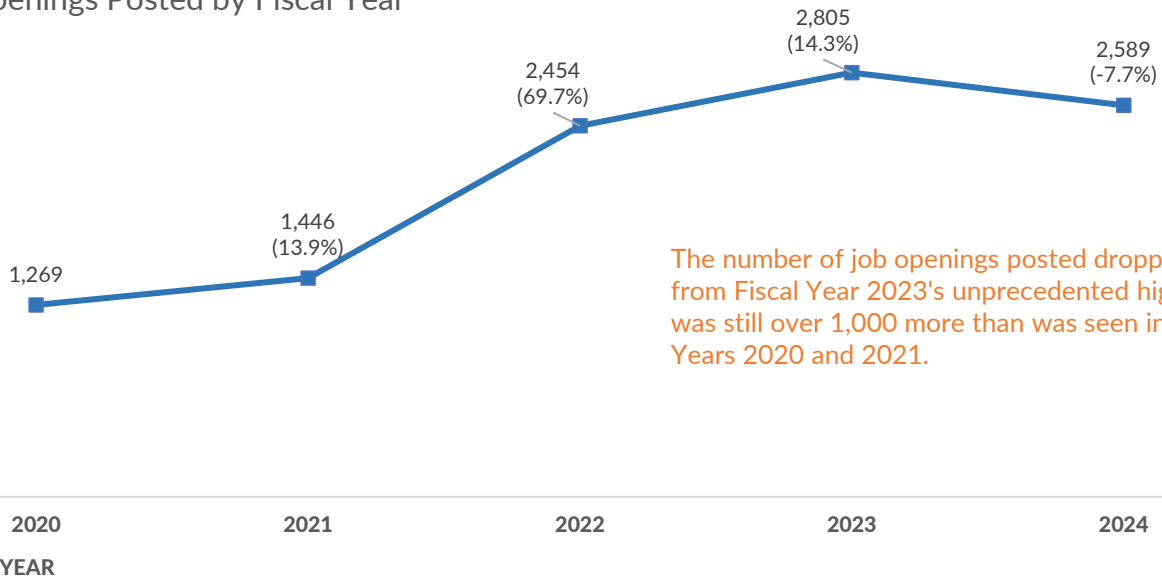


Source: SuccessFactors Recruiting, FY '18- '24; State's Human Resource Information System (VTHR), FY'14-FY '19.

Now that we have entered the post pandemic era it is instructive to take a historical view. Table 18b shows the number of applications submitted and the number of unique applicants. Before the pandemic (FY '19 and before) the average number of applications submitted was about 48k per year compared to about 31k per year post pandemic (FY '22 and after) - a decline of 35%. Likewise, the number of applicants averaged about 16k a year pre pandemic and 14k a year post pandemic - a decline of 13%.

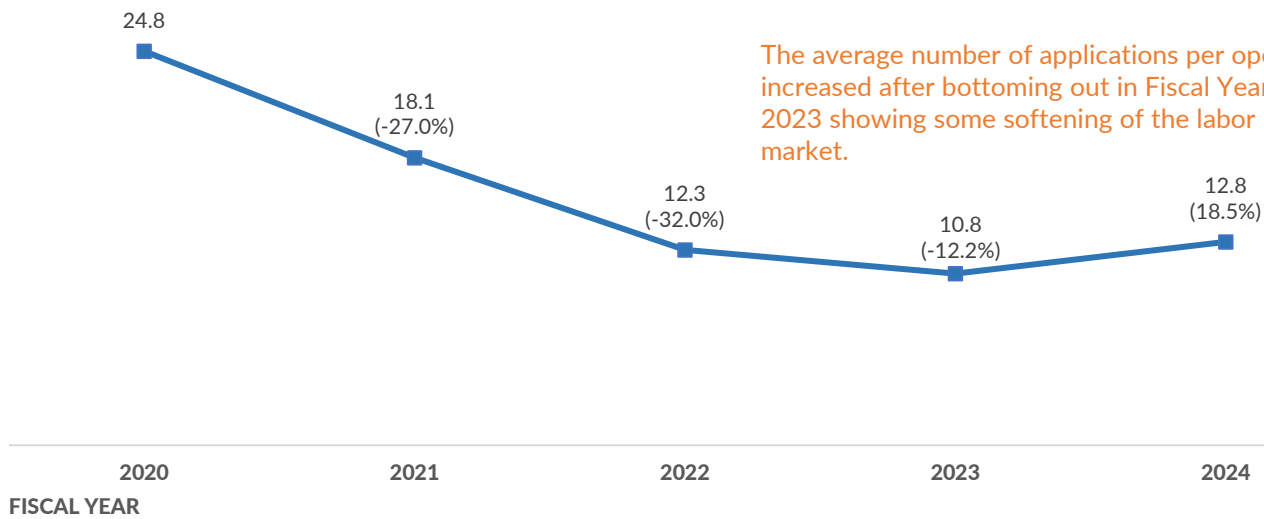
Table 19 Job Application Activity by Fiscal Year

Job Openings Posted by Fiscal Year



The number of job openings posted dropped from Fiscal Year 2023's unprecedented high but was still over 1,000 more than was seen in Fiscal Years 2020 and 2021.

Average Number of Applications per Job Opening



The average number of applications per opening increased after bottoming out in Fiscal Year 2023 showing some softening of the labor market.

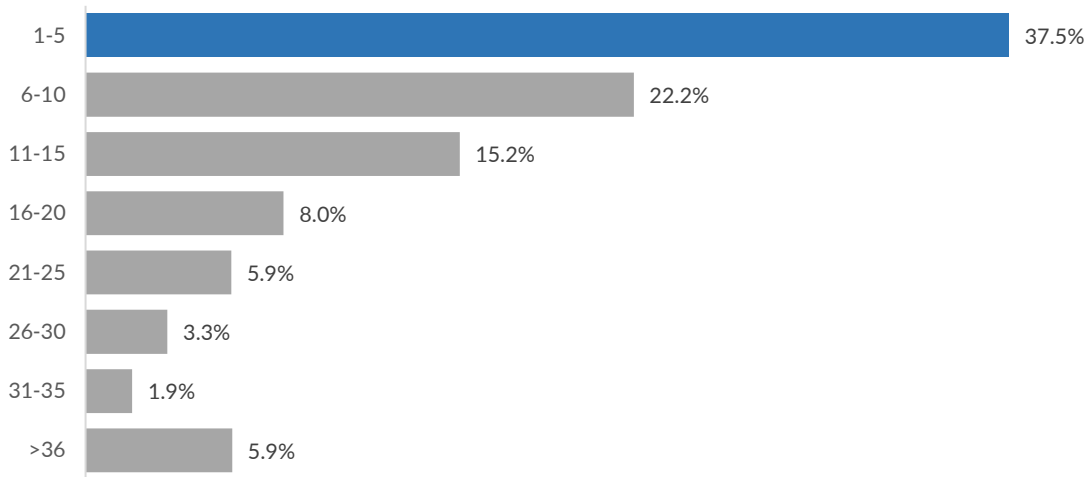
Source: SuccessFactors Recruiting. Data include both internal and external applicants who applied through the Department of Human Resources online application system during Fiscal Year 2020 to Fiscal Year 2024.

The number of job openings posted eased for the first time in several fiscal years but was still over a 1,000 more than was seen in FY's 2020 and 2021.

In Fiscal Year 2024 the number of job openings posted (2,589) was down (7.7%) from Fiscal Year 2023's unprecedented level, but still nearly 1,000 more than was seen in Fiscal Years 2020 and 2021.

The average number of applications per job opening increased significantly (18.5%) in Fiscal Year 2024 but remained significantly less than what was seen in Fiscal Year 2020.

Table 20a Number of Applicants per Requisition – Fiscal Year 2024



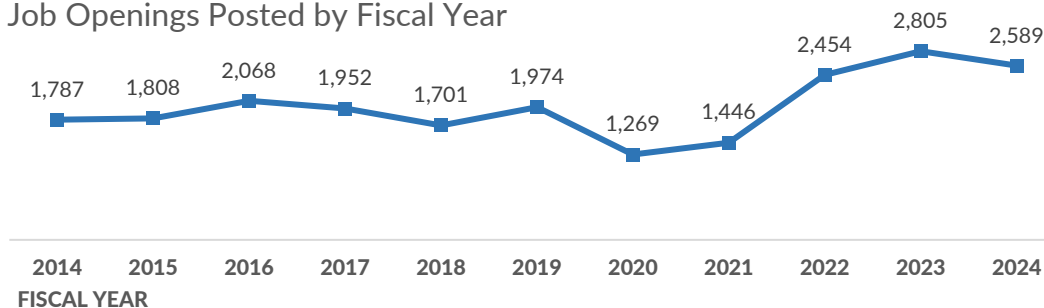
Source: SuccessFactors Recruiting, Fiscal Year 2024.

The average number of applications per job opening shown in Table 19 was 12.8. 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.

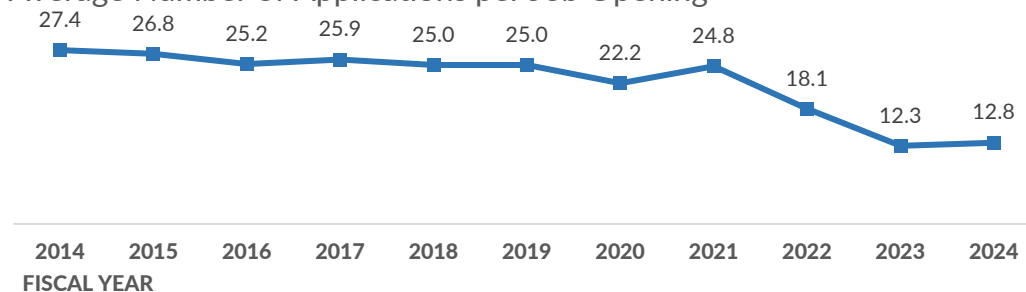
As shown in Table 20a, over a third of job openings (37.5%) of job openings had five or fewer applicants. This reflects an increasingly complex job market that the State faces when filling its jobs and attracting talent in the post pandemic era.

Table 20b Historical View of Job Application Activity by Fiscal Year

Job Openings Posted by Fiscal Year



Average Number of Applications per Job Opening



Source: SuccessFactors Recruiting, FY '18- '24; State's Human Resource Information System (VTJR), FY'14-FY '19.

Now that we have entered the post pandemic era it is instructive to take a historical view. Before the pandemic (FY '19 and before) the average number of job openings posted per year was about 1,900 compared to about 2,600 per year post pandemic (FY '22 and after) - an increase of 37%. However, the number of applications per opening averaged about 26 pre pandemic (FY '19 and before) and 14 post pandemic (FY '22 and after) – a decline of 46%.

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.

However, this does show some improvement over Fiscal Year 2023 where nearly 70% of all job openings posted had 10 or fewer.

The current labor market remains extremely competitive but has eased somewhat from the last several fiscal years.

Pre pandemic (FY '19 and before) the state averaged about 26 applications per job opening compared to around 14 post pandemic (FY '22 and after) – a decline of 46%.

Table 21a Vacancy Rate by Department by Fiscal Year

Department	Fiscal Year				
	2020 Vacancy Rate %	2021 Vacancy Rate %	2022 Vacancy Rate %	2023 Vacancy Rate %	2024 Vacancy Rate %
Administration	10%	0%	12%	17%	18%
Agriculture, Food & Markets	3%	4%	7%	7%	4%
Attorney General	10%	7%	10%	7%	8%
Buildings & General Services	4%	12%	11%	12%	11%
Children & Families	6%	8%	7%	8%	8%
Commerce & Comm. Dev.	8%	15%	7%	13%	16%
Corrections	7%	15%	20%	15%	11%
Digital Services	11%	14%	14%	11%	9%
Disabilities, Aging & Ind. Liv.	5%	10%	7%	5%	6%
Education	6%	7%	9%	9%	8%
Environmental Conservation	5%	10%	12%	10%	9%
Finance & Management	7%	7%	11%	0%	9%
Financial Regulation	3%	3%	13%	10%	7%
Fish & Wildlife	6%	8%	5%	4%	3%
Forests, Parks & Recreation	9%	10%	8%	14%	6%
Green Mountain Care Board	9%	9%	16%	3%	21%
Health	7%	17%	12%	9%	8%
Human Resources	6%	9%	3%	2%	8%
Human Services	7%	16%	8%	9%	7%
Labor	17%	15%	17%	16%	16%
Libraries	11%	11%	6%	5%	10%
Liquor & Lottery	8%	8%	13%	4%	5%
Mental Health	14%	17%	32%	39%	36%
Military	10%	10%	16%	13%	13%
Natural Resources	10%	33%	11%	16%	18%
Natural Resources Board	4%	8%	18%	7%	0%
Public Safety - Civilian	6%	15%	12%	14%	12%
Public Safety - Sworn	6%	11%	16%	20%	20%
Public Service	4%	16%	9%	17%	11%
Secretary of State	0%	9%	7%	6%	5%
Small Departments	6%	11%	10%	6%	11%
State Treasurer	0%	8%	10%	0%	7%
Taxes	5%	8%	11%	9%	16%
Transportation	6%	10%	10%	9%	9%
Vermont Health Access	10%	11%	14%	6%	6%
Vermont Veterans' Home	9%	19%	32%	33%	33%
Total	7.3%	12.0%	12.9%	11.9%	11.3%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2020 to 2024.

The vacancy rate peaked in Fiscal Year 2022 at 12.9% or 1,188 vacant positions. This was the result of a hiring freeze for a good part of Fiscal Year 2021 and the difficult and extremely competitive pandemic and post pandemic labor market.

The vacancy rate eased somewhat in Fiscal Year 2024 at 11.3% with 1,085 vacant positions. Compared to the historical average vacancy rate of 6% to 7% vacancy rates still are very high

Departments with high vacancy rates typically have positions that are difficult to fill.

The vacancy rate peaked in Fiscal Year 2022 at 12.9% or 1,188 vacant positions and eased somewhat in Fiscal Year 2024 at 11.3%.

Compared to the historical average vacancy rate of 6% to 7% vacancy rates still are very high.

Table 21b Vacancy Rates for Classified Job Titles – Fiscal Year 2024

Vacancy Rate of Most Populous Job Titles FY '24			Job Titles with the Highest Vacancy Rate FY '24		
Title	Number	Vacancy Rate %	Title	Number	Vacancy Rate %
Correctional Officer I	350	11.1%	Residential Counselor I	16	87.5%
Trooper	203	24.6%	Mental Health Specialist	32	71.9%
Family Services Worker	183	11.5%	Associate Mental Health Specialist	29	58.6%
Transportation Operations Technician II	160	8.8%	Senior Mental Health Specialist	18	50.0%
Correctional Officer II	122	26.2%	Licensed Nursing Assistant	77	48.1%
Benefits Programs Specialist	115	7.8%	Registered Nurse II - CSN	41	43.9%
Staff Attorney IV	104	8.7%	Correctional Officer II	122	26.2%
Sergeant	90	12.2%	MV Direct Client Services Specialist I	65	26.2%
Transportation Operations Technician III	83	3.6%	Correctional Educator	24	25.0%
Licensed Nursing Assistant	77	48.1%	VVH Institutional Custodian	16	25.0%
Administrative Services Coordinator I	73	5.5%	Trooper	203	24.6%
Administrative Services Coordinator II	69	7.2%	Airport Fire Fighter	21	23.8%
Environmental Analyst V - General	68	7.4%	Community Correctional Officer	41	22.0%
MV Direct Client Services Specialist I	65	26.2%	PSAP Emergency Comm. Dispatcher I	33	21.2%
Program Technician II	60	13.3%	Tax Examiner III	15	20.0%
BGS Custodian II	59	11.9%	Administrative Assistant B	26	19.2%
Staff Attorney III	57	8.8%	Force Protection Officer	26	19.2%
Reach Up Case Manager II	57	5.3%	Financial Director IV	16	18.8%
Transportation Operations Technician I	54	13.0%	Child Support Specialist II	27	18.5%
Probation & Parole Officer	49	4.1%	IT Systems Developer IV	28	17.9%
Environmental Analyst VI	48	10.4%	AOT Technician II	17	17.6%
Public Health Specialist II	47	12.8%	Environmental Analyst IV - General	29	17.2%
Administrative Services Coordinator III	44	2.3%	Financial Manager III	36	16.7%
AOT Area Maintenance Supervisor II	44	2.3%	PSAP Emergency Comm. Dispatcher II	24	16.7%
Family Services Supervisor	44	0.0%	IT Systems Developer II	18	16.7%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2020 to 2024.

Correctional Officer I was the most populous job title and slightly less an average vacancy rate at 11.1%.

Populous job titles with high vacancy rates include Licensed Nursing Assistant (48.1%), Correctional Officer II (26.2%), MV Direct Client Services Specialist I (26.2%), Trooper (24.6%), and Program Technician II (13.3%).

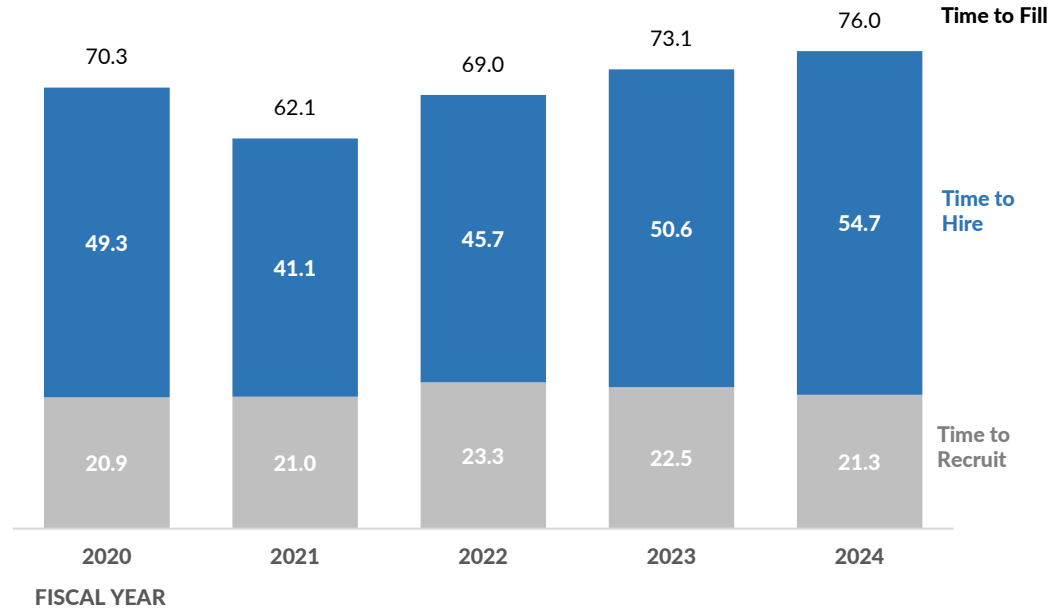
Job titles among those with the highest vacancy rates in Fiscal Year 2024 include Residential Counselor I (87.5%), Mental Health Specialist (71.9%), Associate Mental Health Specialist (58.6%), Senior Mental Health Specialist (50.0%), Licensed Nursing Assistant (48.1%), and Registered Nurse II – CSN (43.9%).

Vacancy rates are highest in occupational areas that are typically hard to recruit and/or are highly competitive in terms of compensation in the labor market, such as protective services, healthcare, and 24/7 facilities or operations.

Table 22 Time to Fill by Fiscal Year

70.1
The five-year average calendar days to fill.

Underlying the increase in time to fill is the time to hire. What this reflects is overall small applicant pools giving hiring managers fewer applicants to consider and resulting in extended searches to find suitable candidates.



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 2020 to Fiscal Year 2024 the overall time to fill increased by 8.1% The five-year average time to fill was 70.1 calendar days – well over two months.

As far as can be determined this is the highest time to fill for any fiscal year.

The time to fill has been increasing each fiscal year since fiscal year 2021 – an over 22% increase. The increase in Fiscal Year 2022 was a result of unprecedented labor market conditions combined with a historic high turnover rate (See Table 27). While turnover cooled in Fiscal Year 2023, and again in Fiscal Year 2024, the State has experienced very high numbers of job openings recruited and low numbers of applicants per job opening (See Table 19).

The time to recruit, which reflects the period from the creation of the requisition to the point that candidates are presented to the hiring manager, has remained flat over this time.

Underlying the increase in time to fill is the time to hire. This is the time from when the hiring manager has candidates to consider to the date of hire. This was over 50 calendar days or nearly 70% of the overall time to fill. What this reflects is overall small applicant pools (See Table 20) giving hiring managers fewer people to consider and resulting in extended searches to find suitable candidates.

Table 23 Time to Fill by Department – Fiscal Year 2024

Department	Average Time to Recruit	Average Time to Hire	Average Time to Fill	Number of Job Requisitions
Administration	16.9	35.0	51.9	4
Agriculture, Food & Markets	20.2	59.1	79.3	20
Attorney General	22.4	29.1	51.5	4
Auditor of Accounts	17.3	6.1	23.4	1
Buildings & General Services	21.2	52.0	73.2	49
Cannabis Control Board	18.9	48.8	67.6	6
Children and Families	21.4	50.4	71.8	169
Commerce & Community Development	18.5	64.6	83.0	14
Corrections	19.2	40.7	59.9	124
Digital Services	19.2	85.7	104.9	38
Disabilities Aging & Independent Living	20.8	44.3	65.1	54
Education	25.1	62.8	87.8	25
Enhanced 911 Board	6.4	17.1	23.4	1
Environmental Conservation	24.7	59.5	84.2	58
Finance & Management	20.4	41.9	62.3	1
Financial Regulation	18.6	72.9	91.5	15
Fish & Wildlife	24.9	40.3	65.3	7
Forests Parks & Recreation	31.4	52.2	83.6	25
Green Mountain Care Board	23.9	50.2	74.1	7
Health	22.3	54.0	76.3	107
Human Resources	19.3	58.1	77.4	19
Human Services	22.0	52.0	74.0	11
Labor	23.9	63.3	87.3	50
Libraries	17.8	51.7	69.5	3
Liquor & Lottery	21.2	56.5	77.7	11
Mental Health	22.2	64.2	86.4	43
Military	19.9	68.1	88.1	14
Natural Resources	22.8	71.5	94.3	7
Natural Resources Board	23.4	43.0	66.4	1
Public Safety	21.1	67.7	88.8	34
Public Service Department	14.5	26.1	40.6	9
Secretary of State	18.3	40.8	59.0	11
State Treasurer	20.6	59.4	80.0	10
Taxes	18.6	74.9	93.5	27
Transportation	21.5	58.6	80.1	180
Vermont Commission on Women	22.3	14.1	36.4	1
Vermont Criminal Justice Council	22.4	74.2	96.5	2
Vermont Health Access	19.8	32.3	52.1	38
Vermont Pension Investment Commission	20.3	79.3	99.7	1
Vermont Veterans' Home	14.8	39.2	54.1	7
Total	21.3	54.7	76.0	1,208

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

Departments with a substantial number of job requisitions whose time to fill was ABOVE average include Digital Services, Taxes, and Financial Regulation.



Source: SuccessFactors Recruiting. Data includes only classified job openings and excludes continuous recruitments and recruitments with a multiple headcount. See Table 22 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.

Table 24 Profile of Applicants and Hires – Fiscal Year 2024



Applicants

15,578

Hires

1,126



Female | Male



Female | Male

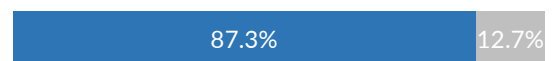


Underrepresented Racial and Ethnic Groups*

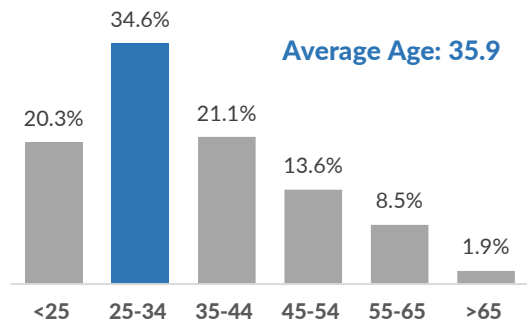
White | UREG



White | UREG



Average Age: 35.9



Average Age: 36.9

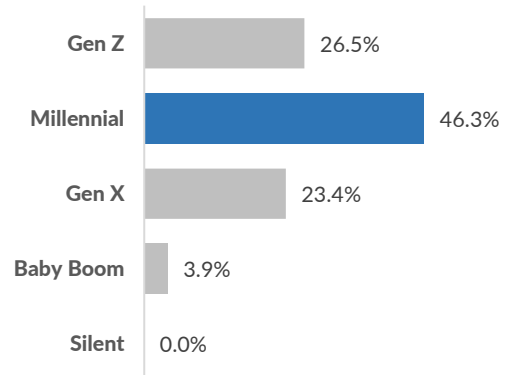
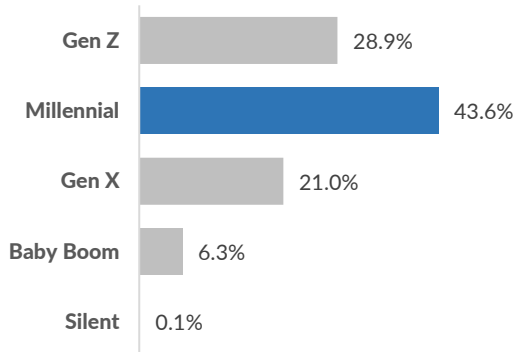
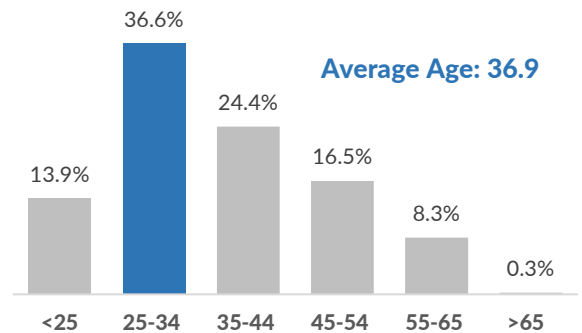
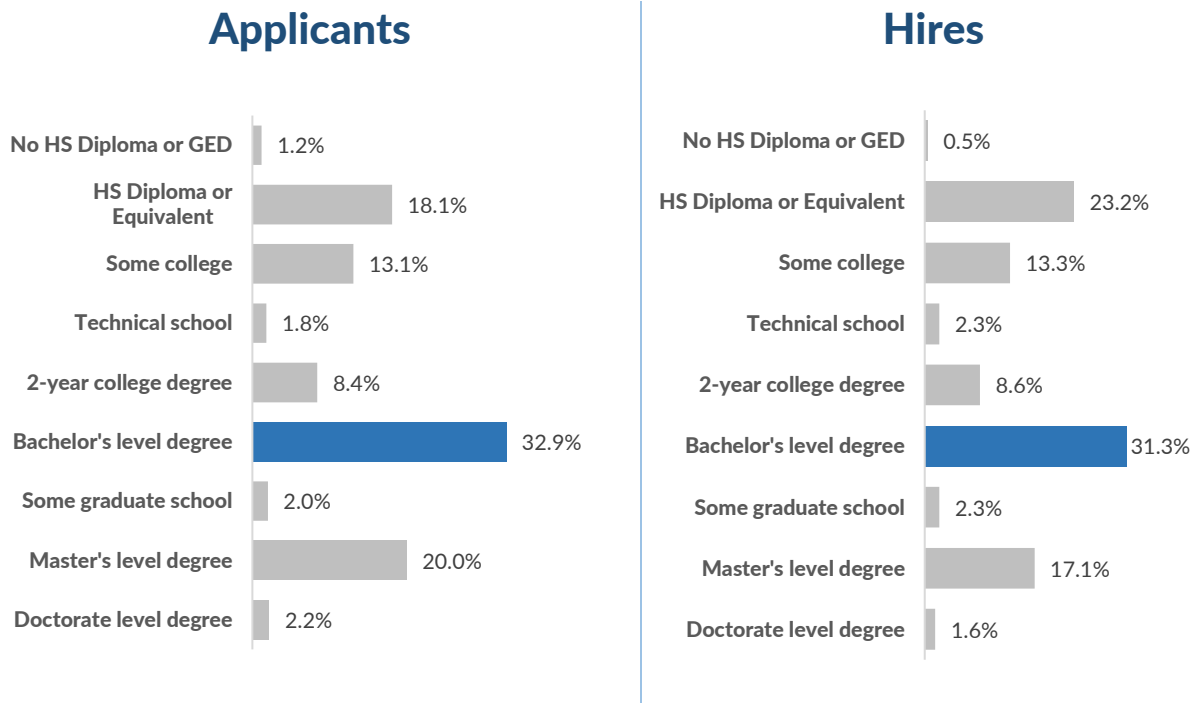


Table 24 Profile of Applicants and Hires – Fiscal Year 2024 (Cont.)



Education



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

Table 24 compares various characteristics of the Fiscal Year 2024 applicant pool and hires.

In Fiscal Year 2024 there were more female applicants (56.0%) than male (44.0%). However, the percentage of male hires was proportionately higher (47.9%).

Applicants who identify as from Underrepresented Racial and Ethnic Groups (UREG) made up 24.5% of the applicant pool in Fiscal Year 2024. This is the highest percentage of UREG applicants the State has seen (following last fiscal year's then highest percentage of 20.2%).

The number of UREG hires was 12.7%, which was 11.8% less than what we find in the applicant pool.

While the average age of the applicant pool was 35.9, the highest percentage of applicants (34.6%) were 25-34 years. This compares to the average age of new hires of 36.9, which is slightly higher than in the applicant pool.

Almost half of all applicants and hires were Millennials (43.6% and 46.3% respectively).

For Fiscal Year 2024 the largest percentage of applicants indicated they had a bachelor's degree (32.9%) and more than half of all hires (52.3%) had a bachelor's degree or higher.

In Fiscal Year 2024 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.

More than half of all hires had a bachelor's degree or higher.

Table 25 Hires by Department by Fiscal Year

Department	2020		2021		2022		2023		2024	
	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate
Administration	2	16.7%	0	0.0%	2	14.3%	3	17.6%		0.0%
Agriculture	17	14.2%	13	10.3%	13	10.2%	22	16.4%	13	9.7%
Attorney General	3	8.6%	4	12.9%	5	15.6%	3	9.5%	3	9.5%
Buildings & General Services	43	13.7%	23	7.3%	47	15.5%	47	15.3%	34	11.1%
Children & Families	74	7.9%	61	6.8%	140	15.7%	107	11.8%	119	13.2%
Commerce & Comm. Dev.	4	6.7%	2	3.4%	14	21.9%	11	14.9%	10	13.5%
Corrections	188	19.3%	119	12.7%	170	19.8%	267	31.3%	228	26.8%
Digital Services	28	8.5%	19	5.9%	47	14.9%	44	13.4%	29	8.9%
Disabilities, Aging & Ind. Liv.	22	8.3%	22	8.3%	44	16.8%	39	13.5%	41	14.2%
Education	25	18.2%	5	3.5%	17	11.6%	20	13.9%	22	15.3%
Environmental Conservation	22	7.9%	6	2.2%	44	15.8%	54	18.0%	42	14.0%
Finance & Management	2	8.3%	1	3.9%	3	12.5%		0.0%		0.0%
Financial Regulation	12	14.9%	4	4.8%	6	7.3%	8	10.5%	12	15.7%
Fish & Wildlife	12	8.9%	4	3.0%	17	12.9%	12	8.8%	7	5.1%
Forest, Parks & Recreation	8	7.0%	6	5.4%	12	10.6%	10	8.8%	18	15.9%
Green Mountain Care Board	3	16.2%	1	5.1%	3	15.4%	5	25.6%	2	10.3%
Health	45	9.3%	50	10.2%	129	24.6%	97	16.6%	69	11.8%
Human Resources	3	3.3%	2	2.3%	11	12.6%	5	5.5%	11	12.1%
Human Services	3	7.0%	1	2.3%	5	12.5%	5	11.1%	7	15.6%
Labor	17	8.7%	28	14.2%	47	22.8%	57	27.0%	37	17.5%
Libraries	2	13.8%	0	0.0%	3	20.7%	1	6.7%		0.0%
Liquor & Lottery	4	6.4%	6	9.6%	9	15.5%	10	16.3%	9	14.6%
Mental Health	32	14.2%	34	16.0%	25	12.3%	29	16.4%	59	33.3%
Military	17	12.3%	9	6.5%	32	23.0%	18	13.2%	13	9.5%
Natural Resources	0	0.0%	0	0.0%	2	16.7%	3	21.4%	5	35.7%
Natural Resources Board	1	4.8%	1	4.8%	2	9.3%		0.0%	2	10.0%
Public Safety - Civilian	30	14.1%	24	11.6%	40	19.8%	32	16.2%	36	18.3%
Public Safety - Sworn	36	10.3%	30	8.6%	30	9.1%	30	9.4%	33	10.4%
Public Service	4	13.8%	0	0.0%	6	20.0%	4	10.7%	11	29.3%
Secretary of State	8	12.5%	2	3.1%	10	15.0%	4	6.1%	7	10.6%
Small Department	2	5.5%	4	11.3%	5	14.3%	10	22.0%	11	24.2%
State Treasurer	2	6.3%	0	0.0%	4	13.8%	4	12.9%	8	25.8%
Taxes	16	12.2%	7	5.4%	17	13.7%	26	20.6%	22	17.4%
Transportation	136	11.5%	88	7.6%	156	13.7%	152	13.1%	167	14.4%
Vermont Health Access	27	8.0%	17	5.3%	46	14.3%	54	16.8%	19	5.9%
Vermont Veterans' Home	30	17.5%	22	13.8%	25	17.9%	22	17.3%	20	15.7%
Total	880	11.5%	615	8.2%	1,188	16.1%	1,215	16.1%	1,126	15.0%
% Change from Previous FY			-30%	-29%	93%	97%	2%	0.4%	-7%	-7%

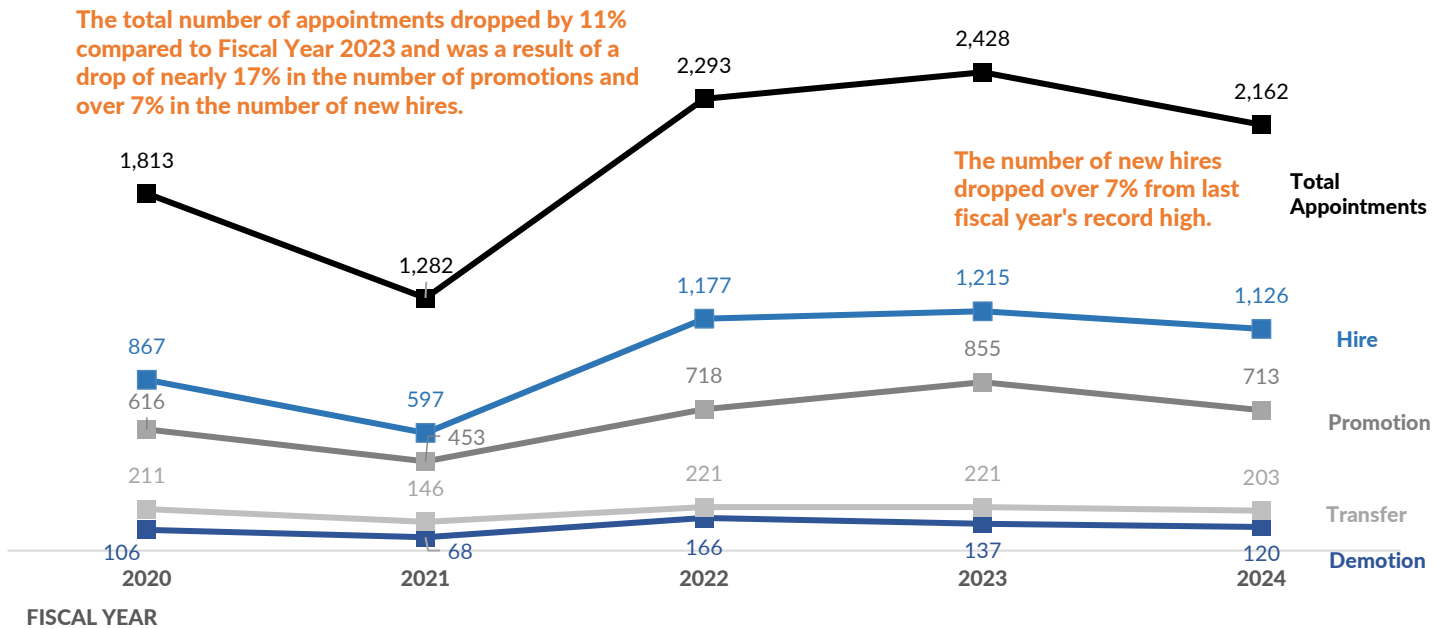
Source: The State's Human Resource Information System (VTHR). "Small Departments" have 15 or fewer employees (See Appendices C & E). Data include new hires, rehires and transfers to classified for classified positions in the Executive Branch for Fiscal Years 2020 to 2024. Does not include internal promotions or transfers. NOTE: The hire rate is the number of hires as a percentage of the average number of employees for the fiscal year. It is a measure of the average inflow of employees which can be compared to the turnover rate, which is a measure of the average outflow of employees.

In Fiscal Year 2024 there were 1,126 hires, for a hire rate of 15.0% of the overall workforce. This is a slight drop from Fiscal Year 2023's record high number of hires.

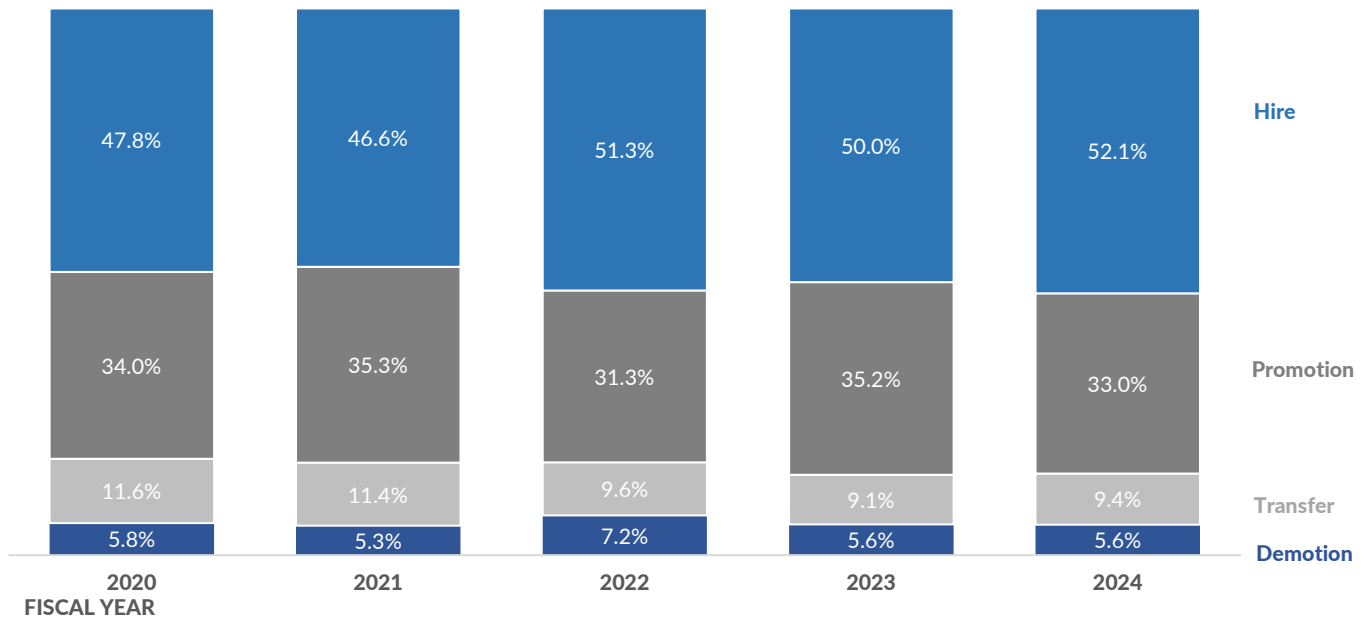
Just four departments - Corrections (228), Transportation (167), Children & Families (119), and Health (69) - accounted for over 50% of all hires in Fiscal Year 2024.

Table 26 Total Appointments by Type by Fiscal Year

Number of Appointments



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 2020 to 2024. **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.

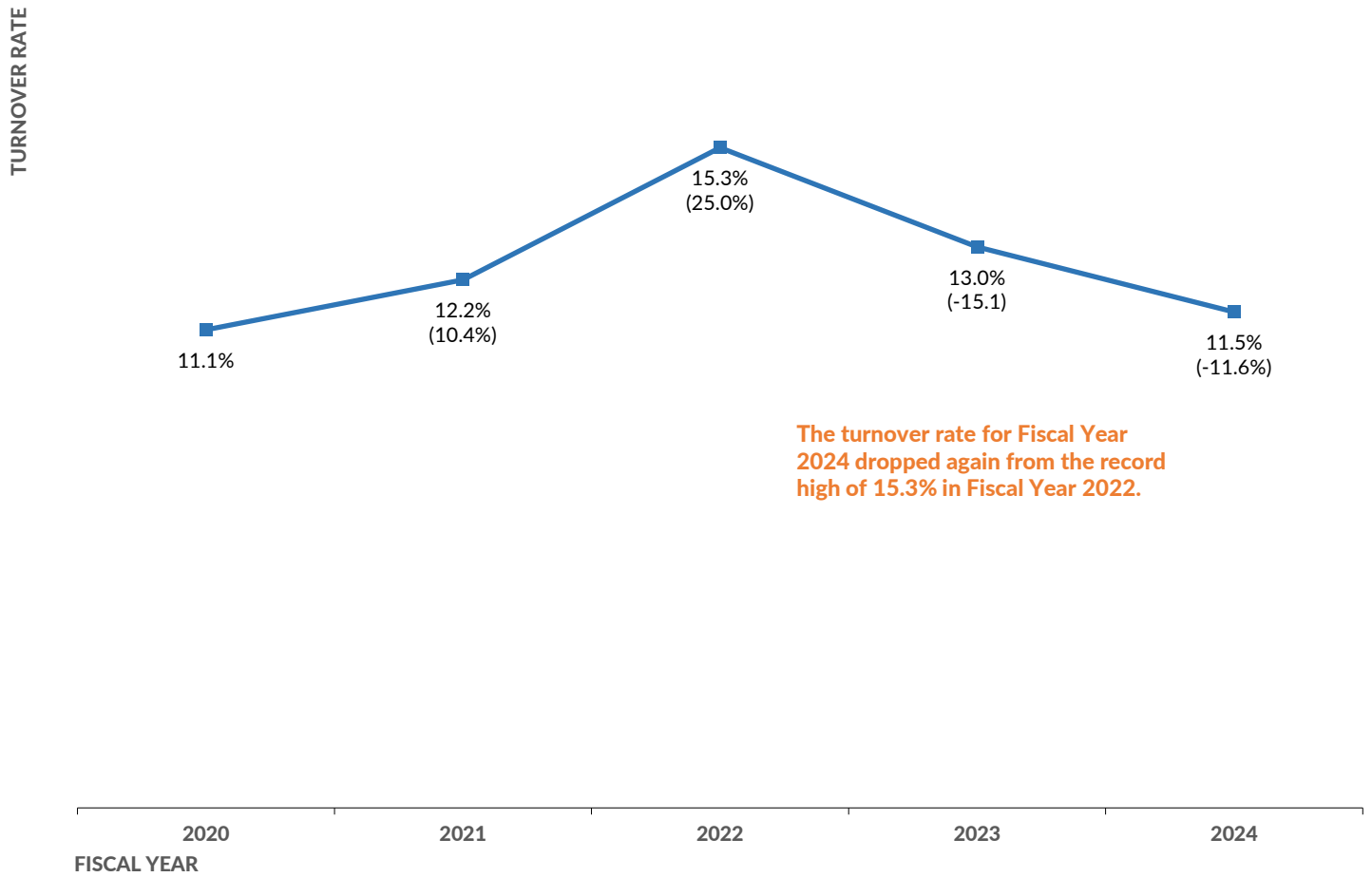
In Fiscal Year 2024 there were 2,162 appointments, 52.1% were hires, 33.0% were promotions, 9.4% were transfers, 5.6% demotions, and 0.5% RIF rehires.

The total number of appointments dropped (-11%) compared to the previous two fiscal years. This was primarily driven by a decrease in the number of promotions (-6.6%) and new hires (-7.3%).

While still at a very high rate the number of new hires dropped compared to the last two fiscal years.

Turnover

Table 27 Turnover Rate by Fiscal Year



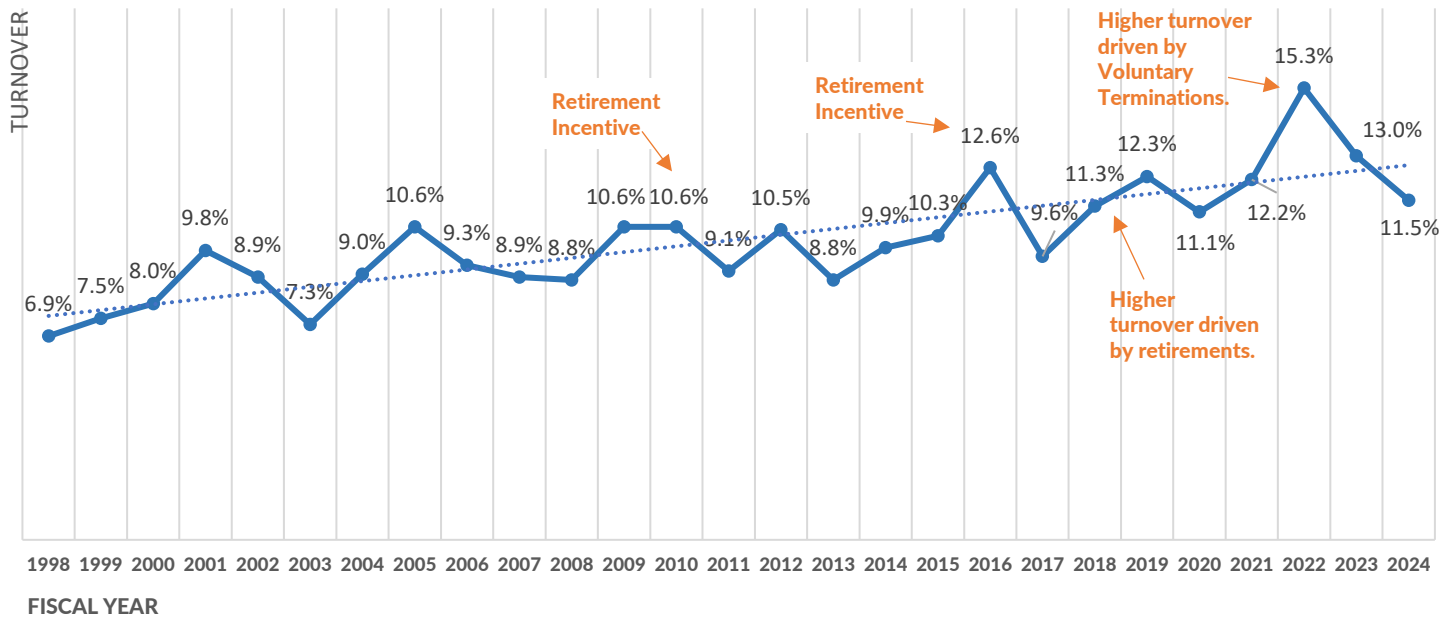
Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2020 to 2024. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number 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 2024 was 11.5%, a decrease (-11.6%) from Fiscal Year 2023.

Fiscal Year 2024's overall turnover rate dropped again from the record high of 15.3% in Fiscal Year 2022.

The five-year average for turnover now stands at 12.6%.

Table 28 Historical View of Turnover – Fiscal Years 1998 to 2024



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 1998 to 2024. 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 28 shows an historical view of turnover from 1998 to 2024. 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.

The drop in turnover from Fiscal Year 2023 to Fiscal Year 2024 was largely the result a record low number of retirements (See Table 31 and 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 12.4%.

Table 29 Turnover by Department by Fiscal Year

Department	Fiscal Year					Five Year
	2020	2021	2022	2023	2024	Average
Administration	0.0%	0.0%	0.0%	5.9%	11.8%	3.5%
Agriculture, Food & Markets	8.4%	7.1%	8.6%	9.0%	3.6%	7.3%
Attorney General	8.6%	6.5%	9.4%	12.7%	6.0%	8.6%
Buildings & General Services	10.8%	12.8%	14.1%	14.0%	10.4%	12.4%
Children & Families	9.0%	12.3%	11.8%	10.8%	9.6%	10.7%
Commerce & Community Development	5.0%	3.4%	9.4%	12.2%	8.1%	7.6%
Corrections	17.1%	23.0%	25.3%	23.4%	19.8%	21.7%
Digital Services	10.0%	8.0%	15.8%	8.2%	7.4%	9.9%
Disabilities, Aging & Independent Living	11.3%	11.4%	14.9%	9.7%	10.4%	11.5%
Education	11.6%	2.1%	8.9%	14.6%	7.5%	8.9%
Environmental Conservation	6.1%	6.5%	10.1%	7.7%	9.2%	7.9%
Finance & Management	8.3%	0.0%	12.5%	9.5%	0.0%	6.1%
Financial Regulation	11.2%	3.6%	13.3%	9.2%	8.8%	9.2%
Fish & Wildlife	10.4%	4.5%	9.8%	8.8%	3.6%	7.4%
Forests, Parks & Recreation	7.9%	5.4%	7.9%	10.6%	8.5%	8.1%
Green Mountain Care Board	10.8%	0.0%	30.8%	10.3%	25.6%	15.5%
Health	9.7%	9.4%	13.1%	10.3%	11.0%	10.7%
Human Resources	6.6%	6.9%	6.9%	5.5%	8.6%	6.9%
Human Services	2.3%	11.6%	17.5%	11.1%	6.1%	9.7%
Labor	11.8%	8.6%	17.4%	21.3%	13.2%	14.5%
Libraries	6.9%	6.9%	13.8%	6.7%	0.0%	6.9%
Liquor & Lottery	11.2%	8.0%	29.3%	8.1%	12.6%	13.8%
Mental Health	22.1%	18.8%	20.6%	25.4%	21.4%	21.7%
Military	10.9%	10.9%	21.6%	18.3%	10.0%	14.3%
Natural Resources	0.0%	0.0%	16.7%	7.1%	15.8%	7.9%
Natural Resources Board	4.8%	4.8%	4.7%	0.0%	0.0%	2.8%
Public Safety - Civilian	9.8%	18.4%	14.3%	20.3%	8.8%	14.3%
Public Safety - Sworn	8.8%	13.3%	14.0%	11.0%	11.0%	11.6%
Public Service	6.9%	10.2%	6.7%	2.7%	7.0%	6.7%
Secretary of State	9.4%	10.9%	7.5%	9.1%	5.8%	8.5%
Small Departments	2.7%	14.1%	14.3%	6.6%	12.5%	10.0%
State Treasurer	3.2%	6.7%	13.8%	6.5%	12.1%	8.4%
Taxes	9.9%	10.8%	16.9%	16.6%	13.3%	13.5%
Transportation	10.8%	11.9%	13.6%	11.1%	13.1%	12.1%
Vermont Health Access	9.1%	6.2%	14.6%	8.1%	6.5%	8.9%
Vermont Veterans' Home	19.2%	25.0%	34.4%	19.6%	18.5%	23.3%
Total	11.1%	12.2%	15.3%	13.0%	11.5%	12.6%

Over this five-fiscal-year timeframe departments with consistently higher than average yearly turnover include Vermont Veterans' Home (23.3%), Corrections (21.7%), and Mental Health (21.7%).

Departments with notable decreases in turnover from Fiscal Year 2023 to Fiscal Year 2024 are Public Safety - Civilian (-11.5%), Labor (-8.1%) and Education (-7.2%).

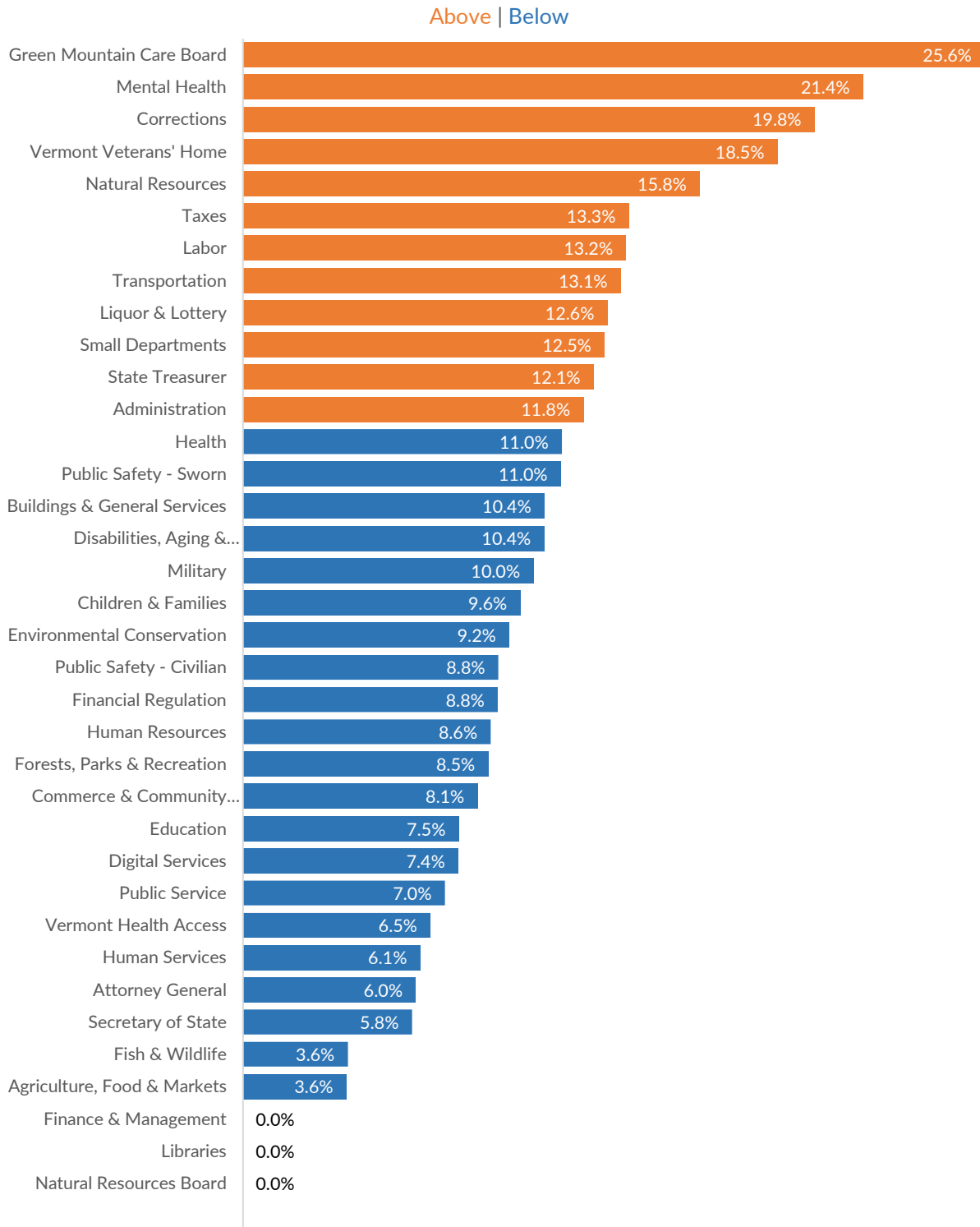
Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2020 to 2024. "Small Departments" have 15 or fewer employees (See Appendices C & E). Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year.

Heat Map Legend
Above Average

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.

Table 30 Departments with Above and Below Average Turnover – Fiscal Year 2024

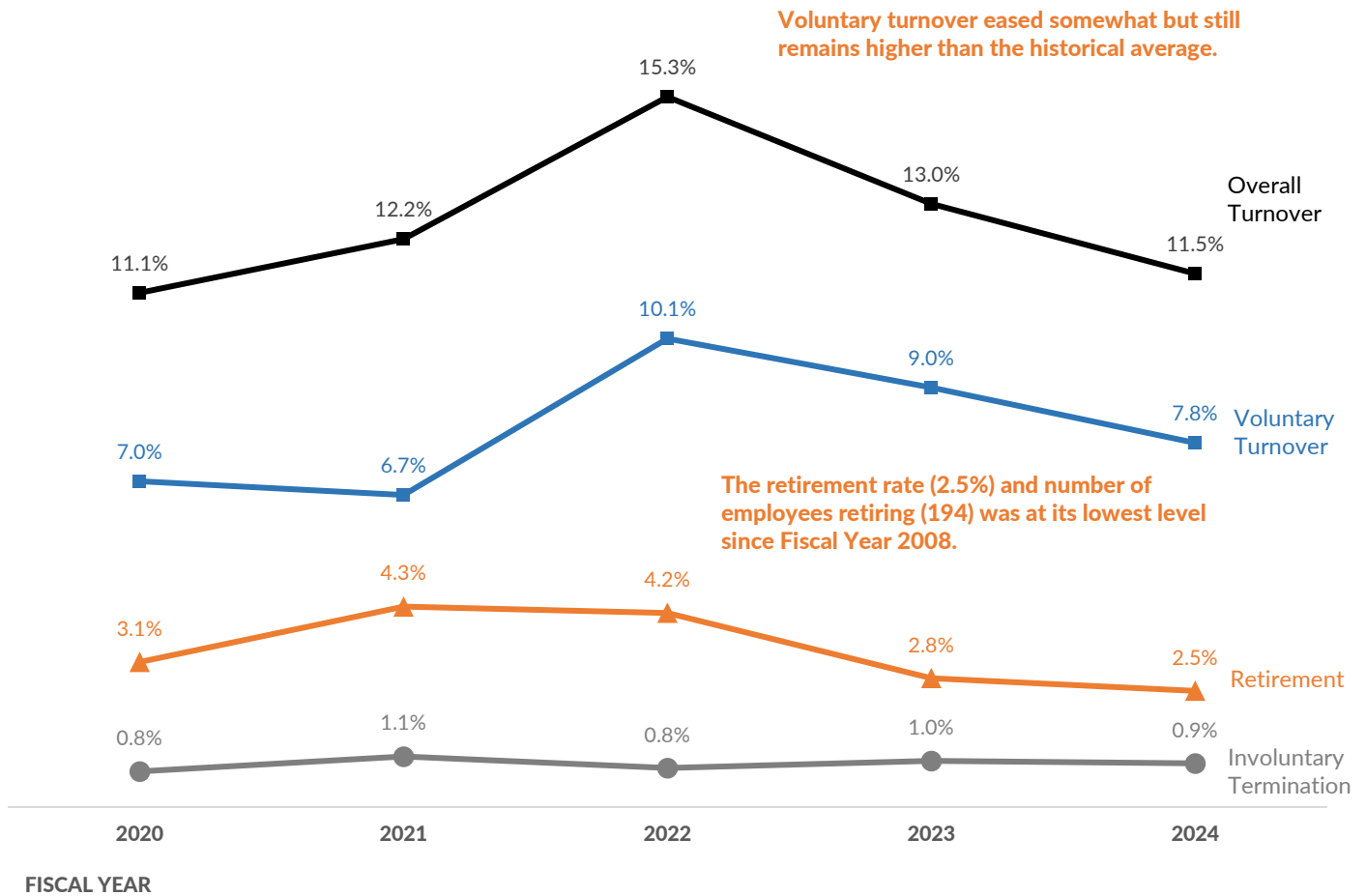
Departments Ranked: **Above** and **Below** Average Turnover FY '24



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2024. 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 2024 turnover and visually shows those **Above** and **Below** the average of 11.5%.

Table 31 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 2020 to 2024. 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.

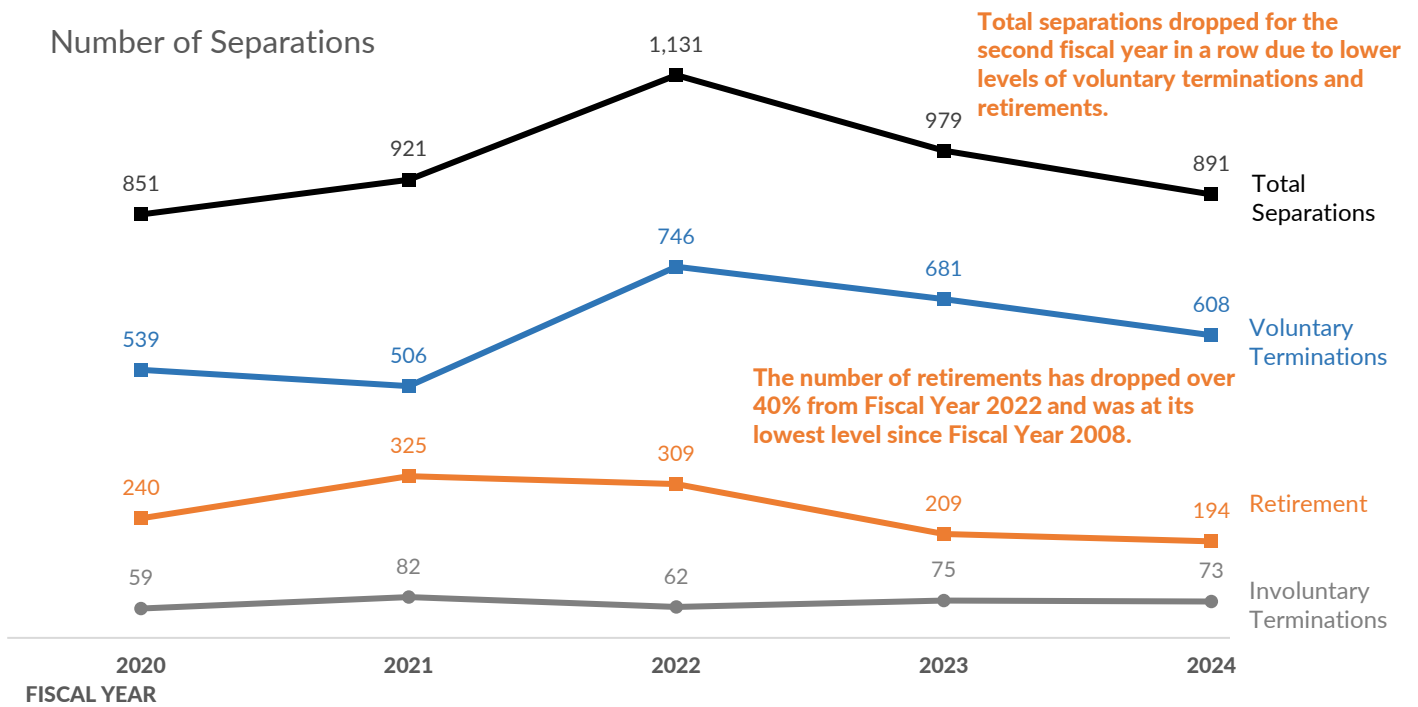
Fiscal Year 2024 saw the lowest percentage and number of retirements since 2008, which was during the Great Recession.

The overall turnover rate was 11.5% for Fiscal Year 2024. This is the second fiscal year of decelerating turnover. See [Table 27](#).

Voluntary terminations made up the largest percentage of overall turnover. In Fiscal Year 2024 the rate was 7.8% of overall turnover. While this was a drop from the record high of 10.1% in Fiscal Year 2022 it remains higher than the historical average.

In addition to the drop in voluntary turnover the reduction in overall turnover in Fiscal Year 2024 was also driven by a significant decrease in the number of retirements. At only 2.5% this is the lowest level of retirements since Fiscal Year 2008, which was during the Great Recession.

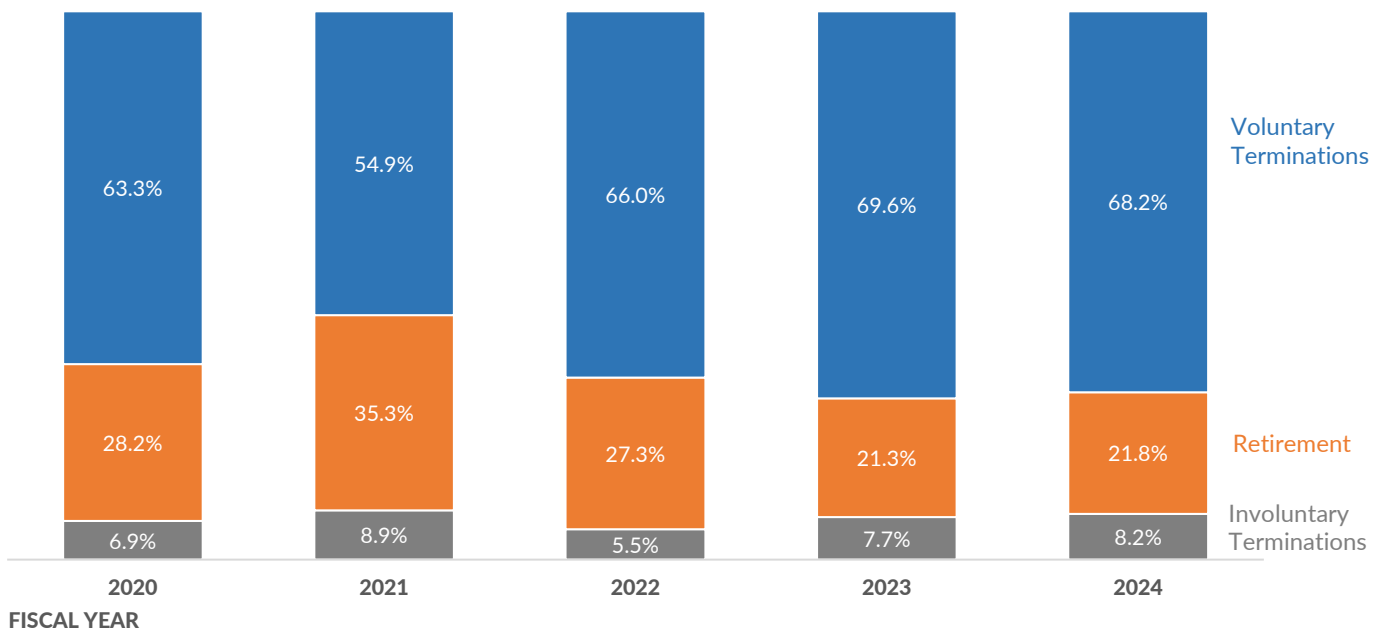
Table 32 Separations by Reason by Fiscal Year



Total separations dropped for the second fiscal year in a row due to lower levels of voluntary terminations and retirements.

The number of retirements has dropped over 40% from Fiscal Year 2022 and was at its lowest level since Fiscal Year 2008.

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 2020 to 2024. **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 2024 were voluntary terminations at 608. This was a drop of nearly 11%, from Fiscal Year 2023. However, it remained at an elevated level, accounting for 68.2% of all separations. The second largest number of separations were retirements at 194, down significantly for the second fiscal year in a row and at levels not seen since 2008.

A total of 891 employees separated during Fiscal Year 2024. Of the turnover in Fiscal Year 2024, 68.2% were voluntary terminations, 21.8% were retirements, 8.2% involuntary terminations, and 1.8% were "other."

Table 33 Turnover Rates for Classified Job Titles – Fiscal Year 2024

Turnover of Most Populous Job Titles FY '24

Job Title	Ave. Num.	Turnover
Correctional Officer I	312	41.1%
Family Services Worker	168	16.1%
Trooper	161	13.7%
Transportation Operations Technician II	146	17.1%
Correctional Officer II	103	7.8%
Benefits Programs Specialist	101	13.9%
Transportation Operations Technician III	83	2.4%
Administrative Services Coordinator I	79	6.4%
Sergeant	77	7.8%
Program Technician II	63	12.8%
Reach Up Case Manager II	61	4.9%
Motor Vehicle Direct Client Serv Spec I	55	41.8%
Environmental Analyst V - General	55	9.1%
Administrative Services Coordinator II	55	7.3%
BGS Custodian II	54	7.5%
Probation & Parole Officer	53	1.9%
Environmental Analyst VI	45	9.0%
AOT Area Maintenance Supervisor II	44	2.3%
Licensed Nursing Assistant	42	14.3%
Family Services Supervisor	42	12.0%
Transportation Operations Technician I	41	61.0%
Correctional Facility Shift Supervisor	40	5.0%
Transportation Senior Operations Tech	40	2.5%
Public Health Specialist II	38	18.7%
Civil Engineer I	38	10.7%

Job Titles with the Highest Turnover Rate FY '24

Job Title	Ave. Num.	Turnover
Transportation Operations Technician I	41	61.0%
Nurse Surveyor	12	43.5%
Motor Vehicle Direct Client Serv Spec I	55	41.8%
Correctional Officer I	312	41.1%
Probation & Parole Officer I	18	38.9%
PH Programs Administrator - General	14	28.6%
Mental Health Specialist	11	28.6%
VR Associate Counselor	18	27.8%
Information Center Representative II	16	25.8%
Correctional Educator	21	23.8%
IT Systems Developer I	18	22.9%
Family Services Worker Trainee	22	22.7%
Assistant State Fire Marshal	23	21.7%
Force Protection Officer	19	21.1%
Economic Services Supervisor	29	20.7%
Public Health Specialist I	15	20.7%
Registered Nurse II - CSN	20	20.0%
VT Healthcare Service Specialist III	10	20.0%
PSAP Emergency Communications Dispatcher I	26	19.2%
Administrative Assistant A	11	19.0%
Administrative Services Technician III	11	19.0%
AOT Senior Manager I	11	19.0%
PH Services District Director I	11	19.0%
Public Health Specialist II	38	18.7%
Airport Fire Fighter	17	18.2%

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2024. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year. This table shows the turnover rates for classified employees in the 25 most populous job titles, as well as the 25 classified job titles (with greater than 10 employees) with the highest turnover.

Correctional Officer I was the most populous job title and showed a high rate of turnover (41.1%).

Transportation Operations Technician I was the job class with the highest turnover rate in Fiscal Year 2024 (61.0%).

Other populous job titles with high turnover include Transportation Operations Technician I (61.0%), Motor Vehicle Direct Client Services Specialist (41.8%), Public Health Specialist II (18.7%), and Transportation Operations Technician II (17.1%).

Job titles among those with the highest rates of turnover in Fiscal Year 2024 include Transportation Operations Technician I (61.0%), Nurse Surveyor (43.5%), Motor Vehicle Direct Client Services Specialist I (41.8%), Correctional Officer I (41.1%), and Probation & Parole Officer I (38.9%).

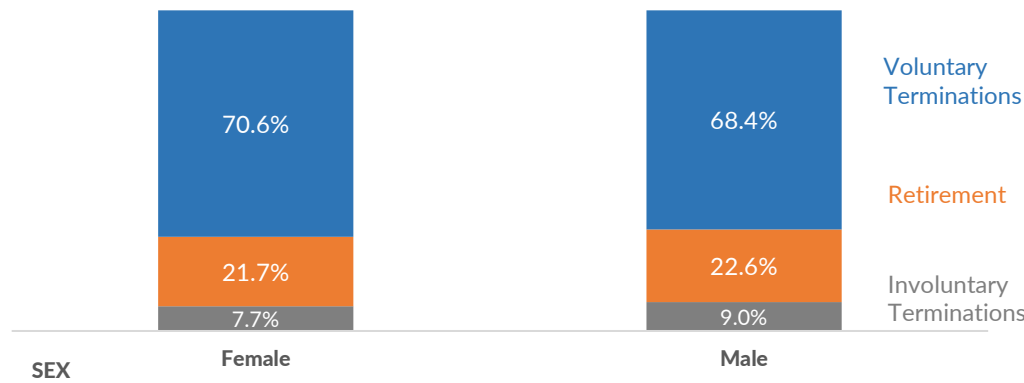
Table 34 Turnover Rate and Type of Separation by Employee Demographic – FY 2024

Turnover Rate by Sex



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

Type of Separation by Sex



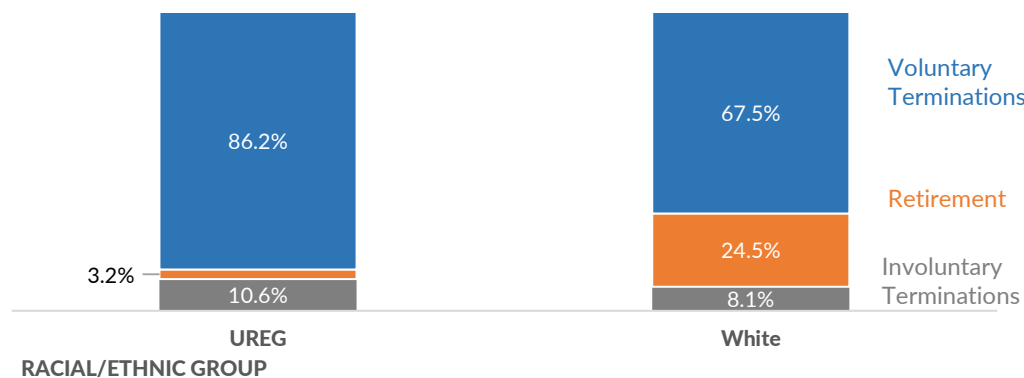
Voluntary separation rates were slightly higher for female employees.

Turnover Rate by Racial/Ethnic Group



Underrepresented Racial and Ethnic Groups (UREG) had a significantly higher turnover rate (20.0%) than white employees (10.9%).

Type of Separation by Racial/Ethnic Group



Voluntary separations made up over 85% of the separations of UREGs compared to only a bit over 67% among white employees.

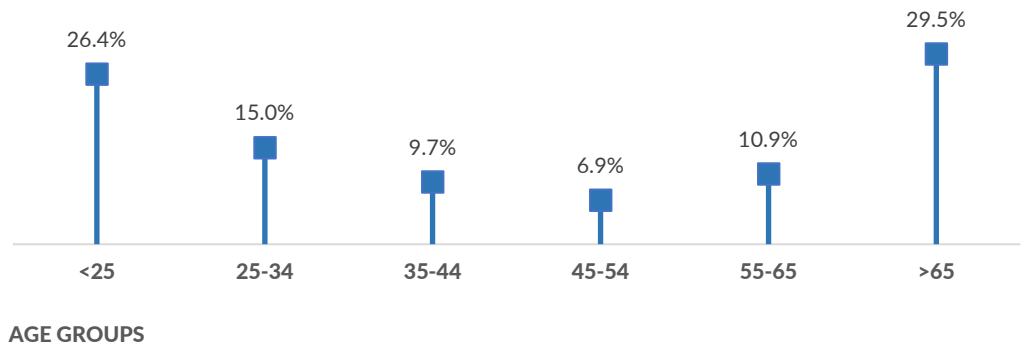
Table 34 Turnover Rate and Type of Separation by Employee Demographic – FY 2024 (Cont.)

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

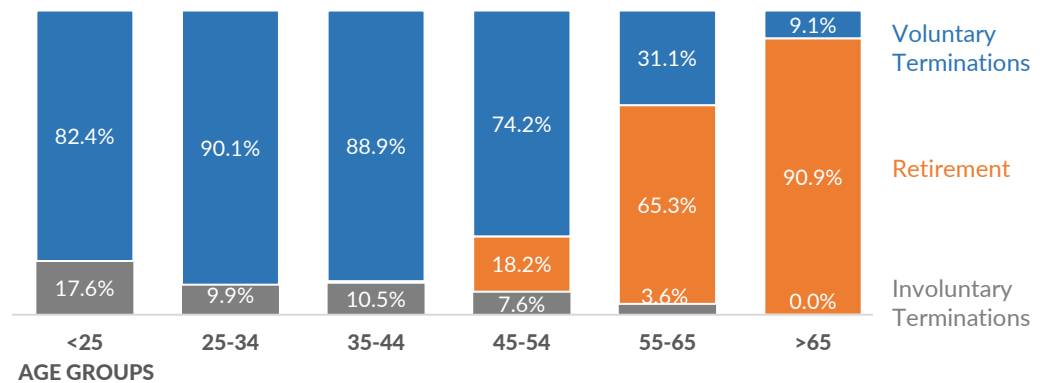
However, the type of separation is significantly different for the younger and older age groups.

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



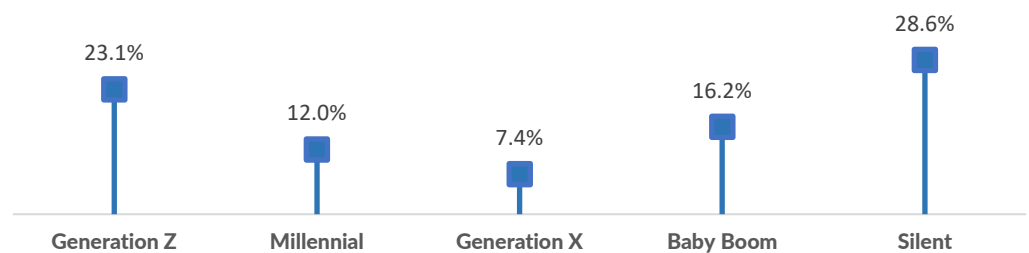
Type of Separation by Age Group



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

Separations for Generation Z, Millennials and Generation X are almost entirely voluntary separations. For Baby Boom and Silent generations, they are almost entirely retirements.

Turnover Rate by Generation



Type of Separation by Generation

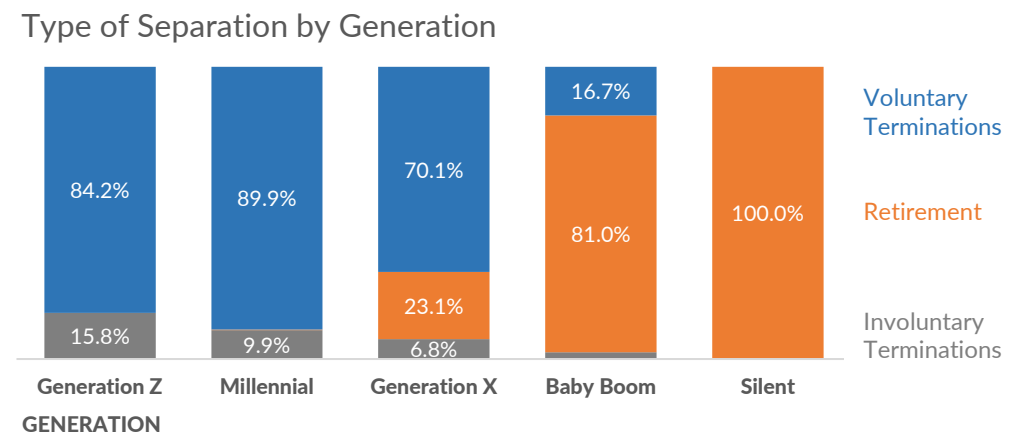
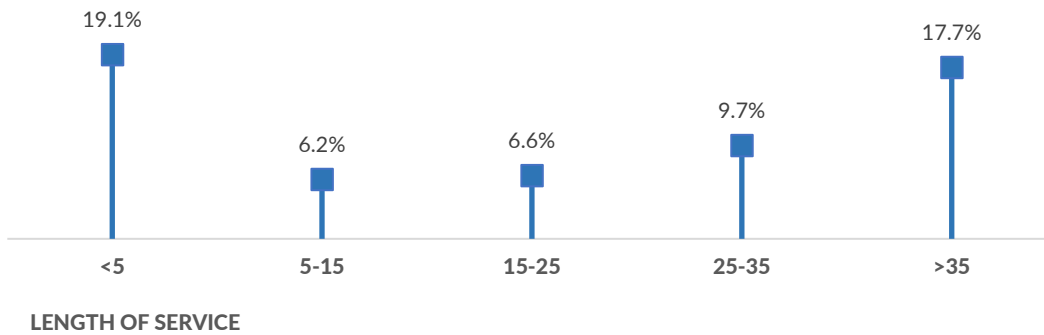


Table 34 Turnover Rate and Type of Separation by Employee Demographics – FY 2024 (Cont.)

Turnover Rate by Length of Service



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

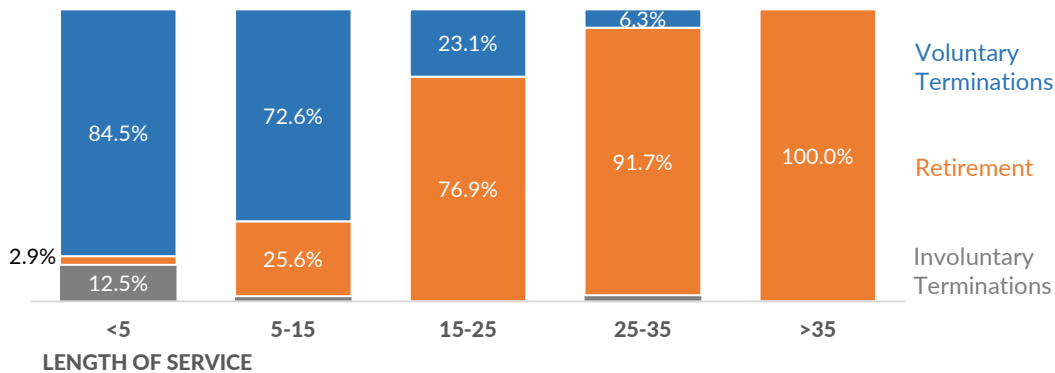
Voluntary separation and length of service has an inverse relationship – the percent of voluntary separation goes down as length of service increases.

Turnover rates are highest among non-management employees.

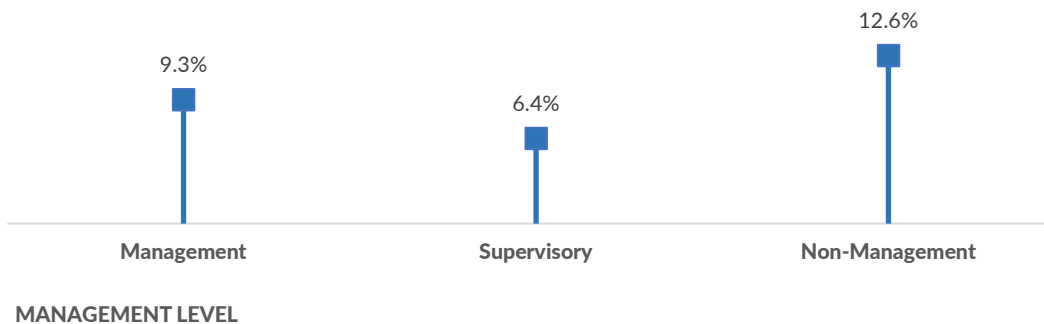
Interestingly, the type of separation for management and supervisory level jobs is almost evenly divided between voluntary termination and retirement.

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2024. See Table 32 for a definition of turnover and turnover types. See Appendix D for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report. See Note on Table 15b for definitions of Generations.

Type of Separation by Length of Service



Turnover Rate by Management Level



Type of Separation by Management Level

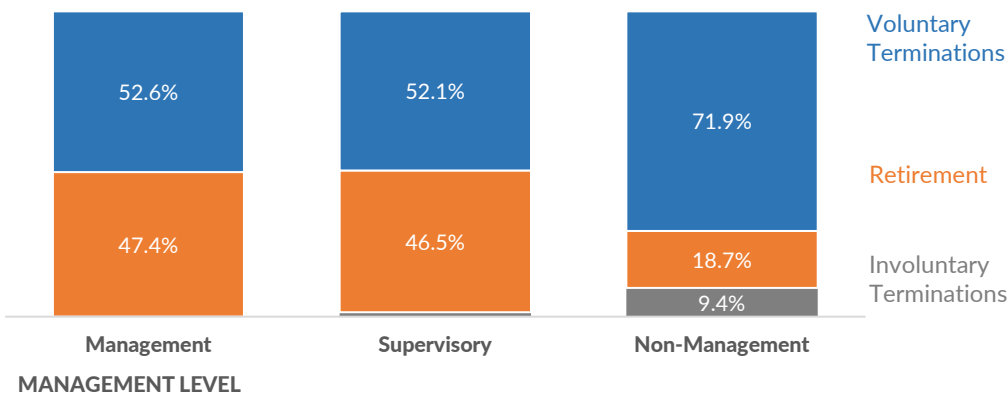
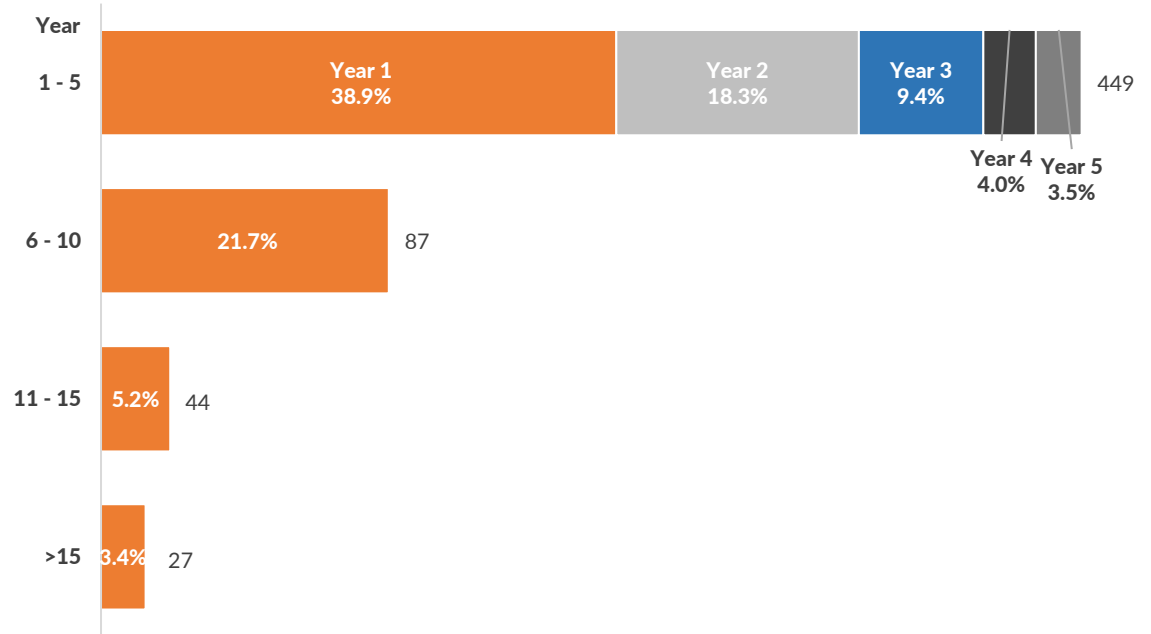


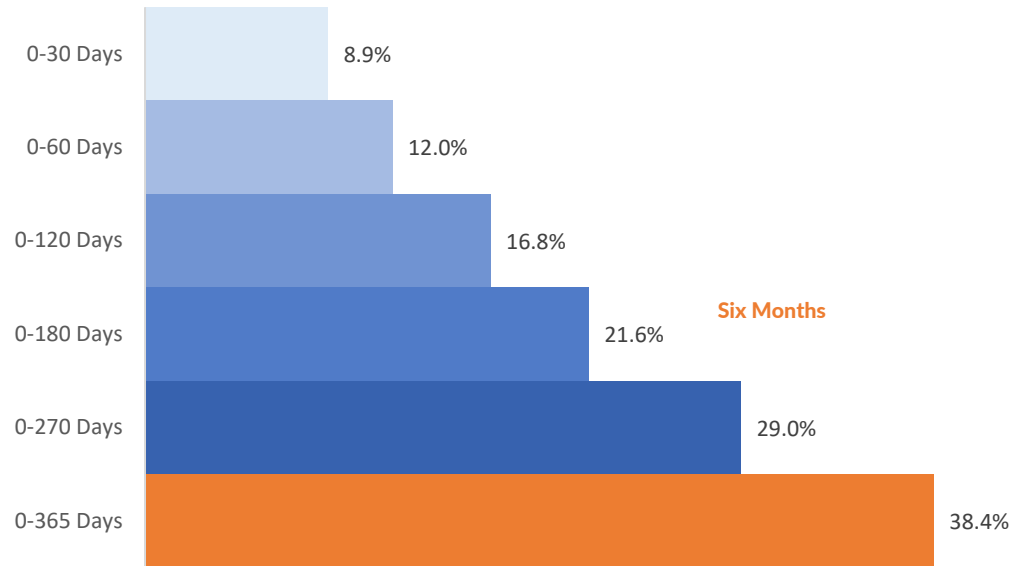
Table 35 Length of Services before Voluntary Termination - Fiscal Year 2024

For Fiscal Year 2024 74% of voluntary terminations occurred in the first five years of service. Nearly 40% 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 22% did not complete six months.



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2023. See Table 32 for a definition of turnover and turnover types.

For Fiscal Year 2024 nearly 74% of voluntary terminations occurred in the first five years of service. Nearly 40% 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 22% did not complete six months (which is normally the initial probationary period).

Table 36 Turnover by Reason, including Employee Movement, by Department – Fiscal Year 2024

Department	Voluntary	Involuntary	Retire	Total Turnover	Employee Movement	Total Department Outflow
Administration	5.9%	0.0%	5.9%	11.8%	5.7%	17.1%
Agriculture	2.9%	0.0%	0.7%	3.6%	3.6%	7.2%
Attorney General	6.0%	0.0%	0.0%	6.0%	9.4%	15.6%
Buildings & General Services	6.8%	0.3%	2.9%	10.4%	2.2%	12.5%
Children & Families	7.3%	0.3%	1.9%	9.6%	1.9%	11.3%
Commerce & Community Dev.	8.1%	0.0%	0.0%	8.1%	5.6%	13.9%
Corrections	13.7%	2.8%	3.0%	19.8%	1.4%	20.7%
Digital Services	3.6%	0.3%	3.6%	7.4%	1.2%	8.4%
Disabilities, Aging & Ind. Liv.	5.9%	0.0%	4.6%	10.4%	2.2%	12.3%
Education	5.4%	0.7%	1.4%	7.5%	0.7%	8.1%
Environmental Conservation	5.8%	0.0%	3.4%	9.2%	1.8%	10.8%
Finance & Management	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Financial Regulation	2.5%	3.8%	2.5%	8.8%	0.0%	8.6%
Fish & Wildlife	0.7%	0.0%	2.9%	3.6%	0.0%	3.5%
Forest, Parks & Recreation	5.1%	0.0%	2.5%	8.5%	0.8%	9.1%
Green Mountain Care Board	25.6%	0.0%	0.0%	25.6%	10.8%	37.8%
Health	7.3%	1.0%	2.7%	11.0%	2.0%	12.8%
Human Resources	4.3%	1.1%	2.1%	8.6%	0.0%	8.4%
Human Services	4.1%	0.0%	2.0%	6.1%	10.5%	16.8%
Labor	7.6%	1.4%	3.8%	13.2%	7.6%	20.8%
Libraries	0.0%	0.0%	0.0%	0.0%	13.3%	13.3%
Liquor & Lottery	4.7%	1.6%	6.3%	12.6%	1.5%	13.4%
Mental Health	15.9%	3.8%	1.1%	21.4%	6.2%	28.0%
Military	8.6%	0.0%	0.7%	10.0%	0.7%	10.7%
Natural Resources	15.8%	0.0%	0.0%	15.8%	5.4%	21.6%
Natural Resources Board	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Public Safety - Civilian	6.9%	1.0%	0.5%	8.8%	3.5%	12.4%
Public Safety - Sworn	7.4%	0.0%	3.6%	11.0%	0.0%	10.6%
Public Service	2.3%	2.3%	2.3%	7.0%	12.0%	19.3%
Secretary of State	5.8%	0.0%	0.0%	5.8%	1.5%	7.4%
Small Department	7.1%	1.8%	3.6%	12.5%	3.5%	15.8%
State Treasurer	6.1%	0.0%	6.1%	12.1%	12.1%	24.2%
Taxes	8.6%	0.8%	3.1%	13.3%	3.9%	17.1%
Transportation	9.7%	0.9%	2.3%	13.1%	2.8%	15.7%
Vermont Health Access	4.4%	0.6%	0.9%	6.5%	0.9%	7.3%
Vermont Veterans' Home	11.2%	2.4%	4.8%	18.5%	0.0%	17.6%
Total	7.8%	0.9%	2.5%	11.5%	2.3%	13.6%

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

Heat Map Legend
Above Average

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2024. See Table 32 for a definition of turnover and turnover types.

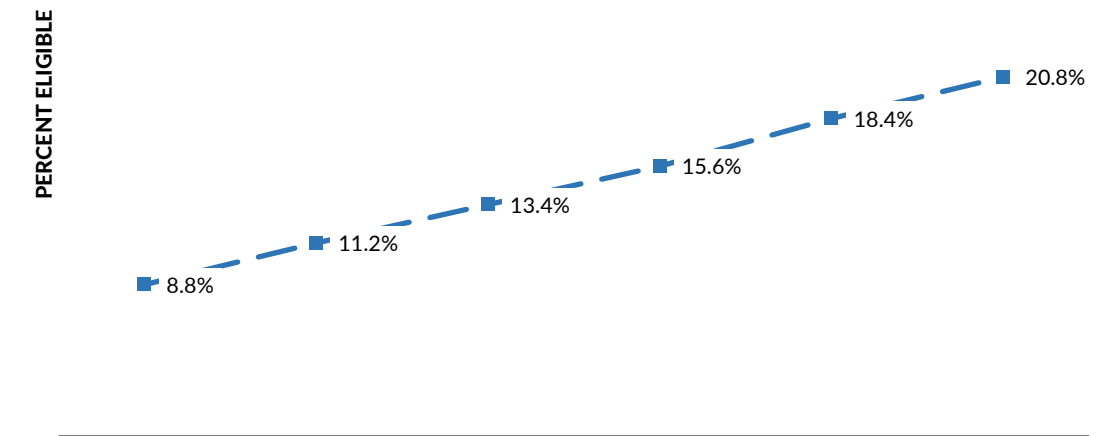
Table 36 shows turnover reasons by Department. A heat map is used to show those departments who had turnover rates above the average for that turnover reason.

In addition, Table 36 shows employee movement, which is the promotion, demotion or transfer of the employee out of the department to another. Total Department Outflow is the combination of turnover (separations from state government) and employee movement.

Retirement Eligibility

In five years (Fiscal Year 2029) 20.8% of current employees are projected to be eligible for retirement.

Table 37a Projected Retirement Eligibility by Fiscal Year



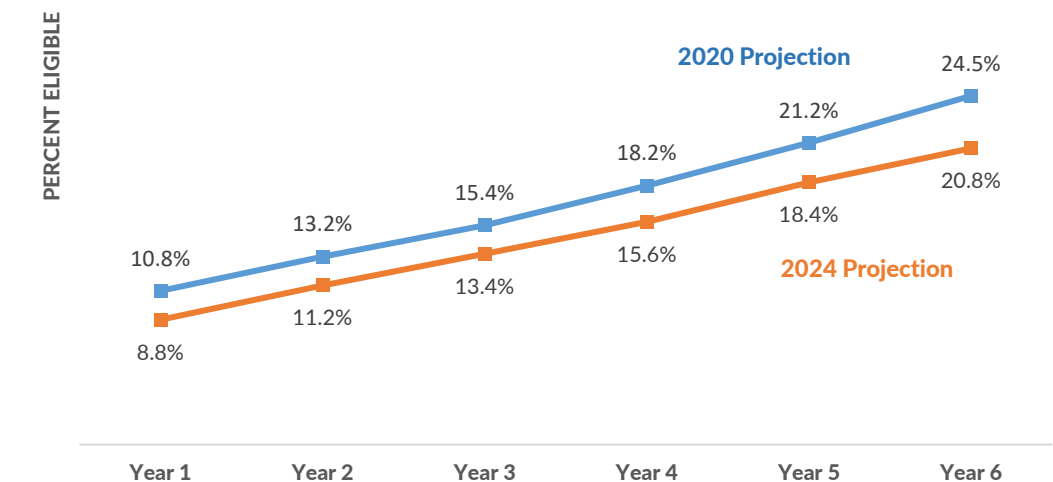
	2024	2025	2026	2027	2028	2029
Total	689	878	1,053	1,229	1,446	1,635
% Change from Previous FY		27.4%	19.9%	16.7%	17.7%	13.1%
Additional Number Eligible		189	175	176	217	189

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 2024 year-end for normal retirement (does not include those eligible for early retirement. See Appendix C 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 2024, 689 employees (8.8%) of the classified workforce were eligible for retirement. An additional 189 employees are projected to be eligible by the end of Fiscal Year 2025. In five years (Fiscal Year 2029) 20.8% or 1,635 current employees are projected to be eligible for retirement.

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 would be expected to revert to a more average level or be below average as we saw in Fiscal Years 2023 and 2024.

Table 37b 2020 vs. 2024 Projected Retirement Eligibility



In the past fiscal years there were a large number of retirements (See Table 32). In addition, a high percentage of those eligible did retire. (See Table 40). Table 37b shows a comparison of the 2020 and 2024 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 would be expected to revert to a more average level or be below average as we saw in Fiscal Years 2023 and 2024 (See Tables 32 & 33).

Table 38 Projected Retirement Eligibility by Department

Department	Current Eligible		Projected Eligible					
	FY 2024		1 year (FY 2025)		3 Year (FY 2027)		5 Year (FY 2029)	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Administration	1	5.6%	2	11.1%	4	22.2%	6	33.3%
Agriculture	15	10.4%	15	10.4%	17	11.8%	23	16.0%
Attorney General	5	14.3%	6	17.1%	11	31.4%	14	40.0%
Buildings & General Services	51	16.4%	64	20.6%	83	26.7%	108	34.7%
Children & Families	50	5.4%	68	7.4%	100	10.9%	139	15.1%
Commerce & Community Development	8	10.8%	12	16.2%	16	21.6%	18	24.3%
Corrections	71	7.7%	87	9.4%	127	13.7%	166	17.9%
Digital Services	32	9.5%	39	11.5%	52	15.4%	66	19.5%
Disabilities, Aging & Independent Living	28	9.0%	36	11.5%	56	17.9%	82	26.3%
Education	22	14.1%	23	14.7%	35	22.4%	44	28.2%
Environmental Conservation	29	8.8%	37	11.2%	44	13.3%	59	17.9%
Finance & Management	3	11.1%	3	11.1%	6	22.2%	8	29.6%
Financial Regulation	7	8.3%	7	8.3%	15	17.9%	19	22.6%
Fish & Wildlife	18	12.9%	24	17.1%	31	22.1%	34	24.3%
Forests, Parks & Recreation	15	11.7%	16	12.5%	20	15.6%	25	19.5%
Green Mountain Care Board	1	5.9%	1	5.9%	1	5.9%	2	11.8%
Health	36	6.1%	50	8.5%	75	12.8%	100	17.0%
Human Resources	17	17.9%	19	20.0%	21	22.1%	25	26.3%
Human Services	3	5.5%	6	10.9%	8	14.5%	10	18.2%
Labor	20	9.6%	26	12.5%	32	15.4%	44	21.2%
Libraries	5	31.3%	5	31.3%	6	37.5%	7	43.8%
Liquor & Lottery	5	7.7%	11	16.9%	15	23.1%	17	26.2%
Mental Health	16	8.5%	21	11.2%	27	14.4%	38	20.2%
Military	15	10.7%	15	10.7%	23	16.4%	28	20.0%
Natural Resources	4	19.0%	4	19.0%	5	23.8%	5	23.8%
Natural Resources Board	4	18.2%	6	27.3%	6	27.3%	7	31.8%
Public Safety - Civilian	20	9.4%	24	11.3%	29	13.7%	42	19.8%
Public Safety - Sworn	16	5.1%	31	9.9%	50	16.0%	69	22.0%
Public Service	1	2.2%	1	2.2%	4	8.7%	5	10.9%
Secretary of State	4	5.8%	4	5.8%	7	10.1%	15	21.7%
Small Department	5	8.8%	5	8.8%	7	12.3%	10	17.5%
State Treasurer	1	2.9%	1	2.9%	3	8.8%	9	26.5%
Taxes	18	13.8%	24	18.5%	30	23.1%	42	32.3%
Transportation	112	9.5%	142	12.1%	198	16.9%	257	21.9%
Vermont Health Access	19	5.6%	28	8.2%	41	12.0%	57	16.7%
Vermont Veterans' Home	12	9.9%	15	12.4%	24	19.8%	35	28.9%
Total	689	8.8%	878	11.2%	1229	15.6%	1635	20.8%

Source: The State’s Human Resource Information System (VTHR) and Office of the State Treasurer, Retirement Division. Data include only classified employees of the Executive Branch. Projections are based on employee’s age and length of creditable service at Fiscal 2024 year-end. Please see Appendix D for a description of the method used to produce the retirement projections. “Small Departments” have 15 or fewer employees (See Appendix B.).

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 2029) – Transportation (257), Corrections (166), Children & Families (139), Buildings & General Services (108) and Health (100).

Table 39 Projected Retirement Eligibility for Classified Job Titles – Fiscal Year 2024

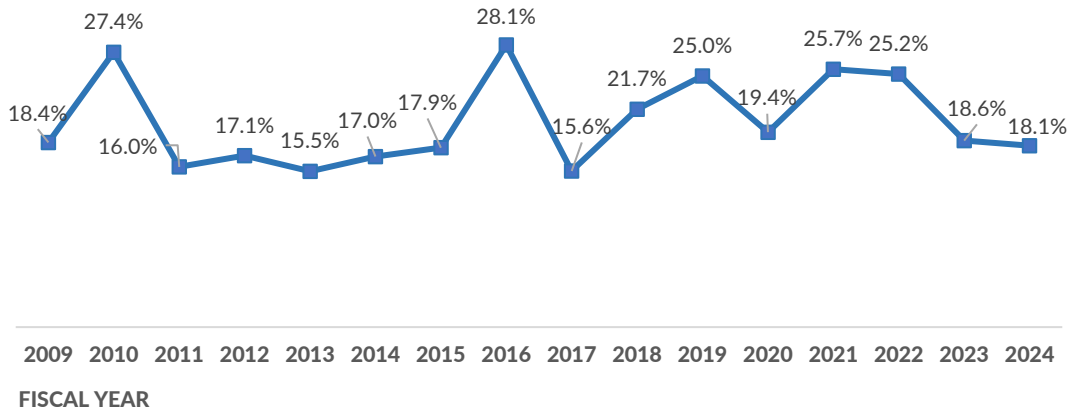
Projected Retirement Eligibility of Most Populous Job Titles				Job Titles with the Highest Projected Retirement Eligibility			
Job Title	Num.	Eligible FY '24	Five Year Percent Projected Eligible	Job Title	Num.	Eligible FY '24	Five Year Percent Projected Eligible
Correctional Officer I	315	1.3%	4.8%	Lieutenant	24	16.7%	75.0%
Family Services Worker	163	2.5%	7.4%	AOT Senior Manager III	17	17.6%	58.8%
Trooper	156	1.9%	3.8%	Information Center Representative II	15	13.3%	53.3%
Transportation Operations Tech II	146	3.4%	14.4%	Administrative Services Manager III	17	23.5%	41.2%
Benefits Programs Specialist	107	5.6%	14.0%	Education Programs Manager	15	20.0%	40.0%
Correctional Officer II	91	6.6%	20.9%	VR Senior Counselor I	18	22.2%	38.9%
Transportation Operations Tech III	80	13.8%	36.3%	Transportation Operations Tech III	80	13.8%	36.3%
Sergeant	79	5.1%	35.4%	Probation & Parole Officer	47	21.3%	36.2%
Administrative Services Coordinator I	68	14.7%	33.8%	Probation & Parole Supervisor	25	16.0%	36.0%
Administrative Services Coordinator II	66	10.6%	25.8%	AOT Technician V	28	17.9%	35.7%
Environmental Analyst V - General	63	3.2%	4.8%	Sergeant	79	5.1%	35.4%
Reach Up Case Manager II	54	3.7%	13.0%	Motor Vehicle Inspector	20	15.0%	35.0%
BGS Custodian II	53	17.0%	28.3%	Administrative Services Coord I	68	14.7%	33.8%
Program Technician II	52	15.4%	26.9%	Administrative Services Tech IV	36	16.7%	33.3%
Motor Vehicle Direct Client Serv Spec I	48	6.3%	22.9%	Administrative Services Cord III	40	15.0%	30.0%
Probation & Parole Officer	47	21.3%	36.2%	Financial Specialist III	30	20.0%	30.0%
Transportation Operations Tech I	47	0.0%	0.0%	Public Health Nurse II	24	12.5%	29.2%
Family Services Supervisor	46	6.5%	6.5%	Administrative Assistant B	21	14.3%	28.6%
AOT Area Maintenance Supervisor II	43	18.6%	27.9%	AOT Technician VI	21	14.3%	28.6%
Environmental Analyst VI	43	14.0%	20.9%	BGS Custodian II	53	17.0%	28.3%
Public Health Specialist II	42	0.0%	14.3%	Financial Manager I	39	2.6%	28.2%
Correctional Facility Shift Supervisor	41	2.4%	17.1%	AOT Area Maintenance Super II	43	18.6%	27.9%
Administrative Services Coordinator III	40	15.0%	30.0%	Correctional Educator	18	16.7%	27.8%
Environmental Analyst VII - General	40	12.5%	20.0%	Administrative Services Cord IV	29	6.9%	27.6%
Licensed Nursing Assistant	40	10.0%	20.0%	IT Systems Developer III	33	21.2%	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 2024 year-end. Please see Appendix C 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 Transportation Operations Technician III (36.3%), Probation & Parole Officer (36.2%), Sergeant (35.4%), and Administrative Services Coordinator I (33.8%).

The top five job titles with the highest percentage of employees projected to be eligible for retirement in five years are Lieutenant (75.0%), AOT Senior Manager III (58.8%), Information Center Representative II (53.3%), Administrative Services Manager III (41.2%), and Education Programs Manager (40.0%).

Table 40a Percent of Retirement Eligible Classified Employees Who Actually Retire by Fiscal Year



In Fiscal Year 2024 we saw the percentage of employees eligible to retire who did retire drop back to historical norms.

The number of retirements in Fiscal Year 2024 was the lowest since Fiscal Year 2008, which was during the Great Recession.

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 C 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 do retire is relatively small. Before 2019 in years without a retirement incentive on average 17% of those eligible to retire do retire. In years with retirement incentives the percentage increases to an average of nearly 28%. What is noteworthy in Fiscal Years 2019, 2021 and 2022 is that 25% or more of those employees eligible to retire did retire. During those fiscal years we had historically high levels of retirement (See Table 32). In Fiscal Year 2023 and 2024 we saw the percentage of employees eligible to retire who did retire drop back to historical norms. The number of retirements in Fiscal Year 2024 was the lowest since Fiscal Year 2008, which was during the Great Recession. What this reflects is after several fiscal years with a high number of retirements there are fewer employees who are eligible to retire (See Table 37b).

Table 40b shows the profile of Fiscal Year 2024 retirees. The average age at retirement was 62.2 years with 20.5 years of service. Most retirees were age 60 to 70 (63.9%) with 25 to 30 years of service (32.5%). The decision to retire is a complex one that is influenced by multiple factors. The fact that the average age of retirees was 62, which is the earliest age that individual can qualify for Social Security, suggests that is a factor.

A profile of fiscal year 2024 retirees shows that the average age at retirement was 62.2 years with 20.5 years of service. The fact that the average age of retirees was 62 which is the earliest age that an individual can qualify for Social Security suggests that is a factor.

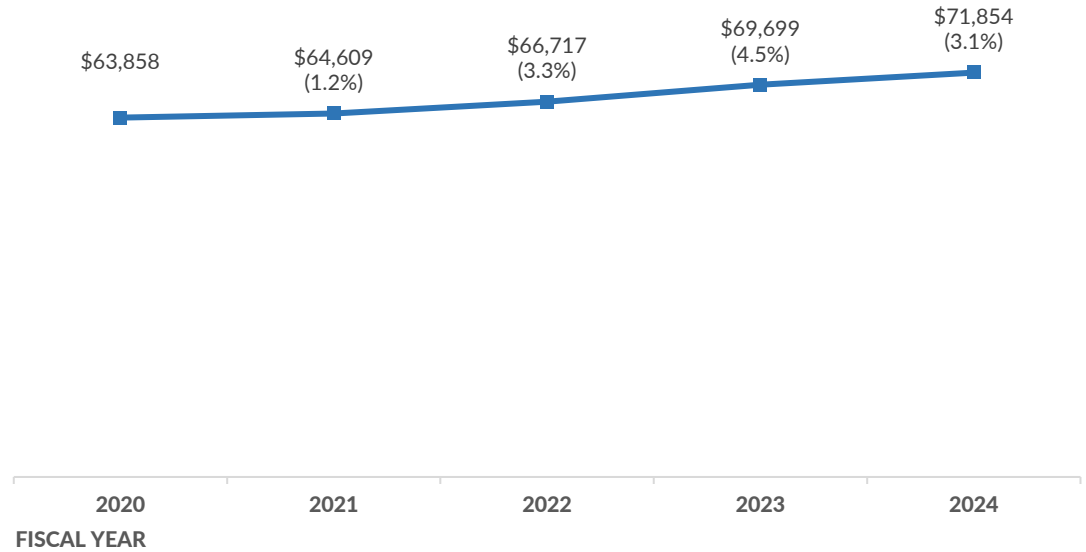
Table 40b Profile of Fiscal Year 2024 Retirees

Fiscal Year 2024 Retiree Profile				
	Female	Male	Average Age	62.2
Sex	49.5%	50.5%	Age Group	<50 1.0%
	UREG	White		50-59 28.4%
Race/Ethnic Status	1.5%	98.5%		60-70 63.9%
				>70 6.7%
			Ave. Years of Service	20.5
			YOS Group	<15 0.2
				15-20 18.0%
				20-25 23.2%
				25-30 32.5%
				>30 2.6%

Compensation

Table 41 Average Salary for Full-Time Classified Employees by Fiscal Year

The percent increase in Average Salary in Fiscal Year 2024 was 3.1%.



Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2020 to 2024. 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 2024 the average base rate salary for full-time classified employees was \$71,854, a 3.1% increase from Fiscal Year 2023.

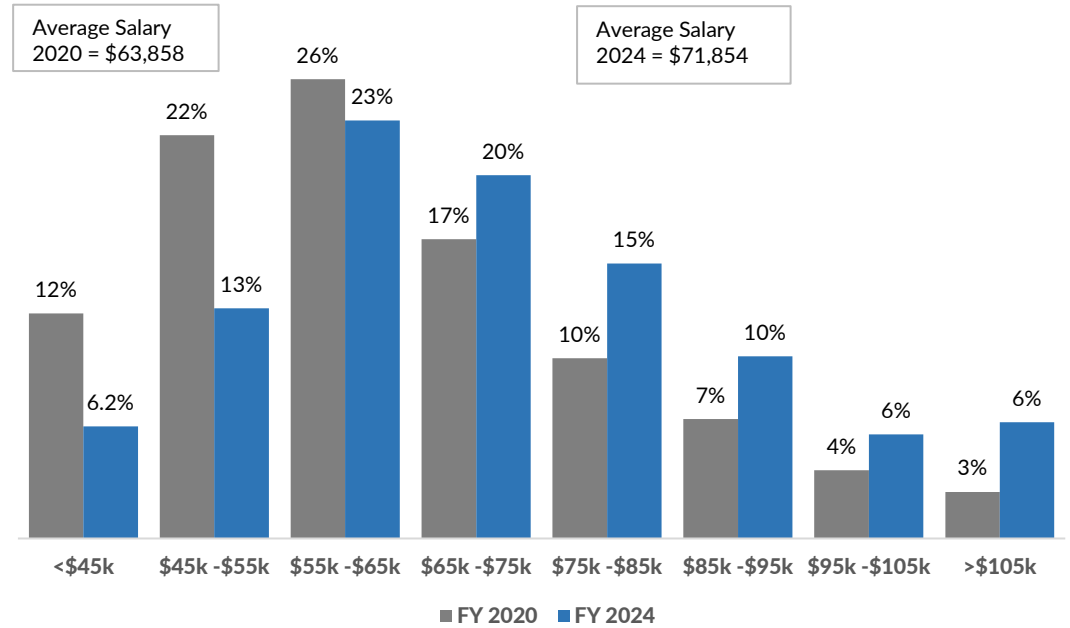
Several factors contribute to change in average annual salary – salary adjustments negotiated as part of the current collective bargaining agreements, step advancement, classification actions, promotions, higher paid employees retiring and newly hired employees coming in lower on the pay scale all affect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

Table 42 State of Vermont Negotiated Salary Adjustments for Classified Employees

State of Vermont and Vermont State Employees' Association, Inc. (VSEA)					State of Vermont and Vermont Troopers' Association, Inc. (VTA)				
Fiscal Year	Total Avg. Salary Adjust.	Est. Value Steps %	Across Board Increase	Notes	Fiscal Year	Total Avg. Salary Adjust.	Est. Steps %	Across Board Increase	Notes
1986	4.00%	0.00%	4.00%		2011	0.00%	0.00%	0.00%	3% decrease through benefit concessions. Steps frozen one year
1987	8.00%	5.00%	3.00%		2012	0.00%	0.00%	0.00%	Benefit concessions continued; steps frozen for one year
1988	4.60%	1.60%	3.00%		2013	8.60%	1.30%	0.00%	New pay chart established. Estimated value = +7.3%
1989	6.10%	1.60%	4.50%		2014	2.60%	2.60%	0.00%	
1990	7.90%	2.40%	5.50%		2015	2.60%	2.60%	0.00%	
1991	5.90%	1.90%	4.00%		2015	4.60%	2.60%	2.00%	
1992	6.40%	1.90%	4.50%		2016	4.50%	2.50%	2.00%	
1993	1.90%	1.90%	0.00%		2017	4.50%	2.50%	2.00%	
1994	4.40%	1.90%	2.50%		2018	4.75%	2.50%	2.25%	
1995	3.30%	1.30%	2.00%	Steps delayed 3 months	2019	3.95%	2.70%	1.25%	
1996	4.80%	1.80%	3.00%		2020	4.95%	2.70%	2.25%	
1997	3.80%	1.80%	2.00%		2021	2.60%	2.60%	0.00%	One-Time \$1,400 payment, July 2020.
1998	4.05%	1.80%	2.25%		2022	4.95%	2.60%	2.25%	
1999	4.80%	1.80%	3.00%		2023	10.60%	2.60%	8.00%	
2000	4.80%	1.80%	3.00%		2024	5.60%	2.60%	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%						
2023	4.90%	1.90%	3.00%	\$1,500 lump sum payment, January 2023					
2024	3.90%	1.90%	2.00%	\$1,000 lump sum payment, January 2024					

Source: Department of Human Resources

Table 43 Annual Salary Distribution for Full-Time Classified Employees – Fiscal Year 2020 vs. Fiscal Year 2024



Source: The State's Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Year 2020 and 2024. Annual salary is base rate and does not include benefits or overtime.

In Fiscal Year 2024 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 salary distribution has continued to “shift.” The number of employees decreased in the lower pay ranges and increased in the higher pay ranges. Part of this is the natural byproduct of negotiated across the board increases and step movement. In Fiscal Year 2024 classified employees saw across the board increase of 2.0% (See Table 42).

However, another significant driver of the 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 is the result of the State’s classification system. (See Tables 47 & 49).

From Fiscal Year 2020 to Fiscal Year 2024, decreases were seen in the less than \$45,000 range (-49%) and the \$45,000 - \$55,000 range (-41%). Increases were seen in the \$75,000-\$85,000 range, \$85,000-\$95,000 range, and \$95,000-\$105,000 range (all 57%). The greater than \$105,000 range saw the highest increase (156%) and makes up 6% of the classified workforce.

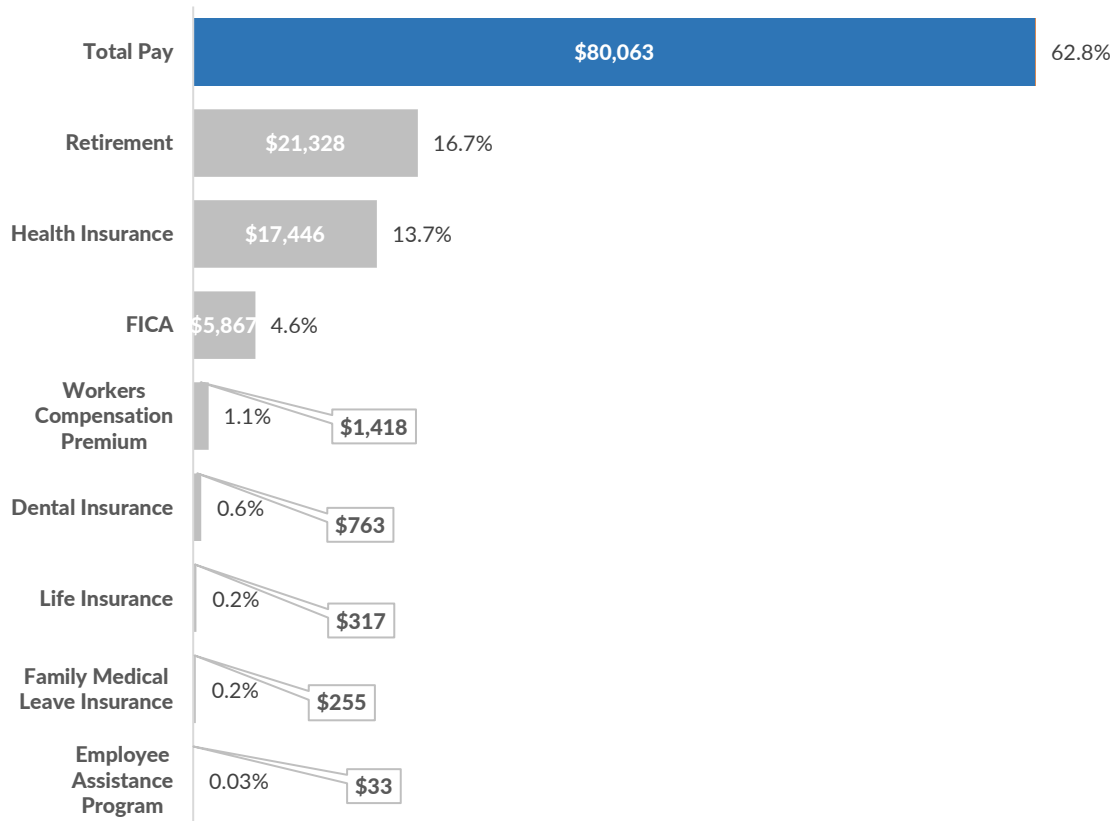
Annual Salary Distribution for Full-Time Classified Employees – Data Table

Salary Range	2020	2021	2022	2023	2024
<\$45,000	943	817	636	475	482
\$45,000-\$55,000	1,690	1,483	1,321	1,281	990
\$55,000-\$65,000	1,925	1,966	1,922	1,746	1,798
\$65,000-\$75,000	1,254	1,256	1,507	1,612	1,562
\$75,000-\$85,000	755	760	841	1,018	1,182
\$85,000-\$95,000	500	498	506	595	784
\$95,000-\$105,000	286	288	276	399	448
>\$105,000	195	183	290	399	500
Total	7,548	7,251	7,299	7,525	7,746

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

This shift is a natural byproduct of negotiated across the board increases and step movement. However, another significant driver is the State’s job classification process.

Table 44 Total Compensation for Classified Executive Branch Employees – Fiscal Year 2024



Average total compensation for classified Executive Branch employees for Fiscal Year 2024 was \$127,488.

On average, employer-paid benefits represent 37.2% of total compensation.

Detail of Total Compensation - Executive Branch Classified ¹ Employees Fiscal Year 2024

Pay	Total	Cost per Employee ³	% of Total Compensation
Total Pay ²	\$614,880,015	\$80,063	62.8%
Subtotal	\$614,880,015	\$80,063	62.8%
Employer Paid Benefits			
FICA (Social Security and Medicare Deductions)	\$45,055,523	\$5,867	4.6%
Workers Compensation Premium ⁴	\$10,889,420	\$1,418	1.1%
Retirement (State share of retirement contribution)	\$163,797,087	\$21,328	16.7%
Health Insurance (State 80% share)	\$133,983,903	\$17,446	13.7%
Dental Insurance (State 100% share)	\$5,857,017	\$763	0.6%
Life Insurance (State 75% share)	\$2,435,599	\$317	0.2%
Family Medical Leave Insurance	\$1,960,080	\$255	0.2%
Employee Assistance Program	\$252,645	\$33	0.03%
Subtotal	\$364,231,274	\$47,426	37.2%
Total Compensation (Pay + Benefits)	\$979,111,289	\$127,488	100.0%

¹ Includes bargaining unit and non-bargaining unit employees.

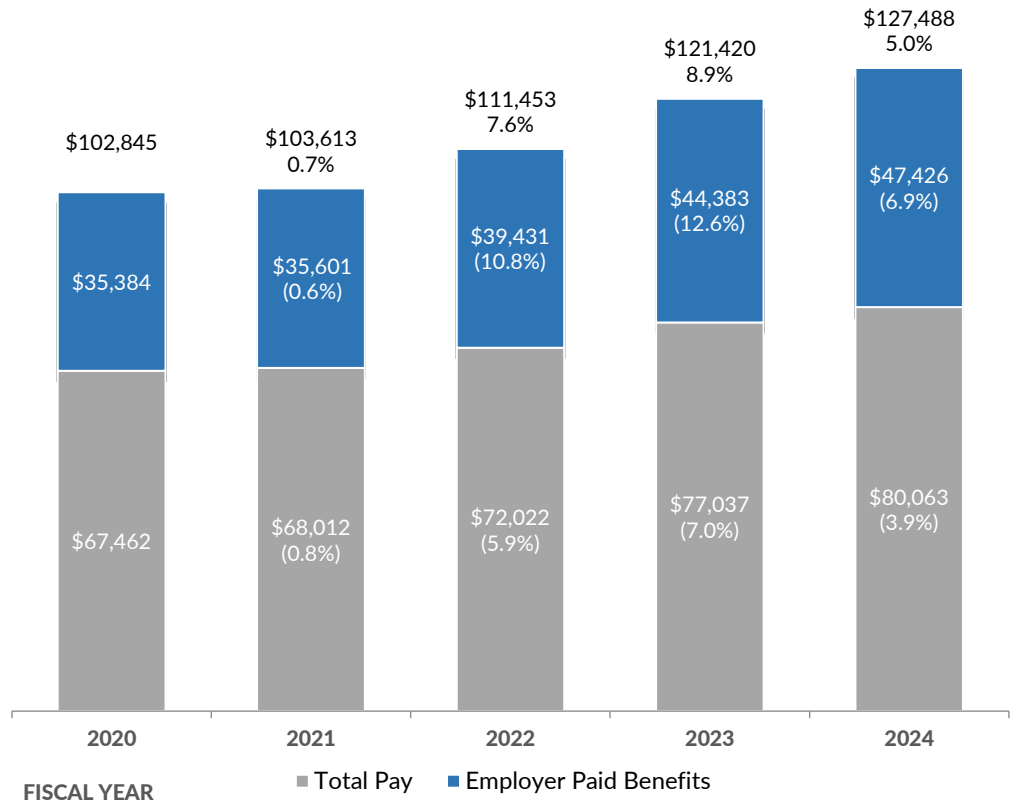
² Includes all categories in which employees were paid: salary, leave, overtime, shift differential, etc. Does not include expense reimbursements, such as for mileage.

³ Based on the average number of classified employees during FY '24 (7,680).

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 45 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 2020 to 2024. 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 44 for a listing of major employer paid benefits. Total compensation is Total Pay plus Employer Paid Benefits.

Average Total Pay was \$80,063 for Fiscal Year 2024, up 3.9% from Fiscal Year 2023.

Average Employer Paid Benefits increased significantly (6.9%) from Fiscal Year 2023 to \$47,426 for Fiscal Year 2024.

Average Total Compensation for Fiscal Year 2024 was \$127,488 up 5.0% from Fiscal Year 2023.

Average total pay rose 3.9%.

The significant increase in employer paid benefits was primarily driven by an increase in employer retirement and health insurance contributions.

Table 46 Benefit Plan Enrollment for Active Classified Employees by Fiscal Year

Plan Type	Fiscal Year				
	2020	2021	2022	2023	2024
Medical					
SelectCare	6,362	6,261	6,141	6,128	6,314
TotalChoice	307	305	322	368	431
TOTAL All Plans	6,669	6,566	6,463	6,496	6,745
% of Classified Employees	87.1%	85.1%	85.0%	87.2%	87.8%
% Change from Previous FY	0.4%	-1.6%	-1.6%	0.5%	3.7%
SelectCare (Percent of Total)	95.4%	95.4%	95.0%	94.3%	93.6%
TotalChoice (Percent of Total)	4.6%	4.6%	5.0%	5.7%	6.4%
Dental					
Dental Enrollment	6,817	6,701	6,401	6,492	6,755
% of Classified Employees	89.1%	86.9%	84.1%	85.9%	83.3%
% Change from Previous FY	0.6%	-1.7%	-4.7%	1.4%	3.9%
Life Insurance					
Life Enrollment	6,535	6,415	6,368	6,580	6,891
% of Classified Employees	85.4%	83.2%	83.7%	88.3%	89.7%
% Change from Previous FY	2.8%	-1.9%	-0.7%	3.2%	4.5%
Flexible Spending Accounts					
Health Care	929	945	979	1,017	1,084
% of Classified Employees	12.1%	12.3%	12.4%	12.7%	12.3%
% Change from Previous FY	-5.6%	1.7%	3.5%	3.7%	6.1%
Dependent Care	168	155	167	183	189
% of Classified Employees	2.2%	2.0%	2.0%	2.1%	2.0%
% Change from Previous FY	-9.2%	-8.4%	7.2%	8.7%	3.3%

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

Over 89% of active classified employees were enrolled in the life insurance benefit.

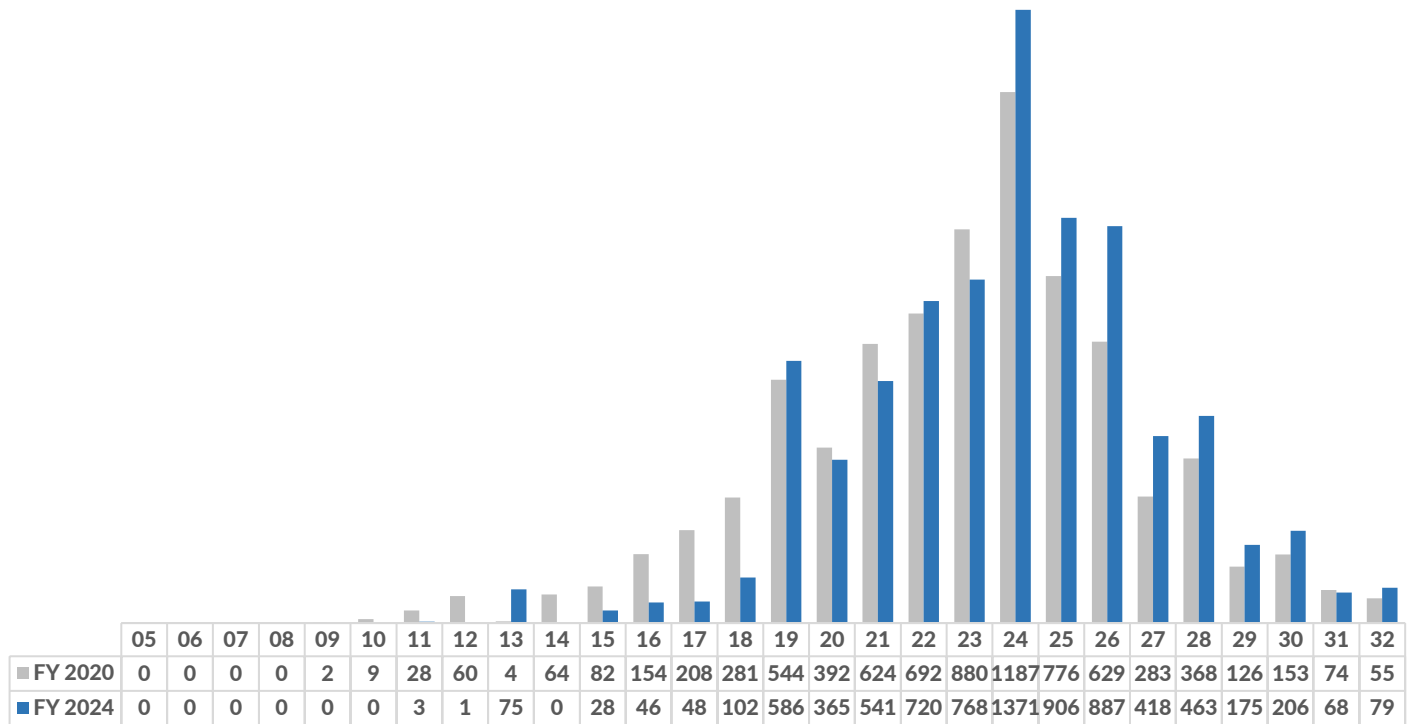
Enrollment in Health Care flexible spending accounts was up over 6%.

Dependent Care flexible spending account enrollment was up slightly.

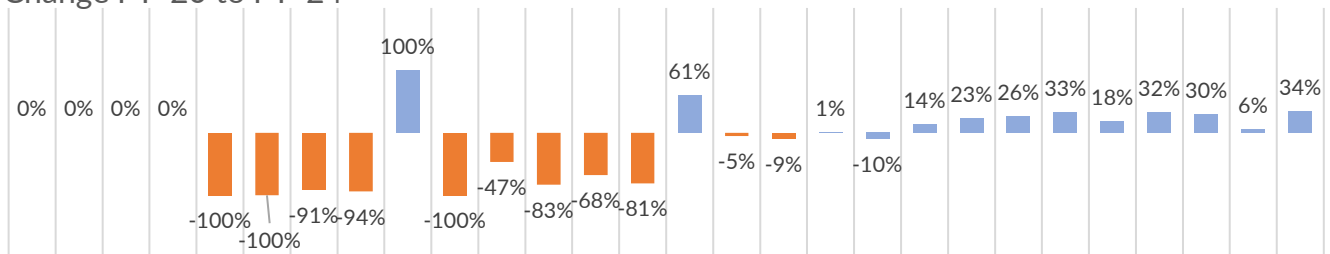
Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2020 to 2024. "SelectCare" is a "Point of Service" (POS) Plan in which enrollees decide whether to use a network doctor or hospital at the "point of service" each time they use a medical service. "TotalChoice" is an "indemnity" plan in which enrollees can see any provider nationwide for medical services.

Table 47

Number of Classified Employees by Pay Grade – Fiscal Year 2020 vs. Fiscal Year 2024



Percent Change FY '20 to FY '24



Source: The State's Human Resource Information System (VTHR). Data include all classified Executive Branch employees for Fiscal Years 2020 and 2024.

Over 96% of employees are assigned to just 14 of the 28 pay grades (pay grade 19 to 32).

In Fiscal Year 2024 the largest number of employees were assigned to pay grade 24 (1,371 or 17.5%).

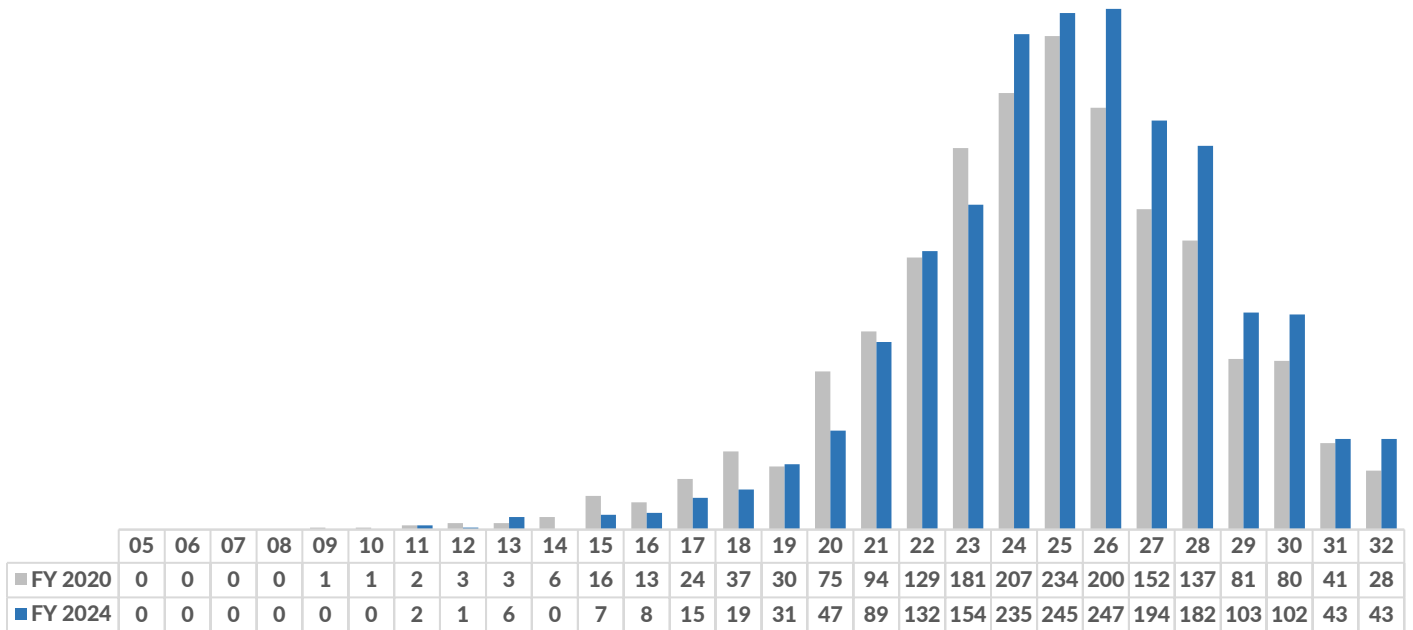
In Fiscal Year 2024 there were no employees assigned to pay grade 5 through 10. There was a total of 303 or 3.8% of employees assigned to pay grade 11 through 18. For all intents and purposes, the number of pay grades has been compressed from 28 (5 to 32) to only 14 (19 to 32), where 96% of employees are assigned.

Table 48 Classification Reviews – Fiscal Year 2020 to Fiscal Year 2024

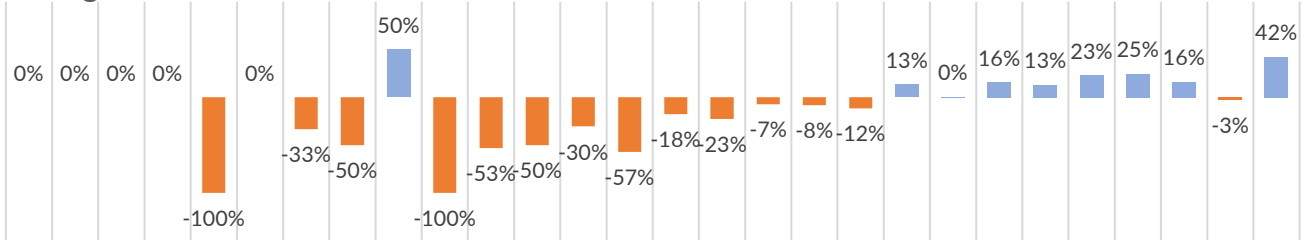
Reason	FY 2020		FY 2021		FY 2022		FY 2023		FY 2024	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Job Class found properly assigned to Pay Grade	24	2.8%	21	4.0%	101	7.2%	90	5.2%	34	3.0%
Decentralized Reallocation	178	21.1%	171	32.3%	126	9.0%	186	10.8%	162	14.4%
Reclassification with change in Pay Grade	642	76.1%	338	63.8%	1,179	83.9%	1,439	83.9%	928	82.6%
Total	844	100.0%	530	100.0%	1,406	100.0%	1,715	100.0%	1,124	100.0%
Estimated Annualized Cost	\$3,353,775		\$2,114,259		\$6,279,988		\$7,127,169		\$5,399,616	

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.

Table 49 Number of Job Classes by Pay Grade – Fiscal Year 2020 vs. Fiscal Year 2024



Percent Change FY '20 to FY '24



Source: The State's Human Resource Information System (VTHR). Data include all classified Executive Branch employees for Fiscal Years 2020 and 2024. Job classes are assigned to a pay grade in the salary plan.

As shown in Table 48 most (82.6%) requests for classification review result in reclassification to a higher pay grade. The estimated annualized costs of classification reviews for Fiscal Year 2024 was over \$5 million.

Table 49 shows that from Fiscal Year 2020 to Fiscal Year 2024 the number of job classes assigned to pay grade 23 and lower declined by 19% while those at pay grade 24 and higher increased 14%.

Nearly 90% of job classes are assigned to just 10 of the 28 pay grades (pay grade 21 to 30), which indicates a severe level of compression in range. (See also Table 48).

At the end of Fiscal Year 2024 there were 1,905 active job classes. This is a 6.2% increase over Fiscal Year 2023.

There was a ratio of one job class for every 4.2 employees.

Over 80% of requests for classification review resulted in a higher pay grade at an annualized cost of over \$5 Mil.

Nearly 90% of job classes are assigned to just 10 of the 28 pay grades, which indicates a severe level of compression in range.

There is a ratio of one job class for every 4.2 employees

Table 50 Lump Sum Merit Awards by Department by Fiscal Year

Department	Fiscal Year				
	2020 Num.	2021 Num.	2022 Num.	2023 Num.	2024 Num.
Administration	1			1	
Agriculture, Food & Markets	14	30	22	43	39
Attorney General	2		1	3	1
Buildings & General Services	21	18	23	27	46
Children & Families	29	25	56	56	91
Commerce & Comm. Dev.	1	19	1	2	3
Corrections	46	88	133	79	155
Digital Services	1	1	1	8	4
Disabilities, Aging & Ind. Liv.	23	41	45	81	76
Education			50	1	3
Environmental Conservation	37	35	22	16	80
Finance & Management				1	
Financial Regulation	3	2	2	2	1
Fish & Wildlife	11	16	13	14	30
Forests, Parks & Recreation	12	23	23	23	68
Green Mountain Care Board				1	1
Health	38	29	118	71	67
Human Resources	34	46	10	22	41
Human Services	4	2	2	2	6
Labor	3	3	37	13	6
Libraries	1		7		
Liquor & Lottery	6	18	14	4	9
Mental Health	18	5	19	13	11
Military					
Natural Resources	2	5	5	3	3
Natural Resources Board			1		
Public Safety	16	2	2	5	3
Public Service					
Secretary of State	9	16	10	10	14
Small Departments	1		6	4	
State Treasurer					1
Taxes	9	37	10	15	11
Transportation	32	39	30	424	40
Vermont Health Access	2	3	6	21	9
Vermont Veterans' Home				1	7
Total Number	376	503	669	966	826
Total Amount	\$210,724	\$313,524	\$536,315	\$803,110	\$524,139
Average per Award	\$560	\$623	\$802	\$831	\$635

Source: The State's Human Resource Information System (VTHR). Data include only classified Executive Branch employees for Fiscal Years 2020 to 2024. See Personnel Policy Number 7.1 - Employee Recognition and Merit Bonus Awards). **Non-Recurring Bonus** - These are lump sum or cash-equivalent awards granted on a one-time basis that do not alter the current hourly rates of employees.

The use of merit bonus awards is a compensation tool to inspire excellence in performance and reward employees who contribute beyond expectations. It is also a retention tool.

In most fiscal years less than 10% of the workforce received a lump sum bonus with the average amount being less than \$700.

Table 51 Step Increase Merit Awards by Department by Fiscal Year

Department	Fiscal Year				
	2020 Num.	2021 Num.	2022 Num.	2023 Num.	2024 Num.
Administration					1
Agriculture, Food & Markets	3		4	6	3
Attorney General				5	
Buildings & General Services	11	5	3	1	3
Children & Families	4		1	5	3
Commerce & Comm. Dev.	2	5	6	2	1
Corrections	2		1	2	4
Digital Services			2	2	6
Disabilities, Aging & Ind. Liv.		2			1
Education			1		2
Environmental Conservation	3	2		4	5
Finance & Management					
Financial Regulation	4	1	6	5	3
Fish & Wildlife	1	1			1
Forests, Parks & Recreation	1			1	
Green Mountain Care Board	1				1
Health	2	1		3	5
Human Resources	1		2	9	3
Human Services			1	2	2
Labor	1				2
Libraries					
Liquor & Lottery		3		4	11
Mental Health	1		1	1	
Military	1			3	1
Natural Resources					
Natural Resources Board					
Public Safety	2		3	3	3
Public Service					
Secretary of State	2	1	7	2	10
Small Departments				2	1
State Treasurer		1	1	1	3
Taxes	6	7	3	1	4
Transportation	20	14	25	27	35
Vermont Health Access		1	1	6	4
Vermont Veterans' Home					
Total Number	68	44	68	97	118

Source: The State’s Human Resource Information System (VTHR). Data include only classified Executive Branch employees for Fiscal Years 2020 and 2024. See Personnel Policy Number 7.1 - Employee Recognition and Merit Bonus Awards. **Merit Step Increase** - These increases are permanent adjustments to salary that advance the step level of the employee by one or two steps. Step increases may be appropriate when faster than normal salary advancement is warranted due to sustained, long-term (i.e., 12 months or more) performance that significantly exceeds all standards.

The use of merit bonus awards is a compensation tool to inspire excellence in performance and reward employees who contribute beyond expectations. It is also a retention tool.

On average about 1% of employees receive a merit step increase.

Table 52 Cash Overtime Costs by Department and Fiscal Year

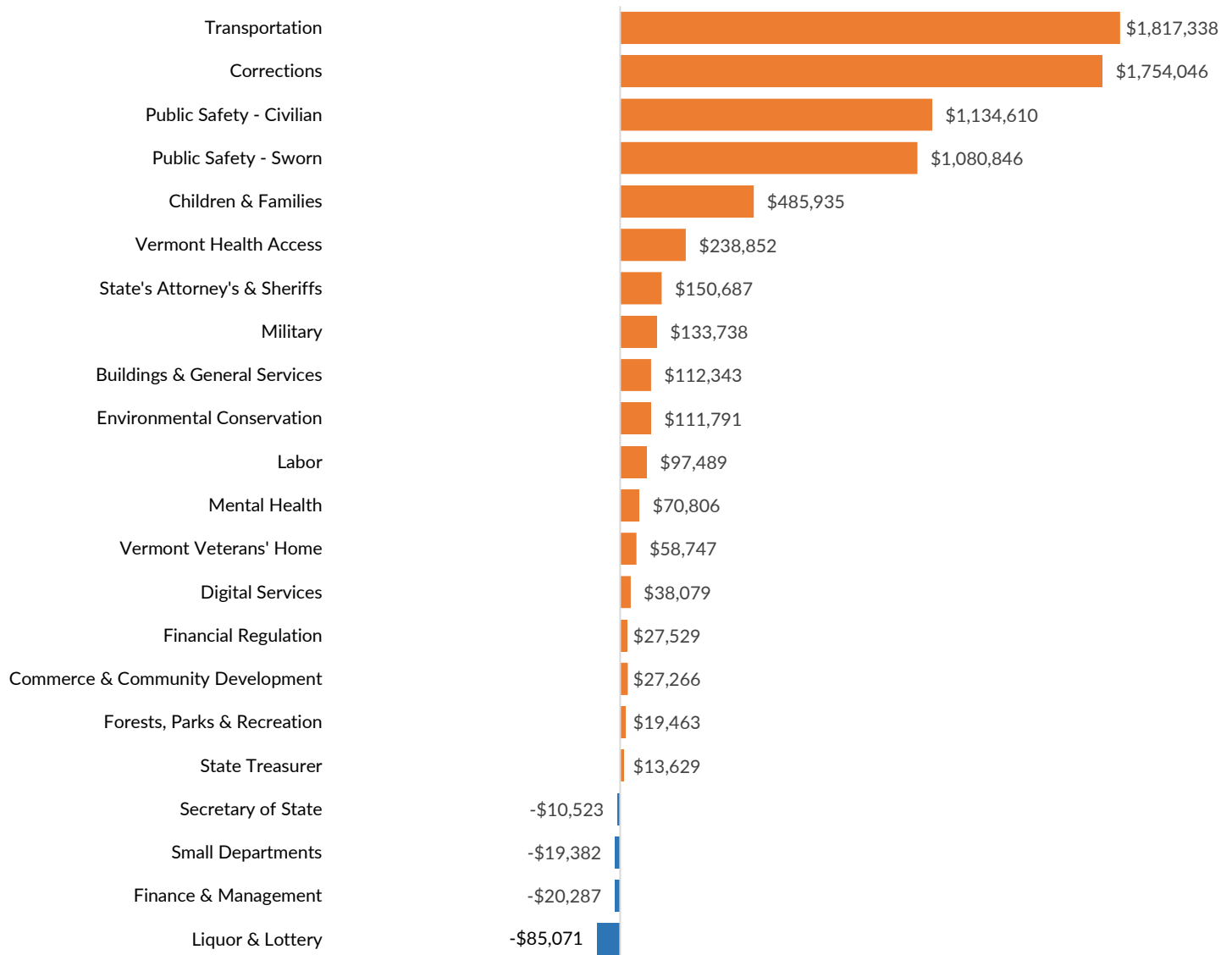
Department	Fiscal Year					% Change FY '23 to FY '24
	2020	2021	2022	2023	2024	
Administration	\$10,129	\$17,828	\$9,302	\$10,351	\$4,355	-57.9%
Agriculture, Food & Markets	\$42,930	\$72,328	\$50,255	\$48,463	\$54,416	12.3%
Attorney General	\$32,286	\$43,441	\$48,247	\$46,825	\$53,099	13.4%
Buildings & General Services	\$396,171	\$277,546	\$315,563	\$354,167	\$466,511	31.7%
Children & Families	\$1,088,984	\$1,150,301	\$1,229,061	\$1,584,073	\$2,070,008	30.7%
Commerce & Community Development	\$10,418	\$33,603	\$32,040	\$29,912	\$57,178	91.2%
Corrections	\$8,662,379	\$8,956,508	\$10,895,926	\$16,121,596	\$17,875,642	10.9%
Digital Services	\$163,795	\$326,046	\$117,798	\$30,735	\$68,814	123.9%
Disabilities, Aging & Independent Living	\$116,396	\$94,927	\$138,892	\$170,848	\$162,349	-5.0%
Education	\$75,979	\$73,009	\$81,855	\$73,793	\$67,647	-8.3%
Environmental Conservation	\$171,922	\$185,015	\$198,305	\$207,599	\$319,390	53.8%
Finance & Management	\$840	\$7,021	\$8,233	\$29,986	\$9,699	-67.7%
Financial Regulation	\$33,355	\$158,218	\$40,351	\$28,825	\$56,354	95.5%
Fish & Wildlife	\$419,466	\$369,096	\$450,761	\$515,233	\$523,009	1.5%
Forests, Parks & Recreation	\$66,099	\$50,658	\$85,923	\$123,249	\$142,712	15.8%
Green Mountain Care Board	\$2,757	\$767	\$2,131	\$1,465	\$1,796	22.5%
Health	\$777,299	\$2,539,065	\$1,223,885	\$320,109	\$328,884	2.7%
Human Resources	\$61,221	\$108,394	\$52,139	\$21,467	\$23,930	11.5%
Human Services	\$22,919	\$20,571	\$15,505	\$24,528	\$28,479	16.1%
Labor	\$422,454	\$892,229	\$210,798	\$129,901	\$227,389	75.0%
Libraries	\$2,349	\$479	\$1,101	\$1,282	\$1,319	2.9%
Liquor & Lottery	\$121,169	\$126,009	\$188,571	\$179,059	\$93,988	-47.5%
Mental Health	\$1,268,328	\$2,565,803	\$1,234,368	\$999,477	\$1,070,283	7.1%
Military	\$360,118	\$495,800	\$539,367	\$493,473	\$627,211	27.1%
Natural Resources	\$1,814	\$902	\$4,153	\$9,251	\$7,051	-23.8%
Natural Resources Board	\$527	\$0	\$323	\$4,878	\$8,908	82.6%
Public Safety - Civilian	\$1,425,785	\$1,029,146	\$1,173,306	\$1,603,485	\$2,738,095	70.8%
Public Safety - Sworn	\$3,839,361	\$2,723,742	\$4,112,079	\$4,445,516	\$5,526,361	24.3%
Public Service	\$1,093	\$1,895	\$7,860	\$25,724	\$24,161	-6.1%
Secretary of State	\$45,851	\$10,731	\$9,822	\$19,707	\$9,184	-53.4%
Small Departments	\$160,817	\$141,833	\$148,082	\$148,914	\$129,532	-13.0%
State Treasurer	\$13,305	\$11,029	\$35,831	\$42,595	\$56,224	32.0%
State's Attorney's & Sheriffs	\$74,361	\$171,783	\$211,257	\$210,055	\$360,742	71.7%
Taxes	\$43,918	\$45,614	\$38,320	\$25,884	\$27,723	7.1%
Transportation	\$4,315,583	\$3,128,167	\$3,812,271	\$3,437,727	\$5,255,065	52.9%
Vermont Health Access	\$354,036	\$172,958	\$156,244	\$174,903	\$413,755	136.6%
Vermont Veterans' Home	\$778,202	\$691,503	\$627,503	\$510,648	\$569,395	11.5%
Total	\$25,384,416	\$26,693,962	\$27,507,428	\$32,205,706	\$39,460,661	
	% Change from Previous FY	5.2%	3.0%	17.1%	22.5%	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified, exempt and temporary) for Fiscal Years 2020 to 2024. 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 accounted for over 45% of the State's total overtime costs

Overtime costs increased over 22% from Fiscal Year 2023 to Fiscal Year 2024. Corrections accounted for over 45% of the State's total overtime costs and together just three departments accounted for nearly 80% of the total cash overtime costs – Corrections, Public Safety, and Transportation.

Table 53 Departments with the Greatest Dollar Increase/Decrease in Cash Overtime – Fiscal Year 2023 vs. Fiscal Year 2024



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

Transportation saw an over \$1.8 million increase in cash overtime from Fiscal Year 2023 and Public Safety saw \$1 million increases. These were related to the emergency response in July and August of 2023 to the devastating floods in Vermont.

Corrections saw an over \$1.7 million increase in cash overtime from Fiscal Year 2023 to Fiscal Year 2024 which was related to high turnover and continued difficulties in staffing.

Transportation saw an over \$1.8 million increase in cash overtime and Public Safety saw \$1 million increases. These were related in part to the emergency response in July and August of 2023 to the devastating floods in Vermont.

Table 54 Compensatory Hours Earned for Overtime by Department and Fiscal Year

Department	Fiscal Year					% Change FY '23 to FY '24
	2020	2021	2022	2023	2024	
Administration	324	605	382	529	838	58.6%
Agriculture, Food & Markets	6,207	3,577	4,257	4,527	5,222	15.4%
Attorney General	147	20	83	207	230	11.1%
Buildings & General Services	6,366	4,052	5,380	6,260	5,185	-17.2%
Children & Families	16,911	11,251	11,131	13,600	10,176	-25.2%
Commerce & Community Development	1,773	1,620	1,323	1,917	1,799	-6.2%
Corrections	27,431	31,528	37,346	26,656	19,921	-25.3%
Digital Services	4,720	5,287	4,162	3,179	2,760	-13.2%
Disabilities, Aging & Independent Living	4,331	2,328	3,042	3,916	4,538	15.9%
Education	3,545	1,531	1,805	2,351	3,079	31.0%
Environmental Conservation	3,587	2,228	3,079	3,305	3,334	0.9%
Finance & Management	1,079	1,370	1,784	1,576	1,233	-21.8%
Financial Regulation	1,034	902	688	1,403	2,284	62.8%
Fish & Wildlife	2,807	1,994	3,007	3,867	3,485	-9.9%
Forests, Parks & Recreation	3,035	2,365	2,711	2,484	2,665	7.3%
Green Mountain Care Board	424	322	137	297	256	-13.6%
Health	12,454	11,633	5,662	7,409	9,032	21.9%
Human Resources	308	204	285	746	374	-49.9%
Human Services	577	387	597	1,183	964	-18.5%
Labor	3,461	2,769	649	1,139	2,971	161.0%
Libraries	210	8	118	175	138	-21.2%
Liquor & Lottery	991	941	888	1,544	1,254	-18.8%
Mental Health	7,726	5,814	3,657	1,876	2,293	22.2%
Military	4,127	2,342	3,139	3,773	3,715	-1.5%
Natural Resources	60	57	105	54	230	325.5%
Natural Resources Board	43	3	17	8	2	-70.0%
Public Safety - Civilian	7,267	3,784	3,014	2,473	2,707	9.4%
Public Safety - Sworn	4,706	3,112	4,811	5,660	4,606	-18.6%
Public Service	535	469	467	311	192	-38.3%
Secretary of State	1,215	655	639	544	448	-17.7%
Small Department	798	306	715	736	1,237	68.1%
State Treasurer	228	227	309	1,217	921	-24.3%
Taxes	1,106	2,361	1,119	670	1,014	51.4%
Transportation	37,665	27,654	29,496	33,721	41,438	22.9%
Vermont Health Access	8,259	3,083	3,942	4,477	6,627	48.0%
Vermont Veterans' Home	2,293	1,607	1,668	1,746	1,682	-3.7%
Total	177,750	138,396	141,611	145,535	148,849	
% Change from Previous FY		-22.1%	2.3%	2.8%	2.3%	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2020 to 2024. "Small Departments" have 15 or fewer employees (See Appendix B). 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 148,849 hours in Fiscal Year 2024, a 2.3% increase from Fiscal Year 2023.

Table 55 Compensatory Time Costs by Department and Fiscal Year

Department	Fiscal Year					% Change FY '23 to FY '24
	2020	2021	2022	2023	2024	
Administration	\$6,195	\$4,766	\$22,194	\$18,181	\$25,226	38.8%
Agriculture, Food & Markets	\$208,508	\$120,691	\$168,384	\$164,778	\$192,658	16.9%
Attorney General	\$7,010	\$996	\$3,818	\$4,432	\$10,031	126.3%
Buildings & General Services	\$212,348	\$167,904	\$219,109	\$259,276	\$266,258	2.7%
Children & Families	\$651,003	\$626,760	\$465,290	\$502,049	\$594,087	18.3%
Commerce & Community Development	\$63,745	\$65,775	\$45,288	\$64,702	\$81,163	25.4%
Corrections	\$1,088,160	\$1,346,066	\$1,724,926	\$1,414,761	\$1,262,128	-10.8%
Digital Services	\$169,465	\$208,896	\$282,130	\$133,611	\$177,906	33.2%
Disabilities, Aging & Independent Living	\$170,621	\$100,237	\$144,050	\$142,778	\$174,201	22.0%
Education	\$123,940	\$92,161	\$56,069	\$93,420	\$103,902	11.2%
Environmental Conservation	\$153,892	\$94,042	\$113,902	\$132,746	\$170,729	28.6%
Finance & Management	\$33,962	\$46,138	\$69,802	\$77,072	\$52,405	-32.0%
Financial Regulation	\$52,068	\$34,290	\$35,181	\$62,415	\$98,780	58.3%
Fish & Wildlife	\$140,583	\$106,803	\$145,005	\$147,676	\$186,349	26.2%
Forests, Parks & Recreation	\$133,599	\$71,474	\$113,468	\$94,171	\$126,522	34.4%
Green Mountain Care Board	\$13,661	\$15,155	\$8,554	\$9,739	\$9,801	0.6%
Health	\$352,844	\$531,356	\$475,332	\$362,489	\$368,151	1.6%
Human Resources	\$17,385	\$12,128	\$12,685	\$20,203	\$31,073	53.8%
Human Services	\$14,840	\$34,205	\$25,407	\$47,469	\$43,680	-8.0%
Labor	\$18,850	\$107,738	\$41,568	\$53,785	\$60,318	12.1%
Libraries	\$5,863	\$3,054	\$3,004	\$7,246	\$3,558	-50.9%
Liquor & Lottery	\$29,182	\$27,686	\$30,724	\$57,215	\$60,687	6.1%
Mental Health	\$403,827	\$333,972	\$327,140	\$281,812	\$317,244	12.6%
Military	\$183,711	\$138,078	\$176,919	\$195,756	\$230,411	17.7%
Natural Resources	\$6,724	\$3,408	\$5,246	\$3,457	\$6,116	76.9%
Natural Resources Board	\$4,512	\$301	\$316	\$571	\$0	-100.0%
Public Safety - Civilian	\$243,684	\$190,073	\$142,636	\$126,101	\$128,106	1.6%
Public Safety - Sworn	\$614,019	\$450,084	\$545,391	\$561,952	\$633,442	12.7%
Public Service	\$16,572	\$10,804	\$21,956	\$17,173	\$15,117	-12.0%
Secretary of State	\$48,566	\$31,604	\$43,086	\$27,410	\$27,384	-0.1%
Small Departments	\$27,062	\$9,967	\$25,701	\$17,867	\$13,978	-21.8%
State Treasurer	\$8,063	\$4,060	\$12,958	\$11,771	\$16,284	38.3%
State's Attorney's & Sheriffs	\$6,919	\$2,569	\$11,000	\$8,959	\$33,251	271.2%
Taxes	\$57,932	\$45,488	\$69,349	\$41,067	\$25,386	-38.2%
Transportation	\$1,342,379	\$1,213,800	\$1,431,062	\$1,418,842	\$1,787,499	26.0%
Vermont Health Access	\$278,510	\$181,154	\$136,513	\$145,681	\$221,299	51.9%
Vermont Veterans' Home	\$109,500	\$126,775	\$132,789	\$128,508	\$168,854	31.4%
Total	\$7,019,704	\$6,560,455	\$7,287,954	\$6,857,141	\$7,723,984	12.6%
% Change from Previous FY		-6.5%	11.1%	-5.9%	12.6%	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2020 to 2024. "Small Departments" have 15 or fewer employees (See Appendix B). Payment for compensatory time off as reported in this Table includes: (1) compensatory time used; and (2) payment of unused accrued compensatory time upon separation or as specified in the Labor Agreements.

Compensatory time costs increased 12.6% from Fiscal Year 2023 to Fiscal Year 2024.

Table 56 Employees Hired into Range by Department by Fiscal Year

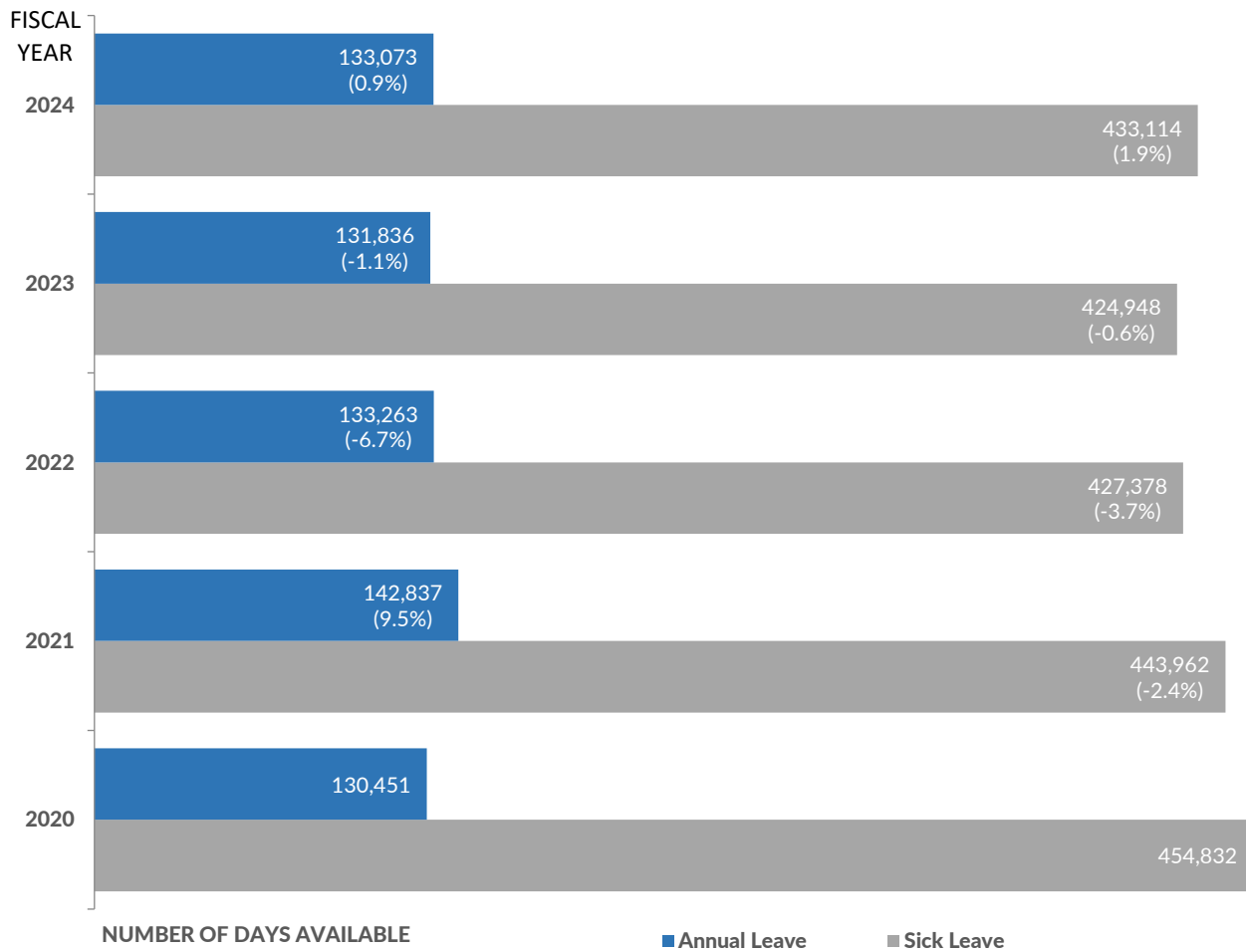
Department	Fiscal Year				
	2020 Num.	2021 Num.	2022 Num.	2023 Num.	2024 Num.
Administration			1	2	
Agriculture, Food & Markets	3	3	4	3	1
Attorney General		2		2	
Buildings & General Services	7	1	5	4	6
Children & Families	1	3	4	6	14
Commerce & Comm. Dev.		2	7	4	2
Corrections		1	4	4	2
Digital Services	4	6	6	5	4
Disabilities, Aging & Ind. Liv.	4	2	9	9	13
Education	7	2	4	10	8
Environmental Conservation	1	1	5	6	6
Finance & Management		1			
Financial Regulation	1	2	3	2	3
Fish & Wildlife			1		2
Forests, Parks & Recreation			2	3	3
Green Mountain Care Board	2		3	3	1
Health	11	10	30	28	23
Human Resources			3	2	4
Human Services	1	1	1	2	
Labor	1		4	10	7
Libraries			1	1	
Liquor & Lottery	1	2	2	1	3
Mental Health	4	1	3	8	33
Military				1	1
Natural Resources	1		1		1
Natural Resources Board	1				1
Public Safety		2	6	4	7
Public Service	4		2	4	5
Secretary of State	1	1	1	1	4
Small Departments	2	3		1	
State Treasurer				1	1
Taxes	1	1	2	3	2
Transportation	7	3	7	9	9
Vermont Health Access	4	3	3	11	4
Vermont Veterans' Home	8	3	3	8	10
Total	77	56	131	158	185

Source: The State's Human Resource Information System (VTHR). Data include all classified Executive Branch employees for Fiscal Years 2020 to 2024. "Small Departments" have 15 or fewer employees (See Appendix B). See Personnel Policy Number 12.2 – Hire-Into-Range.

Hire into range is a compensation tool to provide for the initial hiring above the entry rate in cases where there's a shortage of qualified applicants, when entry rates lag the relevant labor market and/or when a candidate possesses exceptional and outstanding qualifications. On average about 10% of initial classified hires are hired above the normal entry rate.

The number of hires into range has increased over the period shown. This is a function of the increased number of hires, especially in Fiscal Years 2022 and 2023 (See Table 25). In addition, the percentage of initial hires who are hired into range has increased from 9% of the hires in Fiscal Year 2020 to 15% of the hires in Fiscal Year 2024. This reflects the highly competitive labor market that the State has faced for the last several fiscal years (See Table 20).

Table 57 Total Sick and Annual Leave Balances for Classified Employees by Fiscal Year



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2020 to 2024. 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 increased slightly (0.9%) in Fiscal Year 2024. Accumulated annual leave is paid off, in whole or in part, upon separation from employment.

Total sick leave balances increased 1.9% in Fiscal Year 2024.

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 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 increased so overall balances decreased for the first time in two fiscal years. Fiscal Year 2023 saw further decreases. Annual leave balances seem to have stabilized in Fiscal Year 2024 in the first fully post pandemic fiscal year.

17
Average number of accumulated annual leave days per employee.

55
Average number of accumulated sick leave days per employee.

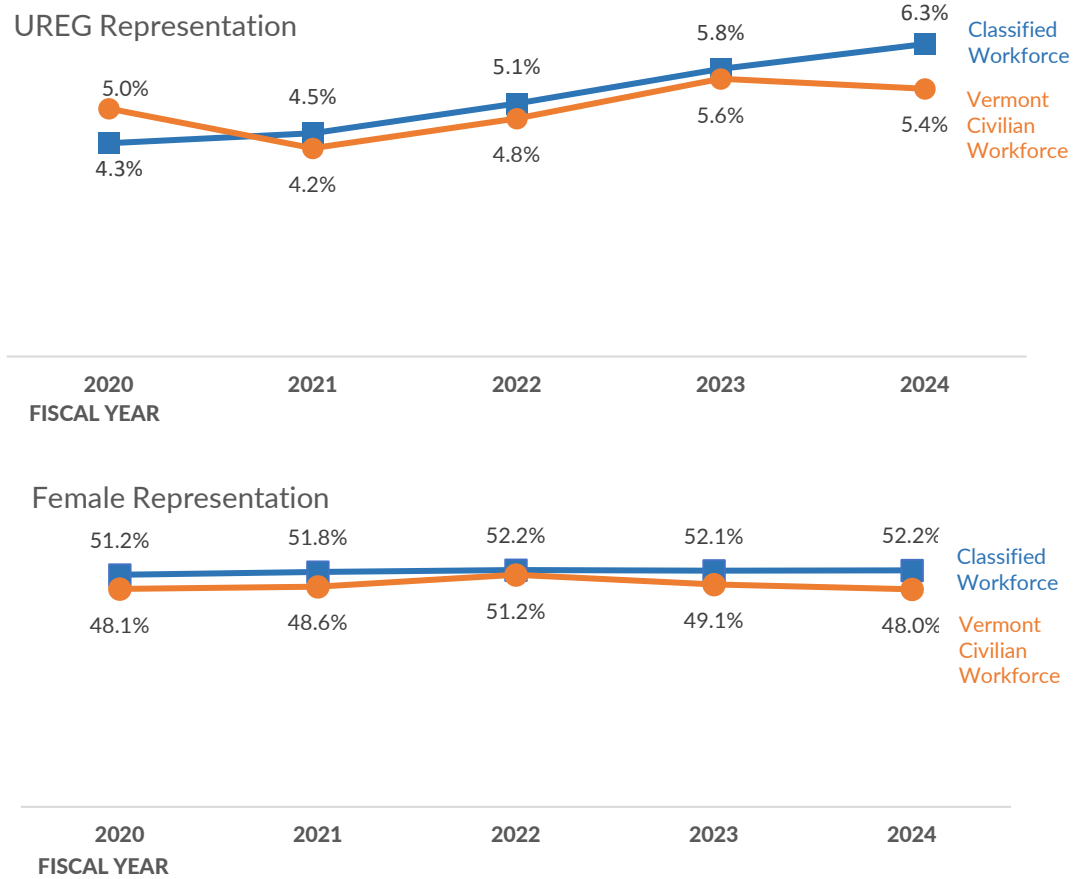
Equal Employment Opportunity

For Fiscal Year 2024, representation of Underrepresented Racial and Ethnic Groups (UREG) in the classified workforce was 6.3%.

UREG representation in the classified workforce is at its highest rate ever, an over 50% increase in numbers since Fiscal Year 2020.

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

Table 58 Underrepresented Racial and Ethnic Groups (UREG) and Sex Composition of Classified Workforce Compared to Vermont Civilian Workforce



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2020 to Fiscal Year 2024. See Appendix D 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 2024, representation of Underrepresented Racial and Ethnic Groups (UREG) in the classified workforce was 6.3%. Since 2020 the number of UREG in the State of Vermont classified workforce has accelerated rapidly with an over 50% increase.

The U.S. Bureau of Labor Statistics estimates a 5.4% 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 2024, female representation in the classified workforce was 52.2%. The U.S. Bureau of Labor Statistics estimates a 48.0% female representation in the civilian workforce.

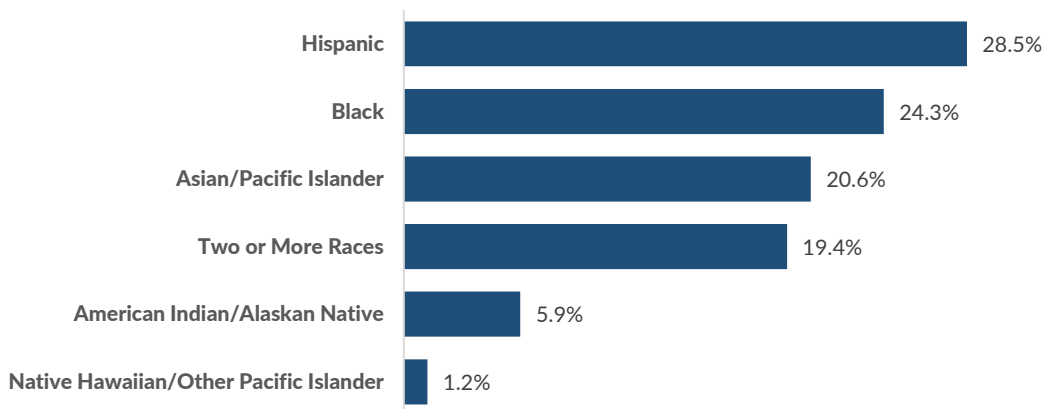
Table 59 Underrepresented Racial and Ethnic Groups (UREG) and Sex Profile - Fiscal Year 2024

	Gender			Race/Ethnic Status		
	Female	Male	Total	UREG	White	Total
Number	4,099	3,757	7,856	494*	7,362	7,856
Percent	52.2%	47.8%	100%	6.3%	93.7%	100%
Average Salary	\$71,920	\$71,783	\$71,854	\$64,053	\$72,383	\$71,854
Turnover	11.2%	11.8%	11.5%	20.0%	10.9%	11.5%
Average Age	45.4	44.3	44.9	41.1	45.1	44.9
Generation						
Pre-Baby Boom	0.0%	0.1%	0.1%	0.0%	0.0%	0.0%
Baby Boom	13.5%	13.1%	13.3%	8.1%	13.7%	13.3%
Generation X	40.8%	37.6%	39.3%	30.8%	39.8%	39.3%
Millennial	39.6%	40.4%	40.0%	50.2%	39.3%	40.0%
Gen Z	6.0%	8.8%	7.4%	10.9%	7.1%	7.4%
Ave. Years of Service	9.8	10.4	10.1	6.0	10.4	10.1

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.

* 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 2024. See Appendix D for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report. See Note on Table 15b for definitions of Generations.

For Fiscal Year 2024, Underrepresented Racial and Ethnic Groups (UREG) employees had a lower average age (41.1 vs. 45.1), a lower average years of service (6.0 vs. 10.4), and nearly double the turnover rate (20.0% vs. 10.9%) compared to white employees.

Male and female employees have nearly identical average annual salaries. A pay gap analysis finds that there is no difference between the median salary for full time male employees versus female employees (both \$69,035.20). However, there is an 11.1% difference (gap) between the median salary for full time employees who identify as UREG versus white employees (\$61,609.60 and \$69,326.40).

A pay gap analysis² does not in itself indicate a lack of pay equity. Job related factors that could account for this gap include a difference in median pay grade (UREG median = 23 vs. white median = 24) and step (UREG median step = 4 vs. white median step = 7).

² A pay gap analysis provides a high-level view of any differences in pay between groups without accounting for job related factors, such as occupational differences, tenure and so on. A more detailed pay equity analysis would be required to identify if there is a difference between similarly situated individuals. [Managing Pay Equity](#), Society for Human Resource Management, March 13, 2023.

Table 60 Underrepresented Racial and Ethnic Groups (UREG) Representation for Classified Job Titles – Fiscal Year 2024

UREG Representation of Most Populous Job Titles FY '24			Job Titles with the Highest UREG Representation FY '24		
Job Title	Total Num.	% UREG	Job Title	Total Num.	% UREG
Correctional Officer I	315	19.4%	Corrections Services Specialist II	28	21.4%
Family Services Worker	163	5.5%	MV Direct Client Services Specialist I	48	20.8%
Trooper	156	10.3%	Civil Engineer I	25	20.0%
Transportation Operations Technician II	146	2.1%	Correctional Officer I	315	19.4%
Benefits Programs Specialist	107	5.6%	IT Systems Developer III	33	18.2%
Correctional Officer II	91	12.1%	Public Health Analyst III	19	15.8%
Transportation Operations Technician III	80	1.3%	MV Direct Client Services Specialist II	26	15.4%
Sergeant	79	0.0%	Family Services Supervisor	46	15.2%
Administrative Services Coordinator I	68	2.9%	Family Services Worker Trainee	20	15.0%
Administrative Services Coordinator II	66	9.1%	Environmental Analyst III - General	21	14.3%
Environmental Analyst V - General	63	3.2%	Program Technician I	22	13.6%
Reach Up Case Manager II	54	5.6%	IT Systems Developer II	15	13.3%
BGS Custodian II	53	7.5%	Registered Nurse II - CSN	23	13.0%
Program Technician II	52	9.6%	Community Correctional Officer	32	12.5%
MV Direct Client Services Specialist I	48	20.8%	Education Programs Coordinator I	16	12.5%
Probation & Parole Officer	47	4.3%	Public Health Analyst II	16	12.5%
Transportation Operations Technician I	47	4.3%	Correctional Officer II	91	12.1%
Family Services Supervisor	46	15.2%	Administrative Services Technician IV	36	11.1%
AOT Area Maintenance Supervisor II	43	4.7%	Probation & Parole Officer II	36	11.1%
Environmental Analyst VI	43	2.3%	Correctional Educator	18	11.1%
Public Health Specialist II	42	9.5%	Civil Engineer II	29	10.3%
Correctional Facility Shift Supervisor	41	4.9%	Trooper	156	10.3%
Administrative Services Coordinator III	40	2.5%	Licensed Nursing Assistant	40	10.0%
Environmental Analyst VII - General	40	5.0%	Program Technician II	52	9.6%
Licensed Nursing Assistant	40	10.0%	Public Health Specialist II	42	9.5%
Transportation Senior Operations Technician	40	5.0%	Administrative Services Coordinator II	66	9.1%

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 2024. See Appendix D for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report.

The most populous job title, Correctional Officer I with 19.4% representation of Underrepresented Racial and Ethnic Groups (UREG), was above the classified workforce average for UREG representation of 6.3%.

Other most populous job titles with above average UREG representation include Motor Vehicle Direct Client Services Specialist I (20.8%), Family Services Supervisor (15.2%), Correctional Officer II (12.1%), Trooper (10.3%), and Licensed Nursing Assistant (10.0%).

The top job titles with the highest UREG representation include Corrections Services Specialist II (21.4%), MV Direct Client Services Specialist I (20.8%), Civil Engineer I (20.0%), Correctional Officer I (19.4%), and IT Systems Developer III (18.2%).

Department Statistics

Table 61 Key Metrics by Department – Fiscal Year 2024 (Part 1)

Department	Num.	FTEs	Ave. Age	Ave. LOS	Silent	Generation				Female	Male	UREG
						Baby Boom	Gen X	Millennial	Gen Z			
Administration	18	18.0	46.7	12.2	0.0%	17%	44%	33%	6%	77.8%	22.2%	0.0%
Agriculture, Food & Markets	144	144.0	42.3	8.9	0.0%	13%	25%	56%	7%	56.3%	43.8%	2.1%
Attorney General	35	35.0	48.1	11.5	0.0%	23%	49%	26%	3%	68.6%	31.4%	5.7%
Buildings & General Services	311	311.0	49.3	11.1	0.3%	26%	39%	30%	5%	25.1%	74.9%	5.8%
Children & Families	921	915.6	45.0	10.2	0.0%	9%	46%	39%	6%	82.2%	17.8%	5.0%
Commerce & Comm. Dev.	74	74.0	48.7	10.6	0.0%	20%	42%	38%	0%	64.9%	35.1%	5.4%
Corrections	925	925.0	41.0	10.2	0.0%	7%	34%	44%	15%	30.7%	69.3%	11.7%
Digital Services	338	337.8	45.3	9.8	0.0%	14%	36%	43%	7%	30.5%	69.5%	7.7%
Disabilities, Aging & Ind. Liv.	312	303.7	48.6	9.2	0.0%	22%	43%	33%	2%	77.2%	22.8%	4.8%
Education	156	155.8	48.1	9.1	0.0%	21%	38%	38%	3%	75.0%	25.0%	3.8%
Environmental Conservation	330	326.4	44.2	9.9	0.3%	13%	37%	40%	9%	53.9%	46.1%	5.5%
Finance & Management	27	27.0	49.1	12.0	0.0%	30%	37%	30%	4%	51.9%	48.1%	0.0%
Financial Regulation	84	83.4	49.2	10.0	0.0%	20%	50%	29%	1%	71.4%	28.6%	6.0%
Fish & Wildlife	140	140.0	43.4	13.0	0.0%	8%	37%	49%	6%	28.6%	71.4%	1.4%
Forests, Parks & Recreation	128	126.4	45.1	9.7	0.0%	14%	38%	45%	3%	41.4%	58.6%	4.7%
Green Mountain Care Board	17	17.0	42.0	6.5	0.0%	6%	29%	59%	6%	88.2%	11.8%	11.8%
Health	587	580.8	44.1	8.7	0.0%	13%	36%	45%	6%	78.7%	21.3%	6.6%
Human Resources	95	94.0	47.7	11.9	0.0%	20%	40%	37%	3%	76.8%	23.2%	5.3%
Human Services	55	55.0	46.7	9.5	0.0%	13%	44%	38%	5%	67.3%	32.7%	10.9%
Labor	208	207.9	48.0	9.4	0.0%	18%	45%	32%	6%	64.9%	35.1%	9.1%
Libraries	16	16.0	52.2	13.6	0.0%	38%	38%	19%	6%	68.8%	31.3%	6.3%
Liquor & Lottery	65	64.8	45.4	9.9	0.0%	15%	40%	37%	8%	43.1%	56.9%	3.1%
Mental Health	188	187.4	46.1	8.6	0.0%	15%	42%	38%	5%	63.3%	36.7%	9.6%
Military	140	138.7	44.0	9.4	0.0%	13%	35%	41%	11%	21.4%	78.6%	2.9%
Natural Resources	21	20.9	44.5	12.4	0.0%	19%	29%	43%	10%	76.2%	23.8%	4.8%
Natural Resources Board	22	21.8	50.1	15.7	0.0%	18%	50%	32%	0%	81.8%	18.2%	0.0%
Public Safety - Civilian	212	211.6	45.6	9.1	0.0%	16%	40%	36%	8%	48.6%	51.4%	4.2%
Public Safety - Sworn	313	312.0	38.5	10.7	0.0%	1%	33%	54%	12%	18.8%	81.2%	6.1%
Public Service	46	46.0	46.5	8.3	0.0%	11%	54%	35%	0%	50.0%	50.0%	2.2%
Secretary of State	69	69.0	47.3	10.2	0.0%	13%	48%	39%	0%	63.8%	36.2%	5.8%
Small Departments	57	56.9	46.7	9.2	0.0%	14%	37%	46%	4%	59.6%	40.4%	8.8%
State Treasurer	34	34.0	46.7	9.2	0.0%	15%	41%	41%	3%	52.9%	47.1%	8.8%
Taxes	130	130.0	46.9	10.1	0.0%	23%	33%	36%	8%	67.7%	32.3%	3.8%
Transportation	1175	1174.3	45.0	11.3	0.1%	13%	42%	36%	9%	29.0%	71.0%	5.2%
Vermont Health Access	342	340.0	45.1	8.9	0.0%	13%	38%	45%	3%	76.0%	24.0%	5.0%
Vermont Veterans' Home	121	119.8	49.0	8.9	0.0%	21%	47%	28%	4%	76.9%	23.1%	11.6%
Total	7856	7820.8	44.9	10.1	0.04%	13%	39%	40%	7%	52.2%	47.8%	6.3%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2024.

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 D for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report.

Table 62 Key Metrics by Department – Fiscal Year 2024 (Part 2)

Department	Hires		Internal Move			Turnover				Total Outflow	Retirement Elig.		
	Num.	Rate	Pro.	Dem.	Xfer.	Vol.	Invol.	Retire	Total		Move.	Current FY '24	5 year FY '29
Administration	0	0.0%	3		1	5.9%	0.0%	5.9%	11.8%	5.7%	17.1%	5.6%	33.3%
Agriculture, Food & Markets	13	9.7%	4	3	2	2.9%	0.0%	0.7%	3.6%	3.6%	7.2%	10.4%	16.0%
Attorney General	3	9.5%	5		3	6.0%	0.0%	0.0%	6.0%	9.4%	15.6%	14.3%	40.0%
Buildings & General Services	34	11.1%	20	6	3	6.8%	0.3%	2.9%	10.4%	2.2%	12.5%	16.4%	34.7%
Children & Families	119	13.2%	77	16	24	7.3%	0.3%	1.9%	9.6%	1.9%	11.3%	5.4%	15.1%
Commerce & Comm. Dev.	10	13.5%	8	1	2	8.1%	0.0%	0.0%	8.1%	5.6%	13.9%	10.8%	24.3%
Corrections	228	26.8%	126	16	34	13.7%	2.8%	3.0%	19.8%	1.4%	20.7%	7.7%	17.9%
Digital Services	29	8.9%	19	3	2	3.6%	0.3%	3.6%	7.4%	1.2%	8.4%	9.5%	19.5%
Disabilities, Aging & Ind. Liv.	41	14.2%	30	5	14	5.9%	0.0%	4.6%	10.4%	2.2%	12.3%	9.0%	26.3%
Education	22	15.3%	5			5.4%	0.7%	1.4%	7.5%	0.7%	8.1%	14.1%	28.2%
Environmental Conservation	42	14.0%	24	2	3	5.8%	0.0%	3.4%	9.2%	1.8%	10.8%	8.8%	17.9%
Finance & Management	0	0.0%				0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	29.6%
Financial Regulation	12	15.7%	4	1		2.5%	3.8%	2.5%	8.8%	0.0%	8.6%	8.3%	22.6%
Fish & Wildlife	7	5.1%	11		1	0.7%	0.0%	2.9%	3.6%	0.0%	3.5%	12.9%	24.3%
Forests, Parks & Recreation	18	15.9%	10	1		5.1%	0.0%	2.5%	8.5%	0.8%	9.1%	11.7%	19.5%
Green Mountain Care Board	2	10.3%	2		1	25.6%	0.0%	0.0%	25.6%	10.8%	37.8%	5.9%	11.8%
Health	69	11.8%	36	6	12	7.3%	1.0%	2.7%	11.0%	2.0%	12.8%	6.1%	17.0%
Human Resources	11	12.1%	3		1	4.3%	1.1%	2.1%	8.6%	0.0%	8.4%	17.9%	26.3%
Human Services	7	15.6%	2	4	1	4.1%	0.0%	2.0%	6.1%	10.5%	16.8%	5.5%	18.2%
Labor	37	17.5%	39	8	3	7.6%	1.4%	3.8%	13.2%	7.6%	20.8%	9.6%	21.2%
Libraries	0	0.0%	1	1		0.0%	0.0%	0.0%	0.0%	13.3%	13.3%	31.3%	43.8%
Liquor & Lottery	9	14.6%	3			4.7%	1.6%	6.3%	12.6%	1.5%	13.4%	7.7%	26.2%
Mental Health	59	33.3%	19	5	3	15.9%	3.8%	1.1%	21.4%	6.2%	28.0%	8.5%	20.2%
Military	13	9.5%	5		1	8.6%	0.0%	0.7%	10.0%	0.7%	10.7%	10.7%	20.0%
Natural Resources	5	35.7%	2	1		15.8%	0.0%	0.0%	15.8%	5.4%	21.6%	19.0%	23.8%
Natural Resources Board	2	10.0%			1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	18.2%	31.8%
Public Safety - Civilian	36	18.3%	23		3	6.9%	1.0%	0.5%	8.8%	3.5%	12.4%	9.4%	19.8%
Public Safety - Sworn	33	10.4%	20	1	36	7.4%	0.0%	3.6%	11.0%	0.0%	10.6%	5.1%	22.0%
Public Service	11	29.3%	3	4	2	2.3%	2.3%	2.3%	7.0%	12.0%	19.3%	2.2%	10.9%
Secretary of State	7	10.6%	5			5.8%	0.0%	0.0%	5.8%	1.5%	7.4%	5.8%	21.7%
Small Departments	11	24.2%	13	2	11	7.1%	1.8%	3.6%	12.5%	3.5%	15.8%	8.8%	17.5%
State Treasurer	8	25.8%	3	1	1	6.1%	0.0%	6.1%	12.1%	12.1%	24.2%	2.9%	26.5%
Taxes	22	17.4%	17	3	1	8.6%	0.8%	3.1%	13.3%	3.9%	17.1%	13.8%	32.3%
Transportation	167	14.4%	142	24	32	9.7%	0.9%	2.3%	13.1%	2.8%	15.7%	9.5%	21.9%
Vermont Health Access	19	5.9%	24	4		4.4%	0.6%	0.9%	6.5%	0.9%	7.3%	5.6%	16.7%
Vermont Veterans' Home	20	15.7%	5	2	5	11.2%	2.4%	4.8%	18.5%	0.0%	17.6%	9.9%	28.9%
Total	1126	15.0%	713	120	203	7.8%	0.9%	2.5%	11.5%	2.3%	13.6%	8.8%	20.8%

Note: Hires – number of hires and hiring rate (See Note on Table 25). 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 36). Retirement Eligibility (See Table 38).

Table 63 Key Metrics by Department – Fiscal Year 2024 (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	\$84,968	\$256	46.6	13.8	15.5	3	1,018	\$29,764
Agriculture, Food & Markets	\$74,146	\$380	36.3	9.8	13.4	21	6,675	\$144,608
Attorney General	\$74,851	\$1,585	6.6	21.6	42.5	4	1,878	\$77,906
Buildings & General Services	\$57,127	\$1,501	16.7	11.9	14.3	60	25,576	\$452,670
Children & Families	\$70,074	\$2,235	11.0	12.2	15.0	153	89,398	\$2,988,388
Commerce & Comm. Dev.	\$74,499	\$740	24.6	10.1	14.8	65	21,277	\$409,131
Corrections	\$62,923	\$19,710	21.5	12.3	13.9	28	15,879	\$574,115
Digital Services	\$82,121	\$205	8.2	9.9	14.1	6	2,788	\$83,468
Disabilities, Aging & Ind. Liv.	\$77,427	\$507	14.5	9.7	13.6	55	31,877	\$948,825
Education	\$74,632	\$453	19.7	11.0	14.2	8	3,157	\$83,220
Environmental Conservation	\$72,318	\$967	10.1	8.7	14.2	33	15,179	\$344,164
Finance & Management	\$90,169	\$373	45.7	12.4	16.5	0	0	\$0
Financial Regulation	\$90,968	\$706	27.2	10.4	16.4	5	1,129	\$24,956
Fish & Wildlife	\$77,696	\$3,734	24.9	8.4	15.5	76	37,681	\$751,596
Forests, Parks & Recreation	\$68,606	\$1,143	20.7	9.8	14.3	580	279,813	\$5,371,834
Green Mountain Care Board	\$82,413	\$55	15.1	10.0	16.1	5	2,077	\$64,511
Health	\$75,454	\$549	15.4	8.9	13.4	57	21,932	\$506,534
Human Resources	\$79,096	\$256	3.9	10.0	15.0	3	813	\$19,537
Human Services	\$86,695	\$581	17.5	7.3	15.2	3	1,523	\$50,506
Labor	\$63,264	\$1,021	14.3	11.9	14.0	14	5,439	\$121,227
Libraries	\$70,491	\$82	8.6	9.3	16.1	0	0	\$0
Liquor & Lottery	\$68,903	\$1,478	19.3	12.3	14.5	18	708	\$12,700
Mental Health	\$76,356	\$5,622	12.2	11.7	13.2	14	6,416	\$231,282
Military	\$62,162	\$4,418	26.5	12.5	14.2	30	16,631	\$332,029
Natural Resources	\$72,204	\$371	10.9	16.8	32.6	1	332	\$7,149
Natural Resources Board	\$78,161	\$424	0.1	13.0	19.4	2	1,310	\$29,751
Public Safety - Civilian	\$71,295	\$12,395	12.8	9.1	14.0	172	49,520	\$1,309,649
Public Safety - Sworn	\$93,527	\$17,820	14.7	8.2	14.6	27	8,592	\$189,059
Public Service	\$82,465	\$556	4.2	9.0	13.6	2	269	\$8,641
Secretary of State	\$78,090	\$114	6.5	10.0	16.1	4	1,022	\$26,711
Small Departments	\$82,744	\$2,313	33.4	24.3	40.3	4	2,929	\$136,070
State Treasurer	\$78,867	\$1,704	27.1	6.1	11.8	12	3,277	\$75,044
Taxes	\$67,981	\$195	7.9	13.2	16.2	18	10,074	\$242,656
Transportation	\$68,698	\$4,361	35.2	10.9	14.5	186	56,999	\$1,443,559
Vermont Health Access	\$74,218	\$1,218	19.4	10.4	14.5	11	7,192	\$229,771
Vermont Veterans' Home	\$64,324	\$4,488	13.7	13.3	12.7	57	26,019	\$619,196
Total	\$71,854	\$4,967	19.0	10.9	14.7	1,737	756,397	\$17,940,226

Note: Ave. Salary = Average Base Salary for Full-Time Classified employees. Ave. per Employee – Cash OT (Cash Overtime -See Table 52), Comp. OT Hrs. = Compensatory Time earned for overtime (See Table 514), Sick Lve. Use. = Sick Leave Used, Ann. Lve. Use = Annual leave Used. Temporary usage (See Table 67a & 67b).

3. Limited Service Positions



Section Three of this Workforce Report provides statistics on Limited Service positions in the Executive Branch of the State of Vermont.

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 64 Limited Service Positions Authorized – Fiscal Year 2024

Department	New Pool	JFO	Legislature	Total
Administration	0	2	1	3
Agriculture	0	3	0	3
Children & Families	0	8	3	11
Commerce & Community Development	0	2	0	2
Corrections	0	1	0	1
Disabilities, Aging & Independent Living	0	6	0	6
Education	0	4	0	4
Environmental Conservation	0	3	0	3
Forests, Parks & Recreation	0	2	6	8
Health	0	8	0	8
Human Services	0	2	0	2
Mental Health	0	2	0	2
Public Safety	0	4	0	4
Public Service	0	4	0	4
State's Attorneys & Sheriffs	0	0	22	22
Total	0	51	32	83

Source: The Department of Human Resources.

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 65 Number of Limited Service Employees by Department by Fiscal Year

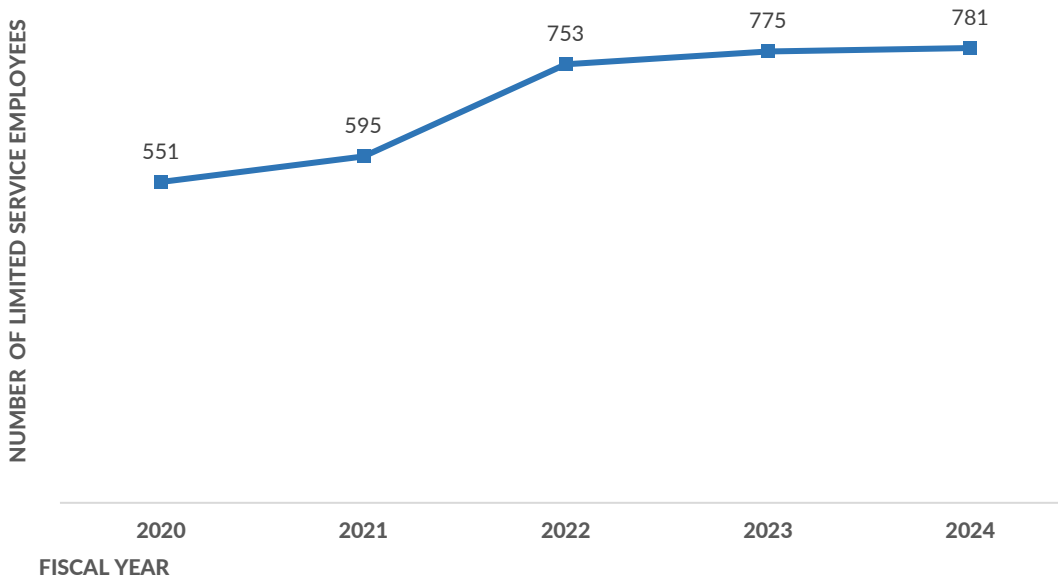
Department	Fiscal Year					Num. Change FY '20 to FY '24	Num. Change FY '23 to FY '24
	2020	2021	2022	2023	2024		
	Num.	Num.	Num.	Num.	Num.		
Administration	0	0	1	2	2	2	0
Agriculture, Food & Markets	20	23	24	31	31	11	0
Attorney General	0	0	0	0	1	1	1
Buildings & General Services	2	2	4	6	7	5	1
Children & Families	25	28	47	51	61	36	10
Commerce & Comm. Dev.	1	1	13	13	12	11	-1
Corrections	0	1	1	1	1	1	0
Digital Services	41	39	43	45	42	1	-3
Disabilities, Aging & Ind. Liv.	21	23	35	52	55	34	3
Education	1	2	1	2	5	4	3
Environmental Conservation	46	46	62	90	97	51	7
Finance & Management	0	0	0	1	1	1	0
Financial Regulation	0	0	0	1	1	1	0
Fish & Wildlife	12	11	16	15	17	5	2
Forests, Parks & Recreation	11	11	10	10	20	9	10
Green Mountain Care Board	0	0	0	0	0	0	0
Health	119	138	213	227	222	103	-5
Human Resources	0	0	0	0	0	0	0
Human Services	7	6	9	8	14	7	6
Labor	13	26	30	30	27	14	-3
Libraries	0	0	0	0	0	0	0
Liquor & Lottery	1	1	1	0	0	-1	0
Mental Health	2	3	4	4	5	3	1
Military	58	58	59	61	65	7	4
Natural Resources	2	2	5	8	6	4	-2
Natural Resources Board	0	0	0	0	0	0	0
Public Safety - Civilian	36	34	39	38	25	-11	-13
Public Safety - Sworn	0	0	0	0	16	16	16
Public Service	5	6	9	13	17	12	4
Secretary of State	1	1	0	0	0	-1	0
Small Departments	1	1	1	1	1	0	0
State Treasurer	0	0	1	0	0	0	0
Taxes	0	0	0	0	0	0	0
Transportation	10	14	15	28	26	16	-2
Vermont Health Access	111	114	109	34	3	-108	-31
Vermont Veterans' Home	5	4	1	3	1	-4	-2
Total	551	595	753	775	781	230	6
% Change from Prev. FY		8.0%	26.6%	2.9%	0.8%		

In FY 2024 over 40% of the filled limited service positions were found in two departments - Health (28.4%) and Environmental Conservation (12.4%).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2020 to Fiscal Year 2024.

Table 66 **Number of Limited Service Employees by Fiscal Year**

The number of filled limited service positions has increased by over 200 since Fiscal Year 2020.



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2020 to Fiscal Year 2024.

From Fiscal Year 2020 through Fiscal Year 2021 the number of filled limited service positions remain level at around an average of 570 per year.

In Fiscal Year 2022 to Fiscal Year 2024 there was a sharp increase in the number of filled limited service positions. This amounted to a little bit over 200 more limited service positions filled than the previous “baseline” fiscal years.

The rapid growth of limited service positions can be traced in large part to the funding from the American Rescue Plan Act of 2021 (ARPA).



4. Temporary Positions

Section Four of this Workforce Report provides statistics on temporary positions in the Executive Branch of the State of Vermont.

Table 67a Use of Temporary Employees – Fiscal Year 2024

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		2				3	1,018	\$29,764
Agriculture		1	1	3	14	2		21	6,675	\$144,608
Attorney General		1		2	1			4	1,878	\$77,906
Buildings & General Services		37	2	2	12	7		60	25,576	\$452,670
Children & Families	2	25		110		17		153	89,398	\$2,988,388
Commerce & Community Dev.		2		2	60	2		65	21,277	\$409,131
Corrections		26		3				28	15,879	\$574,115
Defender General		4					1	5	3,320	\$130,021
Digital Services				3	2	1		6	2,788	\$83,468
Disabilities, Aging & Ind. Living		4	4	36		15		55	31,877	\$948,825
Education		1		2	3	2		8	3,157	\$83,220
Enhanced 911				1				1	262	\$5,081
Environmental Conservation		1	1	9	16	6		33	15,179	\$344,164
Financial Regulation		1			3	1		5	1,129	\$24,956
Fish & Wildlife		1		36	39	1		76	37,681	\$751,596
Forest, Parks & Recreation			1	34	545	2	1	580	279,813	\$5,371,834
Governor's Office			1					1	1,410	\$80,470
Green Mountain Care Board			3	1		1		5	2,077	\$64,511
Health	3	3		38	2	14		57	21,932	\$506,534
Human Resources		1				2		3	813	\$19,537
Human Services			1			2		3	1,523	\$50,506
Labor	4	1	1	2	3	5		14	5,439	\$121,227
Liquor & Lottery			1			17		18	708	\$12,700
Mental Health		12	1	1				14	6,416	\$231,282
Military	1	4	1	15	8	1		30	16,631	\$332,029
Natural Resources						1		1	332	\$7,149
Natural Resources Board						2		2	1,310	\$29,751
Public Safety - Civilian	1	12	16	95	3	63	1	172	49,520	\$1,309,649
Public Safety - Sworn		1	4	8		2	12	27	8,592	\$189,059
Public Service						2		2	269	\$8,641
Public Utility Commission						2		2	25	\$2,525
Secretary of State				2	2			4	1,022	\$26,711
State Treasurer			5	3		4		12	3,277	\$75,044
State's Attorneys & Sheriffs		1	16	3				20	11,024	\$258,256
Taxes				8	8	2		18	10,074	\$242,656
Transportation	1	5	5	21	150	7		186	56,999	\$1,443,559
Vermont Health Access			1	7		3		11	7,192	\$229,771
Vermont Pension Investment Com.			1	1				2	1,232	\$47,993
Vermont Veterans' Home		32	6	19				57	26,019	\$619,196
Total	12	177	72	467	869	185	15	1,764	770,742	\$18,328,502

Source: The State's Human Resource Information System (VTHR). Please see Table 67b for additional source information and Special Note.

Table 67b Summary of Use of Temporary Employees by Fiscal Year

Summary of Temporary Usage FY 2020 to FY 2024

State Totals	Fiscal Year				
	2020	2021	2022	2023	2024
Number	1,733	1,435	1,656	1,767	1,751
% Change from Previous FY	-15.3%	-17.2%	15.4%	6.7%	-0.9%
Hours	776,208	671,927	783,096	759,298	770,742
% Change from Previous FY	-16.2%	-13.4%	16.5%	-3.0%	1.5%
Wages	\$14,481,902	\$13,504,766	\$16,213,116	\$17,587,642	\$18,328,502
% Change from Previous FY	-9.6%	-6.7%	20.1%	8.5%	4.2%

Source: The State's Human Resource Information System (VTHR). Data include only temporary employees of the Executive Branch for Fiscal Years 2020 to 2024.

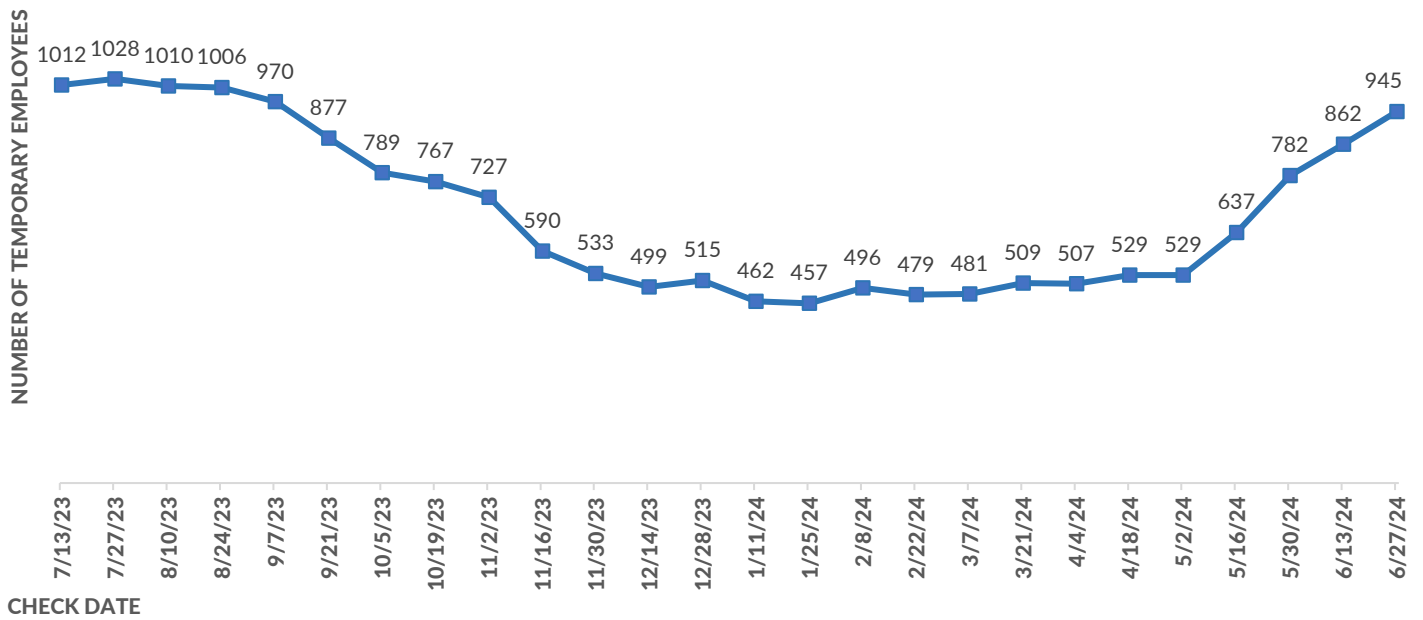
SPECIAL NOTE: Providing an exact count of temporary employees is troublesome. Temporary employees can work more than one-time period, in more than one category, and for more than one department in a fiscal year. In the Table 67a under "Total for Department" the number for each individual department is 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 Table 67a 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 (1,764) but the actual total of unique temporary employees (shown in Table 67a) was 1,751 because 13 individuals worked in more than one department.

In Fiscal Year 2024, 1,751 individuals worked as temporary employees for 770,742 hours and were paid a total of \$18,328,502 in gross wages.

Table 67b above compares the use of temporary employees for Fiscal Years 2020 to 2024. Fiscal Year 2024 saw a slight decrease from Fiscal Year 2023 in the number of unique temporary employees (-0.9%) and slight increase in total hours (1.5%). Total gross wages were up 4.2%.

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 68 Number of Temporary Employees by Pay Date Fiscal Year 2024

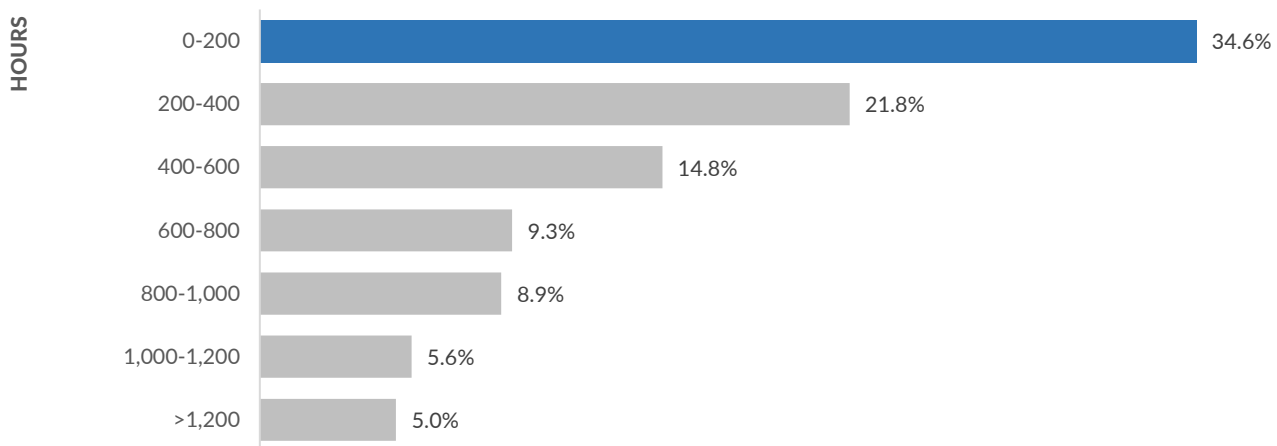


Source: The State's Human Resource Information System (VTHR). Data include only temporary employees of the Executive Branch for Fiscal Year 2024.

As illustrated in Table 68 the number of temporary employees on payroll at each pay date varies considerably over the span of the fiscal year. While the number of temporary employees' peaks during the summer months at over 1,000 employees per pay date, from late November to early May the number of temporary employees drops to 500 or fewer.

Table 69 shows the largest percentage of temporary employees worked 200 or fewer hours in Fiscal Year 2024. Over 55% worked 400 or fewer hours.

Table 69 Hours Worked by Temporary Employees during Fiscal Year 2024



Source: The State's Human Resource Information System (VTHR). Data include only temporary employees of the Executive Branch for Fiscal Year 2024.

Table 70 shows the profile of temporary employees compared to classified employees. In Fiscal Year 2024 the temporary employee population had a lower percentage of female employees (47.0%) than in classified (52.2%), there was a lower percentage of individuals identifying as from an Underrepresented Racial and Ethnic Group (UREG) than classified employees (5.8% vs. 6.3%), and while the average age of temporary employees was the same as classified (44.9), the distribution was considerably different.

The largest percentage of temporary employees were aged 25 or less, which is due to summer seasonal employees. The age distribution of temporary employees has greater percentages at the younger age levels and older age levels rather than the peak working years (age 25 - 54), where we see a greater percentage of classified employees, which again makes sense given the nature of temporary employment.

Table 70 Classified and Temporary Employee Profile Fiscal Year 2024

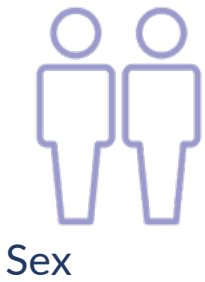


Classified

7,856

Temporary

1,869



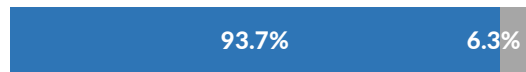
Female | Male



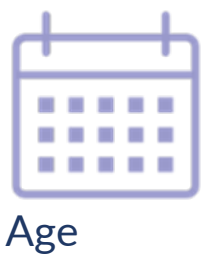
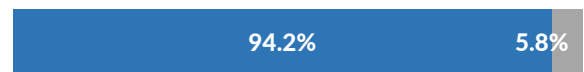
Female | Male



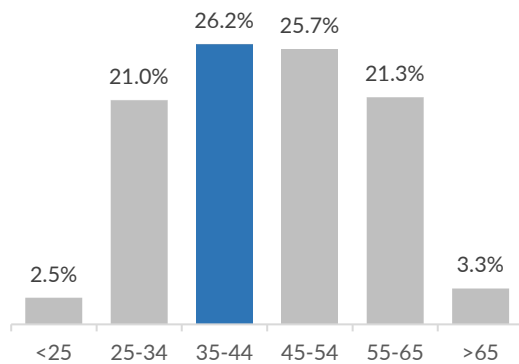
White | Underrepresented Groups



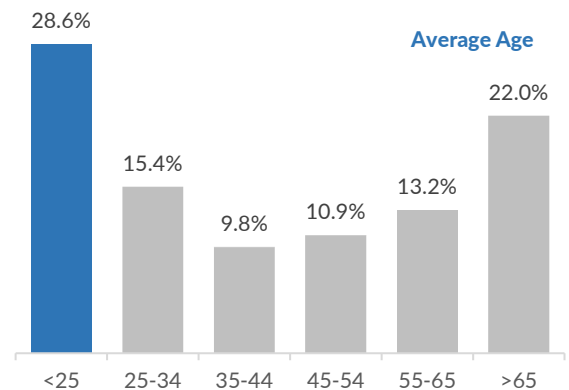
White | Underrepresented Groups



Average Age = 44.9



Average Age = 44.9





5. Other Reports Required by The General Assembly

Table 71 Executive Branch Contracts for Services Created in Fiscal Year 2024

Department	Number of Contracts	Amount Expended	Remaining Amount
Agency of Administration	8	\$165,548	\$149,637
Agriculture	45	\$991,110	\$17,174,676
Attorney General	21	\$394,942	\$750,658
Auditor of Accounts	1	\$1,177	\$323
Buildings & General Services	121	\$43,870,544	\$62,471,408
Cannabis Control Board	1	\$0	\$189,720
Children and Families	107	\$11,715,984	\$82,894,434
Commerce & Community Development	36	\$1,520,869	\$6,431,244
Corrections	26	\$6,392,732	\$20,085,235
Crime Victims' Services Center	21	\$37,887	\$89,715
Criminal Justice Council	13	\$174,503	\$303,878
Defender General	121	\$7,184,142	\$371,880
Digital Services	143	\$14,685,912	\$122,889,027
Disabilities, Aging, and Independent Living	131	\$2,045,444	\$298,206,346
Education	153	\$3,426,505	\$2,481,026
Enhanced 911 Board	2	\$15,461	\$24,865
Environmental Conservation	86	\$6,709,380	\$65,081,055
Financial Regulation	10	\$55,284	\$669,716
Fish & Wildlife	72	\$1,217,178	\$3,871,037
Forests, Parks & Recreation	89	\$5,299,607	\$13,861,557
Green Mountain Care Board	2	\$903,562	\$156,438
Health	53	\$3,075,122	\$14,167,849
Human Resources	15	\$3,006,551	\$6,872,124
Human Rights Commission	2	\$4,960	\$21,540
Human Services	20	\$1,394,992	\$3,336,423
Labor	8	\$515,403	\$823,911
Libraries	15	\$27,410	\$3,522
Liquor & Lottery	2	\$0	\$440,000
Mental Health	77	\$9,429,298	\$185,036,954
Military	166	\$14,652,096	\$11,406,440
Natural Resources	4	\$32,919	\$425,496
Office of the Child, Youth	3	\$32,774	\$42,224
Office of Vermont Health Access	16	\$9,916,577	\$21,060,576
Public Safety	55	\$2,827,990	\$8,688,199
Public Service	25	\$3,851,473	\$25,313,962
Secretary of State	15	\$4,783,772	\$9,356,278
State Ethics Commission	9	\$3,083	\$366,168
State Treasurer	19	\$1,174,736	\$4,040,764
Taxes	11	\$5,523,139	\$9,515,112
Transportation	52	\$13,505,683	\$90,921,363
Vermont Pension Investment Commission	3	\$95,000	\$36,400
Vermont Veterans' Home	7	\$231,501	\$1,402,916
Total	1,786	\$180,892,250	\$1,091,432,095

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. "

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

Table 71 contains information on contracts newly issued during Fiscal Year 2024 (7/1/23 - 6/30/24).

Table 72 Executive Branch Privatization Contracts – Fiscal Year 2024

In Fiscal Year 2024 there were no executive branch privatization contracts.

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 73 Contractors Paid Through Payroll – Fiscal Year 2024

In Fiscal Year 2024 there were no contractors who were paid through the state's payroll system.

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

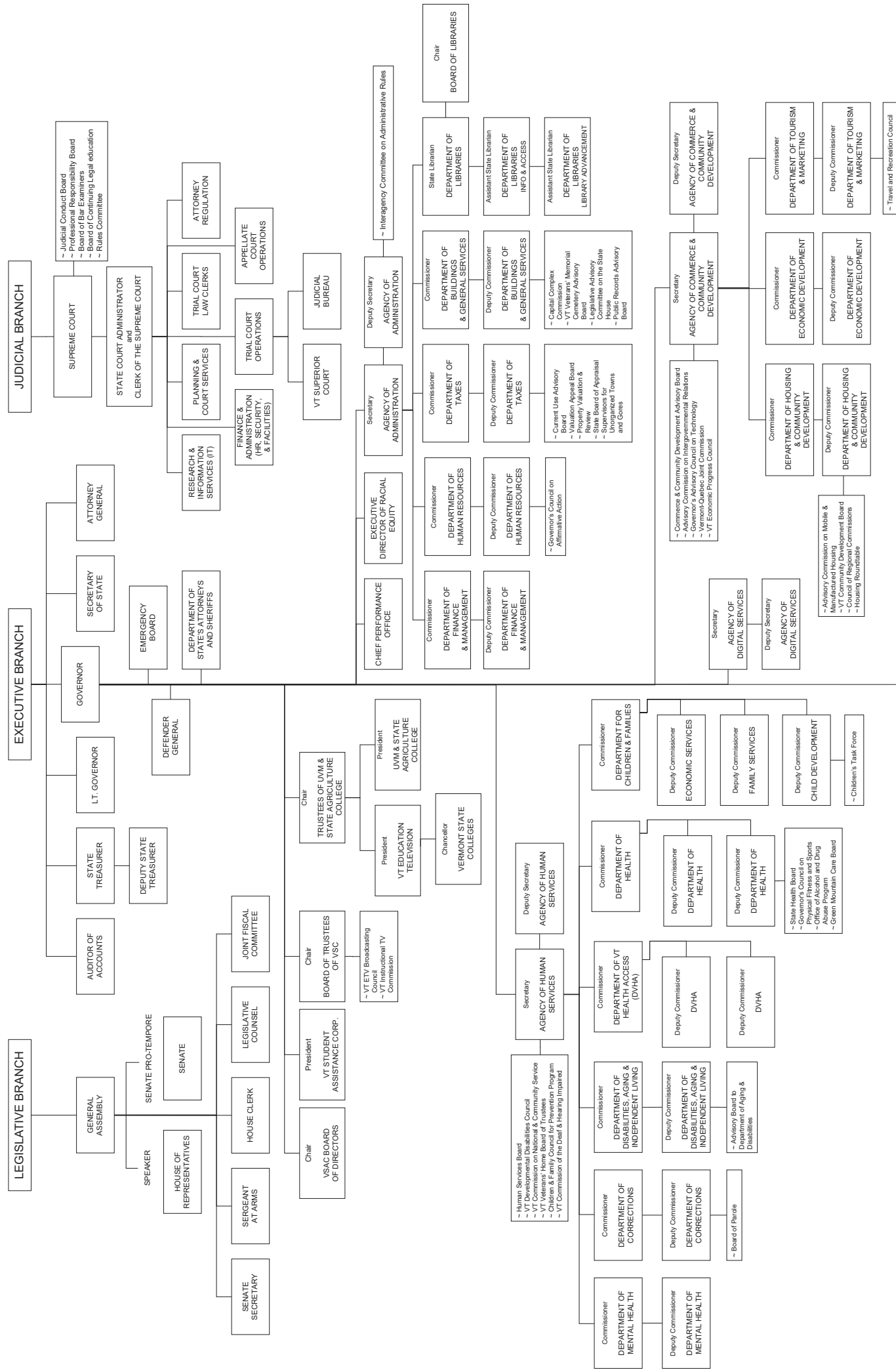
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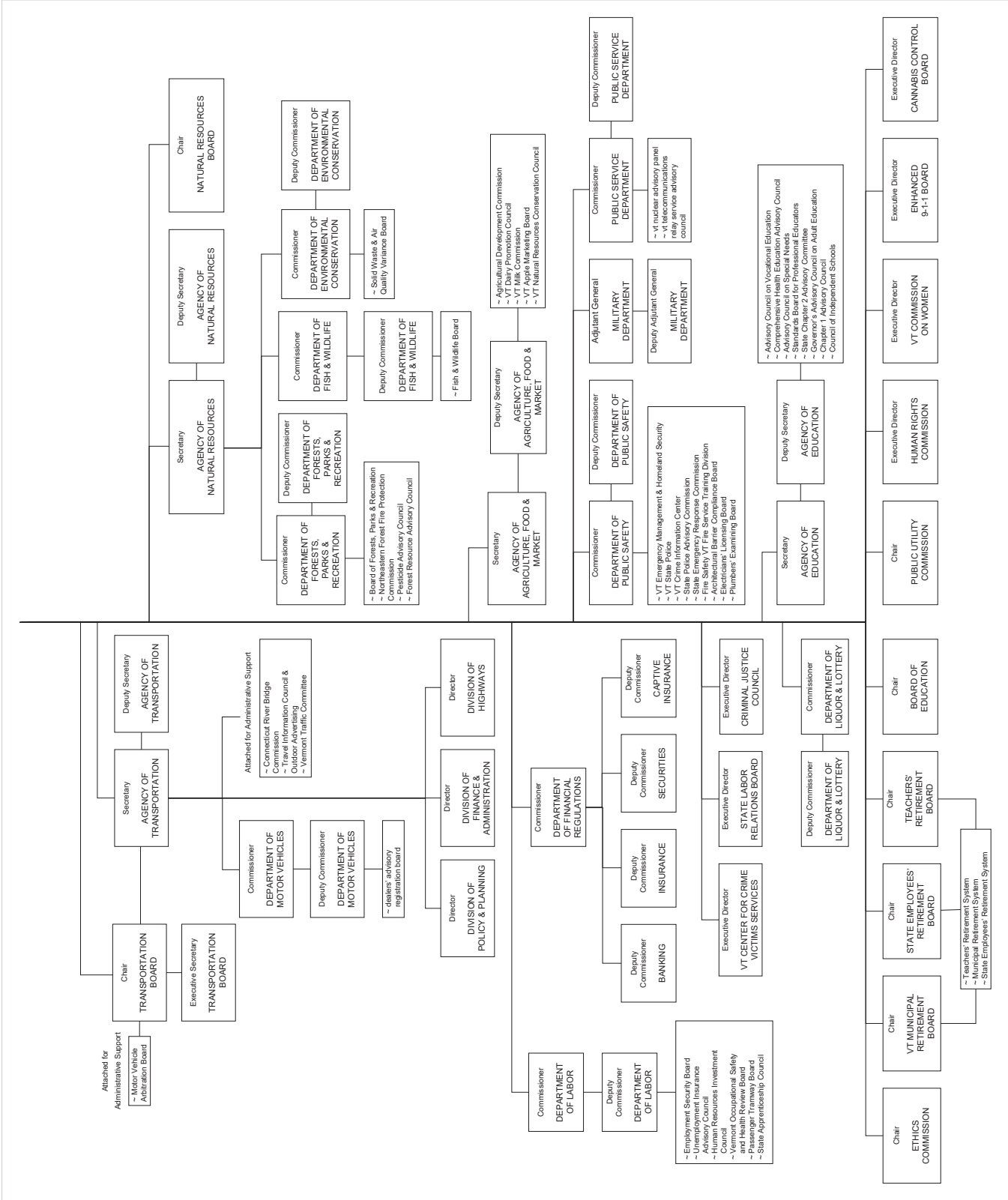
Appendix A – State of Vermont Organizational Chart

Source: Department of Human Resources

STATE OF VERMONT: LEADERSHIP ORGANIZATIONAL CHART

UPDATED: 01/06/2022





Appendix B – Department Listing

Department, Full Name	Department, Used in Report	Small Department
Adjutant General, Office of	Military	
Agency of Administration	Administration	
Agriculture, Food & Markets, Agency of	Agriculture, Food & Markets	
Attorney General, Office of	Attorney General	
Auditor of Accounts	Auditor of Accounts	Yes
Buildings & General Services, Department of	Buildings & General Services	
Children & Families, Department for	Children & Families	
Cannabis Control Board	Cannabis Control Board	Yes
Commerce & Community Development, Agency	Commerce & Community Development	
Corrections, Department of	Corrections	
Defender General, Office of	Defender General	
Digital Services, Agency of	Digital Services	
Disabilities, Aging & Independent Living, Department of	Disabilities, Aging & Independent Living	
Enhanced 911 Board	Enhanced 911 Board	Yes
Education, Agency of	Education	
Environmental Conservation, Department of	Environmental Conservation	
Finance & Management, Department of	Finance & Management	
Financial Regulation, Department of	Financial Regulation	
Fish & Wildlife, Department of	Fish & Wildlife	
Forest, Parks & Recreation, Department of	Forest, Parks & Recreation	
Green Mountain Care Board	Green Mountain Care Board	
Governor's, Office of the	Governor's Office	
Health, Department	Health	
Human Resources, Department of	Human Resources	
Human Services, Agency of	Human Services	
Labor, Department of	Labor	
Libraries, Department of	Libraries	
Lieutenant Governor	Lieutenant Governor	Yes
Liquor Control, Department of	Liquor Control	
Lottery Commission, Vermont	Vermont Lottery Commission	
Natural Resources Board	Natural Resources Board	
Natural Resources, Agency of	Natural Resources	
Office of the Child, Youth, & Family Advocate	Office of the Child, Youth, & Family Advocate	Yes
Public Safety, Department of	Public Safety	
Public Utility Commission	Public Utility Commission	Yes
Public Service, Department of	Public Service	
Secretary of State	Secretary of State	
State's Attorneys & Sheriffs, Department of	State's Attorneys & Sheriffs	
Taxes, Department of	Taxes	
Transportation, Agency of	Transportation	
Treasurer, Office of State	State Treasurer	
Vermont Commission on Women	Vermont Commission on Women	Yes
Vermont Criminal Justice 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 Pension Investment Commission	Vermont Pension Investment Commission	Yes
Vermont Veterans' Home	Vermont Veterans' Home	
VOSHA Review Board	VOSHA Review Board	Yes

Note: "Small Departments" have 15 or fewer classified employees.

Appendix C – Calculation of Retirement Eligibility

Retirement eligibility was determined if at the end of Fiscal Year 2024 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) 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.
- (5) Group G is a new retirement Group, effective July 1, 2023. Group G members are those employees who are first employed in the positions listed below on or after July 1, 2022, or who are members of the System as of June 30, 2022 and make an irrevocable election to join Group G: (1) facility employees of the Department of Corrections, (2) as Department of Corrections employees who provide direct security and treatment services to offenders under supervision in the community, (3) as employees of a facility for justice-involved youth, or (4) as Vermont State Hospital employees or as employees of its successor in interest, who provide direct patient care.

Normal Retirement Age for Group G members varies based on whether the individual was an employee prior to July 1, 2023, and any prior group membership.

If the employee was in Group F and elected to join Group G on July 1, 2023, they are eligible to receive a normal retirement benefit at the earliest of the following:

- Age 62 with 5 years of service,
- 30 years of service (at any age), or
- Age 55 with 20 years of service.

If the employee was in Group F* and elected to join Group G on July 1, 2023, they are eligible to receive a normal retirement benefit at the earliest of the following:

- Age 65 with 5 years of service,
- Rule of 87 (attainment of 87 when combining years of service and age of member), or
- Age 55 with 20 years of service.

If the individual was not an employee prior to July 1, 2023, and have only ever been in Group G, they are eligible to receive a normal retirement benefit at the earliest of the following:

- Age 65 with 5 years of service, or
- Age 55 with 20 years of service.

Projections are based on employee’s age and length of creditable service at Fiscal 2024 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 D – 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).